



**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, ICT and Commercial Partnerships)
Councillor Maurice Cook (Resources)
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,
on **Tuesday, 6 September 2022 at 6:30pm**

This meeting will be broadcast to the public via the East Suffolk YouTube Channel at <https://youtu.be/dvsvlebr3U>

An Agenda is set out below.

Part One – Open to the Public

1	Apologies for Absence To receive apologies for absence, if any.	
2	Declarations of Interest Members and Officers are invited to make any declarations of interests, and the nature of that interest, that they may have in relation to items on the Agenda and are also reminded to make any declarations at any stage during the Meeting if it becomes apparent that this may be required when a particular item or issue is considered.	
3	Announcements To receive any announcements.	
4	Minutes To confirm as a correct record the minutes of the meeting of the 5 July 2022.	1 - 11
KEY DECISIONS		
5	Formation of Project Board – Resilient Coasts Project ES/1255 Report of the Cabinet Member with responsibility for Planning and Coastal Management	12 - 122
6	CIL Spending and Infrastructure Funding Statement 2021-22 ES/1256 Report of the Cabinet Member with responsibility for Planning and Coastal Management	123 - 297
7	Procurement Strategy 2022-2025 ES/1257 Report of the Deputy Leader and Cabinet Member with responsibility for Economic Development	298 - 339
8	First Light Festival - National Portfolio Organisation application and match funding ES/1258 Report of the Deputy Leader and Cabinet Member with responsibility for Economic Development and the Cabinet Member with responsibility for Communities, Leisure and Tourism.	340 - 351
9	East Suffolk Visitor Economy Strategy ES/1259 Report of the Cabinet Member with responsibility for Communities, Leisure and Tourism	352 - 407

NON-KEY DECISIONS

	Pages
10 Southwold Harbour– Draft Budget Monitoring Report Quarter 4 2021/22 ES/1268 Report of the Cabinet Member with responsibility for Resources	408 - 423
11 Environment Task Group - Quarterly Update ES/1269 Report of the Cabinet Member with responsibility for the Environment	424 - 433
12 Shareholder Agreement and Governance Arrangements for the Council’s Group Companies ES/1267 Report of the Leader of the Council	434 - 464
13 Capital Programme Review 2022/23 to 2025/26 ES/1263 Report of the Cabinet Member with responsibility for Resources	465 - 477
14 Exempt/Confidential Items It is recommended that under Section 100A(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 4 of Part 1 of Schedule 12A of the Act.	

Part Two – Exempt/Confidential

	Pages
15 Exempt Minutes <ul style="list-style-type: none"> Information relating to the financial or business affairs of any particular person (including the authority holding that information). KEY DECISIONS	
16 North Felixstowe Garden Neighbourhood <ul style="list-style-type: none"> Information relating to the financial or business affairs of any particular person (including the authority holding that information). 	
17 LATCo Holding Company Business Case <ul style="list-style-type: none"> Information relating to the financial or business affairs of any particular person (including the authority holding that information). 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. 	
18 Purchase of New s106 Units at Chapel Road, Wrentham <ul style="list-style-type: none"> Information relating to the financial or business affairs of any particular person (including the authority holding that information). 	

Close



Stephen Baker, Chief Executive

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Unconfirmed



Minutes of a Meeting of the **Cabinet** held in the Conference Room, Riverside, on **Tuesday, 05 July 2022 at 6:30 PM**

Members of the Cabinet present:

Councillor Norman Brooks, Councillor Stephen Burroughes, Councillor Maurice Cook, Councillor Steve Gallant, Councillor Richard Kerry, Councillor David Ritchie, Councillor Mary Rudd

Other Members present:

Councillor Paul Ashdown, Councillor Edward Back, Councillor David Beavan, Councillor Peter Byatt, Councillor Alison Cackett, Councillor Tony Cooper, Councillor Louise Gooch, Councillor Mark Jepson, Councillor Frank Mortimer, Councillor Trish Mortimer, Councillor Steve Wiles

Officers present: Stephen Baker (Chief Executive), Kerry Blair (Head of Operations), Lewis Boudville (Transport, Infrastructure & Parking Services Manager), Karen Cook (Democratic Services Manager), Richard Jacobs (Port Health Manager), Andy Jarvis (Strategic Director), Nick Khan (Strategic Director), Sue Meeken (Political Group Support Officer (Labour)), Brian Mew (Chief Finance Officer & Section 151 Officer), Agnes Ogundiran (Conservative Political Group Support Officer), Fiona Quinn (Head of Environmental Services and Port Health), Lorraine Rogers (Deputy Chief Finance Officer), Sarah Shinnie (Active Communities Officer - Leisure), Tim Snook (Leisure Development Partnership Manager), Rob Stammers (Waste Strategy and Business Improvement Manager), Alli Stone (Democratic Services Officer), Karla Supple (Senior Communications and Marketing Officer)

1 Apologies for Absence

Apologies for absence were received from the following Cabinet Members - Councillor Rivett, Councillor Mallinder and Councillor Smith.

Apologies for absence was also received from the following Assistant Cabinet Member - Councillor Cloke.

2 Declarations of Interest

There were no declarations of interest.

3 Minutes - May 2022

RESOLVED

That the Minutes of the Meeting held on 3 May 2022 be agreed as a correct record and signed by the Chairman.

4 Minutes - June 2022

RESOLVED

That the Minutes of the Meeting held on 7 June 2022 be agreed as a correct record and signed by the Chairman.

5 Announcements

The Leader announced that Councillor Mallinder had, due to other commitments, resigned as a member of the Southwold Harbour Management Committee (SHMC); Councillor Mallinder would, the Leader reported, with immediate effect, be replaced on the SHMC by Councillor Rudd, who had completed the required skills audit and that had confirmed that Councillor Rudd had the required skills.

The Cabinet Member with responsibility for Transport announced that, on 4 July 2022, he had attended the launch of a new community demand responsive bus service for the villages north of Lowestoft; the service had been launched to help people living in the villages to get out and about more easily; it was being operated by BACT and was funded by East Suffolk community partnerships. Councillor Brooks was pleased to report that since the launch several bookings had already been made and the service would be further promoted.

The Cabinet Member with responsibility for Transport also, referring to the car parks within the East Suffolk district, reported that 33 of the car parks had been awarded disabled certification. Referring to the PARK mark, Councillor Brooks reported that 55 car parks within East Suffolk had met the criteria in full in respect of safety.

6 East Suffolk Leisure Strategy Adoption

Cabinet received report ES/1193 by the Cabinet Member with responsibility for Communities, Leisure and Tourism, the purpose of which was to recommend the adoption of the East Suffolk Council (ESC) Leisure Strategy. This incorporated the Indoor and Built Sports Facilities Strategy; the Playing Pitch and Outdoor Sports Strategy; and the Open Space Report.

The Strategy, which was introduced by the Leader, in the absence of the Cabinet Member with responsibility for Communities, Leisure and Tourism, was intended to help inform and guide decision making processes relating to the Council's own leisure facilities and the requirements for such further provision required as the result of future housing and population growth.

Cabinet also received a presentation by officers, after which the Leader gave thanks for all of the work that had gone into producing the Strategy; he also commented that it set out an ambitious "story" for leisure provision going forward.

Cabinet gave its full support for the Strategy. The Cabinet Member with responsibility for Community Health welcomed that it would encourage people to get involved in sport, which was good for health and wellbeing. The Cabinet Member with responsibility for Customer Services, ICT and Commercial Partnerships welcomed that the Strategy would protect ESC's existing provision while also looking to future investment across the district; Councillor Burroughes commented on the importance of getting out into hard to reach communities.

Councillor Cackett referred to some village halls being owned by town and parish councils, and churches, and suggested that that needed to be taken into account. Officers reported that there may, going forward, be another Strategy for village halls.

Councillor Frank Mortimer emphasised the importance of the involvement of both disability forums across the district and officers confirmed that would take place.

Councillor Byatt referred to facilities at private schools and asked how they would be dealt with. Officers advised that they were looking at both public and private schools.

Councillor Byatt referred to water sports and commented that they were not referenced within the Strategy. Officers advised that they would look at water sports and that approach was very much supported by the Leader.

Councillor Gooch referred to swimming pools and referenced an improved perhaps integrated service, greater access to some of the smaller facilities and the link to water sports. Councillor Gooch referred to the aspiration to strengthen swimming pool provision and suggested that perhaps it could be incorporated into a Leisure / Water Strategy. Officers advised that swimming pools came under the built facilities part but they would certainly look at water sports etc on the coastline, as referenced earlier.

Councillor Gooch referred to the loss of some facilities in Lowestoft recently, and the card that used to be in place that gave access to several different swimming pools, and suggested that the card overcame the barriers that were referenced within the report relating to access. Councillor Gooch suggested that there was space for a separate Strategy that could incorporate both indoor and outdoor pools, and the facilities referenced by Councillor Byatt.

On the proposition of Councillor Gallant, seconded by Councillor Rudd, it was by unanimous vote

RESOLVED

That the East Suffolk Leisure Strategy, attached as Appendix A to the report, be adopted and the Strategic Director, in consultation with the Cabinet Member with responsibility for Communities, Leisure and Tourism, be authorised to implement the Strategy and update the action plan, as necessary.

7 Acquisition of new Refuse Collection Vehicles

Cabinet received report ES/1194 by the Cabinet Members with responsibility for Customer Services, ICT and Commercial Partnerships, and the Environment.

The report was presented by the Cabinet Member with responsibility for Customer Services, ICT and Commercial Partnerships, who reported that as ESC moved closer to the date when East Suffolk Services would go 'live' the report before Cabinet marked another milestone in the transition away from the contract with Norse and the preparations for the commencement of the LATCo under the brand name of East Suffolk Services. The report set out the requirement for ESC to review the current state of the refuse collection vehicle fleet and to agree a replacement plan and process, both now and to be put in place for future arrangements.

Councillor Burroughes reported that ESC currently operated around 50 refuse collection vehicles and many were now reaching the end of their operating lives which was on average approximately seven years. Of these, 23 needed replacing soon and ESC needed to put in place a detailed plan for how this would be achieved together with a long-term commercial approach to constant vehicle replacement and renewal. Due to the mostly rural nature of East Suffolk, many refuse collection vehicles were subject to significant mileage and wear and tear which could result in increased maintenance, and associated pressures and costs, so it was clear that the need for a replacement programme was of high importance.

ESC currently had a blend of vehicles, 14 new Euro 6 vehicles under a long-term hire agreement, which enabled ESC to run these on its new environmentally friendly HVO fuel or Hydrotreated Vegetable Oil, a clean burn, fossil free sustainable alternative to diesel which was proving to be really successful and significantly contributing to reducing the CO2 emissions by approximately 2000 tonnes per year. These vehicles had replaced older versions that could not run on HVO fuel. Other vehicles which remained had in some cases been in service for over 10 years, so the time was right to review the overall operational fleet.

ESC had, Councillor Burroughes stated, two choices around its future vehicle replacement strategy together with two financial approaches to this, to lease or purchase.

For the 23 vehicles concerned, the purchase option equated to a capital spend of £4,370,000 (at c.£190k per vehicle) as opposed to moving to a lease arrangement of £1,070,420 per annum (£875 per week, per vehicle). Although the purchase approach seemed more expensive, however, in the long term, the purchase option did stand to deliver greater value for money, financial resilience and greater cost effectiveness. Clearly as leasing had been demonstrated to be more expensive overall than purchase, then vehicles would need replacing at the end of their specific hire term. Both approaches were quite different and came with their own financial and operational challenges and demands, but ESC needed to move things along.

Any changes ESC made needed to support its strategic objectives such as around financial sustainability, maximising the use of council assets, delivering value for money, caring for the environment and the emerging RAWs strategy. This paper, Councillor Burroughes stated, therefore cut across the two relevant portfolios, firstly his own covering East Suffolk's Commercial Partnerships, and secondly Councillor

Mallinder's portfolio covering the Environment. Although Councillor Mallinder could not be at Cabinet this evening, he was very much in support of the paper and its approach and that it supported the interests of ESC.

Cabinet gave its full support for the proposals within the report; both the Leader and the Cabinet Member with responsibility for Resources stated their clear preference for purchase rather than lease, referring to the purchase option providing better long term financial prudence and financial sustainability. Also, due to the mixed nature of the district, being rural and urban, the mileages in some cases would be quite substantial and in others no as substantial and that would provide the opportunity of creating a phased replacement programme in future years, and also being able to take advantage of any new technologies that might come along. There would also be a residual value for the vehicles, if not in this country, then abroad.

Councillor Byatt gave his support for the proposals within the report; he also asked, referring to the purchase of the fleet, whether ESC would consider working with other authorities that might be purchasing at the same time, in order to achieve economies of scale. Officers, in response, commented that other authorities in Suffolk were in the same position as ESC, running old fleets, however it was considered better for ESC to be slightly ahead of the game because the national production capabilities for refuse collection vehicles was in the region of 2000 per year; it was considered that ESC needed to place its orders earlier rather than later.

Councillor Beavan, referring to the future, suggested that a hybrid of electric with hydrogen backup would be sensible.

Councillor Beavan, referring to HVO, enquired about the supply situation; officers advised that there was a limited supply; the Council was currently out to tender and one of the key criteria would be about security of supply. It was understood that, due to the surge in demand at the moment, production was being increased.

On the proposition of Councillor Burroughes, seconded by Councillor Brooks, it was by unanimous vote

RESOLVED

1. That a procurement process to purchase 23 vehicles be started.
2. That authority be given to the relevant Strategic Director, in consultation with both the Cabinet Member for Customer Services, ICT and Commercial Services and the Cabinet Member with responsibility for the Environment, to negotiate and award a contract on terms that best support the interests of East Suffolk Council.

8 Area Parking Reviews

Cabinet received report ES/1196 by the Cabinet Member with responsibility for Transport, the purpose of which was to recommend approval for a review of the existing parking management regulations and the introduction of new parking management schemes within East Suffolk.

The Cabinet Member with responsibility for Transport reported that ESC was working to ensure that parking regulations, which included resident parking, short term parking bays, double yellow lines, and so on, met changing local demands, including shifting patterns of town centre use, and growth in housing. Current regulations may not meet those needs, instead, they may represent historic needs. This review and additional resource was necessary to support towns and residents in East Suffolk. The efficient and effective review of existing parking regulations and the development of proposals for new regulations would require additional specialist resource to deliver the necessary work in a timely manner.

The Leader emphasised the importance of this decision, stating that one of the key areas for ESC, across the whole district, was the provision of parking. The Leader drew members' attention to paragraph 3.4 of the report relating to the proposed key activities and milestones. By investing in this additional post, he emphasised, ESC would be in a position where it had a timeline relating to what was, at times, very difficult parking arrangements in the market towns. The Leader, together with Cabinet, welcomed the report.

Councillor Beavan hoped that the proposal would improve the situation, commenting that work with Suffolk County Council needed to move forward at speed.

Councillor Gooch welcomed the proposals within the report; she commented on verge parking and stated that any extra capacity that could be mustered, to try to look at smoothing residents' parking issues, was welcome. Councillor Brooks acknowledged the issue of verge parking but commented that it was not the responsibility of the district council.

On the proposition of Councillor Brooks, seconded by Councillor Gallant, it was by unanimous vote

RESOLVED

1. That the Head of Operations be authorised to implement the review of existing parking management regulations within the district, in consultation with the Cabinet Member with responsibility for Transport.
2. That a Supplementary Budget of £21,000 for 2022/23 and £42,000 for future years be approved for the appointment of a Highways Technician/Engineer to provide the resource and capability necessary for undertaking the review and implement the consequent changes to parking management regulations within the district.

9 Draft Financial Outturn 2021/22 and Budget Monitoring Quarter 1 2022/23

Cabinet received report ES/1195 by the Cabinet Member with responsibility for Resources which provided an overview of the Council's draft outturn position for 2021/22 in respect of the General Fund, Reserves, Housing Revenue Account (HRA), the Capital Programme and the Collection Fund.

Councillor Cook reported that the draft outturn position on the General Fund was a surplus of £1.17m, this was against an anticipated use of reserves to balance the budget by £1.38m. The main contributing factor to the surplus was the underspend on

direct staffing costs, due to unfilled vacancies, which was a combination of recruitment difficulties in some areas and the time lag between identifying a resourcing need and having a position filled. Income from fees and charges performed well within areas such as Building Control exceeding expectations post pandemic. Interest and investment income from the Property and Multi Asset Funds and Local Authority investments had also performed better than expected.

The Council continued, Councillor Cook reported, to be very active with Covid related grant administration, for businesses and for managing funding received by the Council for its own purposes. Any Covid related costs incurred by the Council had been fully funded from external funds. Savings on staff and Member travel costs had continued to materialise as forecast, with an annual saving in this area of over £250k compared to pre-pandemic levels.

The proposal was for the outturn surplus to be transferred to the Short Life Asset Reserve and the Transformation Reserve. This was to support the delivery of the Strategic Plan, in particular the transition of the Operations services to East Suffolk Services Limited.

As at 31 March 2022, the total on the Council's earmarked reserves stood at £61.8m. This was a decrease of £11.8m on March 2021, due to the release of Covid funding held in the Covid Reserve and use of the Capital Reserve to fund the capital programme.

The HRA reported a £3.6m surplus position. The most significant variances to report were due to re-phasing of the Housing Development Programme and a revision to planned transfers to Earmarked Reserves.

The General Fund Capital Programme reported a £1.2m underspend at the end of the year due to projects being re-phased to 2022/23.

In conclusion, Councillor Cook reported that the outturn position would feed into the 2022/23 review and update of the Medium Term Financial Strategy, the Capital Programme and the HRA. Appendix D of the report also began to draw attention to budget consideration for 2022/23 as at Quarter 1. Inflationary pressures on fuel, utilities and pay were going to be areas of much focus going forward and would have implications for both revenue and capital.

Cabinet gave its full support for the proposals within the report.

On the proposition of Councillor Cook, seconded by Councillor Rudd, it was by unanimous vote

RESOLVED

1. That the Council's draft outturn position for 2021/22 together with reserves and balances as of 31 March 2022 be noted.
2. That the transfers to and from reserves shown in Appendix C of the report, including the transfer of the General Fund outturn surplus, to the Short Life Asset Reserve and

the Transformation Reserve, £0.585m to each reserve, be approved.

3. That the budget carry forward requests above £0.030m set out in paragraph 2.3 of the report be approved.

4. That the key financial considerations for 2022/23 as identified at Quarter 1 be noted.

10 Review of Strategic Management Team Capacity

Cabinet received report ES/1197 by the Leader of the Council, who stated that the need for additional corporate capacity had been recognised by the Council's Strategic Management Team for a while. It was self-evident that the Council was engaged on a wide and detailed agenda of activity and that this was creating significant pressure on senior officers. A recent Corporate Peer Challenge carried out by the Local Government Association had confirmed this; they recommended that an additional Director post be created to provide that extra capacity. Furthermore, they recommended that this post should be focused on corporate activity in order to maintain a strong governance 'grip' on the Council's corporate activity. The report proposed that the Council allocated provision within its budget on an ongoing basis for a new Director post.

The Leader emphasised that the proposal was not just about ESC investing in a senior officer post; it was about investing in the capacity within ESC; he recalled other recent capacity investments and referred to the constant need to review capacity, ensuring that the ambitions of the Council could continue to be delivered.

Cabinet gave its full support for the proposals within the report; the Cabinet Member with responsibility for Resources referred to this being an investment of resources and not an additional expense; he referenced the Capital Programme, and the related projects, and highlighted the risks of non-completion of capital projects, many of which would bring in additional income. Councillor Cook stated that he was a firm believer that top class management led to top class leadership and that, he stated, was what ESC should be striving for.

In conclusion, the Leader highlighted the importance of duty of care for officers; he stressed that the heads of service, who reported to the strategic directors, deserved a more supportive senior management team than was currently in place, due to their current workloads. In turn, heads of service would be able to provide more support to their officers.

While accepting the comments regarding investment and capacity, Councillor Beavan referred to the number of current vacancies and questioned whether now was the right time to make such an investment; he also referred to the general workforce having a real terms pay cut.

Councillor Byatt echoed the words of Councillor Byatt, but he was reassured to read that there would be a review of all service areas; Councillor Byatt also questioned whether now was the right time to make such an investment; he referred to the Chief Executive's forthcoming retirement and suggested, as another option, that perhaps a new Director should be appointed after the appointment of the new Chief Executive.

The Leader emphasised that this was phase one of ensuring that ESC was in the best position that it could be.

On the proposition of Councillor Gallant, seconded by Councillor Kerry, it was by unanimous vote

RESOLVED

That a Supplementary Budget for 2022/23 and additional funding for future years be approved for the appointment of a new Strategic Director post to ensure that the Council has sufficient capacity at the most senior level to deliver its ambitious Strategic Plan, to maintain and strengthen its approach to corporate governance, and to enable greater senior officer support for service provision and project delivery.

11 Flexible Use of Capital Receipts Strategy 2022/23 to 2024/25

Cabinet received report ES/1198 by the Cabinet Member with responsibility for Resources, the purpose of which was to recommend to Full Council for approval of an updated Flexible Use of Capital Receipts Strategy for the period 2022/23 to 2024/25, in accordance with updated Guidance and Directions issued by the Secretary of State in April 2022. The Flexible Use of Capital Receipts Strategy would enable the Council to potentially take advantage of a valuable flexibility enabling funding of the revenue costs of a number of the Council's key projects in the medium term. The flexibility would enable the Council to optimise the use of capital receipts and conserve revenue budget resources.

Following a question by Councillor Byatt relating to the cost of living crisis and any predictions in respect of a possible shortfall that ESC might experience in terms of Council Tax non payments and rental income and whether the Council should be making provision for this possibility officers, referring to income, commented that at the moment it was difficult to ascertain trends on the Council's business rates, partly due to the current reliefs, ie the energy rebate etc.

On the proposition of Councillor Cook, seconded by Councillor Ritchie, it was by unanimous vote

RESOLVED

That the approval of the updated Flexible Use of Capital Receipts Strategy attached as Appendix C of the report be recommended to Full Council.

12 Exempt/Confidential Items

The Leader reported that, in exceptional circumstances, the Council may, by law, exclude members of the public from all, or part of, an executive decision-making meeting. The Council should, unless there were urgent circumstances, give notice of its intention to do so via the Forward Plan, which was updated and published on its website 28 clear days prior to the meeting.

There were various reasons, the Leader stated, that the Council, on occasions, had to do this and examples were because a report contained information relating to an

individual, information relating to the financial or business affairs of a particular person, or information relating to any consultations or negotiations.

Tonight, the Leader stated, Cabinet had just one substantive exempt matter to consider and it was as outlined on the published agenda at item 13; it related to Port Health following the Government's decision in April 2022 to further delay the introduction of post-Brexit border checks on EU food imports for the fourth time. As the new target date was now late 2023 he stated that he was disappointed that Cabinet was now having to consider doing anything other than what was planned for when establishing the increased capacity and capability to deliver the anticipated checks. The report before Cabinet informed it of the impact assessment and options generated to manage the implications on the Port Health service.

On the proposition of Councillor Gallant, seconded by Councillor Rudd, it was by unanimous vote

RESOLVED

That under Section 100A(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 involved the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Act.

13 Exempt Minutes - May 2022

- Information relating to any individual.
- Information that is likely to reveal the identity of an individual.
- Information relating to the financial or business affairs of any particular person (including the authority holding that information).

14 Exempt Minutes - June 2022

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

15 Port Health and actions following the HM Government Brexit Written Statement of 28 April 2022

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

The meeting concluded at 8.30 pm

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CABINET

Tuesday, 06 September 2022

Subject	Formation of Project Board – Resilient Coasts Project
Report by	Councillor David Ritchie Cabinet Member with responsibility for Planning and Coastal Management
Supporting Officer	Karen Thomas Head of Coastal Partnership East Karen.thomas@eastsuffolk.gov.uk Sharon Bleese Coastal Manager (South) – Strategic Communications Lead Coastal Partnership East Sharon.bleese@eastsuffolk.gov.uk

Is the report Open or Exempt?	OPEN
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Category of Exempt Information and reason why it is NOT in the public interest to disclose the exempt information.	Not applicable
Wards Affected:	<p> Lothingland Harbour & Normanston Gunton & St Margarets Aldeburgh and Leiston Kirkley and Pakefield Kessingland Southwold Rendlesham and Orford Deben Eastern Felixstowe Western Felixstowe </p>

Purpose and high-level overview

Purpose of Report:

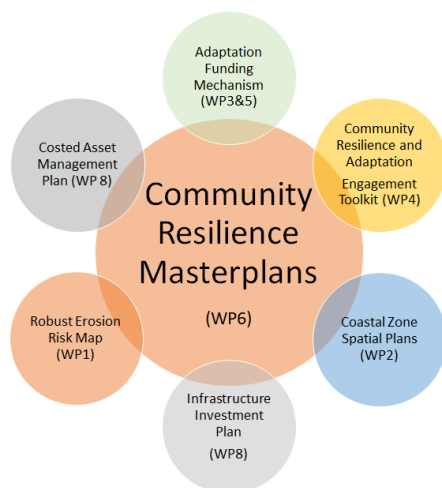
1. Give an overview of the Resilience Coasts project
2. Update and inform the cabinet members
3. That Cabinet approve the formation of a Project Board.
4. That Cabinet, as lead authority, approve the Governance structure which includes the provision of the post of Chair provided by the Cabinet Member for Planning and Coastal Management

High level Overview:

The Resilient Coast project is funded by the Defra and Environment Agency (EA) Flood and Coast Resilience Innovation Programme (FCRIP) and is one of 25 projects across England to be funded and one of only 5 dedicated coastal projects.

This place-based programme aims to provide tools and mechanisms to support coastal communities at risk of flooding and coastal erosion. East Suffolk Council and Great Yarmouth Borough Council formed a partnership to bid for a £9.1m programme of work. The Resilient Coasts Project will deliver practical solutions to deal with climate change and sea level rise that are co-created and implemented by communities along East Suffolk and Great Yarmouth coastal frontages. The project aims to facilitate a sense of ownership that increases community resilience to tidal flooding and coastal erosion.

High risk communities with no resilience options will benefit from a suite of innovative tools that will allow them to plan and transition in response to coastal change to viable, sustainable places whilst delivering wider outcomes of local plans and strategies. Through eight work packages we will create much needed tools and options for those affected by coastal change so we can co-create new community-led resilience master plans. (see diagram below).



Our project will add value to traditional coastal management and planning approaches and go beyond other resilience work initiatives by offering the first dedicated joint UK erosion and tidal risk resilience project. This will generate significant learning locally, nationally, and across public and private sectors. The project will provide evidence for policy change and underpin how coastal practitioners manage the

coast as we learn to adapt to coastal change now and in the future.

The draft Outline Business Case has been reviewed by the EA assurers and it has been approved, subject to suggested amendments. East Suffolk Council will act as Lead Authority, as approved by Cabinet in June 2022, for the project in partnership with Great Yarmouth Borough Council with work being delivered by the Coastal Partnership East officers. Additional resources to support project delivery will be necessary and paid for by the FCRIP fund.

The project will focus on finding practical solutions to enable adaptation to coastal erosion, flooding and climate change risk. The funding is not available to spend in locations that already have flood and coastal solutions through existing funding routes.

The project's work will be focused on four core pilot locations and the outputs will also feed-in to three 'twin' locations. These are:

- **Southwold**, a defended coastal town between the mouth of an estuary at flood risk and soft eroding cliffs- focus is on the transition between hard defences and soft/natural coast.
- **Hemsby**, an undefended coastal resort with properties at risk behind an eroding sand dune with significant environmental designations.
- **Great Yarmouth**, a defended urban zone at flood risk with areas of uneconomic frontage that need resilience solutions and potential for enhanced biodiversity and alternative flood management solutions.
- **Thorpeness**, a partially defended rural coastal heritage village at both erosion and flood risk

The twin locations are:

- The undefended cliff top community in **Pakefield** at significant erosion risk.
- The rural community at erosion risk in **Shotley Gate** within an estuary environment. Although no direct funding will be spent here, this area will benefit from learning at similar locations such as Thorpeness. Learning can then support Mid Suffolk and Babergh District Councils.
- The area from **Corton to Gunton**, with key infrastructure, holiday parks, failed historic coastal defenses and a village at future erosion risk.

Governance

Governance to this stage has been provided by the CPE Board which includes Cllrs David Ritchie and James Mallinder and Senior Officers Nick Khan and Philip Ridley. A Resilient Coast Project Board now needs to be established in accordance with the Outline Business Case and subject to approval from Cabinet. Wider project Governance is already being established with officers' partners and stakeholders and includes a new Coastal Community group for our pilot locations at Thorpeness, Southwold, Great Yarmouth and Hemsby and will extend to other key coastal communities including Pakefield, Easton Bavents, Corton and Gunton.

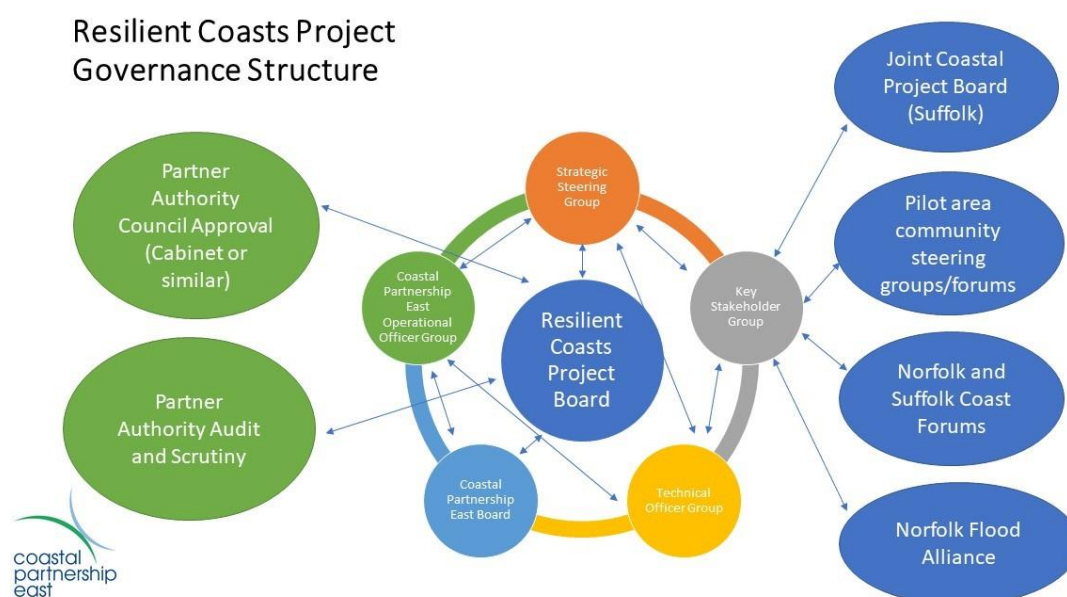
Pending approval from this Cabinet, the Resilient Coasts Project Board will be chaired by East Suffolk Council's Cabinet Member for Planning and Coastal Management and will

include additional elected members representing the pilot area wards in both partner councils. The board will include heads of service from both East Suffolk Council and Great Yarmouth Borough Council, as well as representatives from the Environment Agency, Natural England, Anglian Water and the UEA. Both the chair and heads of service provide links to Coastal Partnership East's Board and Operational Officer Group, providing an added layer of scrutiny. Audit and Scrutiny committees in each partner council will receive regular updates on the project to ensure full transparency and accountability.

It is anticipated that the board will have a programme of quarterly meetings set in advance. However, it is likely that within the first year the board may meet more frequently to ensure the best possible start and to provide formal guidance and direction. The board will be formally set up by the lead authority, East Suffolk Council, the executive group for the project is likely to be the existing Coastal Partnership East Operational Officer Group which is included in the project governance as set out in the Outline Business Case and in this paper. Key decisions, including spending will be the responsibility of East Suffolk Council's Cabinet, with support from Great Yarmouth Borough Council's Environment Committee (as per their constitution and financial management).

To ensure that the project has full scrutiny, accountability and a comprehensive joint approach to development and delivery, a Strategic Steering Group and Key Stakeholder Group will both inform and be informed by the board. These groups will share information, guidance and views from the existing groups shown below.

The project governance structure supports the two-way symmetrical approach (systems theory) towards communications and engagement that underpins the project and its goals.



The project meets a significant number of ESC Local Plan and Strategy objectives and delivers outcomes across all 5 ESC Strategy themes. The project is aligned with National

Defra Flood and Coastal Erosion Risk Strategy and LGA Coastal Specialist Interest Group work plans and links to wider government place-making and levelling-up agendas.

Options:

Option 1. To proceed with the approval of the formation of a project board.

Option 2. To proceed with the Resilient Coasts Project board but in an alternative format.

Option 3. To not proceed with the formation of a board.

Recommendations:

1. That Cabinet supports the formation of a Resilient Coasts Project Board to support governance to deliver the £9.1m programme of innovative coastal adaptation along the East Suffolk and Great Yarmouth coastal frontages.
2. The Cabinet supports the appointment of the Cabinet Member for Planning and Coastal Management as Chair of any approved project board.
3. That Cabinet, in their role as Lead Authority, approves the proposed governance structure for the Resilient Coasts project.

Corporate Impact Assessment

Governance:

Partial project governance has been established as we developed the OBC as outlined above. Formal governance of the project in accordance with the structure and pending this Cabinet's approval, needs to be formed.

Following recent scrutiny by the Environment Agency's assurance team, the Outline Business Case has been approved, pending suggested amendments/additional. This includes their consideration of the governance structure outlined in the Management Case. Wider project Governance is already being established with officers, partners and stakeholders and includes a new Coastal Community group for our pilot locations at Thorpeness, Southwold, Great Yarmouth and Hemsby and will extend to other key coastal communities including Pakefield, Easton Bavents, Corton and Gunton.

We are seeking additional officer resource and external professional expertise. Our recent recruitment campaign has been successful, and we are confident that the right candidates will be identified and recruitment completed by the end of August. All additional resources will be fully funded by the FCRIP programme and managed by CPE.

There are already well-established community groups that we already work closely with at the pilot locations and wider coastal communities will also be invited to join the Coastal Community Group to form a strategic stakeholder group.

The Suffolk Coast Forum has provided overview of progress to date and will continue to do so to completion. We have also had verbal support from the Suffolk Coast Acting for Resilience Group.

ESC policies and strategies that directly apply to the proposal:

East Suffolk Council Constitution

East Suffolk Strategic Plan

East Suffolk Economic Growth Plan

East Suffolk Environment Plan

CPE Business Plan 22-25 (in draft)

Environmental:

Environmental studies and surveys and in some cases a full Environmental Impact Assessment will be carried out as appropriate. Liaison with critical organisations such as the Environment Agency and Natural England and other statutory and non-statutory bodies the project intends to explore natural capital value of the coast and its role in sustainable coastal management for people wildlife and the economy. We aim to develop guidance on biodiversity net gain and link to Nature Recovery Plans.

Equalities and Diversity:

An Equality Impact Assessment is being undertaken for the each of the pilot and twin area projects. These have already been completed for Pakefield and Thorpeness. The development of the appraisal work being undertaken has no impact. This may change as the impacts are further assessed once a preferred option has been identified, particularly if this means a significant change. Any option identified however, will be open to public scrutiny and seeks to enhance and enable inclusive growth and enhance community development. An overarching communications and engagement plan is in place supporting our work to ensure equality, diversity and inclusion across the whole programme of work. Individual, place-based communications and engagement plans are being developed for each pilot and twin area of work.

Financial:

- Cabinet's approval of the Outline Business Case in June 2022 gave approval for ESC to received £8.4m in total of external funding to deliver the activities set out in this paper.
- This funding will be received over a 5-year period and will be subject to the Environment Agency's financial checks and claims approval processes.
- All income and expenditure will also be subject to the usual internal and external audit and scrutiny processes.
- CPE will also contribute the equivalent of £750k of officer time as an in-kind contribution over the 5-year programme. This will be covered by existing officer team. Salaries for additional posts will be covered by the external funding.
- All income and expenditure will be managed by the project manager in close collaboration with the Head of CPE (Karen Thomas).
- Income and expenditure will also be monitored by Members and senior officers as part of CPE Board, through the project governance structure set out above.

Human Resources:

The project will require additional officer recruitment and we are already advertising for some roles on a 5-year fixed term contract basis. The FCRIP officers will be embedded into the wider CPE teams in ESC and GYBC to ensure learning is shared and we embed new adaptation and resilience approaches across our existing programmes and LA outcomes. The project will also require additional specialist support and we have several partners from public private and academic sectors to support us and our communities over the next 5 years. We will work closely with wider Council service areas and funds area available to support additional resources if required.

ICT:

There are no ICT implications related to the recommendations in this report.

Legal:

No legal implications for the recommendation included in this report are foreseen.

Risk:

The project has a full developed risk register. The new project board will regularly review risks with the project team and partners.

External Consultees:	<p>For ESC we have fully consulted with the community groups at our pilot locations including Thorpeness and are already working on adaptation approaches with groups in Corton, Gunton, Pakefield, Easton Bavents and Southwold. Partners include Anglian Water Groundworks, LGA Coastal SIG, EA, Balfour Beatty, UEA, Marsh, London School of Economics and Zurich. The Suffolk Coast Forum have been updated on progress of the project to OBC and are supportive as are the RFCC and CPE Member Board. National colleagues at the LGA Coastal SIG and Coastal Group network also endorse this work. GYBC Environment Committee and Norfolk Coastal Forum area also in support.</p> <p>Feedback has been positive, with community members supporting the need for an innovative and focussed approach to adaptation and resilience.</p>
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Strategic Plan Priorities

Select the priorities of the Strategic Plan which are supported by this proposal: (Select only one primary and as many secondary as appropriate)		Primary priority	Secondary priorities
T01	Growing our Economy		
P01	Build the right environment for East Suffolk	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P02	Attract and stimulate inward investment	<input type="checkbox"/>	<input type="checkbox"/>
P03	Maximise and grow the unique selling points of East Suffolk	<input type="checkbox"/>	<input type="checkbox"/>
P04	Business partnerships	<input type="checkbox"/>	<input type="checkbox"/>
P05	Support and deliver infrastructure	<input type="checkbox"/>	<input type="checkbox"/>
T02	Enabling our Communities		

P06	Community Partnerships	<input type="checkbox"/>	<input type="checkbox"/>
P07	Taking positive action on what matters most	<input type="checkbox"/>	<input type="checkbox"/>
P08	Maximising health, well-being and safety in our District	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P09	Community Pride	<input type="checkbox"/>	<input type="checkbox"/>
T03	Maintaining Financial Sustainability		
P10	Organisational design and streamlining services	<input type="checkbox"/>	<input type="checkbox"/>
P11	Making best use of and investing in our assets	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P12	Being commercially astute	<input type="checkbox"/>	<input type="checkbox"/>
P13	Optimising our financial investments and grant opportunities	<input type="checkbox"/>	<input type="checkbox"/>
P14	Review service delivery with partners	<input type="checkbox"/>	<input type="checkbox"/>
T04	Delivering Digital Transformation		
P15	Digital by default	<input type="checkbox"/>	<input type="checkbox"/>
P16	Lean and efficient streamlined services	<input type="checkbox"/>	<input type="checkbox"/>
P17	Effective use of data	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P18	Skills and training	<input type="checkbox"/>	<input type="checkbox"/>
P19	District-wide digital infrastructure	<input type="checkbox"/>	<input type="checkbox"/>
T05	Caring for our Environment		
P20	Lead by example	<input type="checkbox"/>	<input type="checkbox"/>
P21	Minimise waste, reuse materials, increase recycling	<input type="checkbox"/>	<input type="checkbox"/>
P22	Renewable energy	<input type="checkbox"/>	<input type="checkbox"/>
P23	Protection, education and influence	<input checked="" type="checkbox"/>	<input type="checkbox"/>
XXX	Governance		
XXX	How ESC governs itself as an authority	<input type="checkbox"/>	<input type="checkbox"/>

How does this proposal support the priorities selected?

Growing our Economy

1. Attract and stimulate inward investment

In the 2019 House of Lords Select Committee on the regeneration of coastal towns it was recognised that, to attract inward investment into coastal areas, it is crucial to manage coastal change. Managing coastal change effectively requires a periodic review of evidence, data and policy to ensure that the right decisions are being made for the future of that area and that protection or adaptation maximises opportunities for future growth to the local economy. The proposed Resilient Coasts Project will not only attract FCRIP funding but also identify new ways to attract inward investment to support coastal change management.

2. Maximise and grow the unique selling points of East Suffolk

Arguably, the jewel in East Suffolk's crown is its beautiful coast; wild and untouched in some areas and developed to accommodate the growth of coastal communities in others. Whether natural or populated, the coast requires review and management to ensure that actions taken or plans for adaptation enhance this most unique of selling points. The proposed Resilient Coast project will find new ways to re-naturalise our coast and support coastal change as well as ensure evaluation of the natural capital value, so our coastal environment is central to climate adaptation going forward.

Business partnerships

Support and deliver infrastructure

Enabling our communities

P06 Community partnerships- we will support the Community Partnerships approach taken by ESC for the coastal communities we need to work with. We will take a community-led approach to problem solving and enable co-created and co-owned solutions that CPE and ESC officers can facilitate led by those affected most by coastal change risks.

P07 Taking positive action on what matters most.

Our coastal communities need to feel reassured that we are supporting the management of the Suffolk coast. Suffolk has one of the fastest eroding coastlines in western Europe. The 2021 Intergovernmental Panel on Climate Change (IPCC) report recognises the increased risk to coastal communities of increased erosion. The Resilient Coasts project will draw together new and existing evidence to support local decision making to determining option for the future of our coastal communities and businesses. The project will raise awareness of the likely impacts of coastal and climate change and ensure adaptive responses are found to transition the ESC and GYBC coast to a more resilient place for the future.

P08 Maximising health, well-being and safety in our District

The Local Government Association working with Sir Chris Whitty produced a report in 2021 that identified higher than average prevalence of mental health issues in many seaside communities and called on government to support greater understanding and support for this issue. The Resilient Coasts project will be linking with Defra R&D on the impacts of coastal erosion and coastal change on mental health and well being and embedding findings into our work. In addition, the project will work alongside the existing health and safety work of CPE and the Asset Management teams to look at reducing H&S risk from failing assets and consider new ways to recycle or decommission old assets out of the public realm.

P09 Community Pride

Many of our coastal erosion frontages are facing blight. The properties are less likely to be maintained and upgraded and the environment and amenities suffer as erosion impacts the confidence of property owners' businesses and new investors to spend funds on maintenance and improving their 'place'. The Resilient Coast project will support new initiatives to give communities pride in their 'place' and offer solutions to avoid the cycle of blight and deprivation that affects many seaside locations. (Seaside Towns report 2021).

P10 Organisational design and streamlining services

The Resilient Coasts project will ensure ESC and CPE are in a better position to deliver coastal management services in the face of increased technical and financial challenges presented by climate change and the international economic position. We will have additional support to gather new and existing data and evidence to set out a 30-year vision for coastal management as well as better inform annual and short-term investment plans for our Coast. We will also be working alongside industry specialists to strengthen the skills and capacity of the team and have dedicated resource to progress adaptive rather than reactive approaches to coastal change.

P13 Optimising our financial investments and grant opportunities

The Resilient Coasts project is a great example of drawing in grants and funding to support a significant programme of innovation for our coast. Within the project we will also seek to establish ways to create sustainable funding and finance mechanisms so there is a legacy fund after the project to roll out learning across the coast- its hoped we will create a self-financing Coastal Adaptation Fund.

Digital

P17 Effective use of data

We will be using data-led approaches to give us a baseline of our current coastal management issues and opportunities that we can use in discussion with wider council services to inform other service area plans and decisions- notably through a new coastal management spatial map that will be underpinned by new erosion risk data and can support Supplementary planning and coastal change management area planning and investment decisions. This will also be used to inform third party asset owners and developers about the coastal risks we face and encourage early discussions on resilience and adaptive measures that may be needed.

P18 Skills and training

We will improve the knowledge and skills of the Coastal Management workforce in relation to digital through the use of new mapping virtual reality and augmented reality tools that support visualisation of a new and different coast in the future.

Caring for our environment

P20 lead by example

The Resilient Coasts project is one of only 5 coastal projects in the national FCRIIP programme to have been allocated funding and is the only project dealing with coastal erosion and its impacts on coastal communities and environment. The work of CPE is considered nationally important by our peers and this project will allow us to take a huge step forward in our adaptation and resilient work to become a national if not international exemplar for coastal change solutions.

P23 Protection, education and influence

As previously mentioned, our coastal communities need to feel reassured that we are supporting the management of the Suffolk Coast. Managing the coast is not necessarily building hard defences; this may not be an appropriate course of action. Coastal processes, environmental considerations and financial constraints may mean that, longer-term, we will need to work with our coastal communities to create options for an alternative future, an adaptation of their community. Adopting adaptation pathways takes time. Coastal communities need to feel that they are architects of change not victims of change. This means working closely with them to explore data, evidence and potential options.

The proposed Resilient Coasts will support conversations around coastal and climate change and potential options for coastal communities as critical areas of focus. Once we have established routes for communities to adapt, we will be better able to support re-naturalisation of key coastal zones in more rural locations that support natural coastal management and SMP policies. We will also endeavour to get the real value of our natural coast to attract investment that supports biodiversity net gain natural capital and nature recovery outcomes.

Background and Justification for Recommendation

1 Background facts	
1.1	<p>Ongoing erosion of our coast</p> <p>Properties at risk</p> <p>Lack of tools we have</p> <p>Limited options for communities</p> <p>Reaching a point, no further technical and financial solutions</p> <p>SIG reports need for adaption and resilience at the coast due to climate change</p> <p>FCRIP programme designed to meet the governance flood and coast resilience agenda</p> <p>FCERM strategy</p>
1.2	<p>There is an urgency amongst the communities in these areas to move forward swiftly to identify what options are available. Project start for each area was impacted upon by delays caused by COVID 19. However, all projects have made good progress since November 2020 despite those difficult circumstances.</p>
1.3	<p>Thorpeness has experienced long periods of erosion. In 1976 gabion baskets were put in place by Suffolk County Council. In 2010 the community worked with Suffolk Coastal District Council and contributed funds to install geo-textile bags to help slow the erosion to the northern end of Thorpeness beach. This intervention was designed to last up to 20 years. Unfortunately, the increased erosion here has meant that the geo-textile bags have lasted less than 10 years.</p> <p>Royal Haskoning DHV were contracted in February 2021 to develop options for this frontage. It is accepted by the local community that any option will not be a long-term solution. The pressure on coastal processes and the need for a defence to be removed before it is detrimental to natural processes, means that the design life will be for no longer than 25 years with continual monitoring.</p> <p>The well-established community steering group (now a Community Interest Company) are raising funds to progress with a rock revetment. This steering group and others in the twin and pilot areas will have a role in the formal governance of the project as part of the key stakeholder group.</p>
2 Current position	
2.1	<ul style="list-style-type: none"> ▪ We received £40k of funding in June 2021 to progress an Outline Business Case. ▪ We have received a further £569k in March 2022 to fund the work of CPE to date in developing the OBC with our key partners. ▪ We submitted the draft OBC on 29th April to EA's assurance team for a technical review.

	<ul style="list-style-type: none"> ▪ We received Cabinet approval for the Outline Business Case and acceptance as Lead Authority in June 2022. ▪ The Outline Business Case has been through the EA's assurance team and has approved subject to some slight amendments/additions. The project should commence in earnest in autumn this year then run until March 2027.
2.2	<p>Establishing a full, clear open, honest and transparent governance structure is crucial to decision making. It is good practice to ensure that decisions made about future coastal management are open to scrutiny, giving confidence to communities and statutory partners such as Defra, the Environment Agency and Natural England.</p> <p>To date we have sought regular oversight from the CPE Board OOG and Suffolk Coastal Forum and will create a new Board and Governance structure once approvals are in place for the OBC.</p>
2.3	<p>Community projects for Southwold, Corton & Gunton, Pakefield and Thorpeness are developing. They are at a crucial stage and would benefit from the additional funding available from the Resilient Coasts project. These communities are at high coastal management risk and will need to consider different approaches to coastal management that include property replacement relocation and roll back as well as opportunities to enhance access amenities and local environment and economy.</p>

3 How to address current situation

3.1	<p>Option 1: To proceed with the approval of the formation of a project board.</p> <p>We believe that the governance structure as outlined above provides significant opportunity for strong leadership and guidance from the project board, appropriate to a project of this size and magnitude, whilst providing mechanisms for supporting groups to influence and change outputs to ensure that the project achieves its objectives.</p> <p>As Lead Authority, it seems sensible then for the Chair of the Board to be directly linked to the project's delivery. The Cabinet Member for Planning and Coastal Management, as a serving CPE board member, would be the recommended choice.</p> <p>Option 2. To proceed with the Resilient Coasts Project board but in an alternative format.</p> <p>GYBC is a committed partner to the project and 1/3 of the CPE partnership- however they do not currently have the infrastructure to support this programme of work with key CPE officers already largely based at ESC. The greater proportion of pilot areas are within ESC. Should the Chair of the Board be provided by GYBC's Environment Committee it may make presenting recommendations to ESC Cabinet for approval as Lead Authority overly complicated. We are likely to have to resubmit this element of the Outline Business Case to the EA for further scrutiny. This may cause a delay in the project start.</p> <p>Option 3: To not proceed with the formation of a board.</p> <p>Reputationally this is potentially challenging. Our partners and the EA's assurance team have agreed to a governance structure which places the formation of a project board at its heart. This ensures scrutiny and provides confidence to</p>
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	partners and to funders that good governance and scrutiny are fundamental to the project. We are likely to have to resubmit this element of the Outline Business Case to the EA for further scrutiny. This may cause a delay in the project start.
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4 Reason/s for recommendation	
4.1	<p>The implementation of Option 1, that ESC agrees to the formation of a project board and approves the overall project governance, will allow the partnership to progress the Resilient Coast Project and attract £8.4M external funding into ESC and GYBC for the most at-risk coastal communities and environments.</p> <p>The project supports vulnerable, eroding frontages where homes and businesses are at risk and that risk heightens each winter. It is therefore essential that we move forward swiftly with identifying new adaptive and resilient options that are technically feasible, environmentally sounds and economically possible.</p> <p>It will not always be possible to defend eroding frontages. Adaptation pathways will be explored. Long-term master-planning is a sensible approach to give people time to adjust and transition to a change.</p> <p>The experience of ESC and GYBC local members and officers is aligned with the objectives and ambition of the Coastal resilience programme.</p> <p>Our communities are ready for this as they are already engaged and willing to take a new approach to coastal resilience.</p> <p>This is seen as a positive project by local people Suffolk Coast Forum and the stakeholder group SCAR (Suffolk Coast Acting for Resilience).</p>
4.2	<p>ESC through CPE has gathered best practice from coastal projects in East Suffolk such as the Gorleston to Lowestoft Coastal Strategy and the Lowestoft Flood Risk Management Project. These projects demonstrate that we can progress schemes to manage erosion risk on a place-by-place basis but it's very resource hungry and we now need a more strategic approach to engage people about broader climate and coastal change messages as well as create the architecture for new innovative approaches so we no longer solely rely on emergency response and short-term solutions.</p> <p>These projects and the recently formed Joint Coastal Projects Board, which provides oversight of operational projects in Pakefield, Thorpeness and Corton, provide examples of the benefits of good governance. The guidance of those boards have and continues to, provide support to officers and reassurance to communities.</p> <p>By taking a more strategic and longer-term approach in Resilient Coasts our communities and partners are reassured that decision making will be based on good evidence and we hope a broader range of options and outcomes can be made available and delivered.</p>

Appendices

Appendices:	
Appendix A	'Resilient Coasts' FCRIP Outline Business Case
Appendix B	CPE Business Plan
Appendix C	Project Board - Draft Terms of Reference

Background reference papers:	
Type	Available From
Shoreline Management Plan 7 – Lowestoft Ness to Landguard Point	Shoreline Management Plan 7 (suffolksmp2.org.uk)
Pakefield progress report	www.coasteast.org.uk/projects
Thorpeness progress report	www.coasteast.org.uk/projects

Resilient Coasts

ES/1255

Outline business case

East Suffolk Council in partnership with Great Yarmouth
Borough Council & Coastal Partnership East

29th April 2022



Issue and revision record

Revision	Date of Issue	Originator	Checker	Approver	Description

Comment sheet

Changes from EoI Submission to OBC	
1.	Change in title due to need to distinguish project from the NNDC CTAProgramme
2.	Change in pilot locations due to need to distinguish project from the NNDC CTAProgramme
3.	Costs have been reprofiled in light of the OBC stage being introduced post-EoI.

Summary of submission

Project name: Resilient Coasts

Project short name: N/A

Project reference: **ESF008**

Total project value: **£9,131,724**

OBC submission value for approval: **£9,131,724**

Public contributions (£): **£720,000**

Private contributions (£): **£0**

Primary source of risk:
Coastal erosion

Secondary sources of risk:
Coastal flood risk

Milestone Full Business Case Approval TBC

Milestone – Readiness for service **July 2028**

Project completion **July 2028**

Short description of the project

Our Vision is to create a toolkit of options that enable the people, economies and environment of Norfolk and Suffolk to transition to a climate resilient coast. Our Legacy will be to create a 30 year catchment-based, coastal management approach that creates climate resilient place by 2045

Managing East Anglia's soft eroding coast is currently challenging and reactive. With 2500 homes at risk of erosion, and thousands more relying on infrastructure and utilities in coastal change management areas, we need a broader approach to coastal management. This project will allow our coast to transition from reactive to planned solutions that deliver improved outcomes. Our Coastal Adaptation Toolkit will plug existing gaps, offer a suite of tools based on new evidence, and support co-created community resilience 'master plans' for pilot areas. Ultimately, this project will create a sustainable transition framework, serving as a blueprint for resilient coasts that are socially, economically and environmentally viable, while having the scope to flex and develop as coastal change occurs.

Short description of the benefits

The Resilient Coasts project will deliver practical solutions to deal with climate change and sea level rise that are co-created and implemented by communities. the project aims to facilitate a sense of ownership that increases community resilience to tidal flooding and coastal erosion.

High risk communities with no resilience options will benefit from a suite of innovative tools that will allow them to plan and transition in response to coastal change to viable, sustainable places whilst delivering wider outcomes of local plans and strategies.

Our project will add value to traditional coastal management and planning approaches and go beyond other resilience work initiatives by offering the first dedicated joint UK erosion and tidal risk resilience project. This will generate significant learning locally, nationally, and across public and private sectors. The project will provide evidence for policy change and underpin how coastal practitioners manage the coast as we learn to adapt to coastal change now and in the future.

Lead authority	East Suffolk Council
Delivery partners	Great Yarmouth Borough Council and Coastal Partnership East
Project risk (£)	1,184,400; 20%
Optimism bias value (£)	1,776,600; 30%

Expenditure Profile:

Costs per year (£k)	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Total (£k)
Flood and Coastal Resilience Innovation Programme Funding	569.5	1,526	2,370.9	2,195.	1,182.2	567.8	8,411.7
Contributions		140	140	150	150	140	720
Total Project Expenditure	569.5	1,666	2,510.9	2,345.3	1,332.2	707.8	9,131.7

Project Manager:	Sharon Bleese (pending appointment of FCRIP Senior Coastal Resilience Advisor lead officer) CPE Coastal Manager Sharon.Bleese@eastssuffolk.gov.uk [07825 118235]
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Project Executive:	Karen Thomas Head of Coastal Partnership East Karen.Thomas@eastssuffolk.gov.uk [07920 411955]
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Environment Agency Contact:	Mark Johnson Area Coastal Manager Mark.Johnson@environment-agency.gov.uk [07889 853780]
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Coastal Partnership East is an embedded service of local authority officers based across 3 local authorities offering skills and expertise to manage the coast on behalf of NNDC, GYBC and ESC. The partnership formed in 2016 following discussions about the need to build skills and capacity in coastal management given the current and future challenges and opportunities facing our coast. 68

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2D Summary of the Pilot projects and benefits

3C Investment and innovation key risk register

3D Economics report

3E Strategic Risk Register

4A Procurement strategy

5A Detailed expenditure profile

6B Project management and Quality Plan

6C Route map and programme summary

6D Detailed programme

6F Working Glossary

6H Readiness Assessment

1. Executive Summary

1.1 Strategic Case

- The Climate Change Committee Risk Assessment (CCCRA,2021) states that much of the UK coast is at high risk of climate change impacts through increased storminess and sea level rise. The report highlights significant impacts to communities, businesses, infrastructure and loss of coastal habitats. The report also flags that the viability of our coasts is not well understood and recommends we that action is taken now to deliver adaptive and resilient approaches.
- Norfolk and Suffolk have some of the fastest eroding coasts in Europe, with over 2500 homes at risk. Thousands more properties are at direct and indirect erosion and flood risk including tourism accommodation, business premises and nationally and locally important infrastructure, utilities and assets that support viable communities and economies within the lifetime of the Shoreline Management Plan (SMP).
- Recent national reports and enquiries have highlighted the limited options available to those facing property loss through erosion compared to flood risk areas. There are currently no financial mechanisms to support property owners individually or collectively to adapt their homes and businesses or support roll-back and relocation. Erosion risk mapping data is not up to date and many people living and working on the coast are unaware of the risks of a changing coast and how it can affect them. The CCCRA (2021) report also signposts the need to broaden our approach from 'properties at risk' data to the viability of a place.
- The impacts of coastal change on mental health and wellbeing are also not well understood but early evidence suggests erosion impacts have a significant impact. Nature based solutions for the open coast are also extremely limited with no equivalent natural flood management frameworks for coastal erosion frontage. The value of eroding cliffs to sediment supply and natural coastal management is documented in Shoreline Management Plans as critical on some frontages to the overall sustainable management of the coast. However, there are currently no natural capital evaluations of this benefit and therefore no financial mechanisms to support this approach.
- There have been several national reports and enquiries into coastal towns and management. Recommendations that more is done to support coastal adaptation and resilience have been integrated into the government's Flood and Coast Erosion Risk Management (FCERM) Strategy (2020) and subsequent Action Plan (led by the Environment Agency) alongside new government coastal policy (2020) (led by Defra).
- The national policy and strategy framework for transitioning our coast is now in place and the Flood and Coast Resilience Innovation Programme (FCRIP) funding for our Resilient Coasts project will support the delivery of innovative approaches to overcome coastal management challenges with our coastal communities along the East Suffolk and Great Yarmouth coastal areas.

- The project will achieve practical changes which increase coastal resilience and deliver wider public benefits such as enhanced knowledge of risk, improvements to mental health and well-being, greater coastal access, flexible property and coastal defence solutions, enhanced public realm and amenity and overall reduced risk of coastal change impacts.
- The project will be consistent with delivery of the Shoreline Management Plan (SMP) actions for the Suffolk SMP7 managed by East Suffolk Council and parts of the Norfolk SMP6 that relate to the Great Yarmouth Borough Council frontage.
- The Resilient Coast project will go beyond other resilience work programmes to deliver a revolution in coastal management that is needed to meet the challenges of climate change and sea level rise.
- The project will deliver a complete suite of mapping, planning, engagement, technical, financial and policy tools to support coastal transition for Norfolk and Suffolk communities, which could be applied to the rest of the UK coast.

1.2 Core themes of project and work packages

The Core themes of the project align with the ambitions of the Environment Agency's FCRIIP programme and FCERM Strategy as well as several key national, regional and local plans, policies and strategies summarised in table 1.2.1.

Resilient Coasts aims to support the creation of climate ready places, people and policy supported by resilient innovative funding and finance approaches through the following six themes:



Figure 1.2.1 Summary of the Resilient Coasts project Strategic Themes.

Our six themes will be delivered through a series of 8 work packages

WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8
Understanding Risk	Coastal Spatial Mapping	Adaptation Funding and Financing	Community Transitioning Toolkits (behavioural change)	Integrated investment Strategy	Community Adaptation Masterplans	Policy Challenge	Costed Asset Management Plan

Figure 1.2.2 Summary of the Resilient Coasts project work packages

These work packages will be developed with our communities and partners and are designed to lead to a suite of co-created tools that can be used by communities and practitioners to produce community resilience masterplans for any coastal location. Further details on the project deliverables that will underpin the masterplans are provided in section 1.3 below.

The programme will create a resilient coast in Norfolk and Suffolk by:

- engaging with our communities
- creating emergency and incident response plans
- seeking to minimise damage and disruption to local businesses
- creating new tools for monitoring and managing our coast
- delivering options that support naturally functioning coastal areas
- investigating areas for improvements to policy and practice, notably, innovative funding, finance, and behavioural change.

Programme Outputs

The Resilient Coasts project will embed FCRIIP resilience actions into a series of outputs that are summarised in figure 1.3.1 below

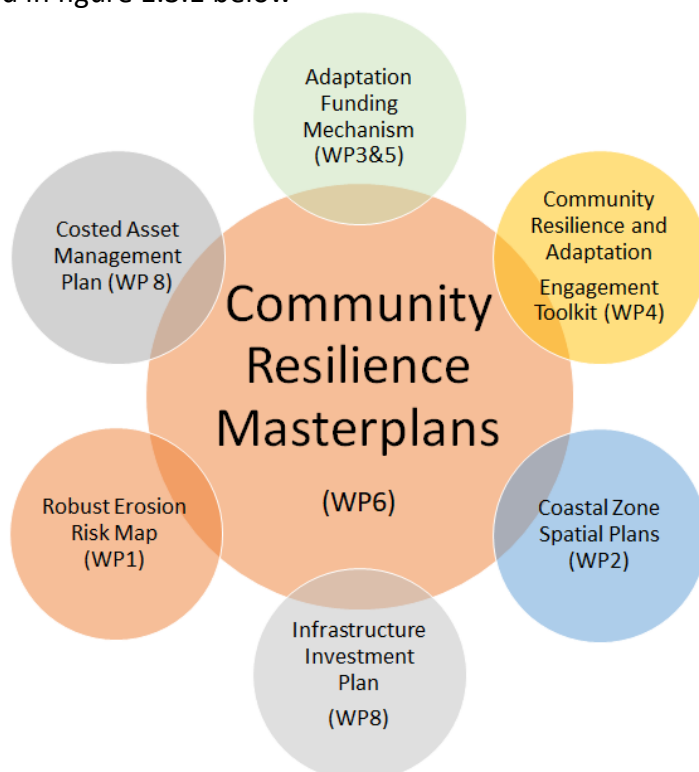


Figure 1.3.1 The key outputs of the Resilient Coasts project

Each of the above outputs is now described in more detail:

- **GIS Coastal Zone Erosion Risk map and Spatial Plan** that informs planning and development decisions and includes new erosion and flood risk data, SMP policies, location of property and infrastructure, social and economic information, planning policies, land available for relocation and roll back and nature-based solutions. It will form the basis of future decision making supporting more integrated local community and central and local government policy ambitions.
- **Engagement toolkit** that builds upon current good practice and new approaches to support our coastal communities transitioning towards greater local and strategic understanding of resilience and adaptation to coastal change. The toolkit will be for communities and practitioners to co-create solutions over different timescales from imminent erosion risk to longer term change and include visualisations and virtual tools to support how our coast may change and how we can respond.
- **Adaptation Funding Mechanism** will bring together new innovative funding and finance approaches to support resilience and adaptation measures for communities, businesses, nature and individuals facing coastal change. The tools will include different options for at-risk communities depending on the level of risk and time available to implement options. Through identification of broader benefits (including natural capital evaluation) and beneficiaries mapping it will include new funding sources to create a sustainable fund to implement coastal resilience.
- **Integrated Infrastructure Investment Plan** will draw together 3rd party information about investment plans for infrastructure, assets and utilities that are in the coastal zone and support coastal communities and economies. The IIP will encourage 3rd parties to consider their resilience response to coastal change and aim to align investment across different sectors to co-invest in resilience measures and deliver wider outcomes.
- **Costed Asset Management Plan** will include the costs of implementing a range of coastal asset management approaches that support coastal resilience. The Plan will include the costs of decommissioning existing assets that need to be removed to support SMP policy as well as identify where asset removal will be needed and when. In addition, the plan will also include costs for innovative technical solutions that offer short term erosion protection or include broader environmental and social benefits that could attract alternative funding and support wider outcomes. The plan will support coastal management funding discussions with existing central government funds alongside new funding routes.

All the above outputs will support co-created community discussions for each coastal place. The communities and practitioners will have access to the tools above and be supported to create the **Community Adaptation Masterplan** which will encompass the options and opportunities available in any specific coastal location based on the communities needs and the offer of their place. The Masterplan will be the local resilience route map in each place that sets out the technical solutions, planning and development needs, engagement requirements and funding availability based on the risk data and SMP policy. Our pilots will all have a Masterplan in place by the end of the FCRIP programme.

All the above deliverables will form a new **Resilient Coasts Adaptation Toolkit** which will be shared locally and nationally through so that lessons learnt can be applied around the UK coast well before the programme ends. We aim to deploy and share adaptation tools as they are created.

Finally, we will also identify any potential policy and legislative challenges and opportunities throughout the project. It is hoped that Resilient Coast will offer the evidence to inform more streamlined routes for adaptation and resilience delivery post-FCRIP.

1.2 Economic case

For erosion, the business as usual (BAU) baseline is a reactive approach. This results in limited rollback opportunities because there is no proactive engagement with communities to encourage them to consider adaptation when there is time to adapt. As a result, the local authority incurs significant costs dealing with emergency interventions once properties get to the point where they are at imminent risk of erosion. For flooding, BAU involves no direct intervention with a gradual increase in flood risk over time due to climate change and sea level rise.

For erosion, the Resilient Coasts Project looks to build on the time before erosion is projected to occur to work with communities to encourage them to prepare and implement community masterplans that will mean they are ready to roll back and adapt to coastal erosion. Work to develop a funding mechanism will mean Rollback opportunities are affordable to all, rather than just those who can finance Rollback themselves. For flooding, the project will work with the community of Great Yarmouth to explore future flood risk options, including improved visual amenity in the form of Millennium Terraces as well as improvement to resilience and flood risk reduction.

The costs of the Coastal Transition project are £9.1 million, with 75% of this targeted at the erosion aspects (£6.8 million) and 25% at the flooding aspects (£2.3 million).

Under BAU, the value at-risk erosion damages are £7.4 million over 100 years for erosion and £36 million over 50 years for flooding. There are no value potential or learning benefits. Under Coastal Transition, value at-risk damages avoided for erosion are £7.4 million, plus £4.4 million value potential benefits. Value at-risk damages avoided for flooding are £8.8 million. There are also an estimated £0.3 million learning benefits for the local community.

This gives giving total benefits of £20.9 million (£12.1 million from erosion aspects and £8.8 million from flooding aspects). The benefit-cost ratio for the Coastal Transitions project (erosion) is therefore 2.3.

The learning benefits are conservatively estimated at this stage and there is significant potential to roll-out the learning to other areas looking to adapt. This includes areas at risk of coastal erosion but could also cover the need to adapt to flooding or, with further research, potentially other issues as well.

1.3 Commercial case

The lead local authority for the Resilient Coasts project is East Suffolk Council in partnership with Great Yarmouth Borough Council and delivered by Coastal Partnership East officers from across the two councils. Procurement strategies and approaches for Coastal Partnership East members (East Suffolk Council, and Great Yarmouth Borough Council) are included as links in Appendix 4A. Our Local Authority Procurement processes comply with all those required by local government and include European Union directives and regulations (and any successive changes), Public Contract Regulations 2015, individual local authority financial and contract procedures. All our work is subject to regular scrutiny and audit internally and externally and must demonstrate value for money to the taxpayer.

Due to the innovative nature of the Resilient Coasts project our procurement approach requires our flexible and efficient procurement routes to market based on specific programme objectives to ensure value for money. We have considered the contractual and procurement risks associated with delivery in section 4.2. As we already have a range of well-established routes to market and access to all the specialist services we need through these routes we are confident we can mitigate these risks and demonstrate efficient routes to market to both test costs and procure services.

To mitigate some key risks, we have endeavoured to build skills and capacity within the area through FCRIP funded resource that's dedicated to the Resilient Coast project. This serves to protect the project from external factors that could impact procurement listed in 4.2 and embeds skills and capacity where it's needed. We will also be utilising resource in kind from several partners to increase innovation and further mitigate procurement and capacity risks.

Procurement needs and routes to market are given in the Commercial Case section 4.4. We will demonstrate efficiencies and commercial and innovation opportunities throughout the project which are summarised in section 4.5. We have undertaken pricing and scoping work for all aspects of the project with industry leads and tested the market using Scape Framework and advice from our stakeholders. We also have existing information on community-led approaches and delivery costs that demonstrate value for money.

Full details of our management and governance structure are provided in Section 6.2 of the Management case and Appendix 6A, which outline governance in relation to decision making and procurement outcomes.

1.4 Financial case

Table 11 outlines the headline costs. Further detail can be found in section 5 (Financial case) and appendix 5A (detailed costs breakdown).

The costs totals are in-line with:

- the revised EOI submission
- the FCERM7 OBC studies application
- the project FCRIP funding allocation

Table 11: Expenditure Profile (2021-2027)

Costs per year (£k)	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Total (£k)
Outline Business Case Development cost *See project FCERM7 and 3 for itemised breakdown.	569.5	-	-	-	-	-	569.5
Staff costs	-	286	345.5	350.5	350.5	317.7	1,650.1
External consultant costs	-	482.7	583.7	383.7	115	94	1,659
Full-Business Case Development Cost	-	-	-	-	-	40	40
Construction, supervision and delivery costs of resilience actions	-	195	425	1,130	345.3	-	2,095.3
Monitoring, learning, evaluation and dissemination	-	85	95	40	45	30	295
Risk (20%)	112.5	227.8	391.8	162.8	175.8	113.7	1,184.4
Optimism Bias (30%)	240.6	341.7	587.7	244.2	263.7	98.7	1,776.6
Inflation	33.8	47.8	82.28	34.8	36.9	13.8	248.7
Total	569.5	1,666	2,510.9	2,345.3	1,332.1	707.8	9,131.7

Table 12 outlines the current project funding profile. The contributions are in the form of officer time being provided to the project by Coastal Partnership East.

It is anticipated that further funding will be drawn-in, particularly through the Adaptation Funding Mechanism.

Table 12: Funding Profile (2021-2027)

Costs per year (£k)	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Total (£k)
Funding allocation	569.5	1,526	2,370.9	2,195.3	1,182.2	567,836	8,411.7
Contributions (CPE Officer time)	-	140	140	150	150	140	720
Total	569.5	1,666	2,510.9	2,345.3	1,332.2	707.8	9,131.7

1.5 Management case

The purpose of the management dimension of the Resilient Coasts outline business case is to demonstrate that robust arrangements are in place for the delivery, monitoring and evaluation of the project (Appendix 6D) including feedback into Coastal Partnership East and the partner local authority's strategic planning cycles.

Demonstrating that the project can be successfully delivered requires evidencing that it can be delivered in accordance with best practice, subject to independent assurance and that the necessary arrangements are in place for change and contract management, risk management and evaluation. A detailed readiness assessment is in Appendix 6H and demonstrates the readiness of the team, our partners and communities to manage the Resilient Coast project.

The management case includes a summary of risk and has a full programme, clearly highlighting the critical path. A statement of project assurance outlines scrutiny at both project and constitutional level. Contract management is outlined, citing examples of where this might be applied through NEC3 and NEC4 contracts in addition to the lead authority's own contract management system.

The project is spread across eight work packages, each providing a different product or outcome a project plan is included in Appendix 6G. Multiple methods for monitoring and evaluation are required and included in Appendix 6C. Robust project governance is critical to the project and this case provides the framework to ensure an open, honest and transparent system of governance, which is open to scrutiny. The Governance structure and arrangements are detailed in Appendix 6A and section 6.1. The inclusion of the Section 151 Chief Finance Officer for the lead authority on the Resilient Coasts Board, ensures financial assurance and scrutiny at a high-level.

1.6 Recommendations

- We recommend that the EA assurance team approve the Resilient Coasts Project to a total value of £9,131,7000.
- We recommend that the EA assurance team allocate £8,411,700 to East Suffolk Council as the Lead Authority to enable the delivery of the Resilient Coasts Project.
- We recommend that the EA assurance team acknowledge the CPE officer time in-kind contribution of £720,000.
- We recommend that the EA assurance team support the involvement of the national team across their relevant programmes of work into the Resilient Coasts projects to maximise any synergies and learning.

2 Strategic case

2.1 Strategic context

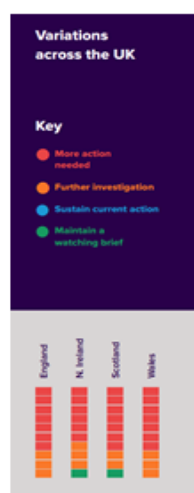
2.1a Overview

Climate change risk

The coast of England and Wales is at high risk of coastal change and the UK Climate Change Risk Assessment report (CCRA21) for flood and coastal change recognises that urgent action is needed to adapt and prepare our coasts to these risks. The report recommends action across all sectors for the next five years but the flood and coast sector briefing is specific about several approaches we need to take. These include engaging communities about the risks, raising awareness about potential impacts, exploring managed realignment and relocation away from the coast, increasing infrastructure and asset resilience and taking integrated approaches to managing adaptation approaches.

Context-Climate Evidence

- UKCCRA3 June 2021
- Highlights High Risk to much of England and Wales
- Habitats will be adversely impacted or lost
- Local and national infrastructure will be interrupted, damaged or lost
- Coastal communities may no longer be viable in some places
- Businesses and industry will no longer be viable in many places
- No national mechanism to assess Coastal Viability



Risk or opportunity	England	Northern Ireland	Scotland	Wales
Risks to aquifers and agricultural land from sea level rise, saltwater intrusion (P40)				
Risks and opportunities to coastal species and habitats (P17)				
Risks to infrastructure services from river, surface water and groundwater flooding (P2)				
Risks to infrastructure services from coastal flooding and erosion (P3)				
Risks to bridges and pipelines from flooding and erosion (P4)				
Risks to transport networks from slope and embankment failure (P5)				
Risks to people, communities and buildings from flooding (P3)				
Risks to the viability of coastal communities from sea level rise (P4)				
Risks to business sites from flooding (P6)				
Risks to business locations and infrastructure from coastal change (P2)				



UK Climate Change Risk Assessment (CCRA3) Evidence Report 2021 for Flood and Coastal Change

Norfolk and Suffolk have some of the fastest eroding coasts in Europe, with over 2,500 homes at direct risk of erosion. Thousands more properties and businesses will be indirectly affected by loss of property, infrastructure and utilities within the lifetime of the Shoreline Management Plans.

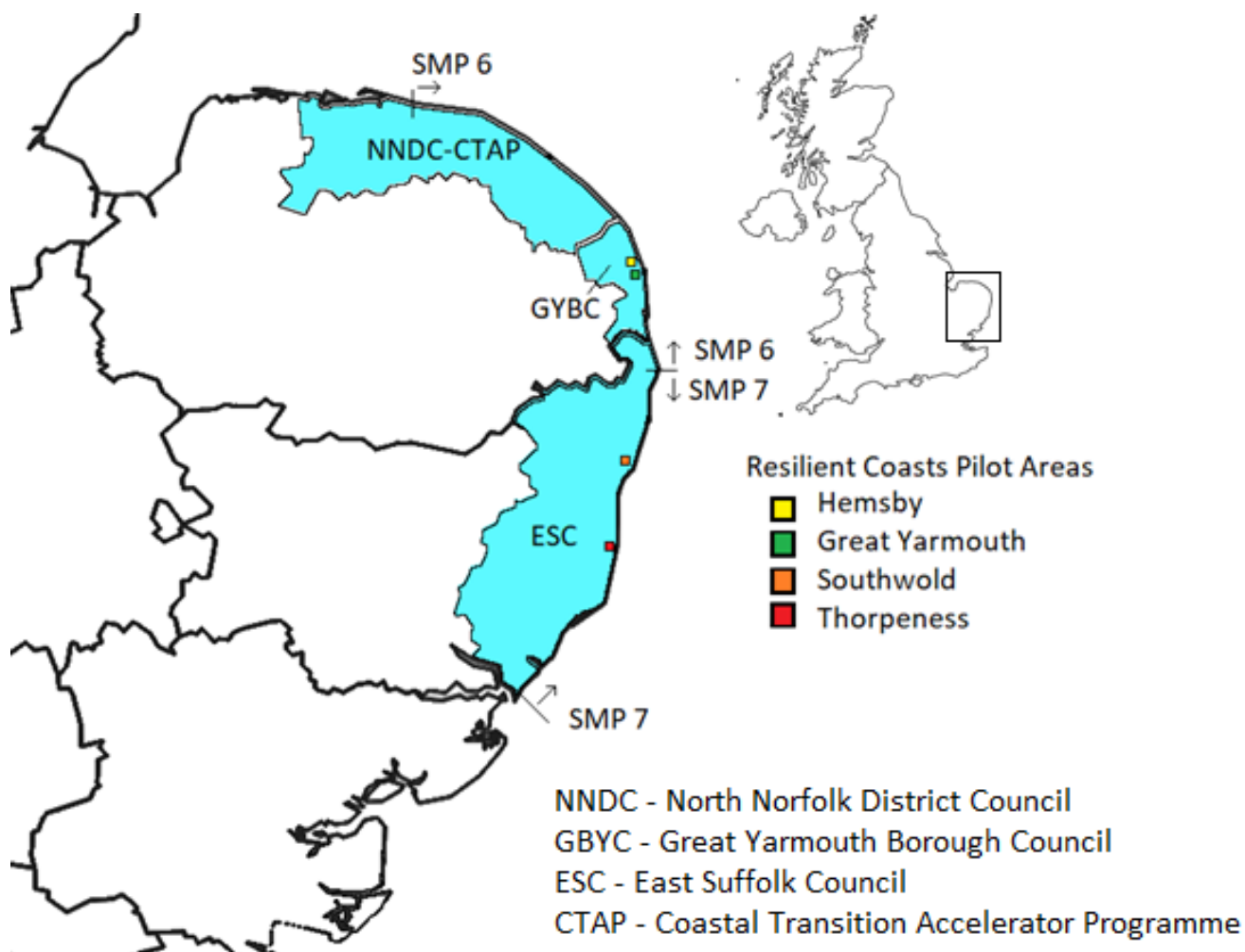
Recent national reports and enquiries have recommended that more is done to support coastal adaptation and resilience. The national policy framework for transitioning our coast is now in place.

The project partnership is led by East Suffolk Council with Great Yarmouth Borough Council and work will be delivered by Coastal Partnership East (CPE). CPE are a shared service of officers across these councils along with North Norfolk District Council. Already responding proactively to coastal change, the three councils cover most of the Norfolk and Suffolk coast, agreed to a partnership model in 2016 to address the jointly shared coastal management issues. The partnership enables resources to be managed more effectively and with a higher degree of efficiency resulting in more positive and sustainable outcomes for our communities in the long-term.

The project will implement an ambitious resilience programme for the Norfolk and Suffolk coast, along the East Suffolk Council and Great Yarmouth Borough Council frontages delivering real adaptation and resilience options for our communities.

The Resilient Coasts project will deliver a complete suite of planning, engagement, technical, financial and policy tools to support coastal transition for Norfolk and Suffolk communities, which could be applied to the rest of the UK coast.

The project places are with the Great Yarmouth Borough Council and East Suffolk Council areas, as outlined in the map below. As illustrated, the project will take into account the other projects and plans, such as the Shoreline Management Plans SMP 6 and 7.



2.1.b How does this investment align with the national ambitions of the Programme and associated policies and plans?

The following table outlines how the project investment aligns with the national ambitions of the FCRI Programme:

OBC key aspects for the Resilience Innovation Programme

Aspect	Key review questions	OBC Case	PMO	Spatial Map	Adaptation Fund Scope	Behavioural Change	Investment Strategy	Community Masterplan	Policy Change	Costed Asset Plan
			WP0	WP1&2	WP3	WP4	WP5	WP6	WP7	WP8
1	Place-based resilience and investment	Strategic	-	-	-	✓	✓	✓	-	-
2	Community and partnership	Strategic	-	-	-	✓	✓	✓	-	-
3	Optimising the investment	Economic	✓	✓	-	-	✓	-	-	✓
4	Benefits framework, learning and innovation	Economic	✓	✓	✓	✓	✓	✓	-	-
5	Procuring outcomes	Commercial	✓	-	-	-	✓	✓	-	✓
6	Funding and finance	Financial	-	-	✓	-	✓	-	-	-
7	Governance	Management	✓	-	-	✓	✓	✓	✓	-
8	Managing innovation	Management	✓	-	✓	✓	✓	✓	-	-
9	Delivery route map	Management	Comms and adaptation pathway plan		-	-	✓	✓	-	✓
10	Managing risk and uncertainty	Management	-	-	-	✓	✓	✓	-	✓
11	Monitoring, evaluation and dissemination	Management	✓	✓	✓	✓	✓	✓	✓	✓

Alignment with national policies and plans

The Resilient Coast project aligns with, and in some case is delivering on behalf of, several national policies and plans which are summarised in Appendix X. Notably the project is delivering key actions from the governments FCERM strategy and associated action plan in relation to coastal adaptation and innovative funding and finance tools. The project will be trialling new government coastal management policy, notably for property rollback and relocation. The project also meets key recommendations set out by the CCRA (2021) sector briefing for the flood and coast sector in relation to advancing adaptation options and the need for broader community engagement about coastal change over the next five years. The Resilient Coasts project is also delivering actions within the Local Government Association 2022/23 Workplan under Coastal Adaptation and FCERM funding and policy.

2.1c. How does this investment align with regional and local plans and ambitions?

The Resilient Coasts project aligns with, and in some case is delivering on behalf of, several regional and local policies and plans which are summarised in Appendix 2B.

The project is delivering a range of outcomes for the Local Authority partner plans and strategies which have coastal adaptation and resilience embedded in their Communities, Environment and Economic strategies. The project will also shape new planning policies including refreshing Coastal Supplementary planning Documents, Coastal Change Management Areas and informing the next round of Local plan reviews. the investment will support delivery of existing SMP policies and any subsequent need for policy reviews. The project also supports community and stakeholder

engagement ambitions on behalf of the Anglian RFCC who already support all 4 of our pilot project communities. Biodiversity net gain and natural capital opportunities will be explored and linked through to the Local Nature Recovery Framework and Biodiversity Action Plans. The project will also produce new policies, funding mechanisms and adaptation tools that will be deployed and tested at regional levels.

2.2a Environment and other considerations

Our whole coast is incredibly valuable to wildlife, highly prized for its wild landscape and geologically and geomorphologically important for its cliffs, shingle beaches and nesses, dune complexes and estuarine intertidal habitats.

Most of the coast is nationally and, or internationally designated as a Special Area of Conservation (SAC), Special Protection Area (SPA), Site of Special Scientific Interest (SSSI) and afforded significant legal protection as a result. In addition, a variety of additional planning and consenting needs are required as a result of these areas being within the Norfolk Broads National Park, Norfolk Coast AONB and the Suffolk Coast and Heaths AONB.

As coastal protection authorities (CPA's) we operate under the Coastal Protection Act (CPA, 1949). The Act sets out the roles and responsibilities of CPA's and gives us permissive powers to undertake certain coastal management activities. Outside of these powers CPA's are subject to the same environmental, planning and marine consents and licences as other developers through the lead planning authority and Marine Management Organisation respectively and subject to the same statutory and non-statutory consultations.

Our Shoreline Management Plans SMP 6 and 7 which cover the ESC and GYBC coastal and estuarine frontages and our East Inshore, East Offshore and South Inshore Marine Plans, have identified all the designated and special areas and potential implications of delivering these strategic plan policies along our coast. Our SMPs have been agreed with all the relevant statutory and non-statutory bodies associated with the natural and historic environment, notably Natural England (NE), and Heritage England (HE). We ensure that all our activities meet SMP policies, and we are following all the appropriate environmental regulation, consenting and permitting processes with our partners NE, HE, the lead local planning authority, the Marine Management Organisation, and Eastern Inshore Fisheries and Conservation Authority.

We appreciate the issues associated with coastal management within the constraints of heavily designated areas and have significant experience of working in this environment.

We will seek opportunities within the programme to enhance the environment, habitats and landscapes wherever possible. We will ensure we add value through new initiatives in order to understand how we can value the natural capital of our coast, enhance biodiversity and support local nature recovery where there are opportunities to do so.

What is the regional/local environmental context for this investment?

Coastal Partnership East are responsible for 92km of the 173km of coastline in Norfolk and Suffolk, from Holkham in North Norfolk to Landguard Point in Felixstowe. There are approximately 352,000 people who live in the direct coastal zone and many more that work on and visit our coast. Over 2500 homes are at erosion risk (based on current NCERM data) with significantly more affected by

indirect coastal change impacts to critical infrastructure like water treatment works, coastal access roads and utilities.

The nature of the coast is varied with a range of undefended soft eroding cliff frontages, sand dunes, shingle ridges and largely sand and shingle beaches many of which are highly designated. In terms of the distribution of population the coast is largely rural interspersed with several smaller seaside towns like Thorpeness, Aldeburgh, Pakefield and Hemsby and a few large Victorian resorts and ports like Felixstowe, Lowestoft and Great Yarmouth. These communities vary greatly in their socio-economic demographic with pockets of high wealth often alongside areas of high deprivation.

The Resilient Coast Project will encompass two thirds of this frontage with the remaining North Norfolk District Council frontage taking forward further adaptation work in the £11M FCRIP Coastal Transition Accelerator Programme. See map in section 2.1a.

The Norfolk and Suffolk coast is of recreational, environmental, economic and cultural importance but it is also home to industry (energy, ports and logistics, digital, food and drink and creative sector) agriculture and tourism. In addition, there are many second and holiday homes situated in our coastal towns and villages.

As our coast is at high erosion risk it is one of the best places to trial innovative approaches and really test what is possible. The learning from this project will be timelier for other coastal locations who are not facing such significant coastal change at this time.

The Resilient Coasts project will develop and deliver a suite of adaptation and resilient tools that will bridge existing gaps and barriers to increasing the physical and societal resilience of our coastal places. This coastal adaptation toolkit can be applied to all coastal management frontages and at-risk communities in Norfolk, Suffolk and the UK.

2.2b What key environmental requirements will this investment need to meet?

The programme will need to demonstrate increased resilience in our coastal environment. For the purposes of this project, we take this to mean:

- no significant environmental impact to our coast or heritage through our short-term or long-term activities
- compliance with existing SMP policies
- reduction in the use of carbon in all we do or mitigation to offset impacts
- reduction in the potential for property loss and damage to impact coastal environments
- innovation in engineering design to minimise environmental impacts
- robust evidence that can support any policy or legislative change requirements raised in the project.
- no disruption to the national coastal path and public rights of way
- reduction in health and safety risks to the public from coastal change

2.2c What are the key environmental opportunities related to this investment?

This project will create significant environmental opportunities including:

- evidence of natural capital value of eroding cliffs for habitats, biodiversity, natural coastal defence value and public amenity which currently does not exist for eroding frontages.
- evidence for natural erosion management approach that is equivalent to the existing natural flood management delivery framework
- evidence for a biodiversity net gain framework that currently doesn't exist for the open coast
- evidence to support erosion risk as a nationally important risk to public health and wellbeing
- evidence to support any potential SMP policy review that improves resilience from an existing SMP policy position

These opportunities will support potential investment towards a resilient coastal environment that supports natural coastal management and creates sustainable coastal landscapes and habitats for wildlife and people.

These opportunities will also support delivery of SMP managed realignment and no active intervention policies and local plan policies notably to unlock the interdependence of the wider coast for sediment release and a balanced coastal system.

These opportunities could also link to regional habitat creation programmes and wider local nature recovery plans to create viable coastal environments that attract broader investment.

2.3 Objectives (programme and project)

The work delivered in the FCRIP proposal will enable our **coastal communities** in the Resilient Coast project area **to transition to a lower risk and climate-resilient future over the next 20 years.**

The pilot communities businesses and environments will transition to become resilient to climate change and sea level rise by 2045 to do this we will co-create costed Community Adaptation/Resilience Masterplans to provide their adaptation route map by 2026/27

All our Coastal Communities will have access to Adaptation Toolkit and Masterplan approaches that allow them to **plan for transition and create Sustainable Resilient Places by 2026/27.**

We aim to identify the value of natural capital on our coast to support the naturalisation of SMP NAI frontages along our pilots and twins **by 2045** and for remaining coastal communities in line with SMP policy.

We will have identified **infrastructure at risk including coastal management assets** in our pilots and twin locations, considered adaptive solutions and developed high level costed investment plans to **address/mitigate the risk by 2026** with asset owners.

We will have a new erosion risk database based on NCERM2 that is linked to flood risk mapping. This will link to a **new Resilient Coasts spatial map** identifying adaptation and resilience actions, including land availability and SMP policies. This will inform communities, partners and practitioners of the joint coastal risks and opportunities along our coast by 2025.

We will **raise community awareness** about detailed coastal change risk in all our pilots by 2024 and to the wider coastal communities through strategic engagement approaches to create climate – ready people and support climate ready places by 2027.

All our work will be aligned with EA Strategy, Defra policy and SMP refresh to support delivery of National and Local Coastal adaptation and resilience on our coast linked to wider local authority and community aspirations for society, economy and the environment.

All our work will be aligned with our ESC and GYBC wider Local Authority plans and strategies to deliver broader social, economic and environmental outcomes. We will inform the next review of the ESC and GYBC Local Plans by 2027. We will update the local coastal planning policy with new resilience and adaptation learning by 2024.

CPE will use the Resilient Coasts project to develop a legacy- a **30-year plan of adaptation and resilience actions to support transition to a more resilient coast by 2045 using the Coastal Adaptation Toolkit**.

To enable us to effectively measure improvements in resilience an initial baseline will be undertaken using the Zurich Flood Alliance approach and methodology. This is led and supported by the London School of Economics and although widely used internationally, was first piloted in the UK in Lowestoft.

The table below shows the objectives over the course of the project, the outputs and how this influences each stage of the establishment and improvement of place-based resilience levels.

Year(s)	Objective	Output
Years 1 & 2	Establish initial resilience level baseline: Workshops – community, businesses, partner and responder Surveys as above Collection and examining of flood risk/erosion risk data from existing sources.	Baseline resilience established. Action plans in place
Years 3 & 4	Action plan recommendations embedded into pilot area plans across all work packages.	Pilot area work package plans reflect resilience actions. Evaluation points in work package plans include progress against actions. Master plans demonstrably include resilience actions.

Year 5	Re-evaluation of resilience baseline. Workshops – community, businesses, partner and responder Surveys as above	Current resilience level established. Further actions and recommendations identified. Action plans updated
Year 6	Embed further actions and recommendations into Master Plan progress in pilot areas. Map across learning and outputs to twin project areas.	Clear directional actions have shaped the pilot area Masterplans and an improvement in level of resilience can be demonstrated based upon a firm initial baseline. Clear directional actions will shape twin area Master Plans and a baselining of resilience, where this doesn't exist, will be established to ensure future progression to a position of evidence-based improved resilience.

What are the objectives of the investment?

Aims & Objectives



Taking a Place-based Approach across different archetypes to get the widest range of examples and tools across CPE frontage

**The overarching programme outcome is to create a resilient coast in Norfolk and Suffolk.
We will do this by:**

- engaging with our communities to ensure they have the information they need to understand erosion and tidal flood risk and have the support to co-create community infrastructure resilience solutions, which reduces risk based on innovative data analysis and the use of virtual tools
- creating emergency and incident response plans to better prepare communities and businesses for the risks they face
- seeking to minimise damage and disruption to local businesses by developing and promoting economic options that allow our coastal economy to thrive and build on the opportunities the coast provides
- creating new tools for monitoring and managing our local coastal defence and infrastructure and utilities assets with partners and seeking opportunities for integrated investment to deliver resilience
- delivering options that support naturally functioning coastal areas that provide sediments to the wider coastal system and naturalise defended areas through new asset management planning and monitoring
- investigating areas for improvements to policy and practice, notably innovative funding and finance and behavioural change to better support the resilience actions, we need to undertake to deliver a more resilient Norfolk and Suffolk coast

CPE will deliver our initial outcomes for our four pilots in the Resilient Coasts project but also seek to draw in additional funding to deliver to more locations if possible.

Programme overarching outputs and outcomes:

- we will deliver a Coastal Adaptation Toolkit that includes planning, development, asset management, monitoring, funding and finance, engagement and behavioural change tools
- the core innovative resilience elements of which are a co-created Community Adaptation Masterplan supported by an Innovative Adaptation Funding Mechanism, a Behavioural Change Toolkit, Costed Asset Management Plan and an Infrastructure Investment Plan
- the toolkit will also include coastal management planning and development policies and evidence-based GIS risk mapping to underpin decision-making. These are detailed further in Section C

Are the objectives SMART (specific, measurable, achievable, realistic and time bound)?

All elements of the programme will have agreed SMART objectives and are set out in section 2.3. This will ensure that a measurable reduction in social, environmental and physical risks will be delivered in all pilot locations.

Summary project description and mix of actions

The project will gather new evidence and test new approaches to create an adaptation toolkit that can be used by communities and coastal practitioners to support resilient coastal change. the project will deliver Climate Ready people, places and policy through a series of work packages and themes working to ensure integration across themes. all activities will be co-created with relevant communities and partners to ensure the project delivers a robust approach that can be tailored for any coastal location locally or nationally. The project takes a “business as usual economic baseline and we will demonstrate benefits from learning, damages avoided and value potential to ensure there is an uplift in the resilience of coast and it’s communities over the course of 2021-2027. we also aim to have a long-term plan to 2045 to ensure we have adaptation and resilience embedded in the delivery of all our coastal, terrestrial and marine management activities.

The project aims to achieve the following outputs and outcomes:

- **GIS Coastal Zone Erosion Risk Map and Spatial Plan** that informs planning and development decisions and includes new erosion and flood risk data, SMP policies, location of property and infrastructure, social and economic information, planning policies, land available for relocation and roll back and nature-based solutions. It will form the basis of future decision making supporting more integrated local community and central and local government policy ambitions.
- **Engagement toolkit** that builds upon current good practice and new approaches to support our coastal communities transitioning towards greater local and strategic understanding of resilience and adaptation to coastal change. The toolkit will be for communities and practitioners to co-create solutions over different timescales from imminent erosion risk to longer term change and include visualisations and virtual tools to support how our coast may change and how we can respond.
- **Adaptation Funding Mechanism** will bring together new innovative funding and finance approaches to support resilience and adaptation measures for communities, businesses, nature and individuals facing coastal change. The tools will include different options for at- risk communities depending of the level of risk and time available to implement options. Through identification of broader benefits (including natural capital evaluation) and beneficiaries mapping it will include new funding sources to create a sustainable fund to implement coastal resilience.
- **Integrated Infrastructure Investment Plan** will draw together 3rd party information about investment plans for infrastructure, assets and utilities that are in the coastal zone and support coastal communities and economies. The IIP will encourage 3rd parties to consider their resilience response to coastal change and aim to align investment across different sectors to co-invest in resilience measures and deliver wider outcomes.
- **Costed Asset Management Plan** will include the costs of implementing a range of coastal asset management approaches that support coastal resilience. The Plan will include the costs of decommissioning existing assets that need to be removed to support SMP policy as well as identify where asset removal will be needed and when. In addition, the plan will also include costs for innovative technical solutions that offer short term erosion protection or include broader environmental and social benefits that could attract alternative funding and support wider outcomes. The plan will support coastal management funding discussions with existing central government funds alongside new funding routes.

All the above outputs will support co-created community discussions for each coastal place. The communities and practitioners will have access to the tools above and be supported to create the following:

Community Adaptation Masterplan which will encompass the options and opportunities available in any specific coastal location based on the communities needs and the offer of their place. The Masterplan will be the local resilience route map in each place that sets out the technical solutions, planning and development needs, engagement requirements and funding availability based on the risk data and SMP policy. Our pilots will all have a Masterplan in place and be delivering outcomes by the end of the FCRIP programme in 2027.

All the above deliverables will form a new **Resilient Coasts Adaptation Toolkit** which will be shared locally and nationally through so that lessons learnt can be applied around the UK coast well before the programme ends. We aim to deploy and share adaptation tools as they are created.

Finally, we will also identify any potential policy and legislative challenges and opportunities throughout the project. It is hoped that Resilient Coast will offer the evidence to inform more streamlined routes for adaptation and resilience delivery post-FCRIP.

How do the mix of actions work together to maximise resilience?

The following resilience actions will be addressed by the project:

- **Joint community and voluntary sector** action to improve preparation and recovery – we will embed innovative measures that engage communities and the voluntary sector in collaborative decision making, so that they are empowered to manage the risk of flood and coastal change. This joint approach will enable communities to better prepare for and manage the risks they face
- **Nature based solutions** – we will implement nature-based solutions which increase resilience to coastal flooding and coastal erosion and mitigate the impacts of climate change
- **Community infrastructure resilience** – we will undertake activities which improve the resilience of existing public or community owned infrastructure to flooding and coastal change
- **Monitoring and management of local assets** - we will create new innovative monitoring approaches and asset management systems to better understand coastal erosion risk, in order to create resilient asset management plans for the decommissioning of defences at no active intervention frontages
- **Minimise damages and disruption to small and medium sized businesses** - we will work with small and medium sized businesses to identify resilience actions which could minimise disruption and damage to businesses from flooding and coastal change
- **Investigate policy challenge areas** – we will continue to investigate and conduct a thorough local assessment of selected policy challenge areas. In particular, we aim to create innovative funding and finance mechanisms from the public and private sector to support coastal adaptation in Norfolk and Suffolk. We also aim to build resilience into major new developments in areas with flood risks, for example, in Great Yarmouth, and consider sustainable planning and development in Coastal Change Management Areas through new planning, development and building control policies

2.4a What new evidence will be established to support a broader range of future FCERM actions?

- We will translate national and SMP policy into reality in order to prepare the coast for a climate change resilient future. The programme will evidence the value of better information, based on local knowledge and reduce uncertainty. This is particularly important for businesses, who need greater certainty to invest in coastal resilience and adaptation projects. It will also provide confidence to those looking to invest in adaptive coastal properties or in affected communities more broadly.
- We will deliver large scale community engagement to enable behavioural change in relation to climate change and coastal risk. The programme will develop evidence around the social benefits gained from coastal adaptation. This includes testing new techniques, such as the Behavioural Change Toolkit, which aims to generate community co-creation and buy-in, and significantly improve engagement, whilst developing a sense of community in a changing place.

The toolkit will be delivered by working in close partnership with a diverse range of community members. This will help address future challenges and empower communities to consider the full range of benefits that coastal adaptation can enable, while providing organisations and agencies to understand the rationale and origin for negative opinions and behaviours. This community-led approach can also generate lower costs and better value for money by delivering more sustainable and acceptable solutions at community level, as opposed to only focussing on those at short-term risk.

- The programme will deliver solutions that allow families and businesses to move out of at-risk areas sooner by reducing financial and social barriers that prevent them from adapting. The result will be a reduction in cost to the public as the number of people, homes and buildings that are displaced, destroyed or demolished through erosion and flood will be minimised.
- We will work directly with those most affected by risk to agree practical solutions. The programme aims to reduce the stress and uncertainty faced by those (in particular) with limited options by empowering communities with the knowledge to help themselves and their wider community. This in turn will help other stakeholders to understand the rationale and origin of negative mindsets and behaviours and lead to cost savings through reduced (resource) costs of dealing with multiple issues, concerns and complaints. The programme will also draw on evidence from studies carried out during the COVID-19 pandemic that analyse the costs resulting from the loss of access to key community and social networks, as well as facilities.
- We will investigate and prepare financial tools to create an adaptation or transition fund to finance short-term and long-term coastal actions. The programme will pilot the options being developed by the Coastal Loss Innovative Funding & Finance (CLIFF) project which tests financial products created to facilitate coastal adaption in communities at risk, at the household level. This project has been developed by taking a detailed cost and benefits approach, based on the financial viability of the products, which will be tested and evidenced as part of the Resilient Coasts Project.
- We will work with communities, businesses, planners, infrastructure owners and developers to co-create long-term flexible transition masterplans and actions. The programme will evidence better, broader data on the costs and benefits of coastal change that will facilitate improved planning by reducing uncertainty. This will enable the delivery of long-term plans with broad benefits by encompassing different land uses. By avoiding issues such as coastal blight that can potentially impact the value and saleability of coastal property, this will maximise the value of land, allowing different uses and supporting communities for longer. This is compared to short-term solutions that benefit a smaller number of at-risk properties or avoid damages at the expense of delivering more sustainable and broader long-term benefits.

- We will gather a full and publicly accessible baseline understanding of our coast, what and who is at risk and when. By developing a strong, proven evidence base, better information will be made available for decision-making at all levels (local authority, community, business, individuals), reducing uncertainty and so helping to manage short-term thinking and community concern. This will enable more informed decisions around costs versus long-term benefits of coastal adaptation and lower the risk of making wrong decisions based on a narrow range of benefits.
- We will plan and adopt long-term decommissioning plans for coast protection assets to enable naturalisation of the coast. The programme will develop the evidence around the value and benefits of a natural coast based on the real-world benefits delivered. An example is the benefit of natural, larger beaches as opposed to narrow beaches in front of hard defences. The aim is also to test how these approaches are likely to reduce cost elsewhere along the coast, based on the release of sediment and reduction of pressure in other locations (depending on the robustness of data).
- We will develop practical evaluation tools to measure improvements in resilience and adaptation. The programme will develop a stronger evidence base to understand the benefits delivered by the coastal adaptation that will be delivered across social clusters (for example, benefits to individuals, families, local communities, and wider society) alongside the commercial and economic benefits for the public and private sectors. This framework will enable policy makers and other decision makers to make better informed judgements on the rationale for opting for coastal transition versus traditional short-term engineered solutions.

How will the project support an increasing uptake and delivery of future FCERM actions?

By delivering the Resilient Coasts project we will be able to share learning locally and nationally on the different approaches available to support resilience and adaptive coastal change. the toolkit will be available for all to use and this will give the framework for national coastal approaches outlined in the government's FCERM Strategy (2020) and address many of the recommendations of the CCCRA (2021) risk review briefing for the flood and coast sector. By testing out new approaches on one of the most challenging eroding coasts in the UK across a range of coastal pilot archetypes we aim to have a breadth of learning and tools to cover most coastal adaptation requirements.

Finally, by both raising community awareness about coastal change strategically alongside the establishment of strategic funding mechanisms we aim to create a sustainable legacy from the Resilient Coasts project that will sustain coastal adaptation and resilience in our area that can be replicated elsewhere.

2.5 Key innovation learning and main benefits

2.5a Summary description of the key innovation learning and investment benefits.

The learning outcomes are detailed further in section 3.6. in summary the main learning outcomes are across 5 themes as follows:

Learning on cost- Better understanding of costs of activities and by identifying those activities that are most efficient we have estimated a 20% saving through identifying what works well.

Learning on benefits- Better understanding of benefits of activities by identifying those that are most effective we have estimated 125% increased benefits through identifying what works well.

Learning on management and governance at project level- Learning on how to better engage and collaborate with infrastructure owners demonstrates reduced costs through joint working and shared programmes and delivery of multiple objectives. This also reduces impacts and damages to communities, business and environment.

Learning on skills and tools- Skills developed in local communities on co-designed activities will be useful for adaptation to future risks and working with authorities. This leads to better understanding of how to roll-out the most effective activities for the most efficient costs and development of tools that can enable roll-out to cover adaptation pressures post-project. Also, the development of functioning funding mechanism to enable roll-back means that both these outcomes will develop tools that can be used by others creating efficiencies and costs savings on future FDGIA and other investment.

Learning on management and governance at strategic level- Knowledge of how funding mechanisms could be developed to help encourage adaptation to other risks. Bringing together all the learning outcomes to provide a suite of outputs that can be used by others to work with communities at risk, with worked examples from the case studies to follow

2.5b What are the expected main benefits of the investment?

- Our Resilient Coasts project pilots will all benefit from a co-created community masterplan that sets out the route-map for adaptation in that place. All four pilots will have the relevant financial, planning, engagement and technical information that they need through a series of supporting tools shown in the diagram below:



Figure 1.3.1 The key outputs of the Resilient Coasts project

Strategic benefits:

We will deliver a Coastal Adaptation Toolkit that includes planning, development, asset management, monitoring, funding and finance, engagement and behavioural change tools.

The core innovative resilience elements are a co-created Community Adaptation Masterplan supported by an Innovative Adaptation Funding Mechanism, a Behavioural Change Toolkit and an Infrastructure Investment Plan.

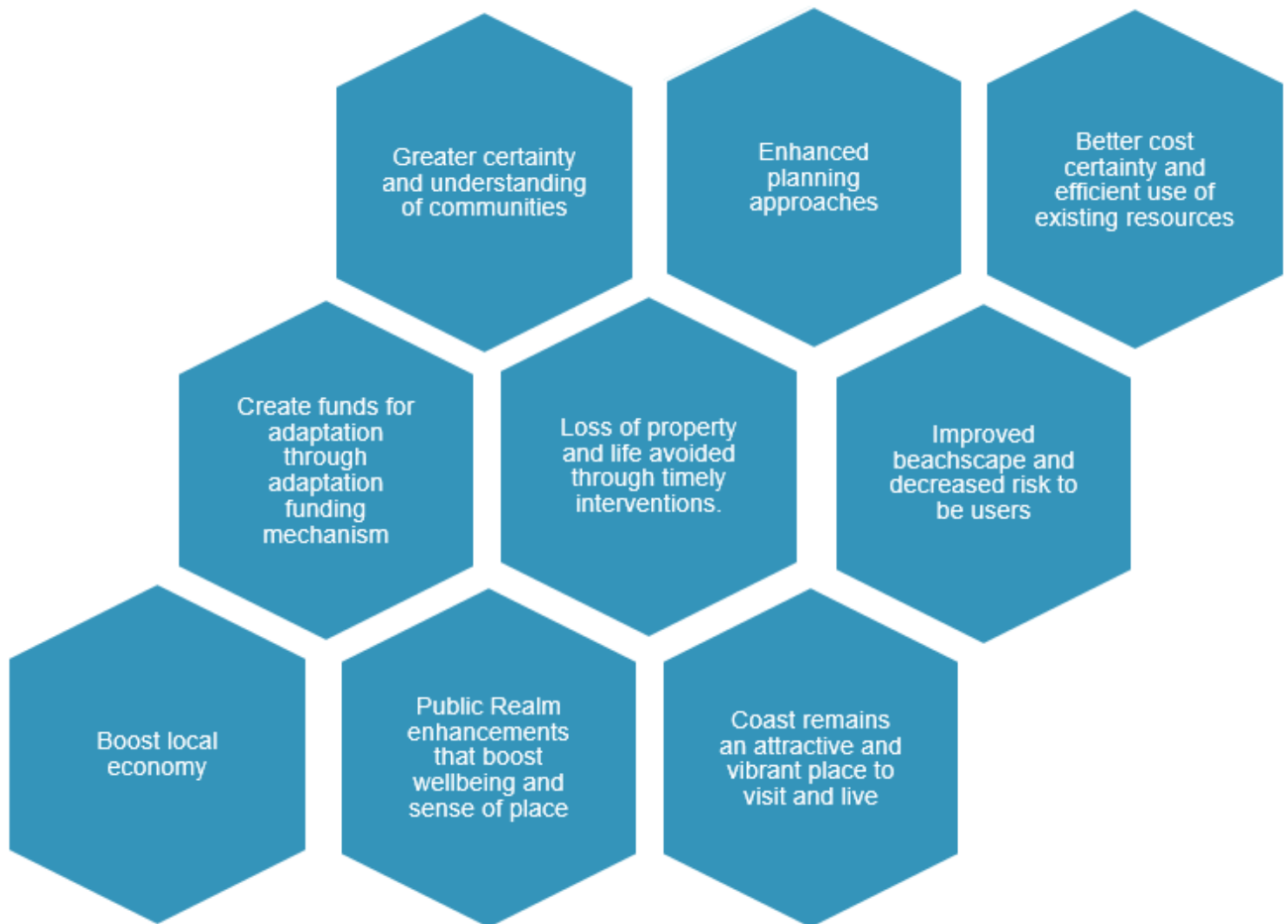
The toolkit will also include coastal management planning and development policies and evidence-based GIS risk mapping to underpin decision-making. These are detailed further in Section C.

At each location there will be specific benefits local to that place. As we aim to co-create the plans with the pilot communities and partners we are not able to detail all the local benefits now. Examples of local benefits to our four pilot locations are summarised in appendix 2D.

2.5c Wider benefits

- We believe that with central government investment through the FCRIP programme, we could start a mechanism to raise funds for adaptive solutions. There will be better use of RMA resources through a move from reactive measures towards planned solutions.
- Other elements where we can demonstrate added value, include the opportunity to work with national infrastructure projects and other developers. Enabling us to draw developer contributions into planned community adaptation approaches, building climate resilient homes away from risk or creating new economic opportunities for businesses.
- All our work will be shared nationally through the Local Government Association Coastal Special Interest Group, Coastal Networks, Defra and the Environment Agency so that lessons learnt can be applied around the UK coast well before the programme ends. We will be able to deploy and share adaptation tools as they are created.

Some of the headline wider benefits of the project include:



Strategic risks and learning from past projects

We have undertaken a full strategic risk assessment of our project up to 2027 across all themes and work packages using the PESTLE method. We reinforced this methodology by holding a workshop with our partners to help shape the PESTLE and assess risk. Programme risks are scored using an IOSHH recommended risk calculation method. The key risk up to 2027 from each PESTLE category is summarised on the table below.



Category	Risk Description	Potential Impact / Consequences	Mitigation
Political	Changes to Government and Priorities - Local	Engagement of new politicians could cause delays and increased costs. Other local issues could compete for priority resulting in lack of support causing delays, lack of funding and increased costs.	Use CPE Board members and Senior Leadership teams to maintain political support and focus. Maintain close relationship With National Agencies/Government Departments Co-develop LA priorities for climate change / adaptation Levelling Up to embed project in wider LA agendas.
Economic	National economic event/crisis.	Increase in project costs could reduce benefit/cost ratio. Could lead to some undeliverable elements of the project.	Maintain a flexible approach to project elements. Ensure core activities are identified and delivered and additional added value deliverables can be flexed. Regular review points to consider project deliverables and agree with Board. Attract additional funding through good communication and engagement over the project .
Social	Major incident/weather events Unrealistic Expectations	Staff burnout/sickness leads to project delays and potential loss of funding. Other business activities may be affected due to staff being diverted to IRF programmes Communities expect that the FCRIP funds will be used to 'defend' them	Becoming More Proactive with Resources. FCRIP funding helps us to recruit additional resource to 'protect' programme delivery from incident response role. Developing tools / frameworks to minimise the need for reactive responses New ideas from new staff and our partners - knowledge sharing / innovation and broadening of capacity in/outside team. Through good engagement with existing pilot communities we have a Strategic Community Stakeholder group that can engage others on the projects behalf and demonstrate adaptive approaches work. We have demonstrable experience in managing challenging conversations and social media.

Category	Risk Description	Potential Impact / Consequences	Mitigation
Technical	Skills Gaps - Due to the significant projects in the area including Sizewell C, windfarms and other NSIP projects there is a huge demand on local resources and suppliers.	Lack of availability of suppliers and partners would impact the programme, costs and internal resource demands.	Technological Development and link to possible research funding New relationships and partners developed Early engagement with students and apprentices to get them involved in the project. Strategic pay and benefits discussions with LGA
Environmental	Limited Stakeholder Resources to provide <u>advise</u> and progress applications (including licences and consents)	Additional staff demands Delays to programme Increase to costs Stakeholders unable to review project information due to staffing/expertise limitations Perceived bias if we support stakeholders financially to participate.	Talk to stakeholders early in programme/design to reduce timelines/costs/etc Understand stakeholder challenges so we can better support them. Working with stakeholders (DEFRA) to put the right expertise in place so that tasks can be completed in a timely manner. Working with others to procure extra funding for the right people with the right skill sets.
Environmental	<u>Designations</u> constraints adaptation options	Proposed project activities unable to take place causing reputational damage, <u>delays</u> and increased costs.	We will evaluate the environmental benefits of allowing coastal change and adaptation solutions to determine how we work with designated areas and whether we can establish NEM mechanisms to attract funds and benefit both the environment and those at risk in MR/NAI areas.

Beyond 2027, based on our experience of previous Pathfinder programmes and similar initiatives, we have identified the risks and how our programme will mitigate those and ensure a positive legacy for the funding we have, enabling a more resilient coast for all. The summary of these are in Management Case (section 6).

The pilot areas have been selected as they have already begun their adaptation journey and are willing to work on resilience and adaptation measures.

Constraints and dependencies

The project has a number of dependencies and constraints. The following table summarises these at a headline level, plus makes the links between them.

Dependencies	Constraints
Political support (national and local)	Competing Government priorities.
Willing communities and stakeholders	Time taken to engage other stakeholders outside of communities.
Availability of funding	Timing and deadlines alongside synchronisation of deliverables, need for critical mass for finance mechanisms.
A strong Planning and permissions & consents framework	Local Authority local plan review process (SPD and CCMA review process).
Erosion risk data (NCERM2)	Timing of NCERM 2 is mid-programme, impacting availability of useful data.
Wider economic data	Time and resource requirements plus availability of data.
Infrastructure asset data	Commercial and security sensitivities from sharing third party data.
Natural assets data	Limited baseline information on coastal assets and agreement on evaluation methodology
Supportive policy and strategy framework	Current policies do not work or new project recommendations are not adopted.
Appropriate SMP policies	Public and political acceptance of change.
Technical design innovation	Capability of the sector and few appropriate solutions currently available.
Resource, skills and capacity of project team	Recruitment, public salaries and competing initiatives (e.g. Sizewell C).
Resource, skills and capacity of communities	Reliance on the resource of volunteer time within communities.
Potential EIA, MMO and other permissions and consents.	Aligning the consenting processes and time constraints with the project's programme.

2.7.b External project dependencies

The project is closely linked to several strategic local projects. The dependencies and constraints are summarised in the table below.

Dependencies	Constraints
Linkages to CTAP- significant opportunities to share learning and ensure wider programme of adaptation initiatives are considered and delivered.	Working to other organisations' timescales. resource needed to integrate work programmes and avoid duplication.
Delivery of EA-led Great Yarmouth Food risk strategy	Timing of Resilient coast project needs to be flexible to be synchronised with the EA project.
Linkages to Broadland Futures Initiative in GYBC pilot to embed longer term tidal flood resilience and adaptation options	Working to other organisations' timescales and resourcing relationship management. resource needed to integrate with BFI's broader programme of work.

Stakeholder engagement

The project team have worked closely with the coastal pilot communities and several twin locations for many years due to the imminent coastal risks in these locations. The communities are willing to co-create adaptation and resilience approaches and support the proposals we have included in the OBC.

The wider partners have been directly involved in shaping the proposal through a series of project workshops including the readiness assessment, strategic risk assessment and individual work package discussions on innovation, costs, procurement and deliverables. we also benefit from several experienced professionals, academics and specialists who are offering their support to the project development and delivery and many of these will also be available to offer independent advice to the pilot and twin communities and strategic Community Stakeholder Group they will be part of.

We have also engaged with wider Coastal Protection Authorities through the Coastal Group Network and Local Government Association Coastal Special Interest Group (LGACSIG)(notably the Adaptation Working Group) to ensure we are embedding wider learning opportunities into the Resilient Coasts project.

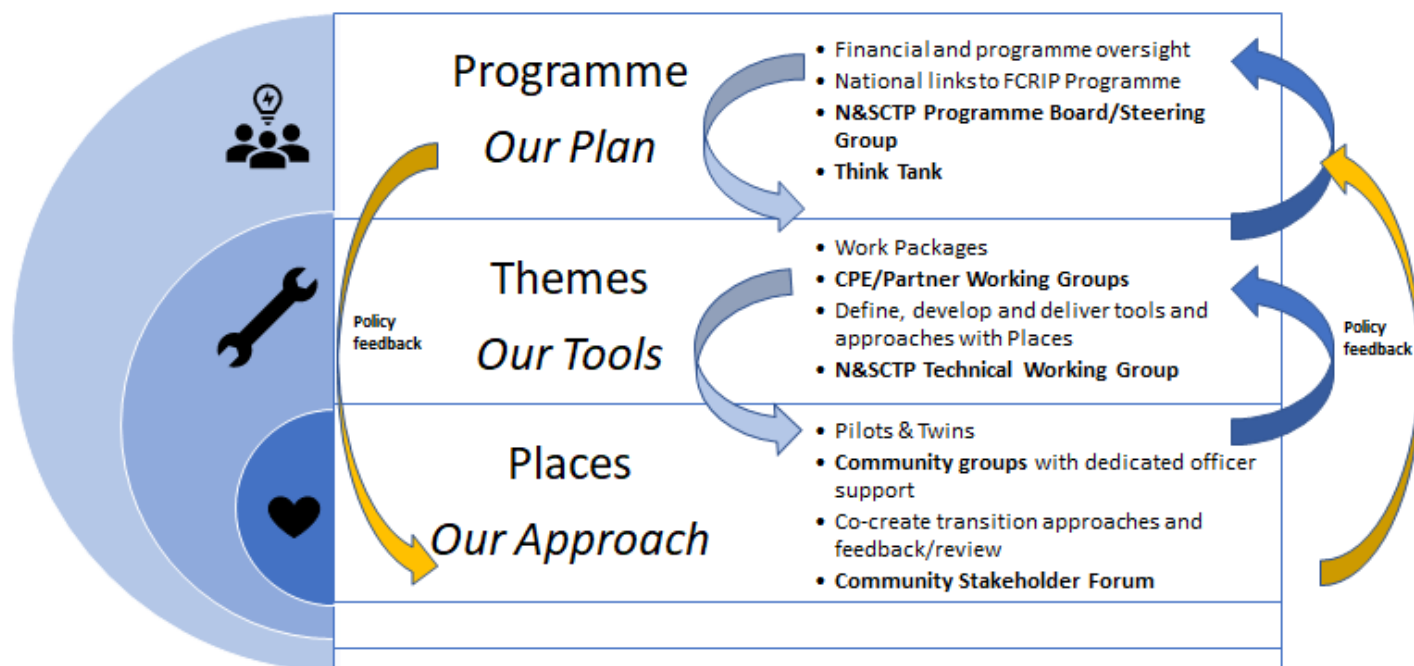
Going forward we have a governance structure that allows for regular community, stakeholder and partner involvement. The approach we plan to take will include regularly sharing monitoring outputs with the Community Stakeholder Group at agreed points in the programme. The data and their feedback will be used to make decisions on the best ways to adapt in that location. The monitoring of community engagement and the impacts of change will be evaluated using the recommended GCN model. This evaluation will be conducted at appropriate points, ensuring there is the opportunity to review, reflect and refresh throughout the programme. Insert the governance structure reference

The diagram below summarises the linkages between the pilots, strategic theme working and the FCRIP programme and wider national initiatives. We have committed to share learning and seek feedback as the project progresses through a range of stakeholder and partner fora and these are detailed further in appendix 2A

We will develop Full Business Cases for elements of the project as the Resilient Coast project progresses with full input from the relevant groups

2.8a Governance

Governance



2.8b How has stakeholder participation and engagement influenced and shaped the investment proposals?

The investment we have proposed is based on our shared coastal management experience and that of our coastal communities and partners. It is based on needs that have been identified through 'live' project working, recent erosion and flood risk events and lessons learnt from previous Pathfinder or similar programmes. We have also engaged with national partners and coastal practitioners around the UK to ensure we have a full understanding of what approaches to adaptation and resilience already exist and the coast and what we can build on in Resilient Coasts.

We have considered our pilot locations carefully and chose to select more than one 'place' for this project. This is because no one coastal place would give us the breadth of learning we need. Through discussion we now have a good range of different coastal 'archetypes'. We have aimed to have examples of defended and undefended frontages in both erosion and flood risk zones and in rural and urban locations with communities that are already engaged in adaptation discussions.

The investment proposals aim to ensure we deliver improved resilience on the ground at each coastal place that is based on our shared community and practitioner learning to date. This is then balanced alongside strategic tools that will provide a legacy for future coastal management based on our shared understanding with other coastal practitioners and national colleagues.

Since our original submission we have shaped our investment through a series of discussions which have optimised our proposal. There is more detail of this in section 3.4. The highlights are:

The development of a 'business as usual' (BAU) Baseline with Risk and Policy Analysts that allows us to inform the wider project baseline for monitoring and evaluation purposes but also establishes the cost benefit ratio of resilient Coasts at 1.7 and identifies the likely learning benefits we will realise. This informs our investment priorities going forward.

Discussion with National EA team regarding the use of the National Coastal Erosion Risk mapping approach. in 2023/24 has reduced the need for bespoke risk mapping and associated costs. we have also changed our project boundaries and pilots to reflect the additional investment that will be available through the new Coastal Transition Accelerator Programme in North Norfolk.

Anglian Water regarding the use of their Behavioural Change toolkit and associated costs have reduced as the tool required less adaptation for coastal use than previously thought

Through the community at Thorpeness we now have a better understanding of the need for and costs of rock options to support short term change that have led to increased costs for the engineering design elements of the project to support greater innovation in the engineering sector.

The LGACSIG we have evidence that natural capital and biodiversity net gain on the open coast needs developing in terms of evidence and evaluation and so we have expanded this to deliver greater national learning benefits to other CPA's and inform the EA FCERM Action Plan.

The EA Area and GYBCouncil officers' team regarding the GYBC Tidal defence scheme timings and the best ways the Resilient Coast Project can support this initiative to maximise resilience outputs and wider benefits- notably around resilient landscape architecture and public realm design.

Knowledge-sharing and decision-making:

- The coastal and resilience monitoring outputs will be regularly shared with the Community Stakeholder Group at agreed points in the programme. The data and their feedback will be used to make decisions on the best ways to adapt in that location.
- The monitoring of community engagement and the impacts of change will be evaluated using the recommended GCN model. This evaluation will be conducted at appropriate points, ensuring there is the opportunity to review, reflect and refresh throughout the programme.
- The management team has over 80 years combined coastal management experience across innovative funding and finance, planning, engagement and behavioural change and engineering and coastal monitoring. Board members and a senior team will also support the programme. Officers will also be positioned to apply the lessons and recommendations from the Lowestoft Zurich Resilience Measurement and Business Emergency Resilience Tool.

Monitoring and evaluation framework, and dissemination

2.9.a How will learning be monitored and evaluated?

Taking the economic case learning benefits we will monitor and evaluate across 4 categories; learning on costs, learning on benefits, and learning on the governance and management of the project at both local and strategic levels. the approach to monitoring for these 4 themes is summarise below. more detail on our monitoring and evaluation approaches are given in section 6.

Ref	Learning benefits category	Description	Monitoring approach	Indicator
1.1	Learning on cost	Better understanding of costs of activities and those that are most efficient	Financial monitoring of costs with analysis against the BAU costs. use of financial efficiencies tools to demonstrate savings or added value	Efficiencies are made Value is added
1.2	Learning on benefits	Better understanding of benefits of activities and those that are most effective	Community and business resilience baseline assessment at start and repeat surveys in the later programme Pilot level and strategic benefits realisation monitoring to ensure benefits are mapped. quarterly review to establish those that are effective. Use of social value portal to establish benefits quarterly	Increased resilience across our pilot communities and businesses. Social value is delivered Natural capital is valued
1.3	Learning on management and governance (project level)	Learning on how to better engage and collaborate with communities, businesses and infrastructure owners		

1.4	Learning on skills, tools (methods and mechanisms) and capacity needed to implement actions and combinations of actions	<p>Better understanding of how to roll-out the most effective activities for the most efficient costs and development of tools that can enable roll-out to cover adaptation pressures post the project</p> <p>Skills developed in local communities on co-design activities that will be useful for adaptation to future risks and working with authorities</p>	<p>Learning log that is used by community and project team to ensure we capture key lessons as the project progresses. lessons reported and shared.</p> <p>Initial assessments across all 8 work packages to establish baseline and establish monitoring approaches accordingly with key review and reporting points</p> <p>Time recording and skills and developments reviews to assess impact of resources and capacity needed quarterly across community and practitioners</p> <p>Assessment of in-combination effects of tools and techniques</p>	<p>Lessons learnt report is shared.</p> <p>Work package assessments demonstrate learning improvements</p> <p>Time and motion reports</p>
1.5	Learning on management and governance (wider lessons learned)	<p>Development of functioning funding mechanism to enable roll-back</p> <p>Knowledge of how funding mechanisms could be developed to help encourage adaptation to other risks</p>	<p>Comparison of the BAU baseline for current funding availability and sources</p>	<p>We will have new funding sources compared to current baseline.</p> <p>We will have an self-financing Adaptation fund that is accessible to those who meet the criteria.</p>

To summarise, our approach we will undertake a range of monitoring approaches to financial and project management as well as ensure we are monitoring improvements in coastal resilience for people and their place.

Evaluation

- 1 Agreed measures will be in place for all monitoring approaches and tangible deliverables. The resilience and adaptation approaches developed will be applicable to the wider coastal community archetypes through the programme twin locations.
- 2 All elements of the programme will have agreed SMART objectives. This will ensure that a measurable reduction in social, environmental and physical risks will be delivered in all pilot locations.
- 3 The monitoring of community engagement and the impacts of change will be evaluated using the recommended GCN model. This evaluation will be conducted at appropriate points, ensuring there is the opportunity to review, reflect and refresh throughout the programme.

2.9b How will dissemination be achieved during and post project?

- A third-party project assurance role will be embedded in the programme team to ensure all lessons and outputs are captured and dissemination documents are developed. This will allow for lessons to be shared, mitigated against and built upon throughout the project through review and feedback loops.
- Outputs and lessons will also be disseminated through the technical and steering groups.
- Recommendations on national policy and the process 'red tape challenges' will be disseminated through the steering group and Local Government Association Coastal Special Interest Group, notably the Adaptation Working Group, which also links to the National Coastal Network Group.
- The technical and coastal monitoring data produced will be disseminated through the Anglian Monitoring Programme, Environment Agency National Coastal Erosion Risk Mapping and SMP refreshes and feedback incorporated.
- Recommendations for reducing risk and improving resilience will be developed and shared with community pilots and twins through both traditional routes (meetings, newsletters, workshops, digital and social media platforms) and innovative tools (such as virtual reality tools), which in turn will be used to disseminate options more widely to other coastal locations.
- The RFCC and relevant national policy and practice groups will be kept updated.
- Outputs will be shared with wider partner networks – such as CIWEM, ICE, CEFAS and other RMA networks.
- Coastal local authority colleagues in wider service areas (such as planning, communities and economic development teams) will be engaged throughout the programme, with internal dissemination routes established through active working approaches.

3. Economic case and benefits framework

Description of the business as usual baseline

Business as Usual (BAU) is a continuation of the current reactive approach to erosion risk management. The current approach is summarised as Figure A1-1 in the economic appendix. For erosion, BAU is expected to result in costs of £8.9 million and damages of £7.4 million. The approach to estimating the value at-risk damages is set out in Section 2.6.2. An appraisal period of 100 years is used and the damages are based on four case study erosion locations. For flooding, the damages are based on a 50 year appraisal period and look at the damages from flood risk increasing from 1% Annual Exceedance Probability (AEP) to 2% in Year 50 for 5,000 properties. A further 12,000 properties also at flood risk are projected to see an increase from 0.5% to 1% by Year 50. The total flooding damages are estimated at £36 million.

3.2 - Table 1: Summary of impacts under the BAU baseline

Scenario	PVc £k	PVb £k	BCR
Business as usual baseline	£8,912,032 (addressing erosion in reactive manner) £0 (no costs incurred in addressing flood risk)	-£7,399,031 (damages from erosion) -£36,069,487 (damages from flooding)	N/a

The erosion costs are based on continuation of a reactive approach where action is only taken when there are properties at imminent risk of erosion. This reflects the constraints on local authority budgets and resources and the lack of an obvious funding route for any proactive approaches. Once there are properties at imminent risk of erosion, the local authority undertakes engagement with the community and identifies whether there is the potential to make a case for emergency interventions that could reduce erosion and so reduce the imminent threat to the properties. Where there is the potential to make case, then an economic appraisal is undertaken and the community is invited to help with fundraising to cover any shortfall in Grant-in-Aid. This is only feasible where there is sufficient time to raise the funds required and where the community has the potential means to raise the level of funds necessary.

Where there is no option for emergency intervention, due to properties needing to be demolished or because an economic case is not going to be viable (benefits will not outweigh costs), then the local authority works with the affected individuals to help them through the demolition process. This involves further costs for the local authority from additional engagement, but also requires input from building control and, where the households affected do not have access to alternative accommodation, the housing department as well. Demolition costs for individual property owners are assumed to be covered by a grant. No action is taken to improve the frontage so there are impacts on the remaining community from a loss of individuals, change in the community and no improvement in the local environment. Erosion damages occur at the time of demolition where properties are not replaced through rollback.

Rollback is possible using existing policies, but the time to plan is short (or non-existent) so rollback is a limited option since there is no allocated land on which to rollback to and no funds to help those unable to purchase land and build a replacement property. However, some people are assumed to be able to fund rollback themselves. An assumption is made based on the mid-point of the decile on index of multiple deprivation (IMD). For example, if the community lies in the 5th most deprived decile

(40%-50%) then it is assumed that 45% of the households would be able to afford to rollback. Erosion damages occur in the year of demolition but are then negated by construction of a replacement property two years after demolition (this assumption allows sufficient time for identification of a rollback site and construction of the replacement property).

For those communities where emergency intervention was possible, it is assumed that rock armour is used. Although a more expensive option, short-term solutions have been found to cause health & safety risks and plastic pollution. The damages from these solutions are considered to make them unsuitable so rock armour is the only viable option. Once the rock armour is in place, this then buys time for the community to adapt. However, with no adaptation fund and no allocated land for rollback, the amount of people that can make use of the existing rollback policies is again limited to just those who are able to fund it themselves. As with demolition, this is limited to the mid-point of the decile of IMD, meaning the opportunities from the time bought by rock armour has been lost. Once the life of the rock armour is exceeded (assumed 25 years), the community moves to demolition as a further case for protection cannot be made. Demolition costs are incurred (although these are covered by a grant for property owners) and erosion damages occur (only partially offset).

3.3 Summary description of the investment proposal

The Resilient Coasts project will move to a proactive approach to management of the coast. The project costs occur over the first six years and are estimated at £9.1 million (including risk contingency and optimism bias. Of this 75% of the costs (£6.8 million) are tailored to the erosion aspects of the projects and the remaining 25% (£2.3 million) to the flooding aspects. The costs associated with the erosion aspects are lower than those incurred under BAU due to the more proactive work undertaken over the six years to prepare communities for rollback through the eight work packages. Thus, the Resilient Coasts project offers a potential cost saving compared with a reactive BAU approach of around £2.0 million.

In terms of erosion aspects, the Coastal Transitions project will reduce damages compared with BAU by £7.4 million but will also deliver additional value potential benefits. Not all of these can be valued but those that can are estimated at £4.4 million over 100 years. There are also learning benefits which will enable the approach developed in the Resilient Coasts project to be rolled out across other coastlines looking to develop adaptive approaches to coastal erosion. The principles of the project could also be applied to adaptation to other risks, including flood risk.

Bringing the value at-risk damages avoided (£7.4 million), value potential benefits (£4.4 million) and learning benefits for the local community (£0.3 million) together gives total benefits of the erosion aspects of the Coastal Transitions project of £12.1 million. Project costs for the erosion aspects are £6.8 million^[1], this gives a benefit-cost ratio of 1.8^[2]. Learning benefits [can](#) also include legacy benefits whereby the tools developed can be rolled out to more communities at risk. If an additional six communities at erosion risk are involved beyond the Resilient Coasts project, this could realise a further £24.0 million in benefits (costs would also be incurred so these benefits are not included in the BCR for the project). Note, the appraisal has been carried out over 100 years to enable the benefit from future application of the project to be applied, with additional costs incurred beyond this project.

For erosion areas, this starts by improving understanding of erosion to better predict when erosion may occur (Work Package F). This improved understanding then enables the local authority to work with communities before there is an erosion issue, involving them in developing and implementing community masterplans for adaptation (Work Packages A and B). Infrastructure owners will also be involved so there is a much more coordinated approach to relocation of assets, reducing disruption to communities but also enabling partnership working and collaboration between different infrastructure owners so they can come up with lower cost and more effective outcomes (Work

Package D). The costs for the project as a whole (flooding plus erosion) are £9.1 million (including risk contingency). The damages are reduced since communities are prepared for erosion and can implement their adaptation plans to avoid the reactive type of response seen in BAU.

The creation of an adaptation fund (Work Package C) means there is money available to help those unable to fund rollback themselves and work by the local authority will ensure that rollback land has been identified and allocated. This means that properties can be rolled back before they are at imminent risk of erosion. It also allows the frontage to be improved, providing a nicer environment, greater access to the coast and/or use of the frontage for erosion-compatible uses (e.g. relocatable assets such as caravans depending on the priorities of the local community) (Work Package E).

Once adaptation plans are in place, decommissioning of defences can occur enabling a more naturalised coast to develop. The release of sediment from the more natural coasts can help reduce impacts on other coastal locations and may reduce costs of coastal management elsewhere (also part of Work Package E).

There may still be a need for works to reduce coastal erosion in some locations, and the project will investigate short-term, lower cost solutions to rock armour (Work Package G). However, even in the absence of innovative ideas for short-term solutions, there will be a move to recognition that rock armour is a temporary solution to buy time to enable adaptation plans to be developed and implemented. The rock armour will then effectively be 'loaned' to a frontage. Once a community has developed and implemented its plan, the rock armour will be recycled and used elsewhere. This will reduce use of resources and is expected to reduce carbon emissions, although recycling of the rock armour will require extra handling, but overall transport distances and the need for fresh rock material each time will be reduced.

In terms of flooding aspects, it is assumed that the Resilient Coasts project will avoid flood risk increasing over the next 50 years for half of the 5,000 properties currently at 1% risk. The remainder would see flood risk increase but the engagement activities would be to better prepare communities for flood risk to improve their resilience and adaptation. This results in value at-risk damages of £27.3 million or benefits of £8.8 million. With costs for the flooding aspects of the project at £2.3 million, this gives a benefit-cost ratio of 3.9. Additional value potential is expected to be provided by visual improvement of the frontage and increase in community and industrial resilience.

Overall, therefore the project has total benefits of £20.9 million (£12.1 million from erosion aspects and £8.8 million from flooding aspects) compared with total costs of £9.1 million giving an overall benefit-cost ratio of 2.3^[3].

^[1] This assumes all the project costs are brought forward for the case study area to be incurred within the six years of the project, after which time adaptation is self-funding through the adaptation fund

^[2] This excludes the cost saving of £2.0 million over BAU, which would increase the BCR to 2.5 (£12.1 million benefits divided by £4.9 million net costs).

^[3] Again this ignores the cost savings over BAU for the erosion aspects. Including this would increase the BCR to 2.9 (£20.9 million benefits divided by £7.2 million net costs).

3.4 Description of how the proposed solution was optimised

There has been significant community and stakeholder engagement to inform project development and investment. Through a range of workshops, discussions and community project experience we have considered our proposals to optimise value, scale, location, timing, environment and social equality.

Project scale was determined through:

- The development of a Business as Usual Baseline with Risk and Policy Analysts that allows us to inform the wider project baseline for monitoring and evaluation purposes but also establishes the cost benefit ratio of resilient Coasts at 1.7 and identifies the likely learning benefits we will realise. This informs our investment priorities going forward.
- Discussion with National EA team regarding the use of the National Coastal Erosion Risk mapping approach. in 2023/24 has reduced the need for bespoke risk mapping and associated costs. we have also changed our project boundaries and pilots to reflect the additional investment that will be available through the new Coastal Transition Accelerator Programme in North Norfolk.
- Discussions with Anglian Water, regarding the use of their Behavioural Change toolkit and associated costs have reduced as the tool required less adaptation for coastal use than previously thought
- Discussions with the community at Thorpeness, meaning we have a better understanding of the need for and costs of rock options to support short term change. This has led to increased costs for the engineering design elements of the project to support greater innovation in the engineering sector.
- Discussions with the LGAC SIG, meaning we have evidence that natural capital and biodiversity net gain on the open coast needs developing in terms of evidence and evaluation and so we have expanded this to deliver greater national learning benefits to other CPA's and inform the EA FCERM Action Plan.
- Discussions with the EA Area and GYBC council officers team regarding the GYBC Tidal defence scheme timings and the best ways the Resilient Coast Project can support this initiative to maximise resilience outputs and wider benefits- notably around resilient landscape architecture and public realm design.

3.5 Description of: invest less and invest more

Invest less

The invest less scenario is based on a 20% reduction in costs for the Resilient Coasts Project. This is assumed to represent a reduction in the number of erosion case studies that can be undertaken, from four to three; the flooding case study would continue as planned. Work packages C, E, F and G are independent of the case studies, so cost savings are made on work packages A, B and, to some extent,

D. Thus a 33% reduction in case studies is assumed to represent a reduction of costs for the whole project of 20%.

The loss of one case study would mean there is a reduction in direct benefits (avoided value at risk damages and unrealised value potential benefits). However, it is assumed the case study would be captured following roll-out of the project findings. Given that the case studies have been selected to work with communities currently facing erosion pressures, there is a risk that emergency interventions would be required if erosion accelerates in the former case study location before the Resilient Coasts Project has delivered its tools and findings. Thus, the case study location could find itself in the difficult position of having a community willing to discuss adaptation but without the tools, funds, or time to do so. This could have reputational impacts for the local authorities and potential, wider knock-on implications for the Resilient Coasts Project in general. Additional costs may therefore be incurred to offset these potential issues.

The learning benefits would also be affected due to reduction in trialling in an additional context and with an additional community. The case study locations have been carefully selected to cover different contexts and communities, so there is a risk that future projects that are most similar to the foregone case study would need additional costs to respond to any context-specific issues or approaches needed.

Invest more

The invest more scenario is based on adding one additional case study on erosion, so this increases from four to five; the flooding case study would continue as planned. Although the number of erosion case studies would increase by 25%, the costs are assumed to increase by 20% due to economies of scale and where the additional case study location is selected to be near to an existing case study, for example, Gunton alongside Corton. This would allow a slightly different context to be captured but could also involve looking at managing a longer length of coastline in a more coordinated way, including potential for communities to learn from each other more directly, for instance, through some joint engagement events.

The value at risk and value potential benefits would increase directly in relation to another case study being included. In addition, learning benefits would enable another context to be added but also broadened to see if and how adjoining communities could work together, where there are commonalities and where there are differences. This would also provide learning benefits for rolling out the project wider beyond the six years of the FCRIP programme.

3.6 Investment costs

The investment costs are outline in the appendix 3B.

3.7 Investment benefits framework including learning and innovation

3.7a Learning benefits

An overview of the learning benefits is provided in Section 2.2. This section highlights the specific learning benefits and if and how these have been valued. The table below focuses on the benefits that will enable roll-out of the tools and mechanisms developed through the project, including how in-project learning can be brought together to deliver legacy benefits.

Table 2: Benefits Framework: Learning Benefits

Ref	Benefits Category	Description	Approach to capturing change
1.1	Learning on cost	Better understanding of costs of activities and those that are most efficient	Cost savings from identifying what works well and in which contexts. Assumed to result in potential saving in costs. Assumed 20% saving for best, 33% for optimistic and 10% for pessimistic
1.2	Learning on benefits	Better understanding of benefits of activities and those that are most effective	Increased benefits from identifying what works well and in which contexts. Assumed to result in increased benefits from better targeting of actions. Assumed 125% of benefits for best, 140% for optimistic, 110% for pessimistic
1.3	Learning on management and governance (project level)	Learning on how to better engage and collaborate with infrastructure owners	Increased benefits from reduced costs from joint working and reduced impacts on communities from asset owners working together to address issues, to point of sharing funding to deliver multiple objectives rather than just their own individual objectives
1.4	Learning on skills, tools (methods and mechanisms) and capacity needed to implement actions and combinations of actions	Better understanding of how to roll-out the most effective activities for the most efficient costs and development of tools that can enable roll-out to cover adaptation pressures post the project Skills developed in local communities on co-design activities that will be useful for adaptation to future risks and working with authorities	Development of tools that can be used by others, such as behavioural toolkit, master planning, risk mapping, decommissioning roadmap Social value bank estimate of £1,773 per person from regular attendance at voluntary or local organisation (is lower value than £3,249 for volunteering at least once per month for two months) so used as conservative estimate of skills developed through voluntary involvement
1.5	Learning on management and governance (wider lessons learned)	Development of functioning funding mechanism to enable roll-back Knowledge of how funding mechanisms could be developed to help encourage adaptation to other risks	Bringing together all the above to provide a suite of outputs that can be used by others to work with communities at risk, with worked examples from the case studies to follow

3.7b Value at risk

The overall value at risk benefits under BAU are summarised in Section 2.1 and for the Resilient Coasts Project in Section 2.2. This section provides a breakdown of the value at risk benefits (in other words, damages avoided) under the project and how these have been valued, including sources of values.

Table 3: Benefits Framework: Value at Risk Benefits

Ref	FCERM_AG AST Category	Sub-category	Description	Approach to capturing change
Value at-risk				
2.1.1	Economic	Erosion of properties	Change in timing of erosion and planned ability to rollback (so no loss of property value)	Based on average not-at-risk property value in East of England (from MCM)
2.1.2		Relocation of infrastructure and transport assets	Planned relocation of assets before there is a risk of erosion enabling more efficient approach	Based on estimated costs of relocation of assets, linked to timing when properties are rolled back
2.1.3		Additional flooding impacts	Emergency services costs and indirect effects on businesses	Based on MCM
2.2.1	Environmental	Regulating services, biodiversity, historic environment, landscape	Changes due to move to more naturally functioning coast	Captured under value potential
2.2.2		Carbon	Reduction in carbon emissions from re-use of rock armour	Captured in carbon assessment
2.2.3		WFD status	Change in status at Great Yarmouth	Captured under value potential
2.3.1	Social (individual and family)	Way of life	Change in costs of engagement to more proactive approach; funding to allow adaptation	Costs become distributional issue at individual level due to funding
2.3.2		Health and well-being	Mental health costs under BAU avoided	£9,546 per property damages avoided based on Gov.uk guidance
2.3.3		Personal property rights and fears and aspirations	Avoided social costs associated with having to move to temporary accommodation	£8,091 per household damages avoided from being able to rollback and not having to move into temporary accommodation from Social Value Bank
2.4.1	Social (Community)	Community	Additional engagement costs with community to co-design and implement adaptation plan	Captured in costs of project

2.4.2		Community culture and fears and aspiration	Avoided loss of community and income to community from reduction in population as rollback is available to all	Avoided loss of feeling of belonging for community of £3,919 per property affected based on avoiding a 0.25 reduction in score; small avoided loss from increased litter due to earlier demolition of £449 per 'tranche of erosion' and avoided loss of income from reduced maintenance of properties that were not rolled back under BAU (but are under project) at 0.5% per year of property value
2.4.3		Political systems	Avoided costs incurred by council from having to deal with community complaints and lobbying, and costs incurred to deal with building and housing issues	Estimated costs avoided of £16,150 per community (note additional engagement is undertaken as an integral part of the project; these are assumed to be captured in project costs)

3.7c Value potential

The overall value potential benefits for the Resilient Coasts project are provided in Section 2.2. This section describes the individual value potential benefits, whether they have been valued and, if so, how. Table 4 summarises the approach used to capture the value potential benefits, including the assumption and values used when estimating the monetary benefits.

Table 4: Benefits Framework: Value Potential

Ref	FCERM_AG AST Category	Sub-category	Description	Approach to capturing change
Value Potential				
3.1.1	Economic	Erosion of properties	Rollback avoids loss of properties and potential improvement in quality of properties	Based on energy efficiency improved by two bands (best at £434 per property), one band (pessimistic at £217 per property) and three bands (optimistic at £651 per property)
3.1.2		Relocation of infrastructure and transport assets	Improved resilience of assets to future erosion and flooding risk leading to less disruption for communities	Not valued
3.1.3		Land use	Coastal change resilience will be reflected in local planning policy making it easier for rollback sites to be identified and allocated	Reduced costs for rollback sites as they will not be competing with 'normal' development permission sites (may help increase likelihood that funding is available for rollback as total required per property would be less)

3.1.4		Indirect effects on businesses	SMEs will be better prepared for future changes due to flooding or erosion	Not valued
3.2.1	Environmental	Regulating services	Value of sediment released from strategic locations to support beaches, cliffs, elsewhere	Value from Bacton estimated at £10 per m ³ . Volume of sediment released not known but based on 5m cliff and erosion of 1m per year along frontage of case study locations.
3.2.2		Carbon	Better enables embodied value of carbon to be maximised, e.g. reuse of materials from demolition that would not be possible under BAU due to lack of time; reuse of rock armour materials	See this paper Carbon footprint of limestone quarrying: 3.13 tCO ₂ e per ton crushed rock product – mostly linked to diesel fuel in transportation process
3.2.3		Biodiversity	Increased biodiversity from adaptive approaches and changes in land use, as minimum from biodiversity net gain and also offsetting benefits of hold the line elsewhere	ENCA has value of £1,866/ha for coastal wetlands, but this could be captured within value for biodiversity associated with release of sediments so is not included to avoid double counting
3.2.4		WFD status	Potential to reduce modification of water bodies in Great Yarmouth through greater use of nature-based and more sensitive solutions	Not valued
3.2.5		Historic environment	Potential to capture historic value in masterplan and to capture historic evidence (note would be at additional cost beyond that included in project costs)	Not valued
3.2.6		Landscape	Potential to manage frontline in a way that enhances local landscape as a benefit of rollback	Community benefits from a nicer environment associated with naturalised coast linked to social value bank value of £319 per household for improving open space (note applied only to erosion risk properties to avoid over-estimating)
3.3.1	Social (individual and family)	Way of life	Improved resilience of individual property owners to future erosion and flooding risk delivered through development and implementation of a plan	Benefits related to empowerment of individuals from increased feeling of control from 0.1 increase in score (£15,894 x 0.1) = £1,589 per property (assumes is once-off benefit to reflect impact of change – likely to persist for some time so assumption is one-off is likely to under-estimate)
3.3.2		Health and well-being	Feeling of empowerment and potential increased benefits from increased access to recreation.	Mental health benefits assumed captured in above to avoid double counting

3.3.3		Personal property rights and fears and aspirations	Enables rollback to be self-financing, with behavioural change toolkit helping individuals to see how and why adaptation benefits them	Not valued – benefits of rollback are captured under a number of other categories and funding is an enabler for those who would not otherwise be able to afford to rollback
3.4.1	Social (Community)	Community	Communities empowered to take control of their own futures	Not valued but could be captured from number of members of community involved in co-design and co-management activities (but not known here)
3.4.2		Skills and competences	Increased skills in community from empowerment in decision-making	As above, plus increase in skills captured in learning benefits
3.4.3		Community culture and fears and aspiration	Potential to capture cultural activities and traditions within community masterplan to maximise their value Improved resilience of community assets	Not valued
3.4.4		Recreation	Potential to enhance recreational opportunities and access through community masterplans	Increased enjoyment for visitors
3.4.5		Political systems	Collaboration between communities and authorities, with increased trust	Not valued

3.8 Comparison of costs and benefits

The BAU has overall costs, over 100 years of £8.9 million (best estimate). To give an indication of uncertainty a range is used based on an optimistic scenario where erosion is delayed for longer than projected and a pessimistic scenario where erosion occurs earlier than projected. Using these scenarios, the range of costs is £6.4 million (optimistic) to £13.2 million (pessimistic).

The costs for the Resilient Coasts project are also presented as best estimate (£9.1 million) and optimistic (£7.9 million, where risk contingency is removed from the best estimate) and pessimistic (£11.5 million, where risk contingency is doubled). The benefits of the Resilient Coasts project are £20.9 million (for erosion aspects of the project: £7.4 million from value at-risk damages avoided, £4.4 million from value potential benefits; for flooding aspects of projects: £8.8 million for value at-risk damages avoided; and £0.3 million from learning benefits for local communities).

Learning benefits from rolling out the tools and techniques to other communities at risk is estimated to deliver around £4.0 million per community^[1], with average costs per community of £1.4 million. The learning benefits from focusing on the most cost-effective and efficient activities is therefore expected to increase the benefit-cost ratio of future projects to 2.9. It is assumed that there would be at least six additional communities that could benefit from roll-out of the tools and approaches (and probably many more) such that learning benefits are estimated to be at least £24.0 million.

Clearly additional costs would also be incurred to allow the tools to be rolled out but these would be reduced compared with the Coastal Transition project since the tools and processes would be

developed, so the only costs would be associated with application. At the same time, this would reduce the BAU costs, assuming those communities followed a reactive approach as under the baseline, by £13 million (based on £2.2 million costs per community across six communities).

For sensitivity analysis on the erosion damages, the range of benefits (optimistic scenario where erosion occurs later and pessimistic scenario where erosion occurs earlier) are £10.4 million to £13.9 million. Optimistic costs assume the erosion aspects of the project is are completed without the need for the risk contingency (£6.0 million) while the pessimistic costs assume twice the risk contingency is needed (£7.7 million). Under these scenarios, the BCRs are 1.8 (optimistic) and 1.8 (pessimistic).

For the flooding benefits, the value potential benefits are not valued in the main economic appraisal since the value at-risk benefits are sufficient to justify spend on that aspect of the project. Similar value potential benefits could be applied as for erosion, linked to a move to a nicer environment and empowerment of individuals. Given the population of Great Yarmouth that is at risk, these benefits could be considerable.

3.8a - Table 5: Economic appraisal (quantitative)

Options	PVc £k	PVb £k	BCR
Proposed Solution (erosion and flooding)	£9,131,700	£20,877,700	2.3
Erosion aspects	£6,848,775 ^[2]	£12,083,513	1.8
Flooding aspects	£2,282,925	£8,794,187	3.9
Erosion aspects including cost saving over BAU	£4,881,095	£12,083,513	2.5
Proposed solution (erosion and flooding taking account of cost saving over BAU)	£7,164,020	£20,877,700	2.9

With an overall benefit-cost ratio of 2.3 (or 2.9 when cost savings compared with BAU are taken into account) and with both aspects of the project showing a benefit-cost ratio that exceeds 1, the project is considered to be economically worthwhile. Significant additional value potential and learning benefits that have not been monetised are also expected to be delivered. Developing approaches to valuing these through the project, from measuring how the projects delivers benefits to communities will be important for enabling future funding to allow for roll-out of adaptive approaches. Roll-out of the adaptation funding mechanism nationally will be a key step in helping those at erosion and potentially flood risk to rollback out of areas at risk.

- ^[1] Based on an 'average' community as estimated from the four case studies to be included in the project.
- ^[2] Excludes costs for infrastructure relocation since these are not included in the costs of the project as they would be incurred by infrastructure owners, but would be required to avoid erosion impacts from disruption due to loss of services. With infrastructure costs the overall costs increase to £6,896,563 which gives a benefit-cost ratio of 1.8. The costs are low due to discounting and conservative assumptions on what infrastructure impacts might be.

3.9 Sensitivity of the benefits to the level of investment

Table 6 and 7 provide a discussion on how the economic case might vary under do less and do more.

3.9a - Table 6: Do Less

Options	PVc £k
Do Less	£7,761,945
Description of the reduction in benefits	
Do less involves reducing the number of case studies from 4 to 3 (the flooding case study would still continue so it would be one of the erosion case studies that would no longer be undertaken). Cost savings are made are work packages A and B and, to some extent, on work package D. There would be a reduction in direct benefits due to value at-risk damages no longer being avoided and value potential benefits not being realised. As an average, the reduction in benefits would be around £3.0 million for the one community lost. There would be a loss of learning benefits in terms of context of application to the fourth case study, which could have knock-on effects for cost savings and benefits when the tools and processes are rolled out more widely	

3.9b -Table 7: Do More

Options	PVc £k
Do More	£10,501,455
Description of the increase in benefits	
Do more involves increasing the number of case studies for erosion from 4 to 5, with the flooding case study continuing as planned, so one additional erosion case study would be added. The ambition would be to extend one of the existing case studies into an adjacent settlement in order to assess economies of scale of working along a longer section of coast. This could lead to economies in terms of engagement activities with communities as well as for more strategic management of the coast over a longer frontage. The additional learning obtained from a more coordinated approach to management of the coast would include investigating how communities could work together, with this potentially offering more opportunities for rollback locally, although this would likely depend on the specifics of the communities in question.	

3.9c Critical success factors

Using the HM Treasury Critical Success Factors (CSFs) as a guide, the project's current CSF's are outline in table 7. These will continue to develop throughout the project as new outputs and outcomes emerge.

It is important to note that the interdependencies and sequencing of these CSFs are critical. For example, to increase the resilience of communities at risk of erosion through coastal adaptation, local policies will need to be agreed and additional funding may need to be drawn-in to the project.

Table 7 Critical Success Factor

Ref	HMT critical success	Critical Success Factor outcomes	Measurement criteria
1	Strategic fit and business needs	<p>a. The project reduces the risk or impacts of coastal erosion to communities within the project's pilot places.</p> <p>b. The project meets the spending objectives of the FCRIP by delivering on the objectives of the programme by the deadline within the allocated budget.</p> <p>c. The project meets the business needs and service requirements of Local Authorities aligned to their local plans and strategies by finding and testing practical solutions supporting vulnerable coastal communities that are at risk</p> <p>d. The project find solutions to coastal challenges relevant nationally, in-line with the Environment Agency and Defra's strategic coastal overview role of the coast and the Shoreline management Plans for our area.</p> <p>e. The project delivers outcomes that are aligned with all relevant local, regional and national programmes and strategies. These are set out in section. 2.1.b and 2.1c.</p>	<ul style="list-style-type: none"> • Resilience measurement through the Zurich Resilience measurement tool and new emerging methodologies. • Coastal processes and flood risk monitoring. • Financial performance is monitored by the project board according to the agreed metrics. • Performance monitoring by East Suffolk Council and Coastal Partnership East officers. • The project publishes all work package outputs in-line with the agreed deadlines. Adaptive SMP policies are delivered. • The project delivers its intended outcomes by the agreed deadlines.
2	Potential value for money	<p>a. The projects outputs and outcomes are delivered within the financial parameters set out in this OBC. These options have been designed, selected and optimised to deliver maximum public value by selecting options that will deliver a positive benefit cost ratio to society. The range of benefits are outlined in section 3. 'Economic case and benefits framework'.</p> <p>b. The project finds solutions to a range of social, economic and environmental challenge that can be delivered locally and nationally. Where these are not deliverable within current national funding mechanisms, new funding options have been developed.</p> <p>c. The project's learning benefits have been completed and disseminated through national channels.</p>	<ul style="list-style-type: none"> • The project publishes all work package outputs in-line with the agreed deadlines. • All project delivers its intended outcomes by the agreed deadlines. • The project's learning outputs are published / disseminated by the agreed channels and monitored using the criteria agreed during the programme development process.

3	Supplier capacity and capability	<p>a. The project appoints the required mix of suppliers and partners with the capability and resources to deliver the required work.</p> <p>b. The project's suppliers deliver the required outputs within the time and cost parameters and up to the required standard.</p>	<ul style="list-style-type: none"> • All required suppliers and partners are appointed. • All supplier projects are successfully delivered in-line with the contractual requirements.
4	Potential affordability	<p>a. The project is funded and delivers its outputs and outcomes within its FCRIIP allocation.</p> <p>b. The project's suppliers deliver their work within their allocated budgets.</p>	<ul style="list-style-type: none"> • Financial performance is monitored by the project board according to the agreed metrics.
5	Potential achievability	<p>a. The project recruits officers for all vacancies.</p> <p>b. The project retains the required level of resource needed to deliver all outputs and outcomes.</p> <p>c. The project's partners retain all required resource to deliver their relevant workplans.</p> <p>d. The project team and suppliers have the required level of experience and skills to deliver the project outputs and outcomes.</p>	<ul style="list-style-type: none"> • All recruitment campaigns are successful. • The required level of resource is retained throughout the project programme.

4 Commercial case

4.1 Summary of procurement strategy and timescales

Introduction and procurement strategy

Full details of the management and governance structure are provided in Section 6.2 of the Management case, which outlines governance in relation to decision making and procurement outcomes.

The lead local authority for the Resilient Coasts project is East Suffolk Council in partnership with Great Yarmouth Borough Council and delivered by Coastal Partnership East officers from across the two councils. As such, procurement and contracting of goods and services will be carried out by both authorities depending on several factors. This includes respective geographical operations of the Resilient Coasts Programme as well as cost, viability and efficiency of our procurement routes based on specific programme objectives.

The nature of the EA FCRIP programme is that it is innovative and is seeking new approaches and knowledge generation to assist with informing future local activities, national policy and funding mechanisms. The nature of the Resilient Coasts project is that it will, through its initiation, development and delivery, need to be flexible in order to procure numerous goods and services across several localities, with a variety of contract values, all while utilising differing contract types. As such, (and unlike the commercial case for traditional coastal or flood protection schemes), there is no one identifiable route to market, contract type or risk allocation preference to provide all the needs of the programme. Consequently, as the programme progresses, the project team will identify the most efficient procurement route according to the principles and options below. Should any procurement routes change during the six-year delivery period, or if new opportunities are identified, these will also be considered, alongside other local government schemes.

Procurement processes will comply with all those required by local government. This also includes European Union directives and regulations (and any successive changes), Public Contract Regulations 2015, individual local authority financial and contract procedures (including fraud and corruption policies, whistleblowing policies, and employee codes of conduct). Procurement strategies and approaches for Coastal Partnership East members (East Suffolk Council, and Great Yarmouth Borough Council) are included as links in Appendix 4A.

Procurement options

There will be a number of differing procurements needs in the delivery of the programme, including the following examples;

Services	Design	Architectural	IT and related software
Technical	Legal	Financial	Data
Theory & Knowledge	Employment & HR	Tools & software	Estates & property
Fees	Licences and consents	Facilities	Consumables

If there are any benefits to jointly procuring goods and services, there is the potential to do this. For example, this could include specialist skills or services which cannot be fulfilled by internal local authority teams, such as specialist legal services. In this instance, legal expertise could be purchased to provide continuous support throughout the programme, ensuring timely advice, guidance and consistency. These opportunities will be identified by the project team and assessed as the details of the delivery and the programme are finalised.

There are also opportunities within the finance and funding space to attract additional grants and loans (for example, through private third parties and environmental bonds). This additional financing can be used to supplement funding needs that are identified through the Resilient Coasts project process, for instance, for community adaptation and transition purposes. To effectively administrate these approaches, it will be necessary to draw on existing knowledge and expertise.

Several procurement methods are available. This variety allows teams to choose appropriate routes according to need – whether that be based on skills, experiences, or efficiencies such as cost. In order to assess quotes and tender submissions, CPE has experience in identifying the most economically advantageous tender (MEAT). The combination of multiple procurement routes and experience in MEAT means that teams can effectively secure appropriate goods and services that balance optimum outcomes and cost.

The following procurement options are open for the use of the CPE team in the delivery of the resilient Coasts Project. These have been utilised successfully by the team across the three CPE local authorities (NNDC, ESC and GYBC) in recent operations and projects. Examples of where these have been achieved are provided in the table below.

4.1 a – Procurement routes available to CPE and examples of successful use.

Procurement Route	Description	Example of use
Local Government Procurement Processes (including OJEU)	Local Authorities have defined procurement routes which are scalable dependent on value and can be used for all purchase types via exemption, quotation or tender. Supported by LA Procurement Teams and electronic procurement platforms.	Day to day use throughout CPE, GYBC, ESC and NNDC to purchase all scales of goods and services.
CPE - Dynamic Purchasing System	Includes 'Lots' based around types of goods or services to be procured – providers request inclusion in scheme and procurement is via tender process. Supported by ESC Procurement Team and electronic procurement platform.	Utilised at different scales for procurement of consultants and specialists by CPE for New Engineering Contracts (NEC4) from options appraisals (Hemsby, GYBC), scheme design and environmental appraisal (Mundesley and Cromer Coastal Management Schemes, NNDC) to construction supervision (Sandscaping, NNDC).
SCAPE - Civil Engineering	Local Government Framework for civil contractors	East Suffolk Council have utilised SCAPE for the multi-million Lowestoft Flood Defence Scheme.
SCAPE - Perfect Circle	Local Government Framework for consultants	East Suffolk Council have procured services to enable innovative community engagement through virtual platforms.
EA Framework Next Generation Supplier Arrangement (NGSA)	Environment Agency Framework for Flood and Coast specialists	CPE have not to date utilised the NGSA although it remains an option.
Local Government Service Level Agreement (collaboration agreements) - e.g Public Sector Cooperation Agreement (PSCA).	Agreements made between parties, often local Government and/or public sector organisations for the delivery of a service.	East Suffolk Council and the Water Management Alliance have successfully delivered coastal maintenance works through a PSCA.

Partnership/bespoke Agreements	Individually agreed legal agreement between parties to work together for a joint outcome.	North Norfolk District Council and the Bacton Gas Terminal operators developed, delivered and monitor a multi-million UK first coastal management scheme under bespoke agreements.
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4.2 Contractual terms and risk allocation

Key contractual terms and risk allocation

Coastal Partnership East has experience of utilising several contract types such as NEC3 and NEC4 Engineering and Construction and Professional Services Contracts, alongside local government standard contracts, and other specialist contracts where this is considered beneficial. These can include several options such as target price, activity schedule etc.

When using NEC contracts each of the CPE authorities has agreed standard contract data which can be adjusted to meet specific procurement objectives and be tailored to enable appropriate risk management. We have established developed knowledge alongside relationships with specialist advisors in order to seek specific guidance and advice to ensure risk is effectively managed and forms or contract are appropriately selected.

Risk allocation will be very dependent on the goods or services procured and it is not possible at this stage to specifically outline detailed procurement risk. Project governance includes programme-wide risk management, which includes high level procurement and cost risks that will need to be considered. For specific activities where these identified programme risks may be prominent, if activities are innovative and less known, or where there have been specific risks identified which could result in changes to cost or variable quality, separate procurement risk assessments will be completed as appropriate. Such assessments will help teams select the most suitable contract type, options, terms and conditions, as well as liability levels and clauses.

Key risks relating to procurement that have been identified include:

- General increases in energy and supply costs due to external factors (such as COVID, Brexit, war)
- Unable to contract suitably experienced contractors and consultants due to:
 - national and international demand
 - increased demand due to EA programme value
 - increased demand due to number of FCRIP and NSIP projects
- Delays in contract start due to national demand in key services
- Definition of scope due to innovative nature of programme
- Scope and objective creep
- Lack of access to, and knowledge of specialist skills and services
- Suppliers going into liquidation
- Fluctuations in the wider national economy and inflation
- Limited availability of supplies and late deliveries due to transport delays
- Delays in or unforthcoming consent for works
- Variety of procurement routes and varying contract types, terms and conditions, places increased burden on legal teams

4.3 Innovation and commercial issues

Procurement need

As part of the procurement process and where necessary, the project team will complete procurement assessments with other relevant teams within the CPE authorities, so that the most appropriate route, contract and conditions are used according to objectives. Should this be the case, a clear process is available to follow so that decisions can be made according to consistent principles.

Indicative initial procurement needs have been identified below for the first two years of the programme. It's worth noting that we have endeavoured to build skills and capacity within the area through FCRIP funded resource that's dedicated to the Resilient Coast project. This serves to protect the project from external factors that could impact procurement listed in 4.2 and embeds skills and capacity where it's needed. We will also be utilising resource in kind from several partners including EA local and national colleagues, LGA Coastal SIG, UEA's Professor Tim O'Reardon, wider LA service teams and community volunteers, experts and professionals.

Table 4.3a: Procurement need across Resilient Coasts work packages

Work Package	Indicative potential procurement need and likely procurement route
WP1 - Erosion Risk Mapping, Modelling and Visualisation	Need- Specialist technical knowledge, technical skills, software, data, data management, IPR, Research Routes- EA NCERM2 programme, UEA and DPS or Scape framework
WP2 - Coastal Spatial Plans	Need- Specialist technical knowledge, technical skills, software, data, data management, IPR, Research Routes- SCAPE/Perfect Circle.
WP3 - Funding and Financing Mechanism	Risk analysis, financial modelling, policy skills. Research and legal support. Economists. Routes - Scape- Risk and Policy Analysts. Marsh- Direct Award by ESC.
WP4 - Community Transitioning toolkits	Needs Communications and Engagement specialisms, Anglian Water behavioural change toolkit transition, resilience assessments, virtual and augmented reality, gaming technology, visualisations, IT and data specialisms, Routes- Direct Award for Groundworks, Zurich and LSE, SCAPE/Perfect Circle for Aecom. UEA
WP5 – Integrated Investment Strategy	Needs - Specialist technical skills and knowledge, financial, programming, legal, mapping, Social Value evaluation Routes – SCAPE Balfours, Perfect Circle Aecom.
WP6 - Community Masterplan	Needs- Land agent, Town and Country Planning, Highways, Engineering, Building, Landscape Architect, Legal, Facilitation, Communication and Engagement, expertise. Routes PSCA with East Solent Coastal Partners. Perfect Circle
WP7 – Policy Challenge	Needs- -Legal and policy expertise Routes- Scape/Perfect Circle, LGA Coastal SIG and EA national team
WP8 – Asset Management Plan	Needs- Engineering expertise, environmental and consenting expertise, legal support. Routes Scape Balfour Beatty and EA GYBC FCERM project
WP0 - Project Management	Needs- Programme Management, Project Management, External Assurance and input. Routes- Unlikely to need procurement - In-house resources LGA Auditors and Assurers free service. EA monitoring processes.

4.4 Efficiencies and commercial opportunities

Procurement and commercial agreements provide the opportunity to deliver efficiencies to the programme, in addition to providing wider benefits and gains. What these are, depend on the goods and services being procured and the route chosen.

Efficiencies could include:

- bundling together where there are clear benefits and similarities in the goods or services being sought
- ensuring clear, well defined and realistic scopes are developed at the start prior to procurement
- ensuring all key data is available and clear routes to data are identified
- considering recruiting, outsourcing or training staff
- group or bulk buying
- reusing materials
- capturing expertise gained
- linking with other local or national programmes e.g. erosion data, SMP explorer, R&D programmes, other FCRIP projects
- identifying and participating in local opportunities, for example, free or shared site compounds or land and other public realm initiatives such as social housing
- third party funding opportunities

Commercial opportunities could include:

- social value
- TOMS portal (social value measurement)
- CO2 reductions and net zero
- FSC certification
- recycle, reuse, repurpose
- capturing learning and knowledge shared between contractor and consultants and feeding this into final FCRIP outcomes and outputs
- procuring locally

- education and academia, including schools and colleges
- apprenticeships and internships
- masters and PhDs
- long-term merchandising of product or services through CPE consultancy

4.5 Commercial Summary

We are confident that our procurement approach demonstrates value for money. We have engaged with our key suppliers and partners and tested the market through the Scape framework as well as based costs on recent information from innovative adaptive approaches we have trialled.

Our supplier engagement has flagged potential procurement risks and mitigation options and shaped our 20% risk allowance for the Resilient Coasts project.

Due the wide range of actions and activities we have a range of qualitative and quantitative tender evaluation criteria based on government guidelines. Our planned tender timelines and timescales will vary but are linked to the programme timeline, critical path and work package deliverables summarised in the management case.

All our Resilient Coasts procurement needs and processes are compliant with our Local Authority legal, financial and procurement procedures. all our projects are subject to internal and external scrutiny and audit.

5 Financial Case

5.1 Summary of Project Cost and Whole Life Cost

Table 8 outlines the headline costs. Further detail can be found in section 5 (Financial case) and appendix 5A (detailed costs breakdown).

The costs are in-line with below but have been re-profiled as the project has been developed:

- the revised EOI submission
- the FCERM7 OBC studies application
- the project FCRIIP funding allocation

Table 8: Project Cost

Cost heading	Cash Cost
Costs up to OBC	
Costs up to OBC	£k 569.5
Sub-Total (A)	£k 569.5
Full-Business Case Development Cost	
Staff costs	£k 10
External consultant costs	£k 30
Site investigation and survey	£k 0
Other	£k 0
Contingency/risk allowance	£k 0
Sub-total (B)	£k 40
Construction, supervision and delivery costs of resilience actions	
Staff costs	£k 1,650.060
External consultant costs	£k 1,659.001
Site investigation and survey	£k 10
Construction	£k 495.272
Supervision	£k 0
Land purchase and compensation	£k 0
Other (Adaptation Fund)	£k 1,500.000
Contingency/risk allowance (*20% risk added to <u>all</u> costs plus 30% OB)	£k 2,607.851

Sub-total (C)	£k 8012184
Monitoring, learning, evaluation and dissemination	
Monitoring	£k 130
Evaluation, learning and dissemination	£k 165
Other	£k 0
Contingency/risk allowance	£k 0
Sub-total (D)	£k 295
Inflation	
Inflation allowance	£k 215.040
Sub-total (E)	£k 215.040
Total Project Value	
Total Project Value for approval (A+B+C+D+E)	£k 9,131.724

Table 9: Whole Life Cost

Cost heading	Cash Cost
Total Project Value from table above (F)	£k 9,131.724
Post-project cost	
Future operation, monitoring and maintenance costs	£k 0
Future capital replacement costs	£k 0
Optimism bias for future costs	£k 0
Sub-total (G)	£k 0
Total Whole-Life Cost	
Total Whole-Life Cost (F+G)	£k 9,131.724

5.2 Financial risks and optimism bias

5.2a How have the risk contingencies and optimism bias been derived?

Risk:

- Risk at 20% has been applied to **all costs**. This is in-line with the revised EOI submission and was also agreed by the programme team following a series of detailed risk workshops (see risk register).
- The risk allowance is considered to be appropriate, largely due to the low risk for staff costs and adaptation fund.

- 20% risk was also agreed to be appropriate based on the level of early contractor engagement that has taken place.

Optimism bias:

- 30% optimism bias (OB) has been applied to **all costs**.
- As above, the level of OB is considered to be appropriate, largely due to the low risk for staff costs and adaptation fund, plus the level of early contractor engagement that has taken place.

5.2b How have the post-project costs and optimism bias been derived?

- The post-programme actions and related costs will be identified and calculated as part of the various work packages. Therefore, post-programme costs (and therefore risk and OB) have not been included.

5.3 Funding sources and contributions

Describe all funding sources and contributions.

Appendix 5B Contributions

(See Guidance Document Aspect 6)

5.3a (Table 10): Funding sources and contributions

Source of funding	£k	Comments
Resilience Innovation Fund	8,411.724	This is in-line with the revised EOI.
Contribution 1	720	This is an in-kind contribution of by Coastal
Contribution 2	-	-
Contribution 3	-	-
Contribution 4	-	-
Contribution 5	-	-
Total funding		

5.4 Expenditure and Funding Profile (2021-2027)

5.4a (Table 11): Expenditure Profile (2021-2027)

Costs per year (£k)	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Total (£k)
Outline Business Case Development cost *See project FCERM7 and 3 for itemised breakdown.	569.5	-	-	-	-	-	569.5
Staff costs	-	286	345.465	350.465	350.465	317.667	1,650.060
External consultant costs	-	482,666	583,668	383,667	115,000	94,000	1,659.001
Full-Business Case Development Cost	-	-	-	-	-	40	40
Construction, supervision and delivery costs of resilience actions	-	195,000	425,000	1,130.00	345,272	-	2.095.272
Monitoring, learning, evaluation and dissemination	-	85,000	95,000	40,000	45,000	30,000	295
Risk	112.549	227.800	391.800	162.800	175.800	113.651	1,184.400
Optimism Bias	240.600	341.700	587.700	244.200	263.700	98.700	1,776.600
Inflation	33,.84	47.838	82.278	34,.88	36.918	13.818	248.724
Total	569.5	1,666	2,510.9	2,345.3	1,332.1	707.8	9,131.7

5.4b (Table 12): Funding Profile (2021-2027)

Costs per year (£k)	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Total (£k)
Funding Allocation	569.5	1.526	2,370.9	2,195.3	1,182.2	567,836	8,411.7
Contributions	-	140	140	150	150	140	720
Total	569,5	1,666	2,510.9	2,345.3	1,3322	707.8	9,131.7

To ensure that the project has full scrutiny, accountability and a comprehensive joint approach to development and delivery, a Strategic Steering Group and Key Stakeholder Group will both inform and be informed by the board. These groups will share information, guidance and views from the existing groups shown in Figure 3.

The project governance structure supports the two-way symmetrical approach (systems theory) towards communications and engagement that underpins the project and its goals.

6.2 Project management

The Resilient Coasts project will be managed according to the project management processes set out by Coastal Partnership East and their partner local authorities.

These are based on the principles of PRINCE2 and are in line with established CPE and local authority systems and procedures that enable the effective management of schemes and programmes. This approach to project management has been successfully applied to the delivery of, for example, the Gorleston to Pakefield Coastal Strategy, the Lowestoft South Beach Scheme and the Lowestoft Flood Risk Management Project.

Project management roles and responsibilities are set out below. However, each Work Package will have an assigned project lead/manager and project governance linking back to the overall governance structure as outlined above.

The programme will be overseen by East Suffolk Council acting as lead authority. Great Yarmouth Borough Council will serve as the supporting authority through Coastal Partnership East (CPE) in their capacity as the coastal management service for both councils.

CPE is a shared coastal management service between North Norfolk District Council, Great Yarmouth Borough Council, and East Suffolk Council. The partnership has demonstrated that it is an effective and efficient delivery model.

East Suffolk Council is also the lead delivery and contracting body on behalf of the partners involved in the programme. Programme decisions will be made through a Programme Board as approved by East Suffolk Council Cabinet and endorsed by Great Yarmouth Borough Council's Environment Committee. Decisions will also be agreed to by programme partners. The board includes elected members, programme partners and the Environment Agency in an advisory capacity.

6.3 Project management roles and responsibilities

The Resilient Coasts project roles and responsibilities are summarised in the Table 6.3.1 below.

Function	Project role	Responsible person	Job title	Project responsibility
Governance	Chair Resilient Coasts Project Board	Cllr David Ritchie	Cabinet Member for Planning and Coastal Management East Suffolk Council	Governance oversight. Ensuring the Board feeds into and is informed by other groups identified in the governance structure. Accountable to lead authority Cabinet.
	Chair Coastal Partnership East Board	Cllr Penny Carpenter	Vice-Chair Environment Committee Great Yarmouth Borough Council	Ensuring the Board feeds into the FCRIIP Board and activities are in accordance with the CPE programme.
	Specialist Technical Advisor & Senior Responsible Officer	Karen Thomas	Head of Partnership Coastal Partnership East	As part of the Resilient CoastsFCRIIP Board, ensuring that information to the Board Chair and its members is reflective of the project's objectives, outcomes and indicators. Ensuring that risk is regularly reviewed, and issues are brought to the attention of the Board for action.
	Chair, Operational Officer Group Coastal Partnership East	Nick Khan Or Philip Ridley	ESC Director ESC Head of Planning and Coast	Governance oversight of CPE performance Ensuring Operational Officer Group feeds into CPE Board, shaping work programmes and delivery Member of Resilient Coasts Board
	Chair, Strategic Steering Group/Think Tank	To be appointed		Oversight of strategic steering group functions. Group membership will include statutory consultees and partners; key academic figures
	Chair, Key Stakeholder Group	To be appointed		Oversight of key stakeholder group functions. Group membership will include key contracts from community steering groups; established coastal community boards; critical community figures.
	Chair Technical Officer Group	Karen Thomas	Head of Partnership, Coastal Partnership East	Oversight of technical work packages, progress and outputs. Ensuring that project evaluation shapes product development and eventual delivery.
Assurance and delivery	Project accountant	Brian Mew	Chief Finance Officer and Section 151 Officer East Suffolk Council	Finance advice, support and assurance.
	Project communications	Sharon Bleese	Coastal Manager (South). Strategic communications lead Coastal Partnership East	Over-arching communications advice, support and governance.
	Project procurement	Mark Fisher	Procurement Manager, East Suffolk Council	Procurement advice, support and assurance.

	Project team legal	Melissa Tills	Commercial Lead Lawyer, East Suffolk Council	Legal advice, support and assurance.
	Consenting, licencing and environmental	New post – recruitment in progress		Leading consenting, licencing and environmental studies and progress.
	Funding and finance	Paul Mackie	Strategic Funding Manager, Coastal Partnership East	Funding advice and guidance, overall funding strategy lead.
Delivery	Work Package 1. Understanding and mapping risk	New posts – recruitment in progress	Senior Resilience Advisor and GIS officer.	Delivery of the erosion risk mapping data linked to the EA NCERM2 programme. linkages to existing flood risk mapping and creation of data for the spatial planning tool.
	Work Package 2. Coastal spatial mapping	New post – recruitment in progress	Senior Resilience Advisor and GIS Officer	Oversight of the data needs and management to develop the map and the delivery of the mapping tool.
	Work Package 3. Adaptation Funding and Financing	Paul Mackie	Strategic Funding Manager, Coastal Partnership East	Oversight of funding advice and support and delivery of the Adaptation funding mechanism.
	Work Package 4. Community Transitioning Toolkits (behavioural change)	Sharon Bleese	Coastal Manager Strategic communications lead Coastal Partnership East	Oversight of the development and delivery of Communications and engagement advice and guidance and the behavioural change toolkit.
	Work Package 5. Integrated Investment strategy	New post – recruitment in progress	Programme Manager/Senior Coastal Resilience Advisor	Overarching responsibility for the engagement of infrastructure providers to acquire data on location and investment plans of their assets, agreements and negotiations.
	Work Package 6. Community Adaptation Master plans	New posts – recruitment in progress	Senior Coastal Advisors (location specific) Engagement officers	Over-arching responsibility for coordinating the plans with communities and partners with support from engagement officers
	Work Package 7 Policy Change	Karen Thomas	Head of Coastal partnership	Oversight of all potential policy and legislative learning and dissemination of evidence to EA, LGA CSIG and partners
	Work Package 8 Costed management plan	Costed Asset Management plan	Tamzen Pope CPE Operations and Engineering Manager	Oversight of all technical and engineering solutions relating to the future management of coastal assets including design innovation, decommissioning and costing.

Figure 6.3.1 Summary of the Resilient Coasts project team roles and responsibilities

6.4 Project plan

The key stages of the project plan are provided in Appendix 6G. A full project programme is provided as Appendix 6C.

6.5 Skills and capacity

Coastal Partnership East is an embedded service of local authority officers based across 3 local authorities offering skills and expertise to manage the coast on behalf of NNDC, GYBC and ESC. The partnership formed in 2016 following discussions about the need to build skills and capacity in coastal management given the current and future challenges and opportunities facing our coast.

The team is comprised of 25 coastal professionals with skills in community engagement, funding and finance, engineering and asset inspection, geomorphology, environment, project management, planning, policy and strategy development and implementation. The team give service to the East Anglian Coastal Group and National Coastal Group network, are leading work programmes on behalf of the LGA Coastal SIG including FCERM strategy and funding, coastal adaptation and beach safety and risk management. The team have given evidence to several recent enquiries and calls for evidence including the governments 'Future of Seaside Towns report' (2020) and the EFRA committee report on 'Coastal Flooding and Erosion and Climate Change report' (2019). CPE have contributed to shaping the EA FCERM Strategy and Defra Coastal Policy and input to EA work programmes and initiatives like NCERM2, Women in FCERM and the 'Working together to adapt to a changing climate: flood and coast' programme.

Members of the team present at national and international conferences including CIWEM and ICE and have peer reviewed papers in their specialist topics. CPE are highly regarded with their national and local peers and coastal community leaders for the work they are progressing on adaptation to coastal change.

In addition, the skills and expertise of CPE the Resilient Coasts project will be acquiring additional support from a range of industry and academic professionals from across the FCERM and broader engagement and funding and finance sectors. Notably we need to access; private sector funding, finance and insurance expertise; resilience experts with global learning; engineering innovation through contractors and the wider industry; specialists who can create architectural design visions and virtual and augmented reality tools and environmentalists and economists to support natural capital and biodiversity innovation.

We also need to build additional capacity to carry out engagement and communication activities and gather data and information from our communities and partners to support our coastal baseline and evidence base. We will be recruiting additional resource directly to support the resilient Coast project delivery and embed skills in the team as well as create capacity for the long term deliverables that arise from the project post-2027.

6.6 Programme

A detailed programme has been developed with input from our partners in Appendix 6C. the programme identifies the interlinkages between work packages and establishes when benefits may begin to realised. Risk and Policy Analysts have interpreted this programme and concluded we should start to realise benefits in year 3. The programme also establishes what we will achieve within the timescales of the FCRIP programme and we are confident we can deliver our outcomes and deliverables by programme end in 2027. A summary of the key milestones and deliverables is set out in the project plan in Appendix 6G.

6.7 Communications, stakeholder and community engagement

The approach to communications and engagement across all work packages will adopt a two-way symmetrical approach (systems theory), allowing for the development of ideas and the co-creation of progress, outputs and outcomes. We have stated previously that it is critical that our twin and pilot area communities feel they are the architects of change within their towns and villages and not its victims.

To allow for this co-creation, each work package will have a defined project level communications and engagement plan. This will include a comprehensive situation analysis (including stakeholder analysis), key messaging, communication risks and mitigation, tools and techniques, action planning and evaluation. Project level communication plans are supported by a strategic communications plan as set out in Appendix 2A.

Communications and engagement planning and delivery will broadly follow the Environment Agency's 'Working with Others' guidelines centred around the 'Engage, Deliberate and Decide' approach but with additional evaluation points. All engagement will be planned, conducted, and delivered in accordance with the Chartered Institute of Public Relations (CIPR) Code of Conduct, specifically adhering to the guidance around ethical communication. As required by each partner council, an Equality Impact Assessment will be completed for each pilot area.

However, it is anticipated that as the outputs of Work Package 4 become available, our planned approach may evolve. The initial literature review, looking at existing toolkits will offer additional insights, as will the development and roll out of the behavioural change toolkit. Our approach will be agile and allow for these developments to influence direction with the full involvement of our pilot communities, supported by continuous evaluation to ensure that we build in suitable time and capacity to review, reflect and refresh our approach. This is already evidenced by the initial engagement undertaken with partners, Elected Members and communities in pilot areas Thorpeness, Hemsby and Southwold, and twin area Pakefield. That engagement has led to the refinement of the products being developed in Work Package 4. Early indications are that targeted focus groups would be welcome and resourced through community involvement from existing groups.

The impacts of coastal change and the development of resilient communities in terms of health and well-being are an important element of the engagement planned with both pilot and twin communities. The research recently commissioned by the Environment Agency will be a welcome and referenced addition to the anecdotal evidence already collected. The involvement of the Clinical Commissioning Group for East Suffolk and Great Yarmouth will be critical in understanding how we might best support the communities at risk as part of this project.

Engagement with our communities and with partners and others will utilise a wide range of tools and approaches. Where it is possible, face-to-face engagement will be preferable. This will be achieved through a series of Forums, workshops, collaborative task and finish groups, broader drop ins and attendance at community group and parish meetings. Digital and virtual reality engagement will also play a critical role in engaging people. Virtual reality rooms, using gaming technology has proved successful during the pandemic and we will continue to enhance and develop these tools for use through the programme. Value-based digital surveys have proved exceptionally useful tools and again we will continue to develop those tools. Scenario based exercises as developed by the Environment Agency led projects in Hemsby and Caterham, will be further used as a tool to engage people in this work.

Virtual reality and augmented reality tools will be developed to engage the younger audience. These will be co-created with colleges in Lowestoft and Great Yarmouth, creating student Coastal

Ambassadors to help engage those in senior and primary schools. The legacy of this being a generation of student Coastal Ambassador roles embedded into schools like that of the Student Representatives model used in universities.

We understand that comprehensive and quality driven engagement is resource heavy. With this in mind we will be using a combination of new engagement posts, outside support from Groundwork, an organisation skilled in communication and engagement with communities, and the Community Voices approach which was pioneered by Eastern IFCA.

The in-house engagement specialists overseeing and supporting the project's communication and engagement are all either working towards or hold a CIPR qualification. The programme's strategic communications lead is a Chartered PR Practitioner, and the supporting lead is an Accredited PR Practitioner.

6.7a Outputs of the readiness assessment and Theory of Change

The readiness assessment completed for this project in Appendix 6H which provided some useful clarification of actions, particularly around partnerships, governance and engagement. Two workshops were held, resulting in objectives which have supported the work needed to draw together information for this outline business case. In addition, the findings provided a good basis to move forward to the Theory of Change workshops. It is those workshops and the subsequent action planning which have provided the greatest benefit to the development of our FCRM 7 and the outline business case.

Critical to supporting our planning and drawing together high-level actions from the readiness assessment outputs, is a summary of the Theory of Change outputs and cross referencing those with the findings from the assessment and workshop one and two outputs as set out above. (Figure 6.7.1)

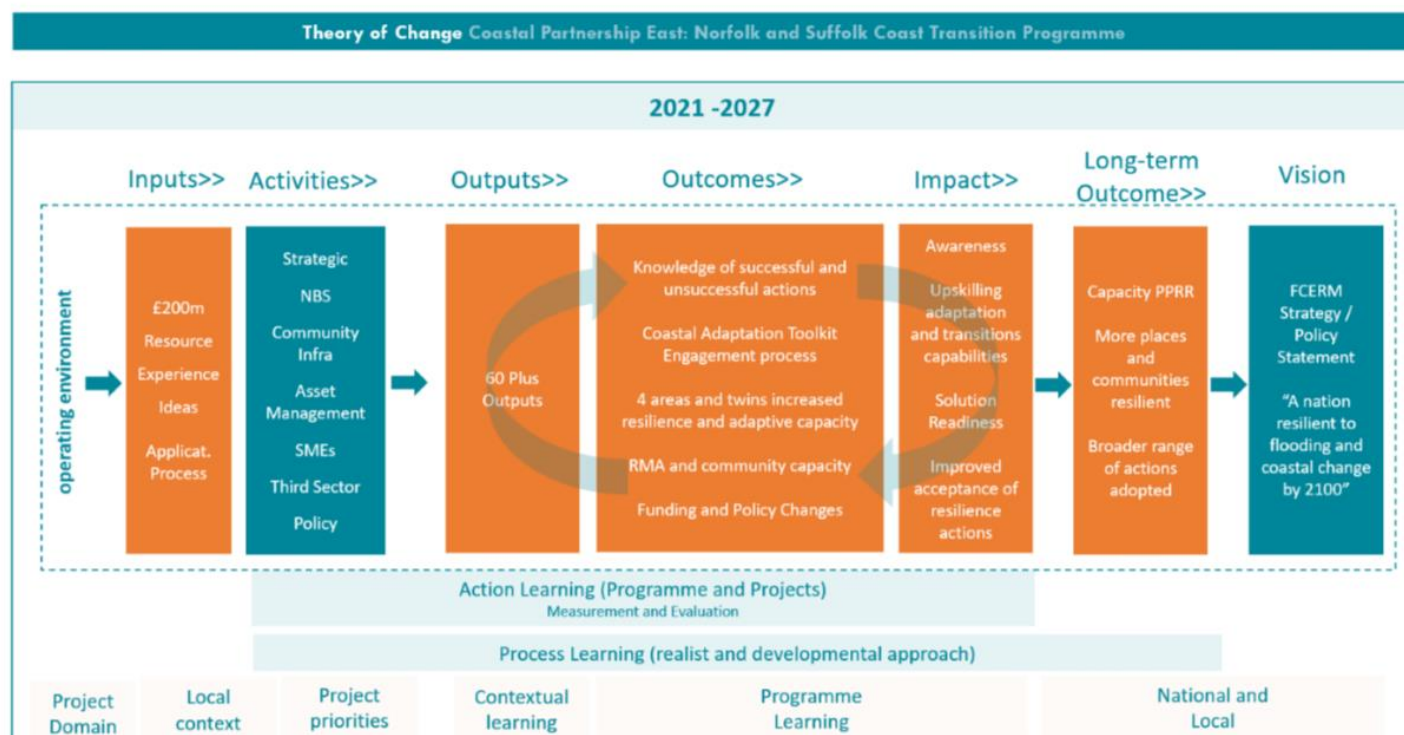


Figure 6.7.1 Summary of the Theory of Change workshops.

The objectives identified through the readiness assessment process and Theory of Change workshops were as follows:

- to establish, communicate and embed an agreed governance structure
- to develop a narrative for each pilot location which will enable a clear understanding of the aims and objectives of the programme
- to refocus and reshape the behavioural change toolkit to reflect community need. The original focus, pre workshops and readiness assessment was to develop a toolkit for practitioners. Findings and further community engagement revealed that its true value lay in providing a toolkit for communities to engage those who are disengaged by way of simple behavioural changes
- to complete a detailed stakeholder mapping exercise and BOWTIE communications risk assessment exercise which will form the basis of the strategic communications plan situation analysis.

Those objectives have now been met and either informed the strategic communications plan or, in the case of governance arrangements, this management case directly.

6.8 Risk management

Risk will be identified and managed using a risk register. Day to day management of risk will be undertaken by the project team while strategic risk management will be undertaken by the Resilient Coasts Board. The board will receive risk reports from the project team through the senior responsible officer and will be required to review and input into identification and management of risk. The key risks identified are summarised in below in Figure 6.8.1. A risk assessment is included in Appendix 3C. This risk assessment will be regularly reviewed as the project progresses.



Category	Risk Description	Potential Impact / Consequences	Mitigation
Political	Changes to Government and Priorities - Local	Engagement of new politicians could cause delays and increased costs. Other local issues could compete for priority resulting in lack of support causing delays, lack of funding and increased costs.	Use CPE Board members and Senior Leadership teams to maintain political support and focus. Maintain close relationship With National Agencies/Government Departments Co-develop LA priorities for climate change / adaptation Levelling Up to embed project in wider LA agendas.
Economic	National economic event/crisis.	Increase in project costs could reduce benefit/cost ratio. Could lead to some undeliverable elements of the project.	Maintain a flexible approach to project elements. Ensure core activities are identified and delivered and additional added value deliverables can be flexed. Regular review points to consider project deliverables and agree with Board. Attract additional funding through good communication and engagement over the project .
Social	Major incident/weather events	Staff burnout/sickness leads to project delays and potential loss of funding. Other business activities may be affected due to staff being diverted to IRF programmes	Becoming More Proactive with Resources. FCRIP funding helps us to recruit additional resource to 'protect' programme delivery from incident response role. Developing tools / frameworks to minimise the need for reactive responses New ideas from new staff and our partners - knowledge sharing / innovation and broadening of capacity in/outside team.
	Unrealistic Expectations	Communities expect that the FCRIP funds will be used to 'defend' them	Through good engagement with existing pilot communities we have a Strategic Community Stakeholder group that can engage others on the projects behalf and demonstrate adaptive approaches work. We have demonstrable experience in managing challenging conversations and social media.

Category	Risk Description	Potential Impact / Consequences	Mitigation
Technical	Skills Gaps - Due to the significant projects in the area including Sizewell C, windfarms and other NSIP projects there is a huge demand on local resources and suppliers.	Lack of availability of suppliers and partners would impact the programme, costs and internal resource demands.	Technological Development and link to possible research funding New relationships and partners developed Early engagement with students and apprentices to get them involved in the project. Strategic pay and benefits discussions with LGA
Environmental	Limited Stakeholder Resources to provide advise and progress applications (including licences and consents)	Additional staff demands Delays to programme Increase to costs Stakeholders unable to review project information due to staffing/expertise limitations Perceived bias if we support stakeholders financially to participate.	Talk to stakeholders early in programme/design to reduce timelines/costs/etc Understand stakeholder challenges so we can better support them. Working with stakeholders (DEFRA) to put the right expertise in place so that tasks can be completed in a timely manner. Working with others to procure extra funding for the right people with the right skill sets.
Environmental	Designations constraints adaptation options	Proposed project activities unable to take place causing reputational damage, delays and increased costs.	We will evaluate the environmental benefits of allowing coastal change and adaptation solutions to determine how we work with designated areas and whether we can establish NEM mechanisms to attract funds and benefit both the environment and those at risk in MR/NAI areas.

Figure 6.8.1 Table summarising key risks during the Resilient Coasts project 2022-2027

Category	Risk Description	Potential Impact/Consequences	Mitigation
Political	Loss of political support	Loss of support due to competing political needs or interest in the topic area	Strong national linkages through the LGA Coastal SIG to lobby political members and embed coast in national political thinking FCERM Strategy and Action Plan, LGA SIG and CGN workplans all have coastal adaptation and resilience actions to deliver SMP refresh supported politically locally through buy-in and embedded in Local plans
Economic	Time-limited funding or cash-limited funding streams	Previous and current funding regimes have been limited in scope or only available over a short-term period and therefore unable to support adaptation longer term	Investment in future innovative funding and finance solutions to ensure a legacy beyond the FCRIIP funds we have been allocated. Development of new adaptation funding tools to ensure we shift reliance away from FDGIA and deliver wider benefits and greater resilience.
Social	Lack of strategic engagement Lack of community support for change	Inability to resource strategic messaging about coastal change and risk. Limited to the communities and individuals where reactive erosion situations are occurring. Limited opportunity to raise broader awareness and accelerate coastal adaptation in a planned way. Communities facing immediate erosion risk unable to engage over the concepts of adaptation as no real options to support them	To embed a greater awareness of erosion and coastal risk we will engage at community scale to ensure legacy at each of the pilot locations and the delivery of long term masterplan We will communicate at a strategic level to ensure our coastal communities, businesses and partners have a basic level of awareness and understanding upon which we can build further conversations and roll out our adaptation framework going forward.

			Working with communities who have had time to process risk issue and engage over potential options- willing to embrace resilience and adaptation approach.
Technical	No design innovation	Technical solutions have not kept pace with the speed of change on our eroding coast. Funding for innovative approaches limited or unavailable. Consents and licences are challenging for new ideas	Our project will encourage design innovation in new short term defence solutions and consider more flexible options that can be used in temporary community-led approaches over 5-10 year periods to buy time to adapt. .
Legal	Lack of coastal policy framework	Inability to attract funding and resource and deliver adaption on the ground	New FCERM strategy and Defra policy providing the framework. FCERIP funds will support innovative delivery to inform, shape and influence policy and strategy going forward- via the programme team, LGA Coastal SIG and CGN creates a long-term policy legacy to support national adaptation and resilience at the coast.
Environmental	Lack of environmental options for eroding frontages	Currently no biodiversity net gain mechanisms agreed for eroding frontages. Little or no natural capital evaluation and therefore limited beneficiaries mapping to attract funds for natural coastal management on open coast. No parity with NFM framework. No formal mechanisms to readily support SMP NAI or MR policies	Our project will value the natural capital and map potential benefits and beneficiaries to support funding discussions – potentially funding decommissioning of assets and allowing environmental enhancements.

Figure 6.8.1 Table summarising key risks during the Resilient Coasts project beyond 2027

6.9 Managing change within the project

The Resilient Coasts Board will be ultimately responsible for managing change within the project. There will be several key decision points as each work package progresses, which will provide the opportunity to review and adjust the work package components to account for new or revised information, such as more accurate cost information, consenting requirements and availability of additional funding streams.

Change management, where linked to a specific contract, will be as per the chosen procurement frameworks. This is likely to be, but not limited to: NEC 4, Scape, Public Sector Co-operation Agreements and Coastal Partnership East's Dynamic Purchasing System, and as set out in the Contract management section below. Change management regarding FCERM GiA, will be completed as required through the Environment Agency FCERM guidance and in collaboration with the Environment Agency's FCERIP supporting team.

Changes to the project will be reported to East Suffolk Council's Cabinet (for design on key changes) and Great Yarmouth Borough Council's Environment Committee (for information) to ensure greater transparency and scrutiny.

Managing change caused by the project

This project differs from a standard outline business case in that it does not focus on the progression of a scheme where the potential for change is critically identified by the contractor or consultant. The very nature of the FCERIP programme is to create and manage a change. This project at its core, seeks to manage change on the coast, moving from the current reactive position to a proactive managed approach. However, whilst that change of approach on the coast is the predicated outcome of the project, it is acknowledged that the development of project actions has implications for the project itself. These are likely to be but not limited to:

Area of Change	Mitigation/action
Social- resistance to change in coastal communities	Visualisation of risks to help people understand the need. Willing communities already signed up so we will get learning. Existing fora to share good practice and build resilient communities
Technical	New design options

However, that change may be resisted or be unpalatable to the twin and pilot areas affected. It is therefore essential to be adequately prepared for these challenges. The comprehensive risk assessment provided as an appendix to the management case captures reputation risk and the risk that pilot communities have expectations over and above what this programme is able to deliver.

As with managing change within the project, managing change caused by the project will ultimately be the responsibility of the FCRIP Board. Where the change specifically identified above forms part of a formal contract, then mitigating actions to manage that change will be addressed appropriately in the contract framework.

6.10 Contract management

As lead authority, East Suffolk Council will be the employer for the purposes of all contracts through the chosen procurement frameworks. This is likely to be, but not limited to; NEC 4, Scape, Public Sector Co-operation Agreements and Coastal Partnership East's Dynamic Purchasing System.

East Suffolk Council will appoint a senior responsible officer (as mentioned in 3.1.2 project roles and responsibilities) to be the project representative who will report to the Resilient Coasts Board and will continue to be responsible for the delivery of the project. As stated in section 3.3.1, it will be necessary to agree the tolerances of change with the FCRIP Board.

6.11 Assurance

The development of the project, including all of the preceding feasibility and project outline work, has undergone scrutiny from a number of sources at key decision points.

This included:

- elected Members of both East Suffolk Council and Great Yarmouth Borough Council
- senior officers at both East Suffolk Council and Great Yarmouth Borough Council
- Coastal Partnership East Board
- Coastal Partnership East Operating Officer Group
- key partners and stakeholders
- Pilot area community groups
- Specialist contractors and consultants
- Key academic institutions (University of East Anglia)

Each party provides direct project assurance through membership and input into the Resilient Coasts Board, Strategic Steering Group and Key Stakeholder Group. Additional assurance is provided, for key decisions, by East Suffolk Council's Cabinet and Great Yarmouth Borough Council's Environment Committee. Additional scrutiny is provided by Audit and Scrutiny Committees at County, District, and Borough level. Project Evaluation Review (PER) is undertaken and integrated into the Project Management Consultants and Main Works Contract tender and contracts for consultants and contractors as part of the appropriate work packages. Following completion of the project a final review will be undertaken in year 6 to evaluate how well the project was managed and delivered compared with expectations. This will include identification of 'quick wins' that may benefit others and will also capture lessons learnt to assist with informing future projects.

6.12 Innovation and learning: monitoring, evaluation and dissemination

6.12a Post project evaluation

With the breadth and variety of work packages included in the Resilient Coasts Project it would be challenging to identify one method of post project evaluation. All will be measured on impact, but that impact may be, to a lesser or greater extent, more apparent and a longer programme of post project evaluation may be beneficial. For example, behavioural change, master planning and community resilience may take longer to complete than the FCRIIP programme allows for and, communities without continued support, may not complete the journey. Therefore, the legacy of this project and its evaluation beyond FCRIIP timelines needs careful consideration. A further programme of evaluation will be developed with each work package as the project develops and needs become clearer.

Social value

Under the Social Value Act 2012, local authorities are required to demonstrate the value delivered in the locality of a project spend as a result of public money spent – referred to as social value. The Resilient Coasts Project will use the national TOMs framework, which stands for **Themes, Outcomes and Measures**. This aims to provide a minimum reporting standard to help buyers measure and justify the pursuit of social value outcomes in their contracts. It provides a robust, transparent and defensible solution for assessing and awarding tenders.

Evaluating communications and engagement

Based upon the Government Communication Network, the Barcelona Principles and the CIPR evaluation measures playbook, Coastal Partnership East has developed its own evaluation tree mechanism to measure outputs from communications and engagement with coastal communities. In addition, our digital and social media channels, including virtual engagement tools, have comprehensive analytics which enable us to assess whether we are reaching the right demographic and to review, reflect and refresh any approaches.

The Community Voices approach pioneered by the Inshore Fisheries and Conservation Authorities in East Anglia will be used to establish a baseline for community involvement, engagement and attitude. This approach has a series of metrics which calculates, using feedback from our pilot and twin areas, the attitude and appetite of a community to engage in coastal adaptation/transition and areas of resistance, concern and change. A repeat of the measurement will be carried out in year 5 to provide a measurement of movement/change. Added to this will be physical feedback from our pilot and twin areas; partners and supporting partners that will shape how we progress as we co-create our work packages.

Measuring and evaluating place-based resilience

To enable us to effectively measure improvements in resilience an initial baseline will be undertaken using the Zurich Flood Alliance approach and methodology. This is led and supported by the London School of Economics and although widely used internationally, was first piloted in the UK in Lowestoft. The table below shows the objectives over the course of the project, the outputs and how this influences each stage of the establishment and improvement of place-based resilience levels.

Year(s)	Objective	Output
Years 1 & 2	Establish initial resilience level baseline: Workshops – community, businesses, partner and responder Surveys as above Collection and examining of flood risk/erosion risk data from existing sources.	Baseline resilience established. Action plans in place
Years 3 & 4	Action plan recommendations embedded into pilot area plans across all work packages.	Pilot area work package plans reflect resilience actions. Evaluation points in work package plans include progress against actions. Master plans demonstrably include resilience actions.
Year 5	Re-evaluation of resilience baseline. Workshops – community, businesses, partner and responder Surveys as above	Current resilience level established. Further actions and recommendations identified. Action plans updated
Year 6	Embed further actions and recommendations into Master Plan progress in pilot areas. Map across learning and outputs to twin project areas.	Clear directional actions have shaped the pilot area Masterplans and an improvement in level of resilience can be demonstrated based upon a firm initial baseline. Clear directional actions will shape twin area Master Plans and a baselining of resilience, where this doesn't exist, will be established to ensure future progression to a position of evidence-based improved resilience.

Figure 6.12.1 Summary of Resilient Coasts project objectives by year.

6.13 Contingency plans

The innovative nature of this project and its basis in co-creation between communities and partners, financial budgets will be actively managed. This will enable teams to flex financial resources and utilise them where they will provide the most benefit the programme and learning outputs.

A 30% OB has been applied to project costs in addition to a 20% risk allowance.



Business Plan

The Coastal Partnership East Business Plan 2022-2025



FOREWORD from the CPE



**Foreword by
Cllr David Ritchie**
Chair of CPE Board 2022-23 and Cabinet Member for Planning and Coastal Management at East Suffolk Council

I am delighted to share the new Coastal Partnership East Business Plan for 2022-2025.

This is an important document at a critical time. England was once joined to the continent by a land bridge. Since prehistoric times we have been losing land to the North Sea. Added to that we now have a changing climate with the prospect of an increase in the rate of sea level rise impacting on our coast. Our business plan demonstrates our response, it sows the seeds for a step-change in how we will manage those impacts and transition to a more resilient coast through our coastal management services across East Suffolk, Great Yarmouth Borough and North Norfolk District Councils.

This plan sets out the work and ambition of the Partnership over the next 3 years across 6 key themes:

- **Knowing our Coast**
- **Creating a Climate Ready Coast**
- **Supporting Climate Resilient Communities and Businesses**
- **Managing Resilient Assets**
- **Innovative Investment in Our Coast**
- **Investing in our People and Partnerships**

Our Business Plan sets out the vision, values and aims of Coastal Partnership East, how they will be achieved and monitored, how learning and development needs will be identified and met, what support and resources are available, and defines the role of the Partnership, its leadership team, and its Board.

During the next three years we aim to make a significant step forward in our approach to coastal management; both in terms of scale of investment in our delivery of coastal protection schemes and through our innovative adaptation and resilience approaches.

As I reflect on the last five years and look forward to the coming years as part of this partnership, it is with a sense of real pride that I view my role as current Chair of Coastal Partnership East overseeing the work of a fantastic group of officers from three coastal local authorities.

We have demonstrated that by sharing skills and resources we can attract and retain specialist expertise to deliver fantastic outcomes for one of the UK's most 'at risk' coasts. In an ever-changing climate when we are already experiencing loss of homes and businesses - the Partnership, under the direction of our Head of Partnership Karen Thomas, is growing in expertise and approach.

I know first-hand the impacts on local people along my own frontage and I am personally struck by how the team have listened to our residents and stakeholders with care and compassion recognising how invested local people are in their homes and livelihoods.

Evidence gathered from our 2021 reputation survey suggests that the team have listened intently to the community, businesses, partners and colleagues alike.

We will continue to develop that approach, listening to feedback and making changes to offer a constantly growing and improving approach to the challenges facing us now and in the future. I applaud the team and look forward to our future knowing we will make a difference to people's lives.

This is an exciting time for Coastal Partnership East. We have been and will continue to work tirelessly to secure better options for those who live and work on our coast and the many thousands that choose to visit here to take advantage of our beautiful coastal landscape and environments.

There are real challenges now in dealing with the impacts of coastal change for many communities and there will no doubt be more ahead. But we aim to move further away from reacting to coastal change, building a comprehensive planned approach with our colleagues, partners, and communities. We cannot protect everywhere, and we need to create a balanced coast given the importance of some of our natural frontages for wildlife and tourism and our mental health and wellbeing. The direction of our Business Plan aims to bring that balance of coastal communities, the environment and our wildlife transitioning towards a more resilient coast. A coast fit for generations to come, adapting to a changing climate; one that is viable, for people, the economy, and the environment.

We can only achieve this by working closely with others. I would like to end this foreword by paying tribute to the many communities, community groups, businesses, internal colleagues, and partners that have worked with us over the last five years and with whom we will continue to work to deliver this ambitious Business Plan.

FOREWORD – Head of Partnership



Karen Thomas
Head of Coastal
Partnership East



Since taking over the role of Head of Partnership in 2019 I am excited at the challenge and opportunity this moment brings and, on behalf of the team, proud to set out our ambition in this new CPE Business Plan”

Having worked in the Coastal sector for over 20 years, we are now facing our greatest challenge – climate change and its effects notably sea level rise and increased storminess. In Norfolk and Suffolk our soft eroding coast is already very vulnerable. Erosion impacts wider community and society as it undermines livelihoods, investment and accessibility and areas of our coast become blighted. But its also an integral part of our coastal make-up- as cliffs erode and feed beaches which in turn provide natural defences, habitats and places we love to visit.

I am convinced we need a monumental shift in thinking from all sectors and communities, underpinned by innovative solutions and bespoke policy to ensure we can be resilient to increased erosion, and that time is now.

The ambitious COP26 target of a 1.5°C cap in global temperature rise will still mean 0.5m sea level rise for our coast this century as a minimum.

The UK Climate Change Committee report (June 2021) stated that not enough is being done to mitigate and manage coastal risks associated with sea level risk increased storminess and associated flood and erosion.

We must rise to this challenge with a shared purpose. We are shifting gear as we enter an ambitious period of delivery of £220M of both capital schemes alongside our new innovative adaptation and resilience delivery programme.

Since taking over the role of Head of Partnership in 2019 I am excited at the challenge and opportunity this moment brings and, on behalf of the team, proud to set out our ambition in this new CPE Business Plan. Our Plan embeds the new Environment Agency (EA) National Flood and Coastal Erosion Risk Management (FCERM) Strategy and Department of Food and Rural Affairs (Defra) Coastal Policy. We are also at the start of significant EA national investment in the coast, and we have worked hard to attract funds from national government programmes including our Resilient Coasts project funded by Flood and Coast Resilience Innovation Programme (FCRIP) for ESC and GYBC frontages and the Coastal Transition Accelerator Programme (CTAP) for NNDC working with East Ridings Council.

We cannot protect everywhere forever, so I am also pleased to share our new Vision and set out how we

will rise to the coastal challenge we face. Our work will continue to deliver significant benefits through traditional coastal management but now we will also have resource to build on our innovative resilience and adaptation approaches which we have been co-developing with our communities at greatest risk of erosion.

As such - CPE - informed by our work over the next 5 years - will co-create a new coastal management framework for the Norfolk and Suffolk coast that properly acknowledges latest climate change and sea level rise predictions.

We aim to give our communities and businesses options which do not currently exist for those facing erosion. With our stakeholders nationally and locally - we will understand the value of our coast's natural and built environments and use this to support the change we need to all make the transition from the coast we have now to a coast that can deal with the impacts of climate change. We will set out a new agenda to ensure we understand and value coastal viability not just property numbers at risk and in doing set out why 'Our Coast Matters' locally and nationally.

Partnerships, collaboration and co-creation of approaches will be critical to ensure we have both traditional and new innovative options for our coastal communities, businesses and environment through integrated coastal planning, landscape, funding and investment routes. All our work will deliver multiple outcomes for society, the economy and the environment.

To achieve all this takes a great team and I would like to personally thank my CPE colleagues and Elected Members who are exemplars for coastal management and our wider national and international coastal practitioner network for their support. We will continue to develop our team and grow our expertise to meet the challenges and opportunities that working on this beautiful, dynamic and challenging coast.

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What is the purpose of this document?

- To provide a clear plan for the operation of CPE for the next 3 years including our vision and purpose which guides our work priorities
- Provide greater transparency on CPE's governance, structure and work programme
- Demonstrate our work is aligned with our three local authority's local and strategic plans as well as Defra and EA national policy and strategy and wider coastal and climate context
- Provide clarity, assurance and accountability to our partners, local businesses and communities about our priorities and how we would like to collaborate with them to create a resilient coast
- Maximise opportunities to work in partnership with others through shared goals and timely integrated investment to deliver broader socioeconomic and environmental outcomes

CONTEXT - Who are CPE?

CPE was formed in 2016 under a Section 113 agreement which allows our team to work across all partner authorities, to bring together the expertise of the coastal management officers across Great Yarmouth Borough Council, North Norfolk District Council and East Suffolk Council (formerly Suffolk Coastal and Waveney District Councils).

Our multi-skilled team include specialists in engineering, coastal science, engagement, communication, incident and crisis management, media, partnership funding, planning and policy. We are all local authority officers working alongside local authority planners, procurement, finance and legal teams, wider local authority services and Elected Members to ensure we manage the coast as effectively and efficiently as possible to deliver broader outcomes for our coastal communities, business and environment.

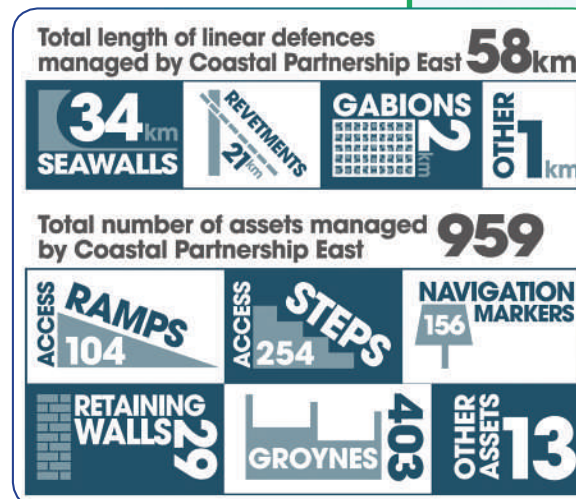
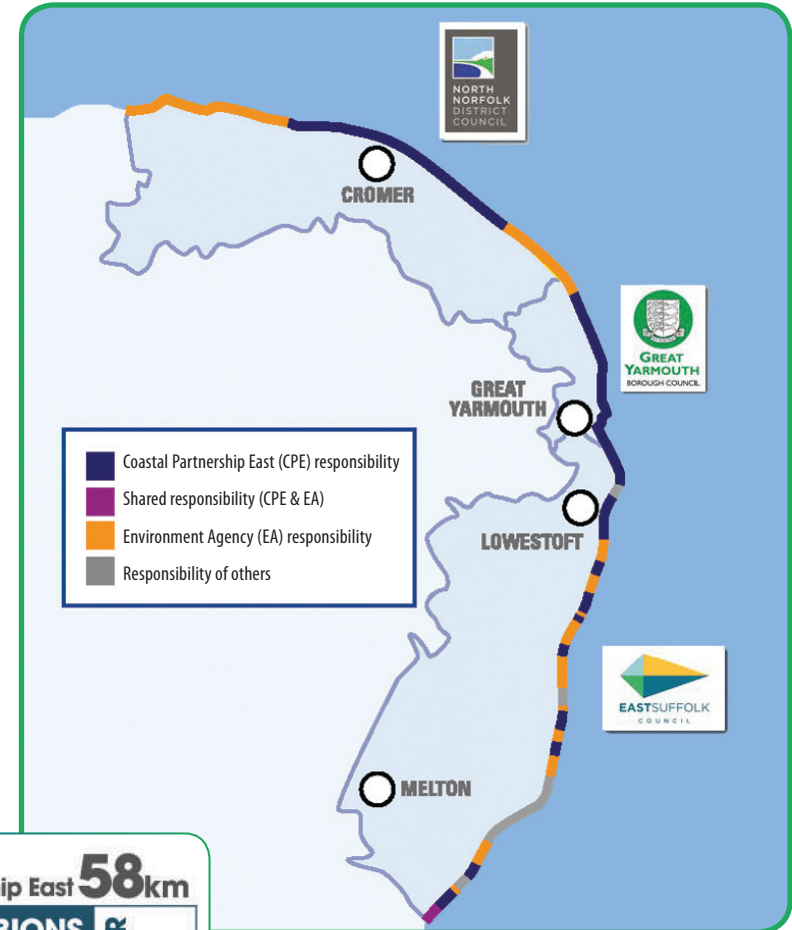
CPE manage almost 60% of the coast between Holkham in Norfolk and Landguard Point in Suffolk, we work alongside the Environment Agency and other Risk Management Authorities (RMA) to manage almost 100km of frontage that is coast largely at where there is coastal erosion risk. Some of our coast frontage is managed through hard-coastal defences and in other areas natural erosion is taking place on one of NW Europe's fastest eroding coasts.

Over 352,000 people live in our coastal zone and many more work and visit. Almost 3,000 permanent homes are at known erosion risk, this equates to some 7,500 people, many of these in socially deprived areas and many thousands more properties are at risk associated with holiday accommodation and coastal businesses.

There are also nationally and internationally important environments habitats and landscapes alongside some of Europe's key ports and offshore energy producers, a strong agricultural economy and coastal tourism offer.

Our diverse coastal zone needs a coastal partnership that can deliver flexible coastal management solutions that also support the wider aspirations of national government departments, local authorities plans and strategies and those of our local communities and partners.

Our team is delivering a prioritised programme of capital and revenue investment through both traditional coastal management and innovative resilience and adaptation programmes. We aim to maximise the local authority resources we have through a team that is resilient to the coastal management challenges we face. Because we all work for our three partner councils, we are well placed to integrate with wider council services to broaden outcomes and co-create sustainable places. We aim to communicate our work clearly, so it's well understood, and we create opportunities for co-creation and collaboration that benefit those at greatest risk of coastal change now and for the future.



National Coastal Management Context

Following extensive consultation in September 2020 the Environment Agency published the new Flood and Coastal Erosion Risk Management (FCERM) Strategy on 25 September 2020.

It sets out the vision 'for a nation ready for, and resilient to, flooding and coastal change today, tomorrow and to the year 2100'. The Strategy provides three long-term ambitions to help move the country towards the vision:

- **climate resilient places**
- **today's growth and infrastructure resilient in tomorrow's climate**
- **a nation ready to respond and adapt to flooding and coastal change**

This FCERM strategy states that;

Risk Management Authorities (RMAs) cannot achieve the ambitions of the Strategy on their own. We all need to act now so we are ready for what the future will bring. Everyone needs to contribute to planning and adapting to future flooding and coastal change, including:

- **communities**
- **voluntary organisations**
- **businesses**
- **farmers**
- **land managers**
- **infrastructure providers'**



In order to meet the three FCERM strategy ambitions there is a co-owned Strategy Action Plan which was published in February 2022 and RFCCs and RMAs have a key role to play in delivering the actions and supporting the move towards a more resilient nation from flood and erosion risk.

Between 1 April 2021 and 31 March 2027 the Government will invest £5.2 billion in FCERM sector. This will protect an additional 336,000 properties as well as avoid £32 billion of wider economic damages. Alongside better protection, we must adapt to our changing climate, and we must do so now. Even if we reach the Government's target of net zero by 2050, it is likely that we will experience once-a-century sea level events becoming annual events by 2100.

In June 2021 the International Panel for Climate Change and the UK Committee for Climate Change released reports alongside a follow up to the House of Lord's Select Committee's Regeneration of Seaside Towns report. These provide a significant body of evidence that we cannot ignore regarding the significant risks we face from climate change and sea levels rise.

This coupled with more recent work on the issues of health and wellbeing of coastal communities and evidence that most of the UK's infrastructure and utilities are not climate resilient highlights the need to view the coast in the broadest sense and establish urgently what a 'viable' coast looks like. This is critical in order to manage the coast holistically, across terrestrial and marine, to ensure the needs of all our coastal communities are met whilst also ensuring we transition towards a resilient future.

In East Anglia this means we will experience greater flood and erosion risk than ever before alongside seasonal drought and water shortages. We can no longer take traditional approaches in isolation. We know we need to build in new innovative and adaptive measures to support resilience and as such we need to ensure an integrated approach through new funding and finance approaches, bold technical solutions to spatial planning and development, open and transparent data and information about risk that we can share easily and a collaborative approach to engaging and communicating the risks and opportunities. This approach will need to inform process and policy and we will need to be prepared to rewrite these if they are not able to meet the demands of tackling climate change and creating resilient places.

By supporting our communities and their understanding of all these issues we will find new ways to co-create approaches so we have real options communities can work with that help them shape their place on our coast. Flood and erosion risk management is only one issue in wider coastal placemaking - this is key to how we as FCERM organisations proceed.

Our CPE vision and purpose

Vision

Through collaborative and innovative coastal risk management, we will enable options for people, economies and the environment to transition to a climate resilient coast.

Purpose

To co-create climate resilient approaches to coastal management with our communities and partners.

To manage our coast supported by robust evidence, integrated investment and coastal planning and a blend of traditional and innovative engineering solutions.

To support the Norfolk and Suffolk coast to transition from current erosion risk and future predicted risk towards a resilient future, to support change where it is needed and give those affected by erosion options where they currently do not exist.

To take a collaborative approach in developing well-planned sustainable solutions that deliver wider outcomes for people, businesses and the environment and ultimately create a viable coast.

OUR PRIORITIES 6 priority themes supporting our vision

Knowing Our Coast - Evidence-based approaches

Develop and share a coherent and integrated coastal management approach based on robust data and research which is flexible to the demands of climate change and sea level rise. Ensure our evidence underpins prioritised and plans for erosion risk which that can be easily communicated with others.



Create a Climate Ready Coast - Adaptive Planning for Climate Change

Flexible, integrated coastal planning and development with options to support coastal change transition for people and environment. Influence national and local coastal planning policy, strategy and plans that support the delivery of strategic coastal management needs of our communities and coast.

Managing Resilient Assets - Delivering and maintaining assets in Partnership

Delivering and managing traditional and adaptive assets for coastal management and wider infrastructure. Making sure our delivery plans demonstrate value for money and embed the wider ambitions of government across key departments including Department for Housing, Levelling Up and Communities (DHLUC) and Business Energy and Industrial Strategy (BEIS), Defra, EA, Lead Local Flood Authorities and Local Authorities and across the private and public sector.

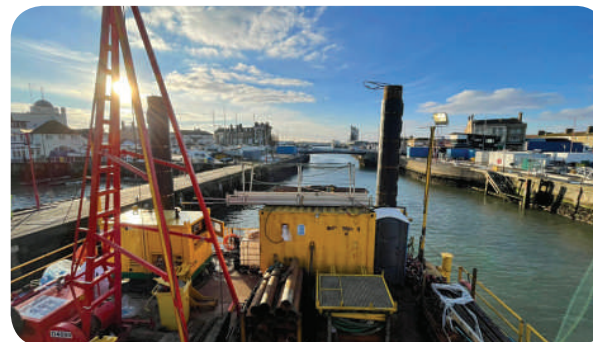


Supporting Viable Climate - Resilient Communities & Businesses - Engaging, Communication and Community Response

Engage, collaborate and co-create with our partners and communities; Through comprehensive engagement we aim to co-create approaches to coastal management and transition towards a more resilient future with our communities and partners. We develop and offer frameworks that support coastal communities, practitioners, elected members and people in education and training to hear about our coast and shape what we do. Our coastal communities become the architects of change and not its victims.

Innovative Investment in our Coast - Resilient Funding and Finance

Sustainable investment in resilient funding and finance that supports wider outcomes. Ensure funding and strategy decisions about the way we manage the coast in partnership with others are informed by local knowledge, outcomes and requirements.



Investing in our People and Partnerships Resilient Strategy, Policy and Resource

Developing and influencing coastal policy and strategy. Building and creating a resilient team of experts with appropriate capacity and skills who can provide a strong, loud and collective coastal voice and develop partnerships through strong collaboration and sharing resources to get the best for our people and coast.

HOW WE WORK

GOVERNANCE

Our Board offers democratic oversight of our work and agrees our core plans and strategies. It comprises of six local authority Elected Members, two from each of the three partner authorities alongside their senior officers who form the Operational Officers Group. Additional Members can join where there is specific need and benefit.

All meeting dates, papers, agendas and minutes are available at www.coasteast.org.uk

Our Senior Leadership Team or Operational Officers Group (OOG) oversee the CPE work programme and delivery and ensure our work is linked and embedded into the respective local authority plans and strategies. The OOG offer support and scrutiny to resource and budgets and give steer to the Head of Partnership.

Our Management Team is lead by Head of Partnership who co-creates the strategic direction, work programme, and day-to-day management of CPE with the Board, OOG and CPE officer team. East Suffolk Council hosts the Head of Partnership East and administrative support. The CPE Management Team support the strategic objectives of CPE and lead on the priority themes to ensure we deliver coastal management outcomes aligned with national and local policies, planning and strategies. It comprises of Head of Coastal Partnership East, Coastal Manager (NNDC) and Coastal Manager (ESC/GYBC), Engineering and Operations Manager and Strategic Funding and Strategy Manager.

Environment Agency's Strategic Coastal Overview

Role The roles and responsibilities of Risk Management Authorities are set out in the Flood and Water Management Act (F&WMA) (2010) under which the Environment Agency have the Strategic Overview role for the Coast on behalf of Defra. Coastal Protection Authorities also have specific permissive powers under the Coastal Protection Act (1949).



Regional Flood and Coastal Committees (RFCC's) are comprised of democratically elected and appointed members. Under the F&WM Act, the twelve committees in England and Wales play an important role in helping to protect communities from flooding and coastal erosion. They help the Environment Agency and partners to understand local issues better, and to balance local and national priorities. We are represented by Norfolk and Suffolk County Council Members and a dedicated Coastal Member.

East Anglian Coastal Group (EACG) meets regularly to co-ordinate work and collaborate on areas of common interest around the Wash, Norfolk, Suffolk and Essex coast and we feed into the national Coastal Groups Network (CGN) through this group. CPE Head of Partnership is the Chair from June 2022.

Norfolk and Suffolk Flood Risk Partnerships are led by the Lead Local Flood Authorities at Norfolk and Suffolk County Councils. We support these groups alongside our resilience colleagues in flood resilience initiatives, flood response and recovery planning and action.

Norfolk Coast Forum and Suffolk Coast Forum

are constituted groups that include key partners working along the coast and in our estuaries. They include statutory, non-statutory and community group membership. The constitution of each Forum varies depending upon its initial set up and purpose. The forums have a key role in reviewing the progress of Shoreline Management Plan changes. The Forum's join together annually with the Anglian Eastern RFCC to host the Norfolk and Suffolk Coast and Estuary Conference.

Norfolk Strategic Flood Alliance this group have a key role in supporting integrated approaches to flood and coastal risk in Norfolk and representatives of the EACG and NRP support a Coastal Members Board to oversee coastal matters from Hunstanton to Great Yarmouth.

National Local Government Association Coastal Special Interest Group (LGACSIG) lobby Government on behalf of Coastal local authorities and interest groups. We also progress elements of LGACSIG work programme and provide lead officers for the Adaptation, FCERM Strategy and Funding and Bathing Waters and Water safety Working Groups. We are actively involved in influencing and developing national FCERM policy and strategy on behalf of those at coastal erosion risk and through this group provide evidence direct to the All-Party Parliamentary Group for Coast.

Our Wider Partnership includes a wide range of government bodies, organisations, communities, businesses, interest groups and neighbouring authorities. Our programme of engagement at both national, strategic and project level is designed to fully understand our communities and partners' needs and make sure we have a representative single voice for the Coast we manage on behalf of NNDC, GYBC and ESC.

HOW WE WORK

RESOURCING AND VALUE FOR MONEY

The core running costs of CPE, including staffing, communications, programme management and advocacy are largely funded by our three partner authorities and through DHLUC Revenue Support Grant (RSG). Our coastal repairs and maintenance budgets- currently £870k annually are also allocated from RSG.

Following the 2020 Government Budget announced £5.2B for FCERM, we are programmed to deliver £200M of coastal management initiatives by 2027. These schemes are in our CPE capital programme, and all require an element of partnership funding to attract Flood Defence Grant In Aid.

In addition, we have also secured a further £20M of Defra and EA Flood and Coast Resilience Innovation Programme (FCRIP) funding for our Norfolk and Suffolk adaptation and resilience programmes. We can apply for and have received funding from both the RFCC and the New Anglian Local Enterprise Partnership (NALEP).

In order to meet the requirements for Defra Flood Defence Grant In Aid (FDGIA) we must demonstrate a cost benefit ratio greater than one based on national Treasury Guidance. All our work requires partnership funding in order to attract Government grants, so we also work hard to source partner and local contributions. All our finances are overseen by the Chief Finance Officers and legal teams of the three partner authorities.

£200M
for capital
project delivery

£870k
repairs and
maintenance

£20M
for adaptation
and resilience
programmes

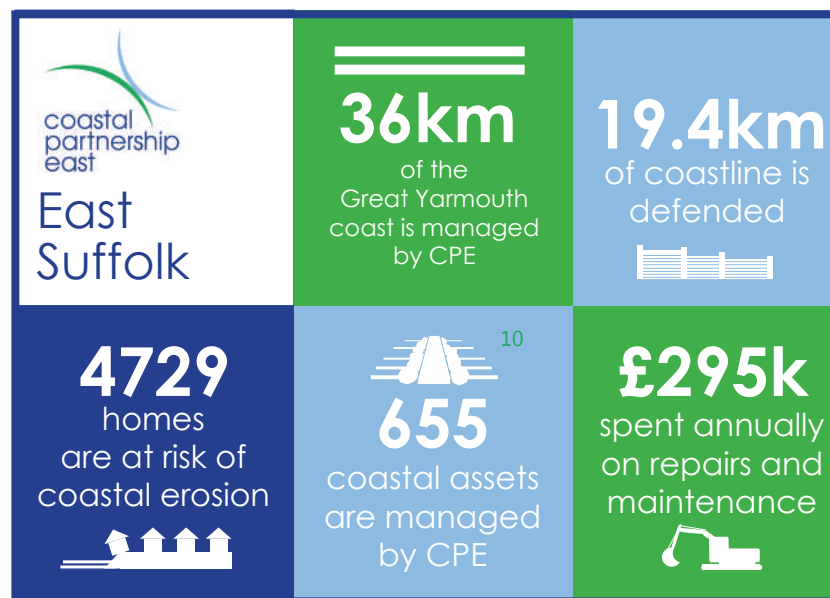
PROCUREMENT, EFFICIENCIES AND WIDER OUTCOMES

We manage our procurement, efficiencies and wider outcomes in order to make sure all our funding delivers the greatest impact we work hard to drive efficiencies and deliver wider social, economic and environmental outcomes. We are ambitious in our desire to deliver World Health Organisation standards of sustainability and support our Councils in meeting their net zero carbon targets.

Our procurement approaches conform to international standards (OJEU) and are designed to attract both local suppliers and specialists alongside national and international contractors and consultants. We have a Dynamic Purchasing System (DPS) open to all, to streamline procurement processes which attracts UK and International experts in coastal management to our coast. To accelerate delivery, we are also broadening the use of the Scape Framework, notably with Balfour Beatty and AECOM to offer even greater flexibility for delivering our work and supporting our team's resources. We have also reviewed our capital programme alongside our Internal Drainage Board partners the Water Management Alliance and have created a new Delivery Board for to bring efficiencies across our joint £0.5B capital programme.

These approaches are aimed at building and retaining capacity in our area with our partners and ensure we attract and retain the best people to work on our dynamic coast for the benefit of all who live and work here.

OUR PROGRAMME/INVESTMENT



CPE THEME-LED PROGRAMME

- supports transition to adaptation and resilience 2022-2025

Knowing Our Coast - Evidence-based approaches

Driving a strong partnership with new 6 year monitoring programme.
Prioritising investment in both strategic data gathering and targeted analysis.
Innovate our data collection methods in house and with partners.
Develop multi-agency approaches to maximise on data available and reduce costs.
Inform our investment in our Capital and repairs and maintenance programme.

Managing Resilient Assets - Delivering and maintaining assets in Partnership

Deliver £200M capital programme.
Maximise social economic and environmental value in all we do.
Attract industry leaders to support and deliver our work.
Demonstrate high quality procurement processes that deliver good value and high quality.
Develop multi-agency partnerships to deliver our programme.
Demonstrate risk based investment in maintaining and improving our assets.

Innovative Investment in our Coast - Resilient Funding and Finance

Review services to consider in/outsourcing opportunities. Look to generate income through sale of service and intellectual property.
Invest in our land e.g. oil-back portfolio.
All services are lean and cost effective.
Potential revenue is identified and collected where due.
Grow our own experts.

Create a Climate Ready Coast - Adaptive Planning for Climate Change

Demonstrate impacts of climate change and sea level rise at the coast.
Map Coastal Change Management Areas and highlight risks & opportunities to local authorities.
Develop planning policies with local authority teams to support coastal change e.g. roll-back and sustainable development and Special Planning Documents.
Develop CPE adaptation policies and practices in line with FCERM 2050 strategy and Defra policy.
Support carbon+ policies by 2030.
Develop a consistent adaptation and emergency response.

Supporting Viable Climate-Resilient Communities & Businesses - Engaging, Communication and Community Response

Engage and support our communities to be prepared for and resilient to coastal change.
Support local businesses and strive to maintain and enhance vibrant coastal economy.
Work with partners, communities and businesses to develop coastal plans and policies.
Support and encourage strategic decisions through the Suffolk Coast Forum and Norfolk Coast Forum.
Communicate incident Response and Adaptation Plans.

Investing in our People and Partnerships - Resilient Strategy, Policy and Resource

Support the health, safety & wellbeing of the team.
Develop our team and build capacity, knowledge and resilience establish ourselves as national exemplars, #ProudtobeCPE.
Align CPE service plans and business plan with local authority corporate strategies.
Contribute to national policy and develop local strategies to support our coast needs.
Progress an integrated strategy and clear coastal management vision for CPE to 2030.

MEASURING SUCCESS -

Overview of our Strategic Measures 2022-2025

We will agree our annual work programmes with our Board and OOG.

We will monitor the effectiveness of our work programmes, using both quantitative and qualitative data, including national and local partner and community feedback.

Our strategic outputs and outcomes from our themed work programme are set as follows:

CPE STRATEGIC OUTPUTS

1. We have published an annual report at the end of each year to report on this Business Plan.
2. We have completed work programmes annually.
3. Our plans show that local authorities, partners and communities are involved in shaping our work
4. Investment is integrated to deliver wider outcomes through partnership and innovative investment opportunities
5. We have developed capacity, skills and resilience and ensure CPE is a great place to work whilst tackling the challenges of coastal change

THEME MEASURE OUTCOMES

1. Our stakeholders know what we have planned and seek to achieve, and we will have shaped innovative coastal management approaches locally and nationally.
2. Our coast is more resilient to coastal change and we have evaluation and evidence to support that change.
3. Our work has been shaped with those it most affects and gives those at erosion risk options they don't currently have.
4. Wider benefits are realised for our environment, economy and society
5. Our team are resilient, recognised coastal management professionals locally and nationally and are proud to be CPE.
#ProudtobeCPE
6. Our annual reputation survey actively demonstrates an improvement year-on-year.



OUR CPE CREDO

IN ALL OUR WORK WE WILL

- Work as one team across our coast
- Ensure that the welfare, health and safety of all those we work with is paramount in all we do
- Treat our coastal communities, businesses and environment with respect and work in collaborative partnerships as our primary mode of engagement
- Be innovative in our approach to funding and finance models to ensure we have the funds available to deliver our programmes and deliver sustainable outcomes
- Be professional and ethical in all our work to ensure we attract develop and retain the best people to work with CPE and support the outcomes we wish to achieve for our coast
- Demonstrate model behaviour as Climate Champions - ensuring we seek ways to reduce carbon personally and professionally and embed the principles of biodiversity net gain and natural capital across our work for the benefit of our coastal environments and communities

THE BOARD



Cllr Angie Fitch-Tillett
Cabinet Member for
Coastal Management
North Norfolk District Council



Cllr David Ritchie
Cabinet Member for Planning
and Coastal Management
East Suffolk Council



Cllr Noel Gayler
East Flegg Ward Councillor
Great Yarmouth
Borough Council



Cllr Dr Clive Stockton
District Councillor
for Bacton Ward
North Norfolk District Council



Cllr James Mallinder
Cabinet Member for
the Environment
East Suffolk Council



Cllr Paul Wells
Chairman of the
Environment Committee
Great Yarmouth Borough Council

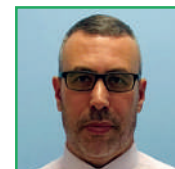
OPERATIONAL OFFICER GROUP



Jane Beck
Head of Property and
Asset Management
Great Yarmouth
Borough Council



Steve Blatch
Chief Executive
North Norfolk
District Council



Cllr Martyn Fulcher
Director for Place and
Climate Change
North Norfolk District Council



Nick Khan
Strategic Director
East Suffolk Council



Philip Ridley
Head of Planning and
Coastal Management
East Suffolk Council

MEET THE TEAM

THE TEAM



Karen Thomas
Head of Coastal
Partnership East



Sharon Bleese
Coastal Manager
(ESC/GYBC)



Rob Goodliffe
Coastal Manager
(NNDC)



Tamzen Pope
Coastal Engineering
& Operations Manager



Paul Patterson
Senior Coastal
Engineer



Chris Finbow
Senior Coastal
Engineer



Brian Farrow
Coastal Engineer



Madeline Fallon
Senior Coastal
Advisor South



Colin Bye
Senior Coastal Advisor
North



Sharon Richardson
Senior Partnerships &
Engagement Advisor



Thomas Yeung
Senior Technical
Funding Officer



Fiona Johnson
Senior Technical
Funding Officer



Keith Roper
Coastal Officer
(Repairs & Maintenance)



Anne Casey
Coastal Adaptation
Officer



Tom Chalker
Funding Officer



Warren Hoskins-Davies
Coastal Engineering
Assistant



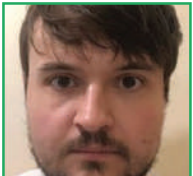
Charlotte Flight
Engagement Officer



James Cochrane
Engagement Officer



Fiona Keenaghan
Assistant Coastal
Engineer



Thomas Walker
Coastal Management
Technical Support Assistant



Lisa Mills
Coastal Projects
Coordinator



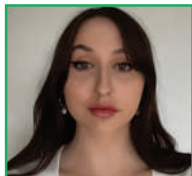
Peter Jermany
Shoreline Management
Plan Coordinator



Alysha Stockman
Partnerships &
Engagement Support Officer



Thomas Hayden
Coastal Engineering
Support Officer



Chloe Bragg
Funding & Strategy
Research Admin Apprentice



Dr Sophie Day
External CPE
Specialist Advisor



Paul Mackie
External CPE
Specialist Advisor



Resilient Coasts Board

Terms of Reference

(1st August 2022)

1. Introduction

These terms of reference are for the Resilient Coasts Board, covering the Flood and Coast Resilience Innovations Programme (FCRIP) funded project.

The Resilient Coasts project will deliver practical solutions to deal with climate change and sea level rise that are co-created and implemented by communities along East Suffolk and Great Yarmouth coastal frontages. The project aims to facilitate a sense of ownership that increases community resilience to tidal flooding and coastal erosion.

Our Vision

‘A ‘toolkit’ of options that enable the people, economies and environment to transition to a climate resilient coast’

Our Legacy

‘A Catchment-based’ approach to creating a resilient place’

High risk communities with no resilience options will benefit from a suite of innovative tools that will allow them to plan and transition in response to coastal change to viable, sustainable places whilst delivering wider outcomes of local plans and strategies. Through eight work packages we will create much needed tools and options for those affected by coastal change so we can co-create new community-led resilience master plans. (See diagram below).



The project will add value to traditional coastal management and planning approaches and go beyond other resilience work initiatives by offering the first dedicated joint UK erosion and tidal risk resilience project. This will generate significant learning locally, nationally, and across public and private sectors. The project will provide evidence for policy change and underpin how coastal practitioners manage the coast as we learn

to adapt to coastal change now and in the future.

The £9.1m Resilient Coast project is funded by the Defra and Environment Agency (EA) Flood and Coast Resilience Innovation Programme (FCRIP) and is one of twenty-five projects across England to be funded and one of only 5 dedicated coastal projects.

The project will focus on finding practical solutions to enable adaptation to coastal erosion, flooding, and climate change risk. The funding is not available to spend in locations that already have flood and coastal solutions through existing funding routes.

The project's work will be focused on four core pilot locations and the outputs will also feed-in to three 'twin' locations. These are:

- Southwold**, a defended coastal town between the mouth of an estuary at flood risk and soft eroding cliffs- focus is on the transition between hard defences and soft/natural coast.
- **Hemsby**, an undefended coastal resort with properties at risk behind an eroding sand dune with significant environmental designations.
- **Great Yarmouth**, a defended urban zone at flood risk with areas of uneconomic frontage that need resilience solutions and potential for enhanced biodiversity and alternative flood management solutions.
- **Thorpeness**, a partially defended rural coastal heritage village at both erosion and flood risk

The twin locations are:

- The undefended cliff top community in **Pakefield** at significant erosion risk.
- The rural community at erosion risk in **Shotley Gate** within an estuary environment.
- The area from **Corton to Gunton**, with key infrastructure, holiday parks, failed historic coastal defenses and a village at future erosion risk.

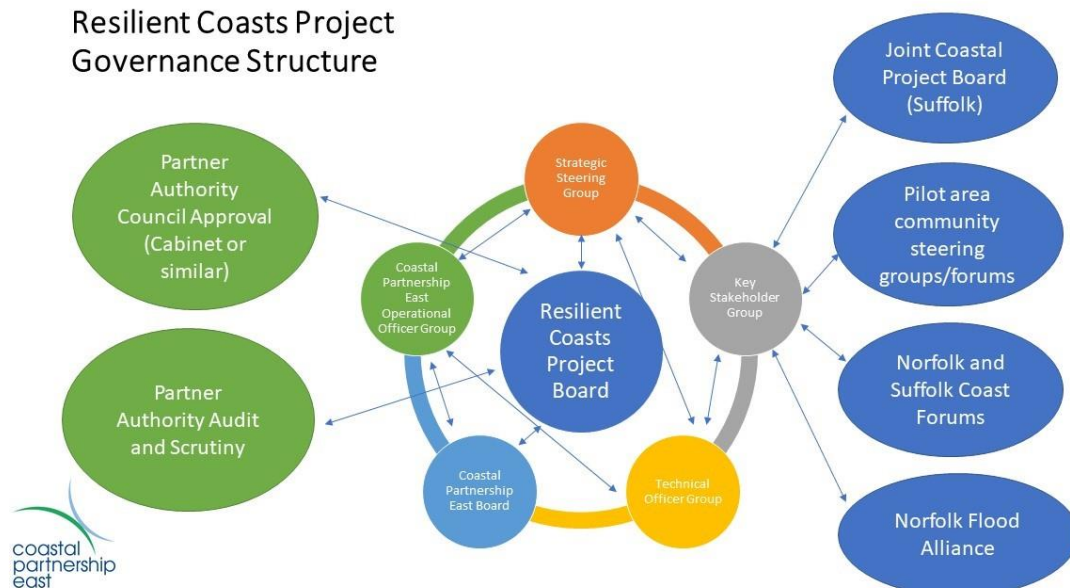
2. Structure

The Resilient Coasts Project Board will be chaired by East Suffolk Council's Cabinet Member for Planning and Coastal Management and will include additional elected members representing the pilot area wards in both partner councils.

The board will include heads of service from both East Suffolk Council and Great Yarmouth Borough Council, as well as representatives from the Environment Agency, Natural England, Anglian Water and the UEA. Both the chair and heads of service provide links to Coastal Partnership East's Board and Operational Officer Group, providing an added layer of scrutiny. Audit and scrutiny in each partner council will receive regular updates on the project to ensure full transparency and accountability.

The project governance structure supports the two-way symmetrical approach (systems theory) towards communications and engagement that underpins the project and its goals.

Resilient Coasts Project Governance Structure



3. The role of the Resilient Coasts Project Board

The Board are responsible for providing an oversight of the projects relating to the Resilient Coasts project twin and pilot areas as outlined above, taking into consideration the Gorleston to Lowestoft Coastal Management Strategy and the relevant Shoreline Management Plan (SMP) policies (SMP 6 and 7). The coastal strategy and the SMPs have been endorsed by East Suffolk Council, Great Yarmouth Borough Council and formally signed off by the Environment Agency.

The role of the Board is in the context of a wider Governance Structure (as above), which includes an officer-led Project Teams, Strategic Stakeholder Group, Key Stakeholder Group, and community-led stakeholder groups. The twin and pilot areas and the related work packages as part of the project are all co-created, community and partnership-based initiatives, encompassing a range of coastal resilience and adaptation issues that require the involvement of community and businesses locally.

It is anticipated that the board will have a programme of quarterly meetings set in advance. However, it is likely that within the first year the board may meet more frequently to ensure the best possible start and to provide formal guidance and direction. The board will be formally set up by the lead authority, East Suffolk Council, and is likely to be an executive group as per the constitution but not have budgetary responsibility. Key decisions, including spending will be the responsibility of East Suffolk Council's Cabinet, with support from Great Yarmouth Borough Council's Environment Committee (as per their constitution and financial management).

To ensure that the project has full scrutiny, accountability and a comprehensive joint approach to development and delivery, a Strategic Steering Group and Key Stakeholder Group will both inform and be informed by the board. These groups will share information, guidance and views from the existing groups shown below.

The Project Board is therefore required to:

- Support the governance arrangements.
- Support and steer the Technical Officer Group and assist with opportunities and challenges faced by them.
- Consider the recommendations of the Strategic Steering Group and the Key Stakeholder Group when making recommendations to ESC Cabinet, as lead authority and Great Yarmouth Borough Council Environment Committee as supporting authority.
- Challenge and endorse recommendations of the Technical Officer Group regarding the development of the Resilient Coasts project and specific work packages.
- Ensure, through the structure set out above, that local people and businesses have had opportunity for appropriate involvement in the project(s) through an agreed communications strategies for each work package/pilot area.
- Make recommendations on funding requirement/spend.
- Ensure cost beneficial options are developed where it is appropriate to do so.
- Make recommendations, when appropriate, to East Suffolk Council Cabinet as lead authority and Great Yarmouth Borough Council Environment Committee as supporting authority.

This will be achieved by.

- Attending 4 Board Meetings per annum (subject to increase in response to demand. In some circumstances this may require the Board to comment between meetings where this helps project progress/facilitates achieving milestones).
- Collaborative working at the Board meetings.
- Seeking wider views of those you represent outside of Board meetings
- Facilitating discussions outside of Board meetings, where appropriate, regarding funding and facilitating options that bring a wide range of benefits

4. Group Responsibilities and Membership

The Project Board will:

- Review tasks undertaken by the project team as presented by the Technical Officer Group and monitor progress at Board meetings and through updates.
- Have an understanding of the Resilient Coasts project and the issues surrounding resilience and adaptation on the coast (following presentations at Board meetings).

- Support the Technical Officer Group development of any additional FDGIA Business Cases or other funding business cases, towards the delivery of the Resilient Coast project work packages.
- Agree the overarching communications and public engagement strategy and action plans.
- Support the project(s) with engagement opportunities, where appropriate and share feedback from stakeholders and partners.
- Identify any other relevant work that might need to be included in the project(s) or linked to other projects as part of the delivery of the Resilient Coasts project.
- Identify any opportunities that could be encompassed within the project(s).
- Identify other sources of funding and flag opportunities to the Technical Officer Group.
- Highlight any technical, social, economic, or political risks to developing any of the projects or work in this area.

Membership of the Project Board includes:

- East Suffolk Council (lead authority)
- Great Yarmouth Borough Council (supporting authority)
- Environment Agency
- Natural England
- Anglian Water
- University of East Anglia
- Chair of the Strategic Steering Group
- Chair of the Key Stakeholder Group
- Chair of Coastal Partnership East Board
- Senior officers CPE Operational Officer Group
- Head of Coastal Partnership East

5. Governance.

The Technical Officer Group, through its Chair, the Head of Coastal Partnership East, will report to the Project Board with technical information, communication and funding activities and feedback and development of work packages or next steps. The Chair of the Technical Group will highlight project risks to the Board for their consideration. The Project Board will also receive feedback from the Strategic Steering Group and Key Stakeholder Group.

Key matters for Project Board Governance.

1. The **Chair** of the Board will be the East Suffolk Council Cabinet Member for Planning and Coastal Management as lead authority. The role of vice-chair will be chosen from its members and elected on an annual basis.
2. Each member appointed to the Board will be afforded a vote except that the **Chair** of the Board will be afforded a casting vote in the event of a tied vote.
3. Where a member is not able to attend a meeting, substitute provision from the same organisation/group is encouraged.
4. The quorum for meetings will be 5 Board members
5. In attending Board Meetings, it is assumed that each member has the backing of their respective organisations and can speak on their behalf excepting that funding decisions may need to be referred back to the relevant organisation.
6. Board Meetings are not open to the public nor press to attend.



CABINET

Tuesday, 06 September 2022

Subject	Report of CIL Spending and the Infrastructure Funding Statement 2021-22
Report by	Councillor David Ritchie Cabinet Member with responsibility for Planning and Coastal Management
Supporting Officer	Nicola Parrish Infrastructure Delivery Manager nicola.parrish@eastsuffolk.gov.uk 01502 523057 Ben Woolnough Planning Manager (Development Management) ben.woolnough@eastsuffolk.gov.uk 01394 444593

Is the report Open or Exempt?	OPEN
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Category of Exempt Information and reason why it is NOT in the public interest to disclose the exempt information.	Not applicable.
Wards Affected:	All Wards

Purpose and high-level overview

Purpose of Report:

1. For Cabinet to receive and note the Infrastructure Funding Statement (IFS) 2021-22, which comprises of a report on the benefits of infrastructure delivered through CIL, and includes 3 appendices, Appendix A - The Community Infrastructure Levy (CIL) Report, Appendix B - The S106 Report, and Appendix C - The Infrastructure List and to approve this document for publication, with further minor amendments to be approved by the Deputy Cabinet member for Planning and the Cabinet Member for Finance.

This is a statutory document, the content of which is prescribed under Regulation 121A and Schedule 2 of the CIL Regulations 2010 (as amended). This document is required to be published on the Council CIL webpages by 31 December 2022.

The IFS 2021-22 is attached as **Appendix A** to this report and has been reviewed by the CIL spending Working Group and is recommended for publication.

2. For Cabinet approve the recommended CIL Funding Bids received for the delivery of infrastructure projects to support the Local Plans growth.
3. For Cabinet to approve the extension of the spend period of the Jetty Lane Project, Woodbridge, to June 2025, subject to revised planning application being submitted by 1st April 2023.

A detailed summary of the CIL funding bids received in 2022 and the recommendations made to support the planned growth is attached as **Appendix B – District CIL Funding 2022-23** to this Report. The CIL Spending Working Group have reviewed the proposed bids and make their recommendations within this report. This report also includes a separate matter in relation to a request to extend the funding deadline for the Woodbridge Jetty Lane project that was previously awarded funding in 2018 with a spend deadline of June 2023. This will enable the project to be revised and a new planning permission sought. The CIL Spending Working Group recommend extending the spending deadline of this allocation to June 2025.

‘In principle’ approval of CIL bids allows the CIL funds to be ringfenced towards the project and once all necessary documentation and planning permissions have been obtained the project can proceed without the need for further approval of Cabinet.

4. For Cabinet to approve the recommended changes to the CIL Spending Strategy in order to address the following:
 - recommendations made from the recent Governance Review of Developer Contributions, ensuring that best practice and good governance is adopted and applied to the Council’s management of developer contributions; and
 - the addition of the new Heads of Terms for the CIL Spending Working Group

- Approval for the CIL Spending Working group to authorise local CIL funding requests up to a maximum of £50,000.00. A report of this authorised funding to be provided with the IFS and CIL Bids recommendations on an annual basis.

The CIL Spending Working Group have reviewed the strategy and the revised CIL Spending Strategy is attached as Appendix C to this report.

Options:

Failure to produce and publish the Infrastructure Funding Statement 2021-22 would place the council in breach of the CIL Regulations. There is no alternative option.

Failure to approve the use of CIL Funds to support the delivery infrastructure projects would make planned development unsupported and unsustainable, increasing journeys for services (education, waste, community facilities, etc) to alternative locations, reducing customer support/service. If planned infrastructure projects are not delivered in a timely manner this could make planned housing growth unsustainable and potentially result in refusal of planning permissions in areas where there is insufficient infrastructure to support growth.

Other unintended impacts such as increased fly tipping, poorly educated children, increased risk to health, etc could also be linked to a failure to deliver infrastructure to support growth.

Failure to approve the extension to the spend deadline of the Jetty Lane CIL allocation, could result in this project failing to be delivered.

Failure to consider and adopt recommendations to further improve the governance of developer contributions could result in poor practices and management of funding for infrastructure.

Recommendations:

That Cabinet:

1. Approve the Infrastructure Funding Statement 2021-22, Appendix A, for publication by 31 December 2022, subject to further minor financial, typographical, and presentational amendments confirmed through the Deputy Cabinet Member for Planning and the Cabinet Member for Finance.
2. Approve the recommendations for allocating Community Infrastructure Levy funding towards the infrastructure projects, as outlined in Appendix B.
3. Approve the extension of the spend period of the Jetty Lane Project, Woodbridge, to June 2025, subject to revised planning application being submitted by 1st April 2023, as outlined in Appendix B.
4. Approve the recommended changes to the CIL Spending Strategy, as outlined in Appendix C.

Corporate Impact Assessment

Governance:

To ensure the recommendations made from the recent Governance Review of Developer Contributions are applied to the CIL Spending Strategy, so that best practice and good governance is adopted and applied to the Council's management of developer contributions. The CIL Spending Working Group are responsible for the review of CIL Funding bids and for making recommendations to Cabinet for approval of the proposed CIL Funding allocations. The CIL Spending Working Group also review the content of the Infrastructure Funding Statement, which is set out through Regulation 121A and Schedule 2 of the CIL Regulations 2010 (as amended) and make the recommendation to publish this year's IFS.

ESC policies and strategies that directly apply to the proposal:

CIL Spending Strategy

East Suffolk Council - Waveney Local Plan

East Suffolk Council - Suffolk Coastal Local Plan

East Suffolk Strategic Plan Objectives: –

- Economy - Support and Deliver Infrastructure
- Communities - Maximising health, well-being, and safety in our District
- Sustainable – Optimising our financial investment and grant opportunities
- Transformation – Effective use of data
- Environment – Minimise Waste, reuse materials and increase recycling

Environmental:

The CIL Funding bid to expand and improve the provision of the household waste recycling centre and waste transfer station Lowestoft directly meets the council's Strategic Environmental objectives to minimise waste, reuse materials and increase recycling. Other projects also allow for the expansion of education and provision to support and make our communities healthier and resilient, for example, through the delivery of modern environmentally and energy efficient education buildings, and better use of technology and re-use of space to increase capacity and delivery of the services provided.

Equalities and Diversity:

Environmental Impact Assessment EQIA433227179 has been completed and submitted to the Communities Team for review.

There are no identified negative impacts on those with protected characteristics.

Financial:

The unallocated District CIL Fund is currently at £13m, being sufficient available funds to approve the infrastructure projects that are recommended to be either partially or fully funded through District CIL Funding in the 2022 Bid Round.

Human Resources:

The proposals in this report do not have any material Human Resources impacts.

ICT:

The Exacom Project, which will result in 'live time' developer contributions data being publicly available continues to make substantial progress with all CIL, s106 and Habitats Mitigation funds being managed via the back-office part of the Exacom management system. Currently the Infrastructure Team are adding the historic financial data for s106 to the system in order to fully reconcile the entire developer contribution system to the Council's financial management system. The project is still on target to have the Public Facing Module available for public to use towards the end of 2022, subject to the financial reconciliation work being satisfactorily completed.

Legal:

There is a statutory requirement to report on Developer Contributions in line with the CIL Regulations 2010 (as amended) and to spend CIL in accordance with the CIL Regulations.

Risk:

Failure to produce and publish the Infrastructure Funding Statement 2021-22 would place the council in breach of the CIL Regulations. There is no alternative option.

Failure to approve the use of CIL Funds to support the delivery infrastructure projects would make planned development unsupported and unsustainable, increasing journeys for services (education, waste, community facilities, etc) to alternative locations, reducing customer support/service and potentially resulting in refusal of planning permissions in areas where there is insufficient infrastructure to support the planned growth.

Other unintended impacts such as increased fly tipping, poorly educated children, increased risk to health, etc could also be linked to a failure to deliver infrastructure to support growth.

Failure to consider and adopt recommendations to improve governance of developer contributions could result in poor practices and management of funding for infrastructure.

External Consultees:	None
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Strategic Plan Priorities

Select the priorities of the Strategic Plan which are supported by this proposal: (Select only one primary and as many secondary as appropriate)		Primary priority	Secondary priorities
T01	Growing our Economy		
P01	Build the right environment for East Suffolk	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P02	Attract and stimulate inward investment	<input type="checkbox"/>	<input type="checkbox"/>
P03	Maximise and grow the unique selling points of East Suffolk	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P04	Business partnerships	<input type="checkbox"/>	<input type="checkbox"/>

P05	Support and deliver infrastructure	<input checked="" type="checkbox"/>	<input type="checkbox"/>
T02	Enabling our Communities		
P06	Community Partnerships	<input type="checkbox"/>	<input type="checkbox"/>
P07	Taking positive action on what matters most	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P08	Maximising health, well-being and safety in our District	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P09	Community Pride	<input type="checkbox"/>	<input type="checkbox"/>
T03	Maintaining Financial Sustainability		
P10	Organisational design and streamlining services	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P11	Making best use of and investing in our assets	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P12	Being commercially astute	<input type="checkbox"/>	<input type="checkbox"/>
P13	Optimising our financial investments and grant opportunities	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P14	Review service delivery with partners	<input type="checkbox"/>	<input type="checkbox"/>
T04	Delivering Digital Transformation		
P15	Digital by default	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P16	Lean and efficient streamlined services	<input type="checkbox"/>	<input type="checkbox"/>
P17	Effective use of data	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P18	Skills and training	<input type="checkbox"/>	<input type="checkbox"/>
P19	District-wide digital infrastructure	<input type="checkbox"/>	<input type="checkbox"/>
T05	Caring for our Environment		
P20	Lead by example	<input type="checkbox"/>	<input type="checkbox"/>
P21	Minimise waste, reuse materials, increase recycling	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P22	Renewable energy	<input type="checkbox"/>	<input type="checkbox"/>
P23	Protection, education and influence	<input type="checkbox"/>	<input type="checkbox"/>
XXX	Governance		
XXX	How ESC governs itself as an authority	<input checked="" type="checkbox"/>	<input type="checkbox"/>

How does this proposal support the priorities selected?

The use of developer contributions for supporting the delivery of the proposed infrastructure projects helps to meet several of the corporate objects. The infrastructure projects to be funded from CIL range from increasing recycling and reuse of domestic waste, provision of early years education and improving community sport facilities. New buildings and facilities are required to meet sustainability and efficiency targets set out within the recently updated Building Regulations, together with access requirements for those with disabilities.

The expansion of education (and early years childcare), sports, and waste recycling facilities supports our communities to live sustainably, to work, to learn and develop, and to be healthy and active. By expanding and providing new facilities locally in areas of growth it also reduces the need for people to travel further for these services.

The continued work on the Exacom Developer Contributions Project will support the transformation, transparency, and electronic reporting, supports the publication of the IFS and demonstrates the golden thread between the Local Plan growth and the delivery of infrastructure. The system is future proofed to enable East Suffolk to transition to the new Infrastructure Levy at a future date.

The publication of the IFS 2021-22 supports the Council's corporate governance requirements by complying with the CIL Regulations 2010 (as amended). It is a statutory

requirement to produce the IFS annually and publish it by the 31 December, following the end of the reported financial year.

The adoption of recommendations to improve on our governance arrangements ensure East Suffolk Council can continue to demonstrate good practice and continue to improve the way we work and deliver services.

Background and Justification for Recommendations

1 Background facts	
1.1	There is a statutory requirement to report on Developer Contributions in line with the CIL Regulations 2010 (as amended).
1.2	When the Local Plan is developed, all statutory infrastructure providers are consulted and asked to provide details of the estimated costs and projects required to support the planned growth. This also includes the proposed timing of projects. These projects which form part of the Infrastructure Delivery Framework of both Local Plans are now subject to annual review and are included in the Infrastructure Funding Statement (IFS). This document provides the most current details of proposed projects, costings, and timescales for delivery over the plan period. The IFS also allows for newly identified projects emerging from local plans to be captured and for projects that are no longer required to be marked as such and subsequently removed from the IFS in future years. Some of the projects offer continued delivery of the service/use of the facility well beyond the Local Plan period.
1.3	Inner Circle, the consultants appointed through the planning Advisory Service, noted in their Improving the Governance of Developer Contributions report, that East Suffolk was <i>“demonstrating best practice across all areas that contribute to the good governance of developer contributions.” Your approach of working alongside Parish Councils to offer CIL support is particularly strong as is you use of a public facing module to share and publish developer contributions data.”</i> Six recommendations were made to further improve processes.

2 Current position	
2.1	The current IFS reports on the period 2020-21 and is also forwards looking in terms of the Infrastructure List. This is required to be replaced by the IFS for 2021-22 by 31 December 2022.
2.2	The proposed CIL Funded projects are to be delivered in the short-term and are infrastructure projects which, when delivered, will help to ensure that new housing developments are sustainable. Considerable growth is proposed across East Suffolk and statutory services and local facilities must be able to support this planned growth.
2.3	Whilst East Suffolk is demonstrating best practice in many areas of Developer Contributions Management, there is always a need to evolve and improve this service and the CIL Spending Working Group have considered the recommendations made from the Planning Advisory Service Developer

	Contributions Governance Review in making the proposed changes to the CIL Spending Strategy.
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3 How to address current situation

3.1	Approve the IFS 2021-22 for publication prior to 31 December 2022.
3.2	Approve or reject the recommendations made in Appendix B for the allocation of District CIL funding to the listed infrastructure projects, and to extend the time constraint for the Jetty Lane project.
3.3	Approve the recommended updates to the CIL Spending Strategy which is presented as Appendix C.

4 Reason/s for recommendation

4.1	To meet statutory requirements.
4.2	To deliver sustainable growth.
4.3	To continue to improve and provide good services.

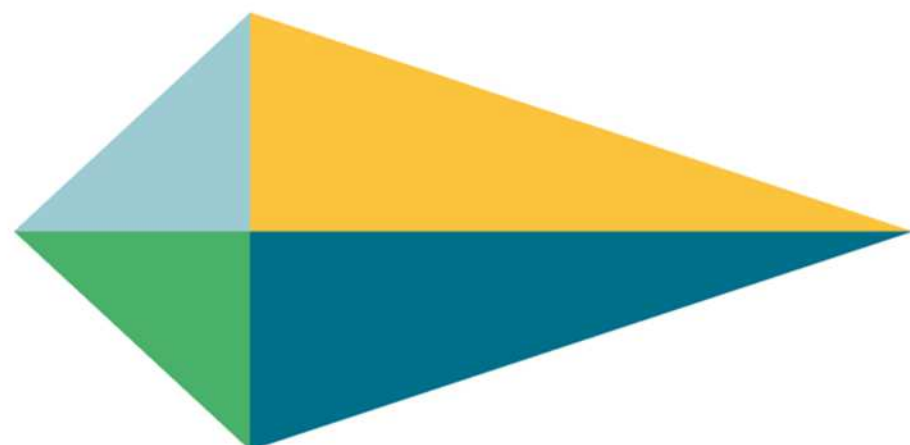
Appendices

Appendices:

Appendix A	The Infrastructure Funding Statement 2021-22
Appendix B	District CIL Allocations 2022-23
Appendix C	CIL Spending Strategy, September 2022

Background reference papers:

Date	Type	Available From
7 January 2020	CIL Spending Strategy	Community-Infrastructure-Levy-Spending-Strategy.pdf (eastsuffolk.gov.uk)
	CIL Regulations 2010 (as amended)	The Community Infrastructure Levy (Amendment) (England) (No. 2) Regulations 2019 (legislation.gov.uk)



EASTSUFFOLK
C O U N C I L

Infrastructure Funding Statement 2021-22



Framlingham Medical Centre Extension

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3. Timescales for other CIL funded projects

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2. Legislative requirements
3. Bought forward balances and CIL income
4. CIL allocations and CIL admin spend
5. Other matters
6. 2021-22 closing balances

Appendix B - The s106 Report

1. S106 contributions in East Suffolk
2. Brought forward s106 funds

3. New agreements entered into during 2021-22
4. Contributions received in 2021-22
5. S106 allocations and expenditure
6. 2021-22 closing balances

Appendix C - The Infrastructure List

1. Review of infrastructure needs
2. The generic infrastructure list
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Delivery of infrastructure funded through CIL

1. District CIL Allocations and progress status

Each year we have a bid round to allocate the District CIL funds to projects that support the planned growth in the East Suffolk and wider area. In the Autumn, the Council's Cabinet approve the bids which will fund the projects that are coming forwards to be delivered. The table shows the position of District CIL allocated to infrastructure projects on 31 March 2022:

Year			Expenditure to		
Approved	Description	Allocated	date	underspend	Balance
2017/18	Framlingham Medical Centre extension	122,400.00	122,400.00		-
2017/18	Lowestoft - Normanston Pedestrian and Cycle Bridge Feasibility Study	120,000.00	100,008.00	19,992.00	-
2018/19	Beccles Town FC - 3G Pitch	74,500.00	74,500.00		-
2018/19	Ufford Recreation Ground Car Park Resurface	3,000.00	3,000.00		-
2018/19	Trimley St Mary - pedestrian Crossing	45,000.00	45,000.00		-
2018/19	Lowestoft - Royal Green Play Equipment and footpath improvements	123,500.00	123,500.00		-
2018/19	Easton & Letheringham Village Hall Refurb	38,000.00	27,084.56	10,915.44	-
2018/19	Woodbridge - Jetty Lane Community Centre Feasibility Study	188,800.00	188,800.00		-
2018/19	Beccles - Repair of moorings at Beccles Quay	84,000.00	84,000.00		-
2018/19	Lowestoft - East of England Park	88,000.00	88,000.00		-
2018/19	Rushmere St Andrew, Playford Road Traffic Calming	45,200.00	45,200.00		-
2018/19	Deben Estuary - Renovation of Flood Defence Wall Flood Cell 01	126,200.00	126,200.00		-
2019/20	Beccles Lido Ltd	75,000.00	75,000.00		-
2020/21	Woodbridge - Little St Johns Street Health Centre extension and improve	30,000.00	30,000.00		-
2018/19	Bungay Community Centre	366,460.00	366,460.00		-
2018/19	Worlingham Community Facility Feasibility	70,000.00	16,095.90		53,904.10
2018/19	Framlingham - St Michael's Rooms Community Centre	700,000.00	475,000.00		225,000.00
2018/19	Framlingham - Walkway Routes	55,000.00	-		55,000.00
2018/19	Halesworth - Footpath Hill Farm Road	56,002.50	25,474.00		30,528.50
2021/22	Halesworth - Edgar Sewter Primary School Expansion	1,364,272.00	1,364,272.00		-
2021/22	Bungay High School Expansion	624,070.00	624,070.00		-
2021/22	Dennington - New bespoke Early Years Playschool setting	1,178,252.00	160,000.00		1,018,252.00
2019/20	Worlingham Community Facility - Capital Cost	149,478.00	-		149,478.00
2021/22	Foxhall HWRC improvements	794,414.00	-		794,414.00
2021/22	Halesworth - 3G Pitch and Grass Pitch	1,641,997.00	-		1,641,997.00
2021/22	Holton - Holton St Peter Primary School new Early Years provision	615,240.00	-		615,240.00
2021/22	Leiston - The Leiston Surgery	90,000.00	-		90,000.00
		8,868,785.50	4,164,064.46	30,907.44	4,673,813.60

Status Legend	
	Projects that have not started on the work the CIL allocation relates to
	In progress projects
	Projects are completed or substantially complete

1.1 Framlingham medical centre extension

This project saw the creation of three additional consulting rooms, enabling the practice to employ an additional doctor and nurse and to offer an extra 84 GP and 80 nurse appointments each week.

The increased capacity has allowed the practice to explore options in delivering more health services in the community, and away from a hospital setting, expanding the range of services on offer to include those such as the community memory assessment service, which provides assessment and diagnosis of memory problems, and diabetic eye screening.

A new separate waiting area provides a private section for vulnerable patients and an ideal location for local organisations such as Age UK or Citizens Advice Bureau to offer information clinics. Other improvements included an expanded dispensary area and a new accessible toilet.

The project was completed in July 2018.

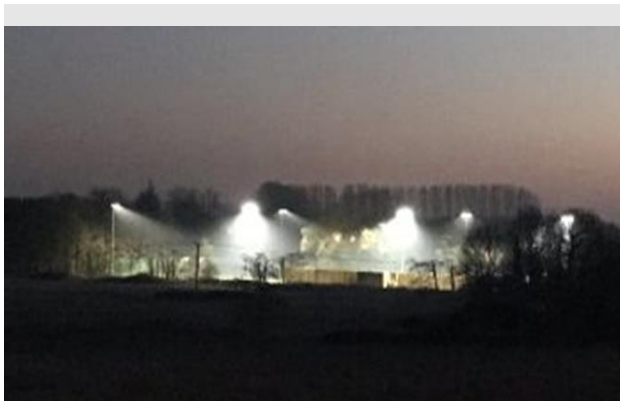
1.2 Lowestoft - Normanston pedestrian and cycle bridge feasibility study

The CIL investment allowed East Suffolk to get the project ready for delivery, with the planning permission submitted and subsequently approved. The Council has been working with Sustrans in order to deliver the £1.2m project which will see the building of a pedestrian and cycle bridge over Lake Lothing connecting at Brooke Park. Works on delivering the project itself have not yet commenced.

1.3 Beccles Town FC - 3G sports pitch

A new state of the art 97m x61m floodlit 3G pitch was built on the site known as 'the Nest' at Alan Hutchinson Way, Common Lane, Beccles. The facility provides all weather use opportunities to over 300 children and 100 adults and community use, through the Beccles Town Football Club. The project was also supported through funding by Beccles Townland Trust, the Football Foundation and several other organisations and individuals.

The project was completed in January 2019.



1.4 Ufford recreation ground car park resurface

This project delivered a completely resurfaced car park with smooth tarmac, new kerbs, and accessible parking bays near to the Ufford Community Hall building and recreation ground.

The project provides benefits to those community groups and families accessing these facilities and residents who use the recycling facilities located on this site.

The project was completed in February 2019.



1.5 Trimley St Mary - pedestrian crossing

Because of the substantial increase in traffic along the High Road in recent years, and with over 150 new dwellings built and further large-scale development planned for the near future, the volume of traffic is likely to increase significantly. It was therefore becoming difficult and hazardous for pedestrians to cross High Road to access the following:

- the primary school
- residential and retail properties in Trinity Gardens
- bus stops
- Trimley railway station

The new pedestrian crossing is located on High Road, in the vicinity of Trimley St Mary Primary School, and the junction with Station Road was completed in June 2020.

1.6 Lowestoft - Royal Green play equipment and footpath improvements

Waveney Norse were looking to upgrade a tired play facility at Royal Green in Lowestoft, which was no longer compliant and had become non-economical to keep repairing. The project required something different made from materials which would stand up to salt air and the harsh coastal environment to ensure a low whole-of-life cost facility was provided that was fit for the local community and visitors to the area. The idea was to replace the old equipment with a design which fitted in with the nautical history of Lowestoft town. The new playground at Royal Green features equipment arranged in the form of a ship, including 'walk the plank' stepping poles, a ship's bow with low level climbing wall and a crow's nest lookout tower. The project was completed in June 2019.



1.7 Easton & Letheringham village hall refurbishment

The project was the last phase of an 8-year strategy to put the village hall and the centre of the villages social and leisure activities. Having raised around £80,000 during that time, the main hall, meeting room and kitchen facilities and outside space have been completely transformed. The toilet block is the last phase. The project delivered new roofing and flooring, replaced sink units, replacement toilets, wider cubicles, the installation of a water softener, water heaters, extractors and energy efficient instant panel heaters and LED Lighting.

The project was completed in April 2019.

1.8 Woodbridge - Jetty Lane community centre feasibility study

The Jetty Lane Charitable Incorporated Organisation (CIO) are currently fundraising to raise sufficient funding to progress the delivery of a replacement Youth Centre and community hub, as planned. Covid 19 has played a significant part, both in the delays to fundraising and the delivery side of the project, through increasing costs, reducing access to funding, and changing the needs of the community. The Jetty Lane site has continued to be in active use over the past two years, with the 2 new cabins on the site in constant use for the community. The Jetty Lane charity intend to apply for a new planning permission in September 2022, to change the layout and design of the proposed buildings so that they are more appropriate for both current and future needs.

Progress of the project can be followed via the Jetty Lane webpages.

[Learn more about the Jetty Lane Project — Jetty Lane](#)

1.9 Beccles - Repair of moorings at Beccles Quay

This project resulted in the regeneration of 80 metres of moorings at Beccles Quay, landscaping, and footpath access, also improving the look and connectivity of the Quay. The project was completed February 2020.



1.10 Lowestoft - East of England Park

The project to deliver a new play park at Ness Point in Lowestoft, the most easterly point in England. Work on the new play park began at the site on 14 January 2020 and the project was

completed in July 2020. The play park project is part of a wider Area Action Plan that proposes enhancing this area to provide a high-quality landscaped park that celebrates its location as the most easterly point in England. As well as the new play facilities, it is intended to deliver new space for cultural events, the protection of historic net drying racks, landscaping, the potential for a new pavilion/cafe at Ness Point and improved pedestrian and cycle links to the High Street and town centre.



1.11 Flood Cell 1 Deben Estuary – enabling works

The CIL funding was allocated to deliver the pre-construction works to assess the degree of improvements required to ensure that the Flood Cell 1 area of the Deben Estuary was protected from the impact of a 1:75-year flood event. A flood event resulting in the overtopping of the river walls could have significant impacts on biodiversity, soil quality and damage to crops, together with risk of damage to homes, other buildings and infrastructure located in this area.

Early assessment works had identified the two potential options for flood mitigation works and the consultants to deliver the pre-construction investigation works were appointed in December 2020. The Deben Estuary Partnership have entered into a Memorandum of Understanding with the Landowners on the assessment works to be covered by the CIL Funding. The build works to the flood defence wall are funded by the landowners. The Steering Group of Deben Estuary Partnership will monitor and report on the progress of the wider project.

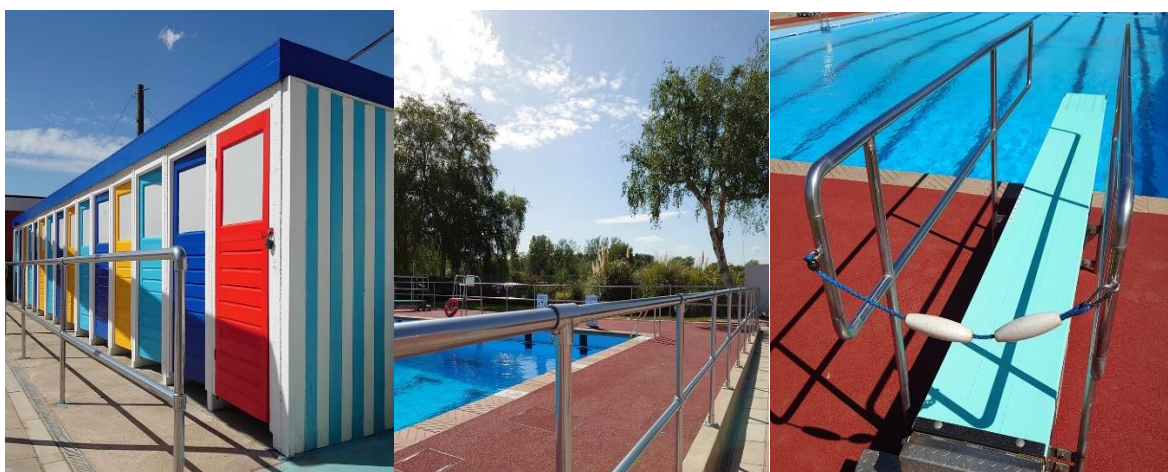
1.12 Rushmere St Andrew, Playford Road Traffic Calming

The mini roundabout and speed humps are in situ and operational. There are also new street lighting units at the new roundabout.



1.13 Beccles Lido Improvements

This project was to carry out the robust repairs and improvements needed to create a modern and efficient swimming pool able to be operated for longer opening hours and a longer season, and for many years to come. The project also allows the Lido to open through the winter, allowing it to attract more visitors and different demographics of user (e.g., winter swimmers who will benefit from a safe environment in which to swim). Beccles Lido improvement works were completed in February 2020.



1.14 Woodbridge – Little St John’s Street GP Surgery extension and improvements.

The Little St John’s Street GP Surgery was over capacity by 5045 patients. The new extension is used for additional clinical services such as counsellor, social prescribers, physiotherapists,

and pharmacists. The treatment room provides a separate room with a separate entrance to the main surgery, for use with flu and other inoculation clinics and improves access for patients who need an ambulance, as this has direct access to the car park. The main entrance was also improved, with widening for DDA (Disability Discrimination Act) compliance and the installation of an automatic door for better infection prevention control.

Works commenced towards the end of 2020 and were completed in March 2021.



1.15 Bungay – Community Centre

This project was planned to replace the existing Honeypot Community Centre, which was originally a prefabricated building, dating back to the late 1940s. Building works on the new community centre were commenced towards the end of 2019, and the new building was officially opened in July 2021.



2. Projects in progress

2.2 Worlingham Community Centre – Feasibility Study

Pre-construction costs have begun being funded during this feasibility stage of the project. The aim of the project is to build a village hall on the former site of the Worlingham Primary School. Contracts have been signed between Worlingham Community Facility, Suffolk County Council (landowner) and Badger Builders. The first stage of the project was to obtain planning permission, and this was achieved in early 2022.

2.1 Framlingham - Walkway Routes

The aim of this project is to provide safe alternative ways of “getting around” and encourage the population to leave their cars at home for journeys in and around the town. Framlingham Town Council’s key objectives are: -

- To provide improved pedestrian and wheelchair passage throughout Framlingham to and from all public buildings and services in Framlingham.
- To improve safety and reduce the risk of accidents.
- To improve the environment by encouraging non car modes of transport.
- To phase the introduction in line with housing development and the availability of funding.

The original project consisted of:

- Pigs Meadow footpath from New Rd to College Rd **(completed)**
- New pedestrian crossing on Station Rd **(completed and funded by s106 monies)**
- New pedestrian crossing on College Rd **(no longer feasible)**
- 2 pedestrian refuge islands at Pembroke Rd and Victoria Mill Rd

This project is in progress, with some elements of the project delivered. In January 2021, Framlingham Town Council asked Suffolk County Council Highways to look at alternative options to the new pedestrian crossing on College Road, due to concerns about the loss of some important on-street parking. Suffolk County Council Highways engineers have recently been reviewing the junction of Pembroke Road and Saxstead Road to produce a design to secure a safe crossing point and to slow traffic in this area. Works are expected to start during summer 2022.



2.3 Halesworth - Footpath Hill Farm Road

Suffolk County Council Public Rights of Way team have investigated the option to upgrade the path to enable cycling/bridleway use. But due to site constraints at each end of the path this could not be achieved. Therefore, this project provides an improvement to the existing network with better connectivity to the town centre, to Holton St Peter Community Primary School and sports ground and playing field, but it remains a traditional public right of way footpath as opposed to a foot/cycle route.

The legal processes are currently underway with the footpath works are expected to commence in mid-July 2022.

2.4 Framlingham - St Michael's Rooms Community Centre (Castle Community Rooms)

Planning application DC/20/5044/FUL was approved on 1 February 2021. Framlingham Town Council have allocated additional Neighbourhood CIL funding to the project to cover increased delivery costs. Their funding amounts to £126,000. An article in East Anglian Daily Times shows an artist's impression of the new centre.

[Framlingham: St Michael's Rooms redevelopment submitted | East Anglian Daily Times \(eadt.co.uk\)](https://www.eadt.co.uk/news/2021/02/15/framlingham-st-michael-s-rooms-redevelopment-submitted-150221/)

Construction work commenced in January 2022. The build is currently at the roofing stage. The fundraising element of the project continues to bridge the gap between the costs to deliver the project and the amount of funding achieved to date.

2.5 Halesworth – Edgar Sewter Primary School Expansion

This is a project that is linked to the planned housing growth in the Halesworth and Holton area. The expansion of Edgar Sewter Primary School will provide a further 105 primary school places (from 315 places to 420) to meet the demand for school places from local children arising from the new housing in the catchment area.

This primary school project will provide:

- 2 new class bases and expansion of an existing classroom;
- a library;
- a unisex WC;
- a Special Education Needs (SEN) resource room and other required smaller rooms;
- additional hard play area; and
- additional cycle/scooter parking.

The project was commenced on site in early December 2021. The internal areas will be completed first, to allow access in time for September 2022 and the start of the new school year.

2.6 Bungay High School Expansion

This is a project that is also linked to the planned housing growth in Halesworth, Bungay and the wider rural area; the Bungay High School expansion project will provide a further 150 places for ages 11-16.

The expansion works will include a new standalone block on the school site and the remodelling of existing school spaces. The accommodation to be provided is Information Technology class bases and a dining space with new kitchen. In addition to the new accommodation, the external areas will be developed to support the expansion. This will address the expansion needs for housing growth within the school catchment area and provide places for the number of new secondary school pupils generated from this.

Commencement on site occurred on 4 January 2022 and the project is expected to complete in the Autumn 2022.

2.8 Dennington – New bespoke Early Years playschool setting

The Dennington Early Years project is to provide a new stand alone, bespoke Early Years Playschool setting for Dennington and the wider area, including serving the needs of Framlingham, where significant housing growth has taken place in recent years. Some new housing development is also proposed within Dennington itself. The Playschool will also serve a wide rural catchment area. The service will be run by Badingham Playschool, who currently provide their service via the Schout Rooms in Framlingham and periodically at other locations.

The building works commenced in May 2022 with the implementation of services to the site.

2.9 Leiston Surgery Expansion

The CIL funding was approved and was made available to the GP surgery at Leiston to make some changes to the internal configuration of the building, enabling better use of the existing premises. The partners from the practice were involved in the planning of the reconfiguration. The decision was reluctantly made to not go ahead with the building work due to the need for a grant agreement with NHS England which was felt to be a constraint on the practice, in the future. Much work was undertaken to revise the agreement, however following the practice obtaining legal advice they felt that they could not go ahead with the proposed development.

This is clearly disappointing for all of those involved, however it has not been possible to reach an agreement, and hence the CIL funding is now not going to be utilised for this purpose. The allocation will show as withdrawn in the 2022-3 Infrastructure Funding Statement as a refund to the District CIL fund.

3. Timescales for other CIL funded projects

Project	Proposed start date
Worlingham Community Centre – Capital Works	2023
Foxhall Household Waste and Recycling Centre improvements	Autumn 2022
Halesworth 3G and Grass Pitch	Awaiting planning permission – due September 2022
Holton St Peter Primary School – Early Years provision	Spring 2023
Leiston Surgery Expansion	Project withdrawn July 2023

Delivery of Affordable Housing

4. About affordable housing in East Suffolk

- 4.1 The National Planning Policy Framework requires Local Planning Authorities to reflect the needs for affordable housing within their planning policies.
- 4.2 Policies in the Local Plans require new developments (with capacity for eleven units or more in the Waveney Local Plan area and ten units or more in Suffolk Coastal Local Plan area) to make provision for affordable dwellings. Across East Suffolk viability testing has identified that affordable housing can be provided on viable sites in the range of 20%-40% as a proportion of homes, dependent on location. The Waveney Local Plan and Suffolk Coastal Local Plan reflect the relevant evidence for the area. The policies expect provision to be made on-site, other than in exceptional circumstances. In such cases it may be agreed that a commuted sum could be paid towards provision of affordable housing off-site.
- 4.3 Planning obligations secured through s106 (legal) agreements are used in relation to secure on-site affordable housing or off-site contributions in lieu of affordable housing provision. Historic legal agreements providing for affordable housing contributions may restrict the location in which the contribution is spent to deliver affordable homes. Focus is given to delivering affordable homes in areas of greatest need.
- 4.4 Where affordable housing units cannot be provided on site, affordable housing commuted sums may be agreed. The latest rates to apply can be found on the developer contributions s106 webpages.

5. Reporting on delivery of affordable housing

- 5.1 Affordable Homes that are secured through s106 are not infrastructure and therefore are not reported through the Infrastructure List. Information on the delivery of Affordable Homes is included in the Council's annual Authority Monitoring Report:

[Open data, monitoring and housing supply » East Suffolk Council](#)

- 5.2 In 2021-22, 49 new affordable dwellings were secured through using s106 contributions received in lieu of developers providing onsite affordable dwellings:

- 42 at Deben High School, Felixstowe
- 7 at St Peters Street, Lowestoft

Appendix A - The CIL Report

1. CIL Charging Schedules

- 1.1 There are currently two CIL charging schedules for East Suffolk, one covering the Waveney area and the other covering the Suffolk Coastal area. The Infrastructure Funding Statement (IFS) reports singularly on developer contributions across the whole of the East Suffolk area. Viability has recently been reviewed across East Suffolk and a draft Charging Schedule, supported by a new draft CIL Instalments Policy was submitted for independent examination in July 2022.

[East Suffolk CIL Charging Schedule » East Suffolk Council](#)

2. Legislative Requirements

- 2.1 The CIL Report is a report about CIL, in relation to the 2021-22, which includes the matters specified in paragraph 1 of Schedule 2 of the CIL Regulations 2010 (as amended).

3. Bought Forward Balances and CIL Income

- 3.1 Table 1 shows the amount of Neighbourhood CIL (NCIL) held for Parish Meeting Areas (£3,375.92) that was carried over into the 2021-22 financial year which is not yet allocated to infrastructure projects by East Suffolk in areas where there is no parish council.
- 3.2 The amount of NCIL that is received between 1 October 2020 and 31 March 2021 is paid to parish councils in April 2021. This amount, £535,592.42, is therefore included below as a bought forward figure. This amount includes any parish meeting NCIL that has yet to be allocated as the April 2021 NCIL.
- 3.3 The amount of CIL admin for 2020-21 was assessed, allocated and spent at the end of 31 March 2021 and so this does not show as a bought forward figure for this reported financial year. For clarity, Tables 2, 3 and 4 provide details of the CIL Admin income, allocation and spend information for 2021-22.

Table 1 - Bought Forward Balances

Type of CIL	£
CIL Admin	0.00
NCIL held for Parish Meeting Areas	3,375.92
Unallocated NCIL received during 2020-21 and allocated and/or paid as April 2021 NCIL Payment	535,592.42
Unallocated District CIL carried forward into 2021-22	13,994,624.34
Total CIL brought forward into 2021-22	14,533,592.68

3.4 Table 2 details the amount of CIL received during the 2021-22 financial year.

Table 2 – CIL Income

Type of CIL	£
CIL Admin	312,309.54
NCIL received during 2021-22	1,067,479.53
District CIL received during 2021-22	4,866,189.60
Subtotal – Total CIL received in 2021-22	6,246,190.85
Financial Adjustments (Interest added)	65,917.90
Total CIL income 2021-22	6,312,108.75

4. CIL Allocations and CIL Admin spend

4.1 Allocating CIL collected before 1 April 2021

Table 3 provides details of the District CIL which was collected by the authority before the end of 2019-20 that has been allocated during the 2021-22 financial year. Section 1 of the Infrastructure Funding Statement provides more details of District CIL expenditure and the remaining balances of the allocations of District CIL made to the 31 March 2022.

Table 3

Project	Approved Allocation £
Halesworth - Edgar Sewter Primary School Expansion	1,364,272.00
Foxhall Household Waste and Recycling Centre improvements	794,414.00
Bungay High School Expansion	624,070.00
Halesworth - 3G Pitch and Grass Pitch	1,641,997.00
Holton - Holton St Peter Primary School new Early Years provision	615,240.00
Dennington – New bespoke Early Years Playschool setting	1,178,252.00
Leiston GP Practice enhancements	90,000.00
Total	6,308,245.00

4.2 Neighbourhood CIL (NCIL) Payments allocated to parish councils/meetings 2021-22

Table 4 provides details of the District CIL which was collected by the authority before the end of 2019-20 that has been allocated during the 2021-22 financial year.

Table 4

NCIL Allocation Type	£
NCIL passed to town/parish councils by 28 April 2021	531,920.72
NCIL passed to town/parish councils by 28 October 2021	491,255.18
subtotal	1,023,175.90
NCIL allocated to Parish meetings by 28 April 2021	3,671.70
NCIL allocated to Parish meetings by 28 October 2021	2,025.00
Total NCIL allocations 2021-22	1,028,872.60

4.3 CIL Admin Expenditure

CIL Admin fees are allocated spent within the year that they are received in order to fund the collection, recovery, spend and management of developer contributions. Table 5 - Infrastructure Team income and expenditure lists the breakdown of the expenses that CIL Admin contributes towards, together with details of the other income streams that also support the delivery of developer contributions service.

Table 5 – Infrastructure Team income and expenditure

Income or Expenditure	£
Total Direct Employee Expenses	234,726.92
Total Other Employee Expenses	5,056.38
Total Transport Expenses	600.62
Total Supplies & Services	277.11
Total Support Services	13,739.71
Total Pension Fund Adjustments	49,098.64
CIL Charging Schedule prep	16,370.05
Total Expenses	319,869.43
CIL Admin Income 2021-22	312,309.54
Interest on CIL Admin 2021-22	3,295.89
CIL Advice Fees 2021-22	592.00
s106 monitoring Fees	3,672.00

Total Income	319,869.43
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5. Other Matters

- 5.1 To date CIL has not been used to repay borrowing to deliver infrastructure.
- 5.2 CIL has not been spent in areas where there is no parish area as the amount collected. This is because only small amounts have been received to date.
- 5.3 No Land payments in lieu of CIL have been accepted in 2021-22.
- 5.4 As of 31 March 2022, no clawback notices in accordance with regulation 59E have been issued where Town and Parish Councils have failed to spend their Neighbourhood CIL within the 5-year statutory period.
- 5.5 Where large infrastructure projects that are delivered by statutory providers are in the latter stages of development and applications for CIL funding are presented for validation, the ringfencing of Strategic CIL will be approved by the CIL Spending Working Group, pending finalisation and final approval and allocation of project funding as projects reach delivery stage.
- 5.6 The CIL Spending Strategy, approved in January 2020 is available on the CIL spending webpage. The CIL Spending Working Group have made recommendations to Cabinet in September 2022 in order to allow a proportion of District CIL to be allocated to local, smaller infrastructure projects to be delivered in the short term in areas where there is planned growth coming forwards. Many of these projects will have been identified as part of Local Neighbourhood Plans or from reviewing local infrastructure needs in areas where a Neighbourhood Plan has not been adopted.

6. 2021-22 closing balances

- 6.1 Table 5 shows the closing balances for unspent CIL at close of 31 March 2022.
- 6.2 The Infrastructure List, which forms part of this Infrastructure Funding Statement, identifies the projects which are a priority to be delivered in the short term, through partial or full District CIL funding. East Suffolk Council works with all the statutory partners, meeting at least on a quarterly basis, to ensure that the infrastructure providers are aware of the developments coming forwards and are preparing the infrastructure projects that need to be delivered through funding from CIL. This also helps to ensure the Infrastructure List is current and reflects latest estimated costs. The CIL Spending Strategy ensures that priority is given to the critical and essential infrastructure projects so that there are no delays to delivery of this infrastructure and there is sufficient District CIL available to allocate.

Table 5

Fund	£	Notes
CIL Admin	0.00	Allocated and spent prior to 31.03.22
NCIL (Parish Meetings)	9,072.62	Funds held for Parish Meeting Areas
Unallocated NCIL	595,508.49	This is allocated and transferred to town and parish councils, and allocated to parish meetings, by 28 April 2022
District CIL (available to allocate)	12,615,403.13	The CIL Spending Working Group will be considering which projects are a priority for receiving CIL funding and making recommendations to Cabinet in September 2022. The balance includes interest added 31.03.2022
District CIL (previously allocated to infrastructure projects and not yet spent)	4,673,813.60	See the full list of projects in Section 1 of this document.
Total	17,893,797.84	

Appendix B - The s106 Report

1. S106 contributions in East Suffolk

- 1.1 The use of planning obligations secured through s106 (legal) agreements is in relation to securing onsite affordable housing, off-site contributions in lieu of affordable housing provision and site-specific mitigation required for new developments.
- 1.2 A s106 Agreement may also be used to secure contributions towards new schools (as these are not delivered through CIL) and may sometimes include s278 Highways mitigation works or contributions to secure highways improvements and green travel plans.
- 1.3 Whilst East Suffolk may be a lead party within a s106 Agreement, it is often the case that contributions are received directly by Suffolk County Council, as the Education Authority or Highways Authority, for example. Suffolk County Council will report on these s106 contributions, together the number of school places secured, within the Suffolk County Council Infrastructure Funding Statement 2021-22.

[Infrastructure Funding Statements | Suffolk County Council](#)

2. Brought forward s106 funds

- 2.1 Table 1 shows the total amount of S106 money held by East Suffolk on 1 April 2021 (bought forward balances).

Table 1

Contribution Type	Amount
East Suffolk RAMS (Habitat Mitigation) *	£489,594.62
Affordable Housing	£2,420,807.70
Air Quality (Felixstowe South Reconfiguration)	£8,058.97
Landguard (Felixstowe Port S106)	£157,551.07
Playing Fields	£1,157.97
Former Waveney Open Space	£67,649.71
Woods Meadow Country Park	£175,758.41
Play equipment	£174,526.45
Refuse	£21,394.83
Community facilities	£372,784.08
Former Suffolk Coastal Play space	£481,477.93
Former Suffolk Coastal Sport	£809,476.25
Commuted sums for Maintenance**	£558,484.32
Total***	£5,700,674.50

* RAMS contributions are collected under Habitats Assessment Regulations and required in line with the Recreational Disturbance Avoidance & Mitigation Strategy for Ipswich Borough, Babergh District, Mid Suffolk District and East Suffolk Councils. RAMS contributions are automatically allocated to the RAMS project and will be spent to deliver strategic mitigation through the RAMS Executive Group. The figure reported above includes upfront payments made towards RAMS on planning applications approved prior to 1 April 2021 and S106 contributions paid prior to 1 April 2021. Further information can be found here:

<http://www.eastsuffolk.gov.uk/planning/developer-contributions/rams/>

** Commuted Maintenance sums are proportionately allocated over a 5 or 10-year period according to the requirements detailed within each legal agreement. The Commuted Sums for Maintenance brought forward figure in Table 1 is technically an allocated figure but has been included here in the interests of transparency.

*** Brought forward balances have been adjusted from those reported at year end last year as follows:

- i. East Suffolk RAMS has been adjusted following completion of back-data input into the new developer contributions database, resulting in a revised brought forward figure.
- ii. Play Equipment and Community Facilities have been corrected following reconciliation of historic income for the Woods Meadow Development.
- iii. The Former Suffolk Coastal Play Space and Sport balance has been amended following reconciliation of historic income and inclusion of interest and refunds not previously included.

While historic data is loaded into the new developer contributions database, it is possible balances will be further adjusted to reflect any new information that becomes available.

3. New agreements entered into during 2021-22

- 3.1 The total amount of money to be provided under any planning obligations which were entered into during the reported year £1,570,420.58. This figure includes the maximum amount (before indexation) expected where the total number of dwellings are not yet known, monies to be paid to other authorities and the minimum amount (before indexation) expected where a minimum amount only is specified.
- 3.2 The total number of affordable housing units to be provided under any planning obligation entered into during the reported year is 253. This figure includes the maximum number expected where the total number of dwellings are not yet known.
- 3.3 The total amount of contributions for school places included in any planning obligations entered into during the reported year is £299,148.00.

- 3.4 A list of planning obligations entered into during the report year has been included in Table 2 below. Agreements can be viewed in full on the relevant planning application via the Council's website:

Table 2

Planning Reference	Obligation Type	Number (on site)	Amount
DC/19/2040/FUL	RAMS - Habitats Mitigation sum	-	£4,818.30
	Affordable Housing - provision	2	-
DC/20/3264/FUL	RAMS - Habitats Mitigation sum	-	£43,685.92
	Affordable Housing - provision	45	-
	Self-Build Housing Plots	7	-
	Education - School Transport Sum	-	£57,237.50
	Highways – TRO Contribution	-	£11,500.00
	Highways - Improvements Sums	-	£40,800.00
	Open Space Provision	-	-
	Travel Plan Contribution	-	£62,680.00
DC/20/5224/FUL	RAMS - Habitats Mitigation sum	-	£6,745.62
	Affordable Housing - Sum	-	£33,000.00
	Affordable Housing - provision	6	-
	Open Space Provision	-	-
	Education - School Transport Sum	-	£24,100.00
	Public Transport	-	£2,500.00
DC/15/1128/OUT	RAMS - Habitats Mitigation sum	-	£68,258.40*
DC/19/1141/OUT	RAMS - Habitats Mitigation sum	-	£70,668.40
	Affordable Housing - provision	88*	-
	Highways - Improvements Sums	-	£55,000.00
	Open Space Provision	-	-
	Self-Build Plots	11*	-
	Coastal Erosion Relocation Plots	7	-
	Education - School Transport Sum	-	*£187,200.00
	Public Transport	-	£15,000.00
	Travel Plan Contribution	-	£78,500.00
DC/21/2039/FUL	Restrictive obligation	-	-

Planning Reference	Obligation Type	Number (on site)	Amount
DC/21/3305/FUL	RAMS - Habitats Mitigation sum	-	£13,170.02
	Highways Works Agreement	-	-
	Highways - Traffic Monitoring and Regulation Contribution	-	£15,000.00
	Open Space Provision	-	-
	Car Park Maintenance Contribution	-	£22,000.00
DC/20/3070/FUL	RAMS - Habitats Mitigation sum	-	£4,818.30
	Affordable Housing - Sum	-	£13,425.00
	Affordable Housing - provision	4	-
	Education - School Transport Sum	-	£18,075.00
	Open Space Provision	-	-
	Public Transport - Bus Stop Improvement Contribution	-	£6,000.00
DC/20/3362/FUL	RAMS - Habitats Mitigation sum	-	£22,485.40
	Public Right of Way Contribution	-	£9,000.00
	Affordable Housing - provision	23	-
	Education - Secondary School Sum	-	£299,148.00
	Open Space Provision	-	-
	Education - School Transport Sum	-	£72,300.00
	Public Transport	-	£100,000.00
DC/20/5278/FUL	RAMS - Habitats Mitigation sum	-	£24,091.50
	Highways - Foot/cycle provision	-	-
	Highways - Foot/cycle Sum	-	£5,000.00
	Affordable Housing - provision	25	-
	Open Space Provision	-	-
	Education - School Transport Sum	-	£72,300.00
	Transport Information Board Contribution	-	£15,000.00
DC/21/1878/FUL	Restrictive obligation	-	-
DC/21/0671/FUL (Partial re-plan – additional obligations)	RAMS - Habitats Mitigation sum	-	£4,175.86
	Bus Stop Contribution	-	£5,000.00
	Travel Plan Evaluation and Support Contribution	-	£5,000.00**
DC/21/2319/FUL	RAMS - Habitats Mitigation sum	-	£5,781.96
	Affordable Housing - provision	6	-
	Public Transport	-	£18,075.00

Planning Reference	Obligation Type	Number (on site)	Amount
DC/20/3890/OUT	RAMS - Habitats Mitigation sum	-	£24,140.10*
	Highways - foot/cycle provision	On-site	-
	Highways - Foot/cycle Sum	-	£5,000.00
	Affordable Housing - provision	25	-
	Highways - Improvements Sums	-	£12,500.00
	Open Space Provision	-	-
	Allotment Provision	-	-
	Education - School Transport Sum	-	£84,350.00
	Public Transport Contribution	-	£15,000.00
DC/21/4154/FUL	RAMS - Habitats Mitigation sum	-	£6,103.18
DC/21/4336/FUL	RAMS - Habitats Mitigation sum	-	£2,890.98
DC/20/4709/OUT	RAMS - Habitats Mitigation sum	-	£4,818.30*
	Affordable Housing - provision	5	-
	Education - School Transport Sum	-	£12,050.00
DC/20/1521/FUL (refused – appeal in progress. Reporting as Deed completed during 2021-22)	RAMS - Habitats Mitigation sum	-	£23,127.84
	Affordable Housing - provision	24	-
	Open Space Provision	-	-
	Residents Transport Scheme	-	-
	Health - SUMS	-	£56,100.00
	Health Care and Communal Facilities provision	-	-

* Denotes a maximum number/amount where number of dwellings is not yet known.

** Denotes a minimum amount.

4. Contributions received in 2021-22

- 4.1 Table 3 shows the total amount of money under any planning obligation which was received by East Suffolk Council during 2021-22;

Table 3

Contribution Type	Amount
East Suffolk RAMS (Habitat Mitigation)	£350,452.53
Affordable Housing	£248,164.98

Landguard (Felixstowe Port S106)	£25,000.00
Play equipment	£41,635.16
Community facilities	£38,047.80
Former Suffolk Coastal Play space	£45,592.65
Former Suffolk Coastal Sport	£111,899.20
Footpaths and Cycleways	£12,894.70
Total	£873,687.02

5. S106 allocations and expenditure

- 5.1 The total amount of money under any planning obligations which was received prior to 2021-22 that has not been allocated by the end of the reported year is £4,117,995.91
- 5.2 The total amount of money under any planning obligations which was allocated but not spent during 2021-22 is £253,201.00.
- 5.3 The total amount of money under any planning obligations which was spent during 2021-22 (including transferring it to another person, such as a Town or Parish Council to spend) is £345,364.21.
- 5.4 Table 4a shows s106 spend broken down and cross referenced to the planning reference source of funds. Where multiple small amounts have historically been pooled under the Open Space and Sport Policies, the planning application references have not been provided.

Table 4a

Spend Type	Project	Amount	Reference
Former Suffolk Coastal Play and Sport	Installation of new play equipment for all aged children at Grundisburgh playing field	£4,184.13	Multiple
	Table Tennis Table at Pagent Field, Framlingham	£1,470.00	Multiple
	Boules/Petanque piste at Pagent Field, Framlingham	£7,056.40	Multiple

Spend Type	Project	Amount	Reference
	Play park regeneration at Hollesley Recreation Ground	£31,738.12	Multiple
	Resurface the existing courts and the creation of a pay to play app/system at Framlingham Tennis Club	£8,750.00	Multiple
	Refurbish existing double swing and rubber safety surface at Carlton Green, Kelsale cum Carlton	£6,278.00	Multiple
	Installation of a MUGA and upgrade of play equipment at Jubilee Play Area, Martlesham	£11,026.05	Multiple
	Purchase of a scarifier to continue with grounds maintenance at Peasenhall Bowls Club	£3,411.00	Multiple
	Upgrading of play area, creation of trim trail and nature trail addition of outdoor gym equipment at Murrills Park, Purdis Farm	£29,500.00	Multiple
	Dugouts and football goals for 11-a-side football at the Village Hall Playing field, Wickham Market	£8,716.00	Multiple
	Adding additional play equipment at Snape playing fields	£4,150.45	Multiple
	Install additional sport and play equipment on two sites in Witnesham	£10,073.64	Multiple
Woods Meadow Country Park	Country park enhancements	£21,717.16	DC/01/0977/OUT
Other spend	Air Pollution	£396.00	Felixstowe South Reconfiguration
	Landguard – Felixstowe Port	£103,459.84	C03/2000
Commuted Sums – Open	Maintenance of multiple open space sites adopted by the Council	£93,437.42	Multiple

Spend Type	Project	Amount	Reference
Space maintenance			
Total		£345,364.21	

- 5.5 A total of £3,109.92 in Former Suffolk Coastal Play and Sport funds held was refunded due to the development it related to never having been implemented. Funds paid upfront are only cleared for spend on commencement of the development. No interest is repaid where upfront payments have been held pending commencement.
- 5.6 S106 monitoring fees of £3,672.00 have been received in respect of monitoring in relation to the delivery of planning obligations and £9,734.66 plus VAT was received in respect of administration fees for managing spend of the Former Suffolk Coastal Playspace and Sport fund. Both are used towards service costs within the same year of receipt.
- 5.7 The Infrastructure Team have reviewed s106 monitoring fees for East Suffolk to ensure the income is sufficient to support delivery of timely and effective monitoring arrangements for s106, together with the provision of online, real time and transparent data to assist stakeholders to view collection and spend of developer contributions. Any increase in monitoring fees will be charged from 1 April 2023.
- 5.8 Table 4b shows 106 allocations broken down and cross referenced to the planning reference source of funds.

Table 4b

Proposed Spend Type	Project	Amount £	Reference
Allocated but not spent during 2021-22			
Play Equipment	Provision of play areas x 2 at Woods Meadow	41,635.16	DC/01/0977/OUT
Community Facilities	Provision of Community Facilities at Woods Meadow (awaiting further funds before project progressed)	38,047.80	DC/01/0977/OUT
Former Suffolk Coastal Play and Sport	Play Equipment, Grundisburgh	632.45	Multiple
	Enhancements to sports ground at Melton	6,395.00	Multiple

Proposed Spend Type	Project	Amount £	Reference
	Play Area, Trim Trail, Outdoor Gym – Purdis Farm	73,753.26	Multiple
	Prep for Skate Park, Leiston	1,375.00	Multiple
	Trim Trail, Outdoor Gym - Nacton	10,407.06	Multiple
	Refurbishment of tennis courts, Bawdsey	6,030.00	Multiple
	Installation of a MUGA and upgrade of play equipment at Jubilee Play Area, Martlesham	43,225.27	Multiple
	Improvements to play area, Waldringfield	6,500.00	Multiple
RAMS Habitat Mitigation	Project and staffing costs	105,200.00	Multiple
Other	Landguard – Felixstowe Port	25,000.00	DC/03/2000
Total		358,201.00	
Allocated prior to 2021-22 but not spent by the end of the reported year			
Playing Fields	Playing Field due to be provided at Brooke Peninsula site (dependent upon development of site)	1,157.97	DC/16/0892/FUL
Affordable Housing	Former Deben High School - delivery of affordable housing	219,893.44	C/07/1427/FUL C/13/1012/FUL
	Orwell Parham Scheme - delivery of 6 affordable rented homes, plots 10-15 DC/18/2212/FUL	60,000.00	DC/15/1949/FUL
Former Waveney Open Space	Lowestoft Active Seafront Project	9,374.62	Multiple
Country Park	Laying out of Woods Meadow Country Park	154,041.25	DC/01/0977/OUT

Proposed Spend Type	Project	Amount £	Reference
Play Equipment	Provision of play areas x 2 at Woods Meadow	174,526.45	DC/01/0977/OUT
Community Facilities	Provision of Community Facilities at Woods Meadow (awaiting further funds before project progressed)	159,488.93	DC/01/0977/OUT
Former Suffolk Coastal Play and Sport	Extension of Woodbridge skatepark	15,000.00	Multiple
	Reinstatement of recreation ground, Heveningham	3,326.74	
	Pocket Park Play Area, Badingham	691.67	
	Multi Use Games Area, Benhall	4,835.74	
Other	Air Quality	7,662.97	Felixstowe South Reconfiguration
	Landguard – Felixstowe Port	54,470.92	DC/03/2000
Commutated Sums – Open Space maintenance	Maintenance of multiple open space sites adopted by the Council	465,046.90	Multiple
Total		1,329,517.59	

6. 2021-22 closing balances

- 6.1 Table 5 shows the total amount of money (received under any planning obligations) that have been retained at the end of the 2021-22 financial year. In total this is £6,232,331.64.

Table 5

Contribution Type	Amount
East Suffolk RAMS (Habitat Mitigation)	£840,047.15*
Affordable Housing	£2,668,972.68
Air Quality (Felixstowe South Reconfiguration)	£7,662.97

Landguard (Felixstowe Port S106)	£79,470.92**
Playing Fields	£1,157.97
Former Waveney Open Space	£67,649.71
Woods Meadow Country Park	£154,041.25
Play equipment	£216,161.61
Refuse	£21,394.83
Community facilities	£372,784.08
Former Suffolk Coastal Play space	£444,240.99**
Former Suffolk Coastal Sport	£877,695.97**
Footpaths and Cycleways	£12,894.70
Commuted sums for Maintenance	£465,046.90
Total	£6,232,331.64

* East Suffolk RAMS includes upfront payments, which are not available to spend until the development has commenced. The total available for spend at this stage is £419,127.92.

** Interest is applied annually to these figures, with accrued interest during 2021-22 totalling £3,334.33.

Appendix C - The Infrastructure List

1. Review of infrastructure needs

- 1.1 The Infrastructure List has been developed through the ongoing review of infrastructure needs originally identified through the development of the Waveney and Suffolk Coastal Local Plans. Each Local Plan includes an Infrastructure Delivery Framework, reflecting assessed infrastructure requirements at the time of the development of the Local Plans.
- 1.2 The Infrastructure List is subject to annual review to ensure that costings of projects are accurately reflected, funding streams are updated, priorities and timings for delivery are accurate and to add or remove projects that arise through consultations and the planning process. Discussions have taken place with the statutory bodies providing services such as Police, Health, Educations, and Highways in order to review their infrastructure requirements and to add or remove projects, for example, as population trends change, and service delivery methods change. This ensures that the Infrastructure List contains the most up to date information for all stakeholders.
- 1.3 The emerging East Suffolk Cycling and Walking Strategy identifies several potential cycling and walking infrastructure recommendations throughout the council area. In addition, the Strategy will attempt to provide a cost estimate for many of these recommendations. Where appropriate, the costing methodology the Strategy intends to utilise has been applied to this year's Infrastructure List. Upon the Strategy's adoption these costs can be used as an evidence base for future cycling and walking infrastructure projects that are included in the Infrastructure List.
- 1.4 A list of further details of the infrastructure projects that have been either partially or fully funded with District CIL is included at the beginning of the Infrastructure Funding Statement.

2. The generic infrastructure list

- 2.1 Where major unplanned sites (those over 10 dwellings) are considered, the following generic infrastructure list is used as the basic approach to considering how required infrastructure should be funded. The list does not prevent s106 being used where there are very specific on or off-site infrastructure requirements or preclude East Suffolk from using CIL to enable delivery of infrastructure partly funded through s106.
- 2.2 Table 1 is to be used as a guide to the approach to collecting contributions from unplanned sites.

- 2.3 For planned sites (i.e., sites allocated in one of the two Local Plans), the infrastructure funding will typically follow that set out in Table 1 below, but the particular policy and supporting text wording should be referred to, as there are some cases where particular pieces of infrastructure are envisaged to be funded differently. The approach taken with “Strategic” sites is covered in paragraphs 2.4 and 2.5 below.

Table 1: Funding of infrastructure on unplanned sites

Infrastructure Required	S106/s278	CIL
Highway improvements including strategic cycling and pedestrian infrastructure	X	
Strategic highway improvements including strategic cycling and pedestrian infrastructure		X
Library Facilities		X
Education – additional pre-school places at existing establishments		X
Education – additional primary school places at existing establishments		X
Education – additional secondary school and sixth form places at existing establishments		X
Education – NEW Schools or early years settings	X	
Off-site Health Infrastructure		X
Care Facilities	X	
Off-site Police Infrastructure		X
Off-site Leisure and Community Facilities		X
Open Space	X	
Maintenance of Open Space where transferred to East Suffolk	X	
Strategic Green Infrastructure		X
Strategic Flooding and coastal defence works		X
Strategic Waste Infrastructure		X
School Transport Contributions	X	

- 2.4 The draft East Suffolk CIL Charging Schedule was submitted for examination in July 2022. Eight sites identified in either the Waveney Local Plan (2019) or Suffolk Coastal Local Plan (2020) are identified as being “strategic” by virtue of their scale. These sites are proposed to have bespoke residential CIL rates and the balance of residential S106/S278, and CIL infrastructure funding is set out below in Table 2 (other infrastructure types, such as retail or employment, will be charged as per the draft CIL Charging Schedule):

- 2.5 In advance of the East Suffolk CIL Charging Schedule being brought into effect ('adopted'), the current Waveney or Suffolk Coastal CIL Charging Schedule rates (as appropriate) will apply. Table 2 shows how developer contributions will be sought in relation to the identified strategic sites.

Table 2: Funding of infrastructure on “strategic” sites

Site	Proposed Residential CIL rate (draft East Suffolk CIL Charging Schedule)	CIL-funded infrastructure	S106/S278-funded infrastructure	Notes
Brightwell Lakes (Adastral Park) (SCLP12.19)	£0	None	Everything required	This site was granted outline planning permission in 2018 at a zero rate of CIL (as per the Suffolk Coastal Charging Schedule)
Kirkley Waterfront and Sustainable Urban Neighbourhood (WLP2.4)	£0	None	Everything required	This site is zero-rated in the current Waveney CIL Charging Schedule
South Saxmundham Garden Neighbourhood (SCLP12.29)	£100	<ul style="list-style-type: none"> Libraries contributions 	Everything else required	
North Felixstowe Garden Neighbourhood (SCLP12.3)	£65	<ul style="list-style-type: none"> Libraries contributions HWRC (Household Waste Recycling Centres) improvements Secondary school places 	Everything else required	
Land off Howlett Way Trimley St Martin (SCLP12.64)	£160	<ul style="list-style-type: none"> Libraries contributions HWRC improvements Secondary school places Health contributions 	Everything else required	
Land south of The Street, Carlton Colville/Gisleham (WLP2.16)	£90	<ul style="list-style-type: none"> Libraries contributions HWRC improvements Secondary school places Health contributions 	Everything else required	
Beccles & Worlingham Garden	£30	<ul style="list-style-type: none"> Libraries contributions Secondary school places 	Everything else required	

Neighbourhood (WLP3.1)		<ul style="list-style-type: none"> • Health contributions 		
North of Lowestoft Garden Village (WLP2.13)	£60	<ul style="list-style-type: none"> • Libraries contributions • HWRC improvements • Secondary school places • Health contributions 	Everything else required	

3. The Infrastructure List 2021-22

- 3.1 The Infrastructure List is broken down into type, for example it starts with listing all Highways projects and ends with Coastal Protection and Flooding, followed by the keys to colour coding within the Infrastructure List. The keys are located at the end of the Infrastructure List.
- 3.2 The Infrastructure List is subject to annual review to ensure it accurately reflects delivery of the infrastructure projects. As Neighbourhood Plans are 'made' the infrastructure needs identified from this growth are also added to this list.
- 3.3 A simple 'traffic light' colour coding is applied within the status column, so that it's easy to identify which projects are completed, underway or are awaiting delivery. For ease of viewing, all projects within each section are ordered by the red, amber, green status. Red means that the project has not yet started, amber means the project is in progress and green means the project has completed.
- 3.4 A blue status colour indicates a project which was allocated CIL Funding which is no longer proceeding or a previously planned project that is no longer required to be delivered.

Highways

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Estimated Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Potential Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/Progress	Status	Comments
Trimley St Mary - pedestrian crossing		Trimley St Mary	Desirable	Trimley St Mary Parish Council	£65,000	Trimley St Mary Parish Council	£20,000	£45,000	CIL	£0	None	Short term		DCIL funding 2018/19
Rushmere St Andrew, Playford Road Traffic Calming		Rushmere St Andrew	Desirable	Rushmere St Andrew Parish Council, Suffolk County Council	£61,050	Rushmere St Andrew Parish Council	£15,850	£45,200	CIL	£0	None	Short term		DCIL funding 2018/19

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Estimated Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Potential Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Framlingham - Walkway Routes and Pembroke Road junction improvements		Framlingham	Desirable	Framlingham Town Council	£107,000	Framlingham Town Council, S106	£52,000	£55,000	CIL	£0	None	Short term		DCIL funding 2018/19. Road Safety Audit was carried out during spring 2022 for Pembroke Road junction, design includes better safety measures with narrowing of the road for vehicular access. SCC liaising with the Town Council. Anticipated delivery over the summer 2022. The zebra crossing on Station Road, adjacent to the Hopkins Homes site (known as Prospect Place) was delivered in November 2018.

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Estimated Cost	Non-Developer Funding Sources	Potential Non- Developer Funding Amount	Potential Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Halesworth - Footpath Hill Farm Road		Halesworth	Desirable	Suffolk County Council	£87,000*	None	£0	£87,000	CIL	£0	None	Short term		DCIL Funding 2018/19. The total cost of the PRoW footpath was revised to £25,474 in March 2022 (the original scheme was estimated at £56,002.50, with DCIL bid approved in Oct 2018). The project provides an improvement to the existing network with better connectivity to the town centre, to Holton Saint Peter Community Primary School, and to the sports ground and the playing field. Anticipated delivery September 2022.

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Estimated Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Potential Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Normanston Park Pedestrian and Cycle Bridge, Lowestoft		Lowestoft	Essential	East Suffolk Council	£2,200,000*	None	£0	£1,100,000	CIL	£0	Suffolk County Council, East Suffolk Council, grant funding from organisations such as Sustrans (awarded quarterly)	Short term		At Feasibility Stage. £120,000 DCIL allocated 2017/18 and completed, £19,992 unspent. Pedestrian and cycle bridge over railway, planning application permitted in November 2019, Ref: DC/19/2796/RG3. The Normanston Park Railway bridge is part of the overall strategy for Lake Lothing. ESC is leading on this project and would need to commission a preliminary design to update the construction costs.

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Estimated Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Potential Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
The Gull Wing Bridge over Lake Lothing, Lowestoft		Lowestoft	Essential	Suffolk County Council, East Suffolk Council	£92,000,000	Central Government has confirmed funding for £73 million. Suffolk County Council is required to underwrite the remainder in advance of other local sources being identified.	£92,000,000	£0	None	£0	New Anglia LEP, Highways England	Short term		Construction began April 2021 and progressing. Opening anticipated for 2023.
Brooke Peninsula Pedestrian and Cycle Bridge, Lowestoft	WLP2.4	Lowestoft	Essential	Suffolk County Council, East Suffolk Council	£4,810,382	Section 106 from permitted development on Kirkley Waterfront and Sustainable Urban Neighbourhood site	£2,912,950	£1,897,432	Section 106	£0	N/A	Short term		CIL used as 'top up' if needed. The Gull Wing bridge (referred above) will provide pedestrian and cycle access over Lake Lothing. SCC is currently looking into updating the cost estimate of providing a Pedestrian and Cycle Bridge at the Brooke Peninsula.
Footway improvements at Land to the East of Aldeburgh Road, Aldringham	SCLP12.42	Aldringham Cum Thorpe	Essential	Developer	£340,000*	None	Unknown	£340,000	Section 278	£0	N/A	Short – Medium term (with development of site)		

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Estimated Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Potential Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Access, cycle and footway improvements for North Felixstowe Garden Neighbourhood	SCLP12.3	Various	Critical	Developer	Unknown	None	Unknown	Unknown	Section 278/Section 106	£0	N/A	Short – Medium term (with development of site)		Bus, Public Rights of Way and TRO improvements secured through Section 106
Dedicated footpaths and cycle paths between Former Ashley Nurseries Site and Land at Laurel Farm East, West and South	SA1, SA2, SA3	Kessingland	Essential	Developer	Unknown	Unknown	Unknown	Unknown	Section 106, Neighbourhood CIL	Unknown	Unknown	Over Entire Plan Period		Part of Kessingland Neighbourhood Plan. Public Rights of Way and Mova Traffic System secured through Section 106.
Footway improvements at Land north of Mill Close, Orford	SCLP12.57	Orford	Essential	Developer	£17,100 - £34,200*	None	Unknown	£17,100-£34,200	Section 278	£0	N/A	Short – Medium term (with development of site)		
Pedestrian crossings at Melton Road, Melton		Melton	Essential	Parish Council, Suffolk County Council	£36,000	None	Unknown	£36,000	Neighbourhood CIL	Unknown	Unknown	Short Term		Included in Melton Neighbourhood Plan. Currently being built with anticipated delivery in Summer 2022.
Extensions to footpaths along Parkhill, Oulton	WLP2.14	Oulton	Essential	Suffolk County Council	£129,600*	None	£0	£129,600	Section 278	£0	N/A	Short term		
Extensions to footpaths along Hall Lane and Union Lane, Oulton	WLP2.15	Oulton	Essential	Suffolk County Council	£118,200*	None	£0	£118,200	Section 278	£0	N/A	Short term		

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Estimated Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Potential Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Extensions to footpaths along Norwich Road, Halesworth	WLP4.1	Halesworth	Essential	Suffolk County Council	£127,200*	None	£0	£127,200	Section 278	£0	N/A	Short term		
Extensions to footpaths along The Street, Barnby	WLP7.2	Barnby	Essential	Suffolk County Council	£112,800*	None	£0	£112,800	Section 278	£0	N/A	Short term		
Extensions to footpaths along The Street, Somerleyton	WLP7.5	Somerleyton	Essential	Suffolk County Council	£147,600*	None	£0	£147,600	Section 278	£0	N/A	Short term		
Extensions to footpaths along Southwold Road, Brampton	WLP7.9	Brampton with Stoven	Essential	Suffolk County Council	£156,000*	None	£0	£156,000	Section 278	£0	N/A	Short term		
Extensions to footpaths along Hogg Lane, Ilketshall St Lawrence	WLP7.11	Ilketshall St Lawrence	Essential	Suffolk County Council	£74,000*	None	£0	£74,000	Section 278	£0	N/A	Short term		
Extensions to footpaths along School Road, Ringsfield	WLP7.14	Ringsfield	Essential	Suffolk County Council	£64,800*	None	£0	£64,800	Section 278	£0	N/A	Short term		

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Estimated Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Potential Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Extensions to footpaths along Sotterley Road, Willingham St Mary	WLP7.16	Willingham	Essential	Suffolk County Council	£36,000*	None	£0	£36,000	Section 278	£0	N/A	Short term		
Extension to cycle link along Loam Pit Lane, Halesworth	WLP4.1	Halesworth	Essential	Suffolk County Council	£158,400*	None	£0	£158,400	Section 278, CIL	£0	N/A	Short term		Linked to Waveney Cycle Strategy projects H1, H6, H7, H9, H10, H15
Access Improvements and Servicing to Broadway Farm, Halesworth	WLP4.6	Halesworth	Critical	Developer, Suffolk County Council	£898,385.74 - £966,853.37	None	Unknown	£898,385.74 - £966,853.37	Section 278	£0	N/A	Short term		CIL used as 'top up' if needed
Improved Access to Leiston household Waste Recycling Centre	TM5	Leiston	Desirable	Parish Council, Suffolk County Council	Unknown	None	Unknown	Unknown	Neighbourhood CIL	Unknown	Unknown	Short Term		Part of Leiston Neighbourhood Plan
Extending Speed Limits in Leiston		Leiston	Desirable	Parish Council, Suffolk County Council	Unknown	None	Unknown	Unknown	Neighbourhood CIL, Section 106	Unknown	Unknown	Short Term		Included in Leiston Neighbourhood Plan
Provision of cycling, walking and disability access routes	MAR13	Martlesham	Desirable	Parish Council, Suffolk County Council	Unknown	None	Unknown	Unknown	Neighbourhood CIL	Unknown	Unknown	Short Term		Part of Martlesham Neighbourhood Plan

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Estimated Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Potential Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Dedicated access for cyclists and pedestrians at Woods Lane and Wilford Bridge Road, Melton	MEL2	Melton	Essential	Parish Council, Suffolk County Council	£1,300,000*	None	Unknown	£1,300,000	Neighbourhood CIL	Unknown	Unknown	Short Term		Part of Melton Neighbourhood Plan. Parish Council liaising with SCC with regards to crossing improvements at the T junction of Bredfield Road and Woods Lane.
Improvements to Bus Shelters and information in Melton	MEL4	Melton	Desirable	Parish Council, Suffolk County Council	Unknown	None	Unknown	Unknown	Neighbourhood CIL	Unknown	Unknown	Short Term		Part of Melton Neighbourhood Plan
Bicycle racks at Melton Railway Station	MEL5	Melton	Desirable	Parish Council, Suffolk County Council	Unknown	None	Unknown	Unknown	Neighbourhood CIL	Unknown	Unknown	Short Term		Part of Melton Neighbourhood Plan
Car Park and landscaping at Land Opposite McColls Convenience Store, The Street, Melton	MEL7	Melton	Desirable	Parish Council, Suffolk County Council	Unknown	None	Unknown	Unknown	Neighbourhood CIL	Unknown	Unknown	Short Term		Part of Melton Neighbourhood Plan
Access from Boulge Road	BDP.9	Bredfield	Essential	Developer, Suffolk County Council	Unknown	None	Unknown	Unknown	Section 106, Neighbourhood CIL	Unknown	Unknown	Short Term		Part of Bredfield Neighbourhood Plan

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Estimated Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Potential Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Footpath link from site 534 to village centre	BDP.14	Bredfield	Essential	Developer, Suffolk County Council	Unknown	None	Unknown	Unknown	Section 106, Neighbourhood CIL	Unknown	Unknown	Short Term		Part of Bredfield Neighbourhood Plan.
Provision of new or extended Public Rights of Way		Reydon	Desirable	Parish Council, Suffolk County Council	Unknown	None	Unknown	Unknown	Neighbourhood CIL	Unknown	Unknown	Short Term		Included of Reydon Neighbourhood Plan
Provision of safe walking and cycling routes		Reydon	Desirable	Parish Council, Suffolk County Council	Unknown	None	Unknown	Unknown	Neighbourhood CIL	Unknown	Unknown	Short Term		Included of Reydon Neighbourhood Plan
Improvements to Hungate Car Park, including resurfacing, upgrading toilets and soft landscaping		Beccles	Desirable	Parish Council, Suffolk County Council	Unknown	None	Unknown	Unknown	Neighbourhood CIL	Unknown	Unknown	Short Term		Included of Reydon Neighbourhood Plan
Betts Avenue Public Right of Way improvements	SCLP12.19	Martlesham	Essential	Suffolk County Council	£15,200	None	£0	£15,200	Section 106	£0	None	Short - medium term		As required by Section 106 Agreement for Brightwell Lakes
Felixstowe Road public right of way improvements	SCLP12.19	Martlesham	Essential	Suffolk County Council	£16,942	None	£0	£16,942	Section 106	£0	None	Short - medium term		As required by Section 106 Agreement for Brightwell Lakes

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Estimated Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Potential Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Public Rights of Way stopping up contributions	SCLP12.19	Martlesham	Essential	Suffolk County Council	£8,000	None	£0	£8,000	Section 106	£0	None	Short - medium term		As required by Section 106 Agreement for Brightwell Lakes
Public Rights of Way Order Making	SCLP12.19	Martlesham	Essential	Suffolk County Council	£19,500	None	£0	£19,500	Section 106	£0	None	Short - medium term		As required by Section 106 Agreement for Brightwell Lakes
Brightwell Bridleway Scheme	SCLP12.19	Martlesham	Essential	Suffolk County Council	£19,000	None	£0	£19,000	Section 106	£0	None	Short - medium term		As required by Section 106 Agreement for Brightwell Lakes
Public Rights of Way Signage	SCLP12.19	Martlesham	Essential	Suffolk County Council	£15,000	None	£0	£15,000	Section 106	£0	None	Short - medium term		As required by Section 106 Agreement for Brightwell Lakes
Bridleway BR6 Improvement Scheme (Condition 69)	SCLP12.19	Martlesham	Essential	Suffolk County Council	Unknown	None	£0	Unknown	Section 106	£0	None	Short - medium term		As required by Section 106 Agreement for Brightwell Lakes
General Public Rights of Way Improvements (Condition 10)	SCLP12.19	Martlesham	Essential	Suffolk County Council	Unknown	None	£0	Unknown	Section 106	£0	None	Short - medium term		As required by Section 106 Agreement for Brightwell Lakes

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Estimated Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Potential Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Anson Road Improvements	SCLP12.19	Martlesham	Essential	Suffolk County Council	£60,000	None	£0	£60,000	Section 106	£0	None	Short - medium term		As required by Section 106 Agreement for Brightwell Lakes
Arundel Road Improvements	SCLP12.19	Martlesham	Essential	Suffolk County Council	£100,000	None	£0	£100,000	Section 106	£0	None	Short - medium term		As required by Section 106 Agreement for Brightwell Lakes
Bell Lane Improvements	SCLP12.19	Kesgrave	Essential	Suffolk County Council	£100,000	None	£0	£100,000	Section 106	£0	None	Short - medium term		As required by Section 106 Agreement for Brightwell Lakes
Dobbs Lane Improvements	SCLP12.19	Kesgrave	Essential	Suffolk County Council	£100,000	None	£0	£100,000	Section 106	£0	None	Short - medium term		As required by Section 106 Agreement for Brightwell Lakes
Bus Infrastructure Improvements	SCLP12.19	Various	Essential	Suffolk County Council	£34,000	None	£0	£34,000	Section 106	£0	None	Short - medium term		As required by Section 106 Agreement for Brightwell Lakes
Offsite Highways Mitigation Measures	SCLP12.19	Various	Essential	Suffolk County Council	£200,000	None	£0	£200,000	Section 106	£0	None	Short - medium term		As required by Section 106 Agreement for Brightwell Lakes. Including £20,000 for survey work.

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Estimated Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Potential Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/Progress	Status	Comments
Speed Management Contributions	SCLP12.19	Various	Essential	Suffolk County Council	£200,247	None	£0	£200,247	Section 106	£0	None	Short - medium term		As required by Section 106 Agreement for Brightwell Lakes. Including £32,040 for operating costs.
Highways Contributions	SCLP12.19	Various	Essential	Suffolk County Council	£399,998	None	£0	£399,998	Section 106	£0	None	Short - medium term		As required by Section 106 Agreement for Brightwell Lakes
Speed Limit Signs (Condition 32)	SCLP12.19	Various	Essential	Suffolk County Council	Unknown	None	£0	Unknown	Section 106	£0	None	Short - medium term		As required by Section 106 Agreement for Brightwell Lakes
Improvements to A14 Junction 58 (Condition 33)	SCLP12.19	Nacton	Essential	Suffolk County Council	Unknown	None	£0	Unknown	Section 106	£0	None	Short - medium term		As required by Section 106 Agreement for Brightwell Lakes
Cycle and Footway Connection at Barrack Square (Condition 34)	SCLP12.19	Marlesham	Essential	Suffolk County Council	Unknown	None	£0	Unknown	Section 106	£0	None	Short - medium term		As required by Section 106 Agreement for Brightwell Lakes

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Estimated Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Potential Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Improvements to A12 Barrack Square/Eagle Way Junction and Barrack Square/Gloster Road Junction (Condition 37)	SCLP12.19	Martlesham	Essential	Suffolk County Council	Unknown	None	£0	Unknown	Section 106	£0	None	Short - medium term		As required by Section 106 Agreement for Brightwell Lakes
Improvements to Foxhall Road/Newbourn e Road Junction (Condition 38)	SCLP12.19	Brightwell	Essential	Suffolk County Council	Unknown	None	£0	Unknown	Section 106	£0	None	Short - medium term		As required by Section 106 Agreement for Brightwell Lakes
Improvements to Martlesham Roundabout (Condition 39)	SCLP12.19	Martlesham	Essential	Suffolk County Council	Unknown	None	£0	Unknown	Section 106	£0	None	Short - medium term		As required by Section 106 Agreement for Brightwell Lakes
Improvements to Gloster Road/Felixstowe Road Junction (Condition 40)	SCLP12.19	Nacton	Essential	Suffolk County Council	Unknown	None	£0	Unknown	Section 106	£0	None	Short - medium term		As required by Section 106 Agreement for Brightwell Lakes
Access and connectivity improvements at Land north of Conway Close and Swallow Close, Felixstowe	SCLP12.4	Felixstowe	Essential/Critical	Developer	£50,000 - £150,000	None	Unknown	£50,000 - £150,000	Section 278	£0	N/A	Short – Medium term (with development of site)		

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Estimated Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Potential Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Pedestrian and cycle enhancements at Land at Brackenbury Sports Centre, Felixstowe	SCLP12.5	Felixstowe	Essential	Developer	£189,600*	None	Unknown	£189,600	Section 278	£0	N/A	Short – Medium term (with development of site)		
Footway improvements at Land at Sea Road	SCLP12.6	Felixstowe	Essential	Developer	£85,800*	None	Unknown	£85,800	Section 278	£0	N/A	Short – Medium term (with development of site)		
Access improvements at Bridge Road, Felixstowe	SCLP12.8	Felixstowe	Essential/Critical	Developer	£50,000	None	Unknown	£50,000	Section 278	£0	N/A	Short – Medium term (with development of site)		
Junction Improvements at Land at Carr Road/Langer Road, Felixstowe	SCLP12.9	Felixstowe	Essential/Critical	Developer	£100,000 - £150,000	None	Unknown	£100,000 - £150,000	Section 278	£0	N/A	Short – Medium term (with development of site)		
Sustainable pedestrian and cycle connectivity at Land at Haven Exchange	SCLP12.10	Felixstowe	Essential	Developer	£50,000	None	Unknown	£50,000	Section 278	£0	N/A	Short – Medium term (with development of site)		
Significant access improvements and improvements to the wider Land at Felixstowe Road	SCLP12.20	Felixstowe	Critical	Developer	£350,000 - £500,000	Suffolk County Council, Highways England (e.g. Growth and Housing Fund if permitted before March 2021)	Unknown	£350,000 - £500,000	Section 278	£0	New Anglia LEP	Short – Medium term (with development of site)		

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Estimated Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Potential Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Footway improvements at Ransomes, Nacton Heath	SCLP12.21	Nacton	Essential	Developer	£310,200*	None	Unknown	£310,200	Section 278	£0	N/A	Short – Medium term (with development of site)		
Access improvements along with pedestrian and cycle connectivity at Land northeast of Humber Doucy Lane	SCLP12.24	Rushmere St Andrew	Critical	Developer	Unknown	None	Unknown	Unknown	Section 278	£0	N/A	Short – Medium term (with development of site)		
Access, junction, cycle and footway improvements at Suffolk Police HQ, Portal Avenue, Martlesham	SCLP12.25	Martlesham	Essential/Critical	Developer	£850,000*	None	Unknown	£850,000	Section 278	£0	N/A	Short – Medium term (with development of site)		
Access and junction improvements at Land rear of Rose Hill, Saxmundham Road, Aldeburgh	SCLP12.27	Aldeburgh	Essential/Critical	Developer	£85,700 - £154,200* (footway works)	None	Unknown	£85,700 - £154,200 (footway works)	Section 278	£0	N/A	Short – Medium term (with development of site)		
Access, sustainable transport, cycle and footway improvements for South Saxmundham Garden Neighbourhood	SCLP12.29	Saxmundham	Critical	Developer	Unknown	None	Unknown	Unknown	Section 106, Section 278	Unknown	N/A	Short – Medium term During plan period (with development of site)		

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Estimated Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Potential Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Access improvements along with maximisation of cycle and pedestrian connectivity at Land north-east of Street Farm, Saxmundham	SCLP12.30	Saxmundham	Essential/Critical	Developer	Unknown	None	Unknown	Unknown	Section 278	£0	N/A	Short – Medium term (with development of site)		
Access and junction improvements at Land at Woodbridge Town Football Club	SCLP12.33	Woodbridge	Essential/Critical	Developer	£200,000	None	Unknown	£200,000	Section 278	£0	N/A	Short – Medium term (with development of site)		
Cycle and footway improvements at Land south of Forge Close between Main Road and Ayden, Benhall	SCLP12.43	Benhall	Essential	Developer	£126,300 - £177,000*	None	Unknown	£126,300 - £177,000	Section 278	£0	N/A	Short – Medium term (with development of site)		
Footway improvements at Land to the South East of Levington Lane, Bucklesham	SCLP12.44	Bucklesham	Essential	Developer	£137,400-£342,600*	None	Unknown	£137,400-£342,600	Section 278	£0	N/A	Short – Medium term (with development of site)		
Cycle and footway improvements at Land to the south of Darsham Station	SCLP12.47	Darsham	Essential	Developer	£315,600*	None	Unknown	£315,600	Section 278	£0	N/A	Short – Medium term (with development of site)		

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Estimated Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Potential Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Footway improvements at Land off Laxfield Road, Dennington	SCLP12.49	Dennington	Essential	Developer	£51,600-£85,800*	None	Unknown	£51,600-£85,800	Section 278	£0	N/A	Short – Medium term (with development of site)		
Access and footway improvements at Land west of Chapel Road, Grundisburgh	SCLP12.51	Grundisburgh	Essential/Critical	Developer	£150,000	None	Unknown	£150,000	Section 278	£0	N/A	Short – Medium term (with development of site)		
Access and pedestrian connectivity improvements at Land south of Ambleside, Main Road, Kelsale cum Carlton	SCLP12.52	Kelsale Cum Carlton	Essential/Critical	Developer	£51,600* (pedestrian connectivity)	None	Unknown	£51,600* (pedestrian connectivity)	Section 278	£0	N/A	Short – Medium term (with development of site)		
Junction and footway improvements at Land at School Road, Knodishall	SCLP12.55	Knodishall	Essential/Critical	Developer	£30,000	None	Unknown	£30,000	Section 278	£0	N/A	Short – Medium term (with development of site)		
Rights of Way and access improvements at Land adjacent to Swiss Farm, Otley	SCLP12.58	Otley	Essential/Critical	Developer	£30,000	None	Unknown	£30,000	Section 278	£0	N/A	Short – Medium term (with development of site)		
Footway improvements at Land adjacent to Farthings Sibton Road, Peasenhall	SCLP12.59	Peasenhall	Essential	Developer	£102,600*	None	Unknown	£102,600	Section 278	£0	N/A	Short – Medium term (with development of site)		

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Estimated Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Potential Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Footway improvements at Land between High Street and Chapel Lane, Pettistree	SCLP12.60	Pettistree	Essential	Developer	£325,700 - £394,200*	None	Unknown	£325,700 - £394,200	Section 278	£0	N/A	Short – Medium term (with development of site)		
Pedestrian connectivity improvements at Land east of Redwald Road, Rendlesham	SCLP12.62	Rendlesham	Essential	Developer	£100,000	None	Unknown	£100,000	Section 278	£0	N/A	Short – Medium term (with development of site)		
Access and pedestrian improvements at Land opposite The Sorrel Horse, The Street, Shottisham	SCLP12.63	Shottisham	Essential/Critical	Developer	£50,000	None	Unknown	£50,000	Section 278	£0	N/A	Short – Medium term (with development of site)		
Access, footway and cycle connectivity improvements at Land off Howlett Way, Trimley St Martin	SCLP12.64	Trimley St Martin	Essential/Critical	Developer	£200,000 - £300,000	None	Unknown	£200,000 - £300,000	Section 278	£0	N/A	Short – Medium term (with development of site)		
Access, footway and Public Rights of Way improvements at Land off Keightley Way, Tuddenham	SCLP12.66	Tuddenham St Martin	Essential/Critical	Developer	£100,000	None	Unknown	£100,000	Section 278	£0	N/A	Short – Medium term (with development of site)		

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Estimated Cost	Non-Developer Funding Sources	Potential Non- Developer Funding Amount	Potential Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Footway improvements at Land south of Lower Road, Westerfield	SCLP12.67	Westerfield	Essential	Developer	£394,200*	None	Unknown	£394,200	Section 278	£0	N/A	Short – Medium term (with development of site)		
Footway improvements at Land west of B1125, Westleton	SCLP12.68	Westleton	Essential	Developer	£85,700 - £154,200*	None	Unknown	£85,700-£154,200	Section 278	£0	N/A	Short – Medium term (with development of site)		

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Estimated Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Potential Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Footway improvements at Land at Cherry Lee, Darsham Road, Westleton	SCLP12.69	Westleton	Essential	Developer	£102,600*	None	Unknown	£102,600	Section 278	£0	N/A	Short – Medium term (with development of site)		
Access and footway improvements at Land at Mow Hill, Witnesham	SCLP12.70	Witnesham	Essential/Critical	Developer	£20,000 - £40,000	None	Unknown	£20,000 - £40,000	Section 278	£0	N/A	Short – Medium term (with development of site)		
Footway improvements at Land at Street Farm, Witnesham	SCLP12.71	Witnesham	Essential	Developer	£68,400*	None	Unknown	£68,400	Section 278	£0	N/A	Short – Medium term (with development of site)		
Cycle link along Ellough Road, Beccles	WLP3.1	Worlingham	Essential	Suffolk County Council	£283,200*	None	£0	£283,200	Section 278	£0	N/A	Medium Term		Linked to Waveney Cycle Strategy projects BE20 and BE21

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Estimated Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Potential Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Cycle link between Lowestoft and Hopton	WLP2.13	Various	Essential	Suffolk County Council	£960,000*	None	£0	£960,000	Section 278	£0	N/A	Medium Term		CIL used as 'top up' if needed, Linked to Waveney Cycle Strategy projects R3, R4, R5 and R6.
Improvements to Bloodmoor Roundabout, Carlton Colville, Lowestoft	WLP2.16	Carlton Colville	Essential	Suffolk County Council	£700,000 - £1,000,000	None	Unknown	£700,000 - £1,000,000	Section 106 – principally from WLP2.16 but also other sites in vicinity of Lowestoft	£0	N/A	Medium term		
Potential safety Improvements to A47 to accommodate the North Lowestoft Garden Village	WLP2.12	Corton	Potentially Critical	Highways England, Suffolk County Council	Unknown	Unknown	Unknown	Unknown	Section 278	Unknown	N/A	Long term		
Continuation of Shared Space Scheme at Felixstowe Town Centre		Felixstowe	Desirable	Felixstowe Town Council, East Suffolk Council, Suffolk County Council	Unknown	Felixstowe Town Council, East Suffolk Council, Suffolk County Council	Unknown	Unknown	Section 106/Section 278	£0	N/A	Over entire plan period		CIL used as 'top up' if needed

* The figures provided represent an estimate at the time of the IFS production, however work is ongoing on the emerging East Suffolk Cycling and Walking Strategy which will provide further estimated costings upon its adoption which is likely due later in 2022

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Estimated Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Potential Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Measures to improve capacity at Garrison Lane / High Road junction, Felixstowe		Felixstowe	Essential	Suffolk County Council	£250,000 - £300,000	None	Unknown	£250,000 - £300,000	Section 106/Section 278	£0	N/A	Over entire plan period		CIL used as 'top up' if needed
Measures to improve capacity at Garrison Lane / Mill Lane junction, Felixstowe		Felixstowe	Essential	Suffolk County Council	£250,000 - £300,000	None	Unknown	£250,000 - £300,000	Section 106/Section 278	£0	N/A	Over entire plan period		CIL used as 'top up' if needed
Improvements to A14, junction 55 (Copdock Interchange, Ipswich)		Ipswich	Essential	Suffolk County Council, Highways England	£65,000,000 - £100,000,000	Highways England, Central Government	£9,750,000 - £15,000,000	Unknown	CIL	Unknown	Highways England, Central Government, other ISPA authorities	Over entire plan period. Local (Suffolk Coastal) contribution derived from traffic modelling of proportion of trips derived from Suffolk Coastal Local Plan growth.		

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Estimated Cost	Non-Developer Funding Sources	Potential Non- Developer Funding Amount	Potential Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Improvements to A14, junction 56 (Wherstead)		Ipswich	Essential	Suffolk County Council, Highways England	TBC	Highways England, Central Government	Unknown	Contribution unknown – potential contribution from development proposal in Babergh District to be funded via s278	Section 278/CIL	Unknown	Developer contributio ns from ISPA authorities, Highways England (Road Investment Strategy or Minor Works Fund), Central Governmen t	Over entire plan period		
Improvements to A14, junction 57 (Nacton)		Nacton	Essential	Suffolk County Council, Highways England	£5,000,000 - £10,000,000	Highways England, Central Government, DfT Minor Works Fund	£1,075,000 - £2,150,000	Unknown	CIL	Unknown	Highways England, Central Governmen t	Over entire plan period. Local (Suffolk Coastal) contributio n derived from traffic modelling of proportion of trips derived from Suffolk Coastal Local Plan.		

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Estimated Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Potential Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Improvements to A14, junction 58 (Seven Hills)		Various	Essential	Suffolk County Council, Highways England	£5,000,000	Highways England, Central Government	Unknown (if under s278)	£5,000,000	Section 106,/Section 278/CIL	Unknown	Highways England, Central Government, other ISPA authorities	Over entire plan period - Contributions expected from sites SCLP12.19 and SCLP12.20.		
Sustainable transport measures in Ipswich, including Smarter Choices, Quality Bus Partnership and other measures		Various	Essential	Suffolk County Council	£7,300,000 - £8,400,000	Suffolk County Council, Developers, ISPA Authorities	Unknown	£2,100,000 - £2,400,000	S106/CIL	£5,200,000-£6,000,000	Developer contributions from ISPA authorities	Over entire plan period (figures to 2026)		
Infrastructure improvements to support sustainable transport measures and junction improvements		Various	Essential	Suffolk County Council	£16,000,000 - £20,000,000 (up to 2026)	Developers, Suffolk County Council, ISPA authorities	Unknown	£4,500,000 - £5,600,000	S106/CIL	£11,500,000 - £14,400,000	Developer contributions from ISPA authorities	Over entire plan period (figures to 2026)		
Measures to increase capacity on Foxhall Road (from A12 to Heath Road)		Various	Essential	Suffolk County Council	£200,000 - £250,000	None	£0	£200,000 - £250,000	Section 106	Unknown	Unknown	Over entire plan period. <u>Note: there is a requirement for permitted site SCLP12.19 to deliver these improvements.</u>		

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Estimated Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Potential Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Measures to increase capacity on A1214		Various	Essential	Suffolk County Council	£4,000,000	None	Unknown. Proportion from East Suffolk TBC	Unknown	Section 106/ Section 278	Unknown	Developer contributions from ISPA Authorities	Over entire plan period		
Measures to improve capacity at Melton crossroads		Melton	Essential	Suffolk County Council	£250,000 - £300,000	None	Unknown	£250,000 - £300,000	Section 106/S278	£0	N/A	Over entire plan period		
Measures to improve capacity at A12/B1079 junction		Woodbridge	Essential	Suffolk County Council	£300,000 - £350,000	None	Unknown	£300,000 - £350,000	Section 106/ Section 278	£0	Central Government Funding, NSIPs	Over entire plan period		
Measures to improve capacity at B1121/Chantry Road junction, Saxmundham		Saxmundham	Essential	Developer	Unknown	None	Unknown	Unknown	Section 106/ Section 278	£0	N/A	Over entire plan period		
Provision of dedicated cyclepaths and footpaths (TM1)	TM1	Leiston	Essential	Parish Council, Developer	Unknown	Unknown	Unknown	Unknown	Neighbourhood CIL	Unknown	Unknown	Over Entire Plan Period		Part of Leiston Neighbourhood Plan

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Estimated Cost	Non-Developer Funding Sources	Potential Non- Developer Funding Amount	Potential Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Traffic calming measures		Easton	Essential	Parish Council, Suffolk County Council	Unknown	Unknown	Unknown	Unknown	Neighbourho od CIL	Unknown	Unknown	Short – Medium term		A Neighbourhood CIL project which SCC is working on with Easton Parish Council to deliver traffic calming measures. Anticipated delivery August 2022.

Total					Unknown		Unknown	Unknown		Unknown		
Total					Unknown		Unknown	Unknown		Unknown		
Total					Unknown		Unknown	Unknown		Unknown		
Overall Totals					Unknown		Unknown	Unknown		Unknown		

Early Years Education

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Approximate Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Required Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale / Progress	Status	Comments
Additional 30 pre-school places at Holton St Peter Primary School		Holton	Essential	Suffolk County Council	£615,240	None	£0	£615,240.00	CIL	£0.00	None	Short term		To be delivered in addition to the new setting at Dairy Farm, Halesworth (WLP4.5). CIL bid for £615,240 approved in 2021. Second CIL bid submitted in 2022 to cover shortfall due to material costs and site-specific conditions.
Provision of an pre-school Centre on land at Playing Fields off Francis Road, Kessingland	CI3	Kessingland	Essential	Developer, Suffolk County Council	£1,304,640.00	None	Unknown	Unknown	S106, Neighbourhood CIL	Unknown	Unknown	Short Term		Part of Kessingland Neighbourhood Plan
Additional Early Education Capacity in Woodbridge Ward	SCLP12.32, SCLP12.33	Melton and Woodbridge	Essential	Suffolk County Council	£363,920.00	Unknown	£0	£363,920.00	CIL	£0.00	None	Short - Medium term		Some expansion possible. A project to provide additional Early Years places is currently being developed to deliver additional Early Education Capacity in Melton.
Pre-school provision at Brightwell Lakes	SCLP12.19	Martlesham	Essential	Suffolk County Council	£935,601.00	None	£0	£935,601.00	Section 106	£0.00	None	Short - medium term		Including built provision (344m2 indoor space, 285m2 outdoor space). A contribution of approximately £18,000,000 will be required for education provision at Brightwell Lakes. This will cover pre-school, primary, secondary and further education. £935,601 secured from the s106 towards the pre-school.

1 new pre-school setting at new primary school on North Lowestoft Garden Village	WLP2.13	Corton	Essential	Suffolk County Council	£1,306,440.00	None	£0	£1,306,440.00	Section 106	£0.00	None	Short-medium term		60 place pre-school setting to delivered alongside the new primary school on North of Lowestoft Garden Village. Delivery dependent on housing growth build out. Land secured for £1. Fully serviced - minimum 2.2ha 420 place primary and for 60 FTE place setting. Location to be determined in consultation with SCC at Masterplanning stage and Reserved Matters stage.
1 new pre-school setting in Gunton and Corton area (North Lowestoft Garden Village)	WLP2.13	Various	Essential	Suffolk County Council	£1,306,440.00	None	£0	£1,306,440.00	Section 106	£0.00	None	Short-medium term		60 place pre-school part of a local shopping centre on North of Lowestoft Garden Village. Delivery dependent on housing growth build out. Setting would not be needed until after setting at new primary school is delivered. Land for new setting secured for £1. Fully serviced - minimum 915.2sqm for 60 FTE place setting. Location to be determined in consultation with SCC at Masterplanning stage and Reserved Matters stage.
1 new pre-school setting at new primary school in Kirkley Waterfront and Sustainable Urban Neighbourhood	WLP2.4	Lowestoft	Essential	Suffolk County Council	£1,306,440.00	None	£0	£1,306,440.00	Section 106	£0.00	None	Short-medium term		Kirkley Waterfront and Sustainable Urban Neighbourhood partially secured extand permission should this permission lapse the need is for a 60 place pre-school setting to delivered alongside the new primary school. Land secured for £1. Fully serviced - minimum 2.2ha 420 place primary and for 60 FTE place setting. Fully serviced - minimum 915.2sqm for 60 FTE place setting. Location to be determined in consultation with SCC at Reserved Matters stage.

1 new pre-school setting in Kirkley and Whitton Area.	WLP2.4, WLP2.6	Various	Essential	Suffolk County Council	£1,306,440.00	None	£0	£1,306,440.00	Section 106	£0.00	None	Short-medium term		60 place pre-school setting in response to growth from Kirkley Waterfront and Sustainable Urban Neighbourhood. Fully serviced - minimum 915.2sqm for 60 FTE place setting. Location to be determined in consultation with SCC at Reserved Matters stage.
1 new pre-school at new primary school on Beccles and Worlingham Garden Neighbourhood	WLP3.1	Various	Essential	Suffolk County Council	£1,306,440.00	None	£0	£1,306,440.00	Section 106	£0.00	None	Short-medium term		Pre-school setting to delivered alongside the new primary school. Land setting secured for £1. Fully serviced - minimum 2.2ha 420 place primary and for 60 FTE place setting. Location to be determined in consultation with SCC at Reserved Matters stage.
1 new pre-school setting at Community Hub in Beccles and Worlingham Garden Neighbourhood	WLP3.1	Various	Essential	Suffolk County Council	£1,306,440.00	None	£0	£1,306,440.00	Section 106	£0.00	None	Short-medium term		Stand alone Pre-school setting. Setting at primary school as part of WLP3.1 to be delivered first. Land for new setting secured for £1. Fully serviced - minimum 915.2sqm for 60 FTE place setting. Location to be determined in consultation with SCC at Reserved Matters stage.
1 new pre-school setting in Beccles and Worlingham area to serve development on Land West of London Road, Beccles	WLP3.2	Beccles	Essential	Suffolk County Council	£1,306,440.00	None	£0	£1,306,440.00	Section 106	£0.00	None	Short-medium term		Stand alone Pre-school setting. Setting at primary school as part of WLP3.1 to be delivered first. Land for new setting secured for £1. Fully serviced - minimum 915.2sqm for 60 FTE place setting. Location to be determined in consultation with SCC at Reserved Matters stage.

1 new pre-school setting at Land West of St Johns Road, Bungay	WLP5.2	Bungay	Essential	Suffolk County Council	£1,306,440.00	None	£0	£1,306,440.00	Section 106	£0.00	None	Short-medium term		0.09 hectares of land on the site should be made available for a new pre-school setting. Site needed by 300th dwelling occupation. Land for new setting secured for £1. Fully serviced - minimum 915.2sqm for 60 FTE place setting. Location to be determined in consultation with SCC at Masterplanning stage and Reserved Matters stage.
1 new pre-school setting in Oulton	WLP2.15	Oulton	Essential	Suffolk County Council	£1,306,440.00	None	£0	£1,306,440.00	Section 106	£0.00	None	Short-medium term		0.09 hectares of land on the site should be made available for a new pre-school setting. Site needed by 300th dwelling occupation. Land for new setting secured for £1. Fully serviced - minimum 915.2sqm for 60 FTE place setting. Location to be determined in consultation with SCC at Reserved Matters stage.
1 new pre-school setting at new primary school on Land South of The Street	WLP2.16	Carlton Colville	Essential	Suffolk County Council	£1,306,440.00	None	£0	£1,306,440.00	Section 106	£0.00	None	Short-medium term		Pre-school setting to delivered alongside the new primary school. Site needed by 300th dwelling occupation. Land secured for £1. Fully serviced - minimum 2.2ha 420 place primary and for 60 FTE place setting. Location to be determined in consultation with SCC at Reserved Matters stage.

Pre-school setting/s at South Saxmundham Garden Neighbourhood	SCLP12.29, SCLP12.30, SCLP12.43, SCLP12.52, SCLP12.59 SCLP12.1	Saxmundham	Essential	Suffolk County Council	£1,959,660.00	Unknown	£0	£1,894,338.00	Section 106	£65,322.00	Unknown	Short - Medium term		One form of entry primary school on a 2.2ha site to enable further expansion and pre-school provision. Second setting on 0.13ha of land reserved for a further new pre-school setting should suitable and accessible alternative provision not be available elsewhere in the town. Pre-school setting with primary school delivered first - Land setting secured for £1. Fully serviced - minimum 2.2ha 420 place primary and for 60 FTE place setting. Location to be determined in consultation with SCC at Reserved Matters stage.
Pre-school settings at North Felixstowe Garden Neighbourhood	SCLP12.3, SCLP12.4	Felixstowe	Essential	Suffolk County Council	£4,572,540.00	Unknown	£0	£3,113,682.00	Section 106	£1,458,858.00	Extant Section 106/CIL	Short - Medium term		Provision of 630 primary school spaces and 90 place pre-school provision; Should be a further two 60 place settings elsewhere within the garden neighbourhood. Land secured for £1. Fully serviced - minimum 3ha 630 place primary and for 90 FTE place setting. Location to be determined in consultation with SCC at Reserved Matters stage. Two additional 60 place settings. Land secured for £1. Fully serviced - minimum 915.2sqm 60 FTE place settings. Location to be determined in consultation with SCC at Reserved Matters stage.
Pre-school settings in Felixstowe – including at Walton High Street North, existing school sites and/or at Land at Brackenbury Sports Centre or Land at Sea Road	SCLP125, SCLP12.6	Felixstowe	Essential	Suffolk County Council	£1,959,660.00	Unknown	£0	£259,110.60	Section 106	£1,700,549.40	Extant Section 106/CIL	Short - Medium term		30 place at Caustone or Colneis primary or 12.5 reserve site at Brackenbury (0.1 ha if needed pre-school). 60 place Walton Green North.

Pre-school setting with new primary school at Land Adjacent to Reeve Lodge and pre-school setting at Land off Howlett Way	SCLP12.64, SCLP12.65	Trimley St Martin	Essential	Suffolk County Council	£1,306,440.00	Unknown	£0	£1,001,604.00	Section 106	£304,836.00	Extant Section 106/CIL	Short - Medium term		SCLP12.65 Provision of 2.2ha of land for a primary school including and 0.1ha of land for pre-school. Land for new setting secured for £1. Fully serviced - minimum 915.2sqm for 60 FTE place setting. Location to be determined in consultation with SCC at Masterplanning stage and Reserved Matters stage. provision; Reservation of a site on SCLP12.64 for a new pre-school setting on 0.1ha of land; Land for new setting secured for £1. Fully serviced - minimum 915.2sqm for 60 FTE place setting. Location to be determined in consultation with SCC at Masterplanning stage and Reserved Matters stage.
Pre-school setting/expansion of existing settings in Leiston and Aldeburgh	SCLP12.1, SCLP12.27, SCLP12.42, SCLP12.55	Various	Essential	Suffolk County Council	£1,306,440.00	Unknown	£0	£195,966.00	Section 106	£1,110,474.00	Unknown	Short - Medium term		Needs mainly from existing permissions - new development will only cover part of the cost. Expansion of existing setting. Mid local plan period.
Additional Early Education Capacity in Rendlesham Ward	SCLP12.61, SCLP12.62	Rendlesham	Essential	Suffolk County Council	£163,764.00	Unknown	£0	£163,764.00	CIL	£0.00	CIL	Short – Medium term		No capacity to expand. May need to find places in adjacent wards if places are not available. SCC investigating possibilities.
Additional Early Education Capacity in Fynn Valley Ward	SCLP12.66, SCLP12.67, SCLP12.70, SCLP12.71	Westerfield	Essential	Suffolk County Council	£163,764.00	Unknown	£0	£163,764.00	CIL	£0.00	None	Medium term		Improvements to be investigated.
Additional Early Education Capacity in Kirton Ward	SCLP12.44, SCLP12.54, SCLP12.56	Kirton	Essential	Suffolk County Council	£109,176.00	Unknown	£0	£109,176.00	CIL	£0.00	None	Medium term		Improvements to be investigated.

Additional Early Education Capacity in Wenhaston and Westleton Ward	SCLP12.1, SCLP12.47, SCLP12.48, SCLP12.69, SCLP12.68	Various	Essential	Suffolk County Council	£327,528.00	Unknown	£0	£327,528.00	CIL	£0.00	None	Medium term		No capacity to expand. May need to find places in adjacent wards if places are not available.
Pre-school setting in Wickham Market Ward	SCLP12.1, SCLP12.46, SCLP12.51, SCLP12.60	Wickham Market	Essential	Suffolk County Council	£653,220.00	Unknown	£0	£479,028.00	Section 106	£174,192.00	Unknown	Medium term		SCLP12.60 Provision of 0.1ha of land for a new pre-school setting if needed. Land for new setting secured for £1. Fully serviced - minimum 915.2sqm for 60 FTE place setting. Location to be determined in consultation with SCC at Masterplanning stage and Reserved Matters stage.
1 new pre-school setting at Dairy Farm, Halesworth. Linked with other sites in Halesworth	WLP4.1, WLP4.2, WLP4.3, WLP4.4	Halesworth	Essential	Suffolk County Council	£1,306,440.00	None	£0	£1,306,440.00	Section 106	£0.00	None	Medium-long term		Expected to be needed in 2023. Standalone 60 place setting. Land for new setting secured for £1. Fully serviced - minimum 915.2sqm for 60 FTE place setting. Location to be determined in consultation with SCC at Masterplanning stage and Reserved Matters stage.
Pre-school setting at Land at Humber Doucy Lane, Rushmere St Andrew	SCLP12.24	Rushmere St Andrew	Essential	Suffolk County Council	£1,306,440.00	Unknown	£0	£304,836.00	Section 106	£1,001,604.00	Section 106 from other development	Long term		Cross border needs - Section 106 from other developments may need to fill gap. Provision of 0.1ha of land for an pre-school setting if needed within East Suffolk. Expected delivery after settings at Ipswich Garden Suburb are delivered. Land for new setting secured for £1. Fully serviced - minimum 915.2sqm for 60 FTE place setting. Location to be determined in consultation with SCC at Masterplanning stage and Reserved Matters stage.

Additional Early Education Capacity in Framlingham Ward	SCLP12.1, SCLP12.49, SCLP12.53	Framlingham	Essential	Suffolk County Council	£414,322.92	Unknown	£0	£414,322.92	CIL	£0.00	None	Unknown		SCLP12.49 If required, 0.1ha of land on the site should be reserved for a new pre-school setting or a contribution made towards a new pre-school setting off-site. Need towards end of development. Land for new setting secured for £1. Fully serviced - minimum 915.2sqm for 60 FTE place setting. Location to be determined in consultation with SCC at Masterplanning stage and Reserved Matters stage.
Additional Early Education Capacity in Kesgrave Ward	SCLP12.1	Kesgrave	Essential	Suffolk County Council	£32,752.80	Unknown	£0	£32,752.80	CIL	£0.00	None	Unknown		Some expansion possible. Projects being investigated.
Additional Early Education Capacity in Orford and Eyke Ward	SCLP12.57, SCLP12.45, SCLP12.50	Various	Essential	Suffolk County Council	£142,474.68	Unknown	£0	£142,474.68	CIL	£0.00	None	Unknown		SCLP12.50 - Eyke - site includes provision of land to accommodate expansion of primary school and pre-school setting if needed. Land for new setting secured for £1. Fully serviced - minimum 915.2sqm for 60 FTE place setting. Location to be determined in consultation with SCC at Reserved Matters stage.

Total					£13,064,400.00		0	£13,679,640.00		£0.00		
Total					£16,660,223.40		0	£10,844,388.00		£5,815,835.40		
Total					Unknown		Unknown	Unknown		Unknown		
Overall Totals					£29,724,623.40		0	£24,524,028.00		£5,815,835.40		

Primary Education

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Approximate Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Required Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/Progress	Status	Comments
Provision for 106 additional pupils for schools in Halesworth and Holton	WLP4.1, WLP4.2, WLP4.3, WLP4.4, WLP4.5, WLP7.15	Halesworth	Essential	Suffolk County Council	£1,830,408.00	None	£0	£1,364,272.00	CIL	£0.00	None	Short term		The number of pupils arising from the Local Plan sites, alongside other planning applications in the catchment area, means the existing school is currently forecast to exceed 95% capacity. The proposed strategy for mitigating this growth is via expansion of Edgar Sewter CP School by 105 places from 315 to 420 places. CIL Bid for £1,364,272 approved in 2021, anticipated completion September 2022.
New primary school at Trimley St Martin	SCLP12.54, SCLP12.64, SCLP12.65	Trimley St Martin	Essential	Suffolk County Council	£9,145,080.00	Unknown	£0	£2,841,507.00	Section 106	£6,303,573.00	Suffolk County Council (via prudential borrowing)	Short term		<p>The number of pupils arising from the Local Plan sites, alongside other planning applications in the catchment area, means the existing school is currently forecast to exceed 95% capacity.</p> <p>The proposed strategy for mitigating this growth is via the relocation and expansion of Trimley St Martin Primary School to a 2.2ha site within Land adjacent to Reeve Lodge, High Road, Trimley St Martin (SCLP12.65).</p>
New school providing Early Years, Primary and Secondary education at Brightwell Lakes	SCLP12.19	Martlesham	Essential	Suffolk County Council	£18,000,000.00	None	£0	£18,000,000.00	Section 106	£0.00	Suffolk County Council (via prudential borrowing)	Short - medium term		A contribution of approximately £18,000,000 will be required for education provision at Brightwell Lakes. This will cover pre-school, primary, secondary and further education. Final contributions will be determined once the mix of housing on the site has been fully established.

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Approximate Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Required Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Provision for additional 85 pupils at The Limes Primary School on Woods Meadow	WLP2.14, WLP2.15	Oulton	Essential	Suffolk County Council	£1,546,660.00	None	£0	£1,546,660.00	CIL	£0.00	None	Short – medium term		The number of pupils arising from the Local Plan sites, alongside other planning applications in the catchment area, means the existing school is currently forecast to exceed 95% capacity. The proposed strategy for mitigating this growth is via The Limes Primary Academy, however this school is at capacity.
Provision for 23 additional pupils at Blundeston CofE Primary School/ The Limes Primary School	WLP7.3, WLP7.4, WLP7.12	Blundeston	Essential	Suffolk County Council	£418,508.00	None	£0	£418,508.00	CIL	£0.00	None	Short-medium term		The number of pupils arising from the Local Plan sites, alongside other planning applications in the catchment area, means the existing school is currently forecast to exceed 95% capacity, The proposed strategy for mitigating this growth is via The Limes Primary Academy , however this school is at capacity.

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Approximate Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Required Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Provision for 34 additional pupils in the vicinity of Southwold and Reydon	WLP6.1	Various	Essential	Suffolk County Council	£618,664.00	None	£0	£618,664.00	CIL	£0.00	None	Short-medium term		The number of pupils arising from the Local Plan sites, alongside other planning applications in the catchment area, means the existing school is currently forecast to exceed 95% capacity. The proposed strategy for mitigating this growth is via expansion of the school by 105 places from 210 to 315 places which can only be achieved if adjacent land were secured. The County Council is investigating the acquisition of land to enable the expansion of Reydon Primary School. However, if it cannot be secured, the result would be that pupils are displaced into neighbouring catchments - Brampton, Wenhasston and Bramfield. This would represent a less sustainable pattern of development. Policy RNP2 of Southwold Neighbourhood Plan ensures the site will not be landlocked.
Provision for 8 additional pupils at Ringsfield Primary School	WLP7.14	Ringsfield	Essential	Suffolk County Council	£145,568.00	None	£0	£145,568.00	CIL	£0.00	None	Short-medium term		Growth may necessitate the expansion of the catchment school using developer contributions.

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Approximate Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Required Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
New primary school at Felixstowe	SCLP12.3, SCLP12.5, SCLP12.6, SCLP12.4	Felixstowe	Essential	Suffolk County Council	£10,887,000.00	Unknown	£0	£9,411,811.50	Section 106	£1,475,188.50	Suffolk County Council (via prudential borrowing)	Short - Medium term		The number of pupils arising from the Local Plan sites, alongside other planning applications in the catchment area, means the existing school is currently forecast to exceed 95% capacity. The proposed strategy for mitigating this growth is via the provision of a new primary school located on a 3ha site within the North Felixstowe Garden Neighbourhood (SCLP12.3). This may be phased, with smaller sites coming forward first before a larger site coming forward when available.
Provision for additional places at Sir Robert Hitcham Primary School	SCLP12.1	Framlingham	Essential	Suffolk County Council	£454,900.00	Unknown	£0	£454,900.00	CIL	£0.00	Suffolk County Council (via prudential borrowing)	Short-medium term		Growth may necessitate the expansion of primary schools serving the area using developer contributions.
New Primary School (including pre-school) on Kirkley Waterfront and Sustainable Urban Neighbourhood Site	WLP2.4	Lowestoft	Essential	Suffolk County Council	£9,145,080.00	Section 106 already signed for Brooke Peninsula which will provide approximately £4,730,434 depending on the exact mix of properties.	£4,730,434	£2,949,566.00	Section 106	£1,465,080.00	None	Medium term		Accommodate new students from WLP2.6. The proposed strategy for mitigating this growth is via the provision of a new primary school located on a 2.2ha site within the Kirkley Waterfront and Sustainable Urban Neighbourhood (WLP2.4). Costs may be amended due to flood mitigation measures.

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Approximate Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Required Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
New Primary School (including pre-school) on Land South of The Street, Carlton Colville	WLP2.16	Carlton Colville	Essential	Suffolk County Council	£9,145,080.00	None	£0	£4,899,150.00	Section 106	£4,245,930.00	Suffolk County Council, CIL from future development	Medium term		The number of pupils arising from the Local Plan sites, alongside other planning applications in the catchment area, means the existing school is currently forecast to exceed 95% capacity. The proposed strategy for mitigating this growth is via the provision of a new primary school located on a 2.2ha site within Land South of The Street, Carlton Colville/Gisleham (WLP2.16).
New Primary School (including pre-school) on Beccles and Worlingham Garden Neighbourhood	WLP3.1	Beccles	Essential	Suffolk County Council	£9,145,080.00	None	£0	£6,804,375.00	Section 106	£2,340,705.00	Suffolk County Council, CIL from future development	Medium term		Will accommodate students from WLP3.2 and WLP7.13. The number of pupils arising from the Local Plan sites, alongside other planning applications in the catchment area, means the existing school is currently forecast to exceed 95% capacity. The proposed strategy for mitigating this growth is by the provision of a new primary school. A 2.2ha site should be reserved within WLP3.1 to allow for a primary school and early years setting to be provided on the site.
New primary school at Saxmundham	SCLP12.29, SCLP12.30	Saxmundham	Essential	Suffolk County Council	£9,145,080.00	Unknown	£0	£4,708,627.50	Section 106	£4,436,452.50	Section 106 from other relevant development, Suffolk County Council (via prudential borrowing)	Medium term		The number of pupils arising from the Local Plan sites, alongside other planning applications in the catchment area, means the existing school is currently forecast to exceed 95% capacity. The proposed strategy for mitigating this growth is by the provision of a new primary school. A 2.2ha site should be reserved within the Saxmundham Garden Village to allow for a primary school and early years setting to be provided on the site.

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Approximate Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Required Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Provision for additional pupils at Bucklesham Primary School/Brightwell Lakes School	SCLP12.44	Various	Essential	Suffolk County Council	£145,568.00	Unknown	£0	£145,568.00	CIL	£0.00	Suffolk County Council (via prudential borrowing)	Medium term		Revised Strategy - pupils would need places as Brightwell Lakes New Primary School. Strategy has been agreed thorough application process.
Provision for additional pupils at Woodbridge Primary School, (or St Mary's Primary)	SCLP12.1, SCLP12.32, SCLP12.33	Woodbridge	Essential	Suffolk County Council	£1,346,504.00	Unknown	£0	£1,346,504.00	CIL	£0.00	Suffolk County Council (via prudential borrowing)	Medium term		<p>The number of pupils arising from the Local Plan sites, alongside other planning applications in the catchment area, means the existing school is currently forecast to exceed 95% capacity.</p> <p>The proposed strategy for mitigating this growth is via utilising available places at alternative schools in Woodbridge.</p> <p>Should demand for places change, this may necessitate the expansion of the catchment school using developer contributions. Alternatively, another school in the area may require expansion using developer contributions in order to free up capacity at the development's local school, in the longer term.</p>
Provision for additional places at Martlesham Primary School	SCLP12.1, SCLP12.25	Martlesham	Essential	Suffolk County Council	£1,455,680.00	Unknown	£0	£1,455,680.00	CIL	£0.00	Suffolk County Council (via prudential borrowing)	Medium term		<p>The number of pupils arising from the Local Plan sites, alongside other planning applications in the catchment area, means the existing school is currently forecast to exceed 95% capacity.</p> <p>The proposed strategy for mitigating this growth is via expansion of the school.</p>

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Approximate Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Required Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
New Primary School (including pre-school) on North Lowestoft Garden Village	WLP2.13	Corton	Essential	Suffolk County Council	£9,145,080.00	None	£0	£7,076,550.00	Section 106	£2,068,530.00	Suffolk County Council, CIL from future development	Medium – long term		<p>The number of pupils arising from the Local Plan sites, alongside other planning applications in the catchment area, means the existing school is currently forecast to exceed 95% capacity.</p> <p>The proposed strategy for mitigating this growth is via the provision of a new primary school located on a 2.2ha site within the Lowestoft Garden Village (WLP2.13).</p>
Provision for additional pupils at new Ipswich Garden Suburb Primary	SCLP12.24, SCLP12.66, SCLP12.67	Ipswich	Essential	Suffolk County Council	£1,091,760.00	Unknown	£0	£1,091,760.00	Section 106	£0.00	Section 106 from other relevant development, Suffolk County Council (via prudential borrowing)	Medium – Long term		<p>The number of pupils arising from the Local Plan sites, alongside other planning applications in the catchment area, means the existing school is currently forecast to exceed 95% capacity.</p> <p>The proposed strategy for mitigating this growth is by the provision of a new primary school within the Ipswich Garden Suburb development.</p>

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Approximate Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Required Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Provision for additional pupils at Hollesley Primary School	SCLP12.63	Hollesley	Essential	Suffolk County Council	£54,588.00	Unknown	£0	£54,588.00	CIL	£0.00	Suffolk County Council (via prudential borrowing)	Medium - Long term		The number of pupils arising from the Local Plan sites, alongside other planning applications in the catchment area, means the school is currently forecast to exceed 95% capacity. However, the quantum of growth proposed for the catchment area does not automatically warrant permanent expansion of the catchment school. It is expected that the additional pupils arising from this development would take priority over some of the children coming from out of the catchment area (as at January 2020 c.33% of the school roll) over time through the admissions process. Should demand for places change, this may necessitate the expansion of the catchment school using developer contributions. Alternatively, another school in the area may require expansion using developer contributions in order to free up capacity at the development's local school, in the longer term.

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Approximate Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Required Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Provision for additional pupils at Rendlesham Primary School	SCLP12.61, SCLP12.62	Rendlesham	Essential	Suffolk County Council	£473,096.00	Unknown	£0	£473,096.00	CIL	£0.00	Suffolk County Council (via prudential borrowing)	Medium - Long term		The number of pupils arising from the Local Plan sites, alongside other planning applications in the catchment area, means the existing school is currently forecast to exceed 95% capacity. However, the quantum of growth proposed for the catchment area does not automatically warrant permanent expansion of the catchment school. It is expected that the additional pupils arising from this development would take priority over some of the children coming from out of the catchment area (as at January 2020 c.10% of the school roll) over time through the admissions process. Should demand for places change, this may necessitate the expansion of the catchment school using developer contributions. Alternatively, another school in the area may require expansion using developer contributions in order to free up capacity at the development's local school, in the longer term. Applications on both allocated sites have been approved.

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Approximate Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Required Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Provision for additional pupils at Easton Primary School	SCLP12.1, SCLP12.53	Easton	Essential	Suffolk County Council	£127,372.00	Unknown	£0	£127,372.00	CIL	£0.00	Suffolk County Council (via prudential borrowing)	Medium - Long term		The quantum of growth proposed for the catchment area does not automatically warrant permanent expansion of the catchment school. Should demand for places change, this may necessitate the expansion of the catchment school using developer contributions. Alternatively, another school in the area may require expansion using developer contributions in order to free up capacity at the development's local school.

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Approximate Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Required Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Provision for additional pupils at Eyke Church of England Primary School	SCLP12.45, SCLP12.50	Eyke	Essential	Suffolk County Council	£363,920.00	Unknown	£0	£363,920.00	CIL	£0.00	Suffolk County Council (via prudential borrowing)	Medium - Long term		<p>The number of pupils arising from the Local Plan sites, alongside other planning applications in the catchment area, means the school is currently forecast to exceed 95% capacity. However, the quantum of growth proposed for the catchment area does not automatically warrant permanent expansion of the catchment school.</p> <p>It is expected that the additional pupils arising from this development would take priority over some of the children coming from out of the catchment area (as at January 2020 c.59% of the school roll) over time through the admissions process.</p> <p>Should demand for places change, this may necessitate the expansion of the catchment school using developer contributions. Alternatively, another school in the area may require expansion using developer contributions in order to free up capacity at the development's local school, in the longer term.</p> <p>To preserve the ability of the school to expand should this be required in the future 0.4ha of land from SCLP12.50 will be reserved.</p>

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Approximate Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Required Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Provision for additional pupils at St Marys CEVCP School, Benhall	SCLP12.43	Benhall	Essential	Suffolk County Council	£224,484 - 276,288	Unknown	£0	£224,484 - 276,288	Section 106/CIL	£0.00	Suffolk County Council (via prudential borrowing)	Medium - Long term		<p>The number of pupils arising from the Local Plan sites, alongside other planning applications in the catchment area, means the school is currently forecast to exceed 95% capacity. However, the quantum of growth proposed for the catchment area does not automatically warrant permanent expansion of the catchment school.</p> <p>It is expected that the additional pupils arising from this development would take priority over some of the children coming from out of the catchment area (as at January 2020 c.70% of the school roll) over time through the admissions process.</p> <p>Should demand for places change, this may necessitate the expansion of the catchment school using developer contributions. Alternatively, another school in the area may require expansion using developer contributions in order to free up capacity at the development's local school, in the longer term.</p>

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Approximate Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Required Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Provision for additional places at Wenhaston Primary School	SCLP12.1	Wenhaston	Essential	Suffolk County Council	£109,176.00	Unknown	£0	£109,176.00	CIL	£0.00	Suffolk County Council (via prudential borrowing)	Medium - Long term		The quantum of growth proposed for the catchment area does not automatically warrant permanent expansion of the catchment school. Should demand for places change, this may necessitate the expansion of the catchment school using developer contributions. Alternatively, another school in the area may require expansion using developer contributions in order to free up capacity at the development's local school.
Provision for additional pupils at Leiston Primary School	SCLP12.1, SCLP12.27, SCLP12.42, SCLP12.55	Leiston	Essential	Suffolk County Council	£727,840.00	Unknown	£0	£727,840.00	CIL	£0.00	Suffolk County Council (via prudential borrowing)	Medium - Long term		SCLP12.42 and SCLP12.55 both have approved applications. SCLP12.27 is in Aldeburgh Primary's catchment and based on current forecasts the school has sufficient surplus capacity to accommodate the additional pupils arising from this development. Should demand for places change, this may necessitate the expansion of the catchment school using developer contributions. Alternatively, another school in the area may require expansion using developer contributions in order to free up capacity at the development's local school.

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Approximate Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Required Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Provision for additional pupils at Kelsale Primary School	SCLP12.1, SCLP12.52	Kelsale Cum Carlton	Essential	Suffolk County Council	£224,484 - 276,288	Unknown	£0	£224,484 - 276,288	Section 106/CIL	£0.00	Suffolk County Council (via prudential borrowing)	Long term		Based on current forecasts the school has sufficient surplus capacity to accommodate the additional pupils arising from the development. Should demand for places change, this may necessitate the expansion of the catchment school using developer contributions. Alternatively, another school in the area may require expansion using developer contributions in order to free up capacity at the development's local school.
Provision for 15 additional pupils at Barnby North Cove Primary School	WLP7.2	Barnby	Essential	Suffolk County Council	£272,940.00	None	£0	£272,940.00	CIL	£0.00	None	Long term		Based on current forecasts the school has sufficient surplus capacity to accommodate the additional pupils arising from this development. Should demand for places change, this may necessitate the expansion of the catchment school using developer contributions. Alternatively, another school in the area may require expansion using developer contributions in order to free up capacity at the development's local school.

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Approximate Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Required Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Provision for 12 additional pupils at Brampton Community Primary School	WLP7.9, WLP7.10, WLP7.16	Brampton with Stoven	Essential	Suffolk County Council	£218,352.00	None	£0	£218,352.00	CIL	£0.00	None	Long term		Based on current forecasts the school has sufficient surplus capacity to accommodate the additional pupils arising from this development. Should demand for places change, this may necessitate the expansion of the catchment school using developer contributions. Alternatively, another school in the area may require expansion using developer contributions in order to free up capacity at the development's local school.
Provision for 11 additional pupils at Ilketshall St Lawrence School	WLP7.11, WLP7.17	Ilketshall St Lawrence	Essential	Suffolk County Council	£200,156.00	None	£0	£200,156.00	CIL	£0.00	None	Long term		Based on current forecasts the school has sufficient surplus capacity to accommodate the additional pupils arising from this development. Should demand for places change, this may necessitate the expansion of the catchment school using developer contributions. Alternatively, another school in the area may require expansion using developer contributions in order to free up capacity at the development's local school.

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Approximate Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Required Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/Progress	Status	Comments
Potential relocation of Bungay Primary School	WLP5.1, WLP5.2	Bungay	Essential	Suffolk County Council	Unknown	None	£0	Unknown	CIL	Unknown	None	Long term		Based on current forecasts the school has sufficient surplus capacity to accommodate the additional pupils arising from this development. Should demand for places change, this may necessitate the expansion of the catchment school using developer contributions. Alternatively, another school in the area may require expansion using developer contributions in order to free up capacity at the development's local school.
Provision for additional pupils at Dennington CEVCP School	SCLP12.49	Dennington	Essential	Suffolk County Council	£181,960.00	Unknown	£0	£181,960.00	CIL	£0.00	Suffolk County Council (via prudential borrowing)	Long term		Based on current forecasts the school has sufficient surplus capacity to accommodate the additional pupils arising from this development. Should demand for places change, this may necessitate the expansion of the catchment school using developer contributions. Alternatively, another school in the area may require expansion using developer contributions in order to free up capacity at the development's local school.

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Approximate Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Required Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Provision for additional pupils at Witnesham Primary School	SCLP12.58, SCLP12.70, SCLP12.71	Witnesham	Essential	Suffolk County Council	£509,488.00	Unknown	£0	£509,488.00	CIL	£0.00	Suffolk County Council (via prudential borrowing)	Long term		Based on current forecasts the school has sufficient surplus capacity to accommodate the additional pupils arising from this development. Should demand for places change, this may necessitate the expansion of the catchment school using developer contributions. Alternatively, another school in the area may require expansion using developer contributions in order to free up capacity at the development's local school. SCLP12.70 and SCLP12.71 both have pending applications on them (DC/21/4111/FUL and DC/22/0998/FUL). SCLP12.58 is in Otley Primary's catchment area.

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Approximate Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Required Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Provision for additional places at primary schools in Kesgrave	SCLP12.1	Kesgrave	Essential	Suffolk County Council	£90,980.00	Unknown	£0	£90,980.00	CIL	£0.00	Suffolk County Council (via prudential borrowing)	Unknown		<p>Revision of strategy - The number of pupils arising from the Local Plan sites, alongside other planning applications in the catchment area, means the existing school is currently forecast to exceed 95% capacity.</p> <p>The proposed strategy for mitigating this growth is via utilising available places at alternative schools in Woodbridge.</p> <p>Should demand for places change, this may necessitate the expansion of the catchment school using developer contributions. Alternatively, another school in the area may require expansion using developer contributions in order to free up capacity at the development's local school, in the longer term.</p>

Total				£41,831,576.00		£0.00	£26,514,761.00		£10,120,245.00		
Total				£54,309,992.00		£0.00	£42,094,778.00		£12,215,214.00		
Total				None		None	None		None		
Overall Totals				£96,141,568.00		£0.00	£68,609,539.00		£22,335,459.00		

Secondary and Post 16 Education

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Approximate Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Required Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Expansion of Bungay High School		Bungay	Essential	Suffolk County Council	£3,787,950.00	Unknown	£0	£624,070.00	CIL	£3,163,880.00	Suffolk County Council (via prudential borrowing)	Short term		The number of pupils arising from the Local Plan sites, alongside other planning applications in the catchment area, means the school is currently forecast to exceed 95% capacity. The proposed strategy for mitigating this growth is via expansion of the 11-16 provision at the school by 150 places from 900 to 1050 places with a further possible expansion to 1200 to be required in the future. To future proof the school site 0.75ha has been reserved within policy WLP5.2 for the school site extension. CIL bid of £624,070 approved in 2021. The project is currently being implemented with anticipated delivery in Autumn 2022.
New school providing Early Years, Primary and Secondary education at Brightwell Lakes	SCLP12.19	Martlesham	Essential	Suffolk County Council	£18,000,000.00	None	£0	£18,000,000.00	Section 106	£0.00	Suffolk County Council (via prudential borrowing)	Short - medium term		A contribution of approximately £18,000,000 will be required for education provision at Brightwell Lakes. This will cover pre-school, primary, secondary and further education. Final contributions will be determined once the mix of housing on the site has been fully established.

Provision for additional pupils at East Point Secondary School		Lowestoft	Essential	Suffolk County Council	Unknown	Unknown	Unknown	Unknown	CIL	Unknown	Suffolk County Council (via prudential borrowing)	Medium term		A project to provide additional secondary and 6th form provision is currently being developed. CIL and S106 will be used.
Provision for additional pupils at Northgate Secondary School		North Ipswich	Essential	Suffolk County Council	Unknown	Unknown	Unknown	Unknown	CIL	Unknown	Suffolk County Council (via prudential borrowing)	Medium term		As set out in a letter sent by SCC in response to the submission draft of the Waveney Local Plan (Reg 19) on 24/05/2018, it is understood that Pakefield School is unable to be expanded. Based on current forecasts, any additional demand for places generated from development will likely need to be met at East Point Academy which would require expansion to accommodate growth in the area.
Expansion of Thomas Mills High School, Framlingham		Framlingham	Essential	Suffolk County Council	£2,348,529.00	Unknown	£0	£2,348,529.00	CIL	£0.00	Suffolk County Council (via prudential borrowing)	Over entire plan period		<p>The number of pupils arising from the Local Plan sites, alongside other planning applications in the catchment area, means the school is currently forecast to exceed 95% capacity.</p> <p>The proposed strategy for mitigating this growth is via expansion of the school.</p>
Expansion of Felixstowe Academy		Felixstowe	Essential	Suffolk County Council	£1,363,662.00	Unknown	£0	£1,363,662.00	CIL	£0.00	Suffolk County Council (via prudential borrowing)	Over entire plan period		<p>The number of pupils arising from the Local Plan sites, alongside other planning applications in the catchment area, means the school is currently forecast to exceed 95% capacity.</p> <p>The proposed strategy for mitigating this growth is via expansion of Felixstowe Academy.</p>

Provision for additional pupils at Brightwell Lakes Secondary School		Martlesham	Essential	Suffolk County Council	£16,106,350.00	Unknown	£0	£16,106,350.00	CIL	£0.00	Suffolk County Council (via prudential borrowing)	Over entire plan period		<p>The number of pupils arising from the Local Plan sites, alongside other planning applications in the catchment area, means the school is currently forecast to exceed 95% capacity.</p> <p>The proposed strategy for mitigating this growth is via the new Brightwell Lakes Secondary School.</p>
Provision for additional pupils at Ipswich Garden Suburb Secondary School		Ipswich	Essential	Suffolk County Council	£1,085,879.00	Unknown	£0	£1,085,879.00	CIL	£0.00	Suffolk County Council (via prudential borrowing)	Over entire plan period		<p>The number of pupils arising from the Local Plan sites, alongside other planning applications in the catchment area, means the school is currently forecast to exceed 95% capacity.</p> <p>The proposed strategy for mitigating this growth is by the provision of a new secondary school within the Ipswich Garden Suburb development.</p>

Provision for additional pupils at Claydon High School		Claydon	Essential	Suffolk County Council	£277,783.00	Unknown	£0	£277,783.00	CIL	£0.00	Suffolk County Council (via prudential borrowing)	Over entire plan period		<p>The number of pupils arising from the Local Plan sites, alongside other planning applications in the catchment area, means the school is currently forecast to exceed 95% capacity. Contributions are expected to be sought to enable expansion.</p> <p>The maximum level of expansion achievable on the existing site is a small increase 82 places. However, it is expected that demand from development and background population will mean that this expansion is not sufficient to mitigate this growth. The remainder of the additional demand will be met through out-of-catchment pupils from Ipswich being diverted back to Ipswich secondary schools in the longer term. Significant available capacity exists at Westbourne High School and the new Ipswich Garden Suburb secondary is planned to provide for the north and west of Ipswich.</p> <p>If needed, temporary places could be provided at schools in Ipswich, to manage short-term excess demand.</p>
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Total					Unknown		Unknown	Unknown		Unknown		
Total					£42,970,153.00		£0.00	£39,806,273.00		£3,163,880.00		
Total					None		None	None		None		
Overall Totals					£42,970,153.00		£0.00	£39,806,273.00		£3,163,880.00		

Health

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Approximate Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Required Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/Progress	Status	Comments
Additional floorspace and enhancements at Framlingham Surgery		Framlingham	Essential	Ipswich and East Suffolk ICB	£300,000.00	Unknown	£177,600.00	£122,400.00	CIL	£0.00	NHS England	Short term		2017/18 DCIL £122,400. £122,400 from Fram GP Practice and £55,200 from Estates Technology and Transformation Funding (ETTF) scheme.
Enhancements at Little St John Street Surgery, Woodbridge		Woodbridge	Essential	Ipswich and East Suffolk ICB	£60,000.00	NHS England	£30,000.00	£30,000.00	CIL	Unknown	None	Short term		2017/18 DCIL £30,000 allocated to Little St John Street Surgery. Possible extension still needed in the area to deal with extra population proposed in the Local plan
Additional floorspace and enhancements at Wickham Market Practice and it's branch Rendlesham Surgery		Various	Essential	Ipswich and East Suffolk ICB	£194,000.00	Unknown	£194,000.00	None	None	Unknown	NHS England	During plan period		Work has been completed to increase capacity at Rendlesham branch Surgery. No developer contribution was requested
Additional floorspace needed at Saxmundham Health Centre		Saxmundham	Essential	Ipswich and East Suffolk ICB	Unknown	Unknown	Unknown	£460,800.00	Section 106	Unknown	NHS England/another	Short term		The CCG is working with the practice on options for creating the needed capacity and this could involve reconfiguration, extension or a new build in Saxmundham.

Martlesham/Birches increase in floorspace		Martlesham	Essential	Ipswich and East Suffolk ICB	£2,000,000.00	3PD	Unknown	£320,000.00	CIL	£1,680,000.00	NHS England/another	Short term		The CCG are working with both Martlesham Heath Surgery and the Birches Medical Centre at increasing floorspace in the locality and options are currently being assessed.
Additional enhancements at Little St John Street Surgery and/or Framfield House Surgery, Woodbridge		Woodbridge	Essential	Ipswich and East Suffolk ICB	Unknown	Unknown	Unknown	£50,500.00	CIL	Unknown	NHS England	Medium term		Total required developer contribution reflects allocations in the Local Plan.
Additional primary care floorspace in the Felixstowe, Kirton and Trimleys Areas		Various	Essential	Ipswich and East Suffolk ICB	Unknown	Unknown	Unknown	£782,000.00	Section 106/CIL	Unknown	NHS England/another	Medium term		Work is being done with the local Primary Care Network to assess the impact of proposed developments in the area and how best to mitigate the impact on health services. Required developer contribution reflects allocations in the Local Plan.
New health facility/health contribution relating to Brightwell Lakes development	SCLP12.19	Martlesham	Essential	Ipswich and East Suffolk ICB	Unknown	3PD	Unknown	£750,000.00	Section 106	Unknown	NHS England/another	Long term		Possible longer term plan to mitigate the increase capacity associated with the Brightwell Lakes development

Bridge road new build Expansion of space in Lowestoft in response to Kirkley waterfront & Garden village developments (TBC)		Lowestoft	Essential	Norfolk and Waveney ICB	Unknown	Unknown	Unknown	Land through S106 to support Bridge Road new build £6,652,896 estimated through HUDU in response to Kirkley & Garden Village	CIL	Unknown	NHS England	During plan period		Bridge Road Surgery project: S106 land available on Woods Meadow development Potentially other estate projects to be brought forward Lowestoft PCN have highest space utilisation in the ICS. The following split highlights additional space requirements in response to the 2 projects listed. Kirkley Waterfront = C. Acute 188m² Mental Health 21m² Intermediate care 34m² GP & Community 203m² Garden Village= C. Acute 228m² Mental Health 29m² Intermediate care 41m² GP & Community 264m²
Expansion of total floorspace in Beccles		Beccles	Essential	Norfolk and Waveney ICB	Unknown	Unknown	Unknown	TBC	CIL	Unknown	NHS England	During plan period		Beccles Medical Centre - extension to existing premises completing May 2021. Current registration constraint c. 9000 Developments due to build within the area in the next 5 years, further expansion required to manage constraint?
Expansion of clinical floorspace in Halesworth		Halesworth	Essential	Norfolk and Waveney ICB	£424,882.00	Unknown	Unknown	£424,882.00	CIL	Unknown	NHS England	During plan period		Current registration constraint c.2439 Potential new registrations for Halesworth area from housing: 1724 Developments due to build within the area in the next 5 - 10 years, further expansion required to manage constraint

Expansion of clinical floorspace in Southwold		Southwold	Essential	Norfolk and Waveney ICB	Unknown	Unknown	Unknown	TBC	CIL	Unknown	NHS England	During plan period		Sole Bay Health Centre Current registration constraint c. 2199 Potential new registrations for Southwold area from housing: 670 Developments due to build within the area in the next 5 - 10 years, further expansion required to manage constraint
Additional enhancements at Grundisburgh Surgery and Otley Surgery (both are branches of the Debenham Practice)		Various	Essential	Ipswich and East Suffolk ICB	Unknown	Unknown	Unknown	£57,500.00	CIL	Unknown	NHS England/another	During plan period		Currently options are being looked at in this area but PCN capacity will determine the strategy going forward. Required developer contribution reflects allocations in the Local Plan.
Additional enhancements at The Peninsula Practice and its branches Chapman House and Church Farm Surgery.		Various	Essential	Ipswich and East Suffolk ICB	Unknown	Unknown	Unknown	£18,900.00	CIL	Unknown	NHS England/another	During plan period		Aldeburgh Church Farm is now a branch of The Peninsula Practice. Currently options are being looked at in this area but PCN capacity will determine the strategy going forward. Required developer contribution reflects allocations in the Local Plan.
Additional floorspace at Leiston Surgery and it's branch Yoxford Surgery		Various	Essential	Ipswich and East Suffolk ICB	£90,000.00	Unknown	Unknown	£90,000.00	CIL	None	NHS England/another	Short term		This project has been withdrawn

Total					£424,882.00		£0.00	£424,882.00		£0.00		
Total					£2,554,000.00		Unknown	£2,592,100.00		Unknown		

Total					None		None	None		None		
Overall Totals					£2,978,882.00		Unknown	£3,016,982.00		£0.00		

Libraries

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Approximate Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Required Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/Progress	Status	Comments
Improvements at Framlingham library	SCLP12.46, SCLP12.49, SCLP12.53	Framlingham	Desirable	Suffolk County Council	£57,888	None	£0	£57,888	CIL	£0	Suffolk County Council	Short-medium term		Linked with Neighbourhood Plan requirements (SCLP12.1). Approximate costs may change during review of Developers Contributions Guide. Project being developed.
Enhanced library provision at Kesgrave	SCLP12.24	Kesgrave	Desirable	Suffolk County Council	£36,720	None	£0	£36,720	CIL	£0	Suffolk County Council	Medium term		Approximate costs may change during review of Developers Contributions Guide. CIL and S106 to be used. Project now being developed.
Improvements to capacity of Lowestoft Library	WLP2.1 - WLP2.20	Lowestoft	Desirable	Suffolk County Council	£304,560	None	£0	£304,560	CIL	£0	Suffolk County Council	Over plan period		Approximate costs may change during review of Developers Contributions Guide.
Improvements to capacity of Oulton Broad Library		Oulton Broad	Desirable	Suffolk County Council	£578,232	None	£0	£578,232	CIL	£0	Suffolk County Council	Over plan period		Approximate costs may change during review of Developers Contributions Guide.
Improvements to capacity of Beccles Library	WLP3.1, WLP3.2, WLP7.2, WLP7.13, WLP7.14, WLP7.16	Beccles	Desirable	Suffolk County Council	£351,216	None	£0	£351,216	CIL	£0	Suffolk County Council	Over plan period		Approximate costs may change during review of Developers Contributions Guide. Also supported by Beccles Neighbourhood Plan Policy BECC2

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Approximate Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Required Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Improvements to capacity of Bungay Library	WLP5.1, WLP5.2	Bungay	Desirable	Suffolk County Council	£104,760	None	£0	£104,760	CIL	£0	Suffolk County Council	Over plan period		Approximate costs may change during review of Developers Contributions Guide.
Improvements to capacity of Halesworth Library	WLP4.1 - 4.5, WLP7.9, WLP7.10, WLP7.11, WLP7.15, WLP7.17	Halesworth	Desirable	Suffolk County Council	£127,656	None	£0	£127,656	CIL	£0	Suffolk County Council	Over plan period		Approximate costs may change during review of Developers Contributions Guide.
Improvements to capacity of Kessingland Library	WLP7.8	Kessingland	Desirable	Suffolk County Council	£12,960	None	£0	£12,960	CIL	£0	Suffolk County Council	Over plan period		Approximate costs may change during review of Developers Contributions Guide.
Improvements to capacity of Southwold Library	WLP6.1, WLP7.7	Southwold	Desirable	Suffolk County Council	£50,976	None	£0	£50,976	CIL	£0	Suffolk County Council	Over plan period		Approximate costs may change during review of Developers Contributions Guide.
Library contribution relating to Brightwell Lakes development	SCLP12.19	Various Martlesham/	Desirable	Suffolk County Council	£27,000	None	£0	£27,000	Section 106	£0	Suffolk County Council	Over plan period		Approximate costs may change during review of Developers Contributions Guide.
Enhanced library provision for Felixstowe and the Trimleys	SCLP12.3 - 12.6, SCLP12.54, SCLP12.64, SCLP12.65	Various	Desirable	Suffolk County Council	£486,216	None	£0	£486,216	CIL	£0	Suffolk County Council	Over plan period		Approximate costs may change during review of Developers Contributions Guide.

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Approximate Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Required Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Improvements at Wickham Market library		Wickham Market	Desirable	Suffolk County Council	£47,520	None	£0	£47,520	CIL	£0	Suffolk County Council	Over plan period		Approximate costs may change during review of Developers Contributions Guide.
Improvements at Aldeburgh library	SCLP12.27, SCLP12.42	Aldeburgh	Desirable	Suffolk County Council	£10,800	None	£0	£10,800	CIL	£0	Suffolk County Council	Over plan period		Approximate costs may change during review of Developers Contributions Guide.
Improvements at Halesworth library	SCLP12.59	Halesworth	Desirable	Suffolk County Council	£3,024	None	£0	£3,024	CIL	£0	Suffolk County Council	Over plan period		Approximate costs may change during review of Developers Contributions Guide.
Enhanced library provision for areas surrounding Ipswich	Policies SCLP12.19, SCLP12.44, SCLP12.56, SCLP12.66, SCLP12.70	Various	Desirable	Suffolk County Council	£31,320	None	£0	£31,320	CIL	£0	Suffolk County Council	Over plan period		Approximate costs may change during review of Developers Contributions Guide.
Enhanced library provision at Leiston	SCLP12.55	Leiston	Desirable	Suffolk County Council	£25,056	None	£0	£25,056	CIL	£0	Suffolk County Council	Over plan period		Linked with Neighbourhood Plan requirements (SCLP12.1). Approximate costs may change during review of Developers Contributions Guide.
Improvements at Saxmundham library	SCLP12.29, SCLP12.30, SCLP12.48, SCLP12.52, SCLP12.68, SCLP12.69	Saxmundham	Desirable	Suffolk County Council	£247,320	None	£0	£247,320	CIL	£0	Suffolk County Council	Over plan period		Approximate costs may change during review of Developers Contributions Guide.

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Approximate Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Required Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Enhanced library provision at Southwold		Southwold	Desirable	Suffolk County Council	£5,400	None	£0	£5,400	CIL	£0	Suffolk County Council	Over plan period		Linked with Neighbourhood Plan requirements (SCLP12.1). Approximate costs may change during review of Developers Contributions Guide.
Improvements at Woodbridge library	SCLP12.32, SCLP12.33, SCLP12.45, SCLP12.50, SCLP12.51, SCLP12.25, SCLP12.57, SCLP12.58, SCLP12.60, SCLP12.61, SCLP12.62, SCLP12.63	Woodbridge	Desirable	Suffolk County Council	£176,472	None	£0	£176,472	CIL	£0	Suffolk County Council	Over plan period		Linked with Neighbourhood Plan requirements (SCLP12.1). Approximate costs may change during review of Developers Contributions Guide.

Total					£1,530,360		£0	£1,530,360		£0		
Total					£1,154,736		£0	£1,154,736		£0		
Total					None		None	None		None		
Overall Totals					£2,685,096		£0	£2,685,096		£0		

Waste

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Approximate Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Required Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Expansion of Foxhall household waste recycling centre		Foxhall	Essential	Suffolk County Council	£7,000,000	Suffolk County Council	£5,000,000	£794,414	CIL	Unknown	Unknown	Short term		Current project has reached final design stage and planning application submission stage. This design will almost double the size of the current site by expanding into adjacent land and will address highway access and queuing issues and provide a split level infrastructure to avoid the public having to use steps to access containers. The new site should future proof the service in this area for approximately 25 years. The catchment of Foxhall extends to authorities beyond East Suffolk, so there may be scope for the developer contributions to be partly met from outside of East Suffolk. CIL Bid approved in 2021. Delivery expected to commence in Summer 2022
Lowestoft Waste Transfer Station and Recycling Centre Infrastructure Upgrade		Lowestoft	Essential	Suffolk County Council	£3,000,000	Suffolk County Council	Unknown	£751,642	CIL	Unknown	None	Medium-long term		This project has been under review sometime in order to address capacity and queuing issues. Some improvements have already been carried out but it is likely that further solutions will be required.

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Approximate Cost	Non- Developer Funding Sources	Potential Non- Developer Funding Amount	Required Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Relocation of Stowmarket waste recycling centre		Stowmarket	Essential	Suffolk County Council	£4,000,000	Unknown	Unknown	£6,780	CIL	Unknown	Unknown	Over entire plan period		This site is too small for the catchment area it serves, particularly taking into account the amount of past and future planned developments in this area. There are also highway access issues. This recycling centre replacement has been identified as a high priority and a project has commenced to identify an alternative site. £1m has been earmarked for locating to a new site only. Total cost of constructing a new site is approximately £4m. Related to development at SCLP12.58. Project being investigated with Barbergh and Mid-Suffolk District Councils.
Improvements to Leiston household waste recycling centre		Leiston	Essential	Suffolk County Council	Unknown	Unknown	Unknown	Unknown	CIL	Unknown	Unknown	Over entire plan period		The current priority at Leiston recycling centre is to improve highway access issues. Site is also part of Waste Infrastructure Strategy Review.
Improvements to Felixstowe household waste recycling centre		Felixstowe	Essential	Suffolk County Council	Unknown	Unknown	Unknown	Unknown	CIL	Unknown	Unknown	Over entire plan period		This project is kept under review as developments in the immediate Felixstowe vicinity are increasing the demand at this recycling centre. Site is also part of Waste Infrastructure Strategy Review.

Total					£3,000,000		Unknown	751642		Unknown		
Total					£11,000,000		Unknown	£801,194		Unknown		
Total					None		None	None		None		
Overall Totals					£14,000,000		Unknown	£1,552,836		Unknown		

Utilities

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Approximate Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Required Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Potential upgrades to electricity network in Beccles		Beccles	Critical	UK Power Networks.	Unknown	None	Unknown	Unknown	Section 106	Unknown	UK Power Networks, New Anglia, Enterprise Zone Pot B	Medium/Long term		
Potential improvements to the 11kv network between Saxmundham and Benhall primary substation		Various	Critical	UK Power Networks	Unknown	Unknown	Unknown	Unknown	Section 106	Unknown	Unknown	During plan period		
Potential improvements to Peasenhall primary substation		Peasenhall	Critical	UK Power Networks	Unknown	Unknown	Unknown	Unknown	Section 106	Unknown	Unknown	During plan period		
Potential need for new primary substation at Sevenhills Roundabout		Nacton	Critical	UK Power Networks	Unknown	Unknown	Unknown	Unknown	Section 106	Unknown	OFGEM	During plan period		

Total					Unknown		Unknown	Unknown		Unknown		
Total					Unknown		Unknown	Unknown		Unknown		
Total					None		None	None		None		
Overall Totals					Unknown		Unknown	Unknown		Unknown		

Police

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Approximate Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Required Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/Progress	Status	Comments
Contribution to police provision, including recruitment and equipment of Community Support Officer, at Brightwell Lakes	SCLP12.19	Martlesham	Essential	Suffolk Constabulary	£156,898	Unknown	£0	£156,898	Section 106	£0	Suffolk Constabulary	Short - medium term		
Potential new police facility / extensions to existing estate		Various	Essential	Suffolk Constabulary	£8,000,000	Unknown	£0	£337,500	CIL	£7,662,500	Suffolk Constabulary	Over entire plan period		Developer contribution responds to growth in the Local Plan. Additional funding will be needed if a new facility is required.
Increase in police staffing levels across the District		Various	Essential	Suffolk Constabulary	£145,012	Unknown	£0	£145,012	CIL	£0	Suffolk Constabulary	Over entire plan period		
6 new police vehicles		Various	Essential	Suffolk Constabulary	£124,500	Unknown	£0	£124,500	CIL	£0	Suffolk Constabulary	Over entire plan period		
135 square metres of new office floorspace		Various	Essential	Suffolk Constabulary	£337,500	Unknown	£0	£337,500	CIL	£0	Suffolk Constabulary	Over entire plan period		Not needed if new facility is delivered
4 new Automatic Number Plate Recognition points		Various	Essential	Suffolk Constabulary	£240,292	Unknown	£0	£240,292	CIL	£0	Suffolk Constabulary	Over entire plan period		

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Approximate Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Required Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
South Saxmundham Garden Neighbourhood (Policy SCLP 12.29): 35m² of additional police floorspace, recruitment/training/equipping police officers/police community support officers/back office staff, 2 x police vehicles, automatic number plate recognition technology.	SCLP12.29	Saxmundham	Essential	Suffolk Constabulary	£633,753	Unknown	£0	£633,753	Section 106	£0	Suffolk Constabulary	During plan period		
North Felixstowe Garden Neighbourhood (Policy SCLP 12.3): 95m² of additional police floorspace, recruitment/training/equipping police officers/police community support officers/back office staff, 3 x police vehicles, automatic number plate recognition technology.	SCLP12.3	Felixstowe	Essential	Suffolk Constabulary	£1,081,357	Unknown	£0	£1,081,357	Section 106	£0	Suffolk Constabulary	During plan period		

Total					£8,847,304		£0	£1,184,804		£7,662,500		
Total					£1,872,008		£0	£1,872,008		£0		
Total					None		None	None		None		
Overall Totals					£10,719,312		£0	£3,056,812		£7,662,500		

Community Centres

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Approximate Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Required Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
New community centre in Bungay		Bungay	Essential	Bungay Honeyptot Trust	£746,460	Sale of existing community centre for housing.	£380,000	£366,460	CIL	£0	None	Short term		£366,460 DCIL Allocated 2018/19 - £350,000 from sale of the land £30,000 from Bungay Honeyptot Trust
Easton & Letheringham Village Hall Refurbishment		Easton and Letheringham	Desirable	Easton and Letheringham Village Hall Committee	£48,000	Easton and Letheringham Village Hall Committee	£10,000	£38,000	CIL	£0	None	Short term		DCIL Funding 2018/19. £10,915.44 underspent
Woodbridge - Jetty Lane Community Centre Feasibility Study		Woodbridge	Desirable	Jetty Lane Community Interest Company (CIC)	£3,140,000	Fundraising	£2,951,200	£188,800	CIL	£0	None	Short term		DCIL Funding 2018/19
Framlingham - St Michael's Rooms Community Centre		Framlingham	Desirable	Parochial Church Council, Framlingham Town Council	£840,000	Framlingham Town Council and donations	£140,000	£700,000	CIL	£0	None	Short term		DCIL Funding 2018/19. Construction began January 2022.
Worlingham Community Centre		Worlingham	Essential	Worlingham Parish Council	£1,219,478	Parish Council	£1,000,000	£219,478	CIL	£0	None	Short term		£219,478 DCIL allocated, £70,000 for feasibility (2018/19, £4,824.30 underspent) and £149,478 for capial costs (2019/20)
New community centre in Halesworth on Dairy Farm site	WLP4.5	Halesworth	Essential	East Suffolk Council, Developers	£715,540	Sale of existing community facilities.	Unknown	Unknown	CIL	Unknown	None	Short term.		Update once funds from sale of existing facilities has been confirmed. Approximate cost based on BCIS data.

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Approximate Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Required Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Improvements to Community Facilities at Recreation Ground, Victory Road, Leiston.		Leiston	Desirable	Parish Council	Unknown	Heritage Lottery Fund	Unknown	Unknown	Neighbourhood CIL	Unknown	Unknown	Short Term		Included in Leiston Neighbourhood Plan
Provision of community facilities at Playing Fields, Melton Road (MEL9)	MEL9	Melton	Desirable	Parish Council	Unknown	Heritage Lottery Fund	Unknown	Unknown	Neighbourhood CIL	Unknown	Unknown	Short Term		Included in Melton Neighbourhood Plan
New community facility totaling 450-500sqm internal area including changing facilities and separate office for police at Brightwell Lakes	SCLP12.19	Martesham	Essential	Developer	Unknown	None	£0	Unknown	Section 106	Unknown	None	Short - medium term		
New community centre at North Felixstowe Garden Neighbourhood	SCLP12.3	Felixstowe	Essential	Developer	Unknown	Unknown	Unknown	Unknown	Section 106	Unknown	Unknown	Short term		
New community centre in Somerleyton		Somerleyton	Essential	East Suffolk Council, Developers	£301,280	None	£0	£301,280	CIL	£0	None	Short-medium term		A contribution from the local community/neighbourhood CIL will be required. Approximate cost based on BCIS data. Supported by the Lound, Ashby, Heeringfleet and Somerleyton Neighbourhood Plan Policy LAHS 7.

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Approximate Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Required Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
New community centre in Brampton	WLP7.9	Brampton with Stoven	Essential	East Suffolk Council, Developers	£301,280	None	£0	£301,280	Section 106/CIL	£0	None	Short-medium term		Unknown if this can be delivered with site. Approximate cost based on BCIS data.
Refurbishment of community centre in Ringsfield		Ringsfield	Essential	East Suffolk Council, Developers	Unknown	None	£0	Unknown	CIL	Unknown	None	Short-medium term		A contribution from the local community/neighbourhood CIL will be required.
New community centre in Carlton Colville		Carlton Colville	Essential	East Suffolk Council, Developers	£715,540	None	£214,000	£501,540.00	CIL	£0	None	Medium term		A contribution from the local community/neighbourhood CIL will be required. Approximate cost based on BCIS data.
New community centre in Beccles	WLP3.1, BECC1	Beccles	Essential	East Suffolk Council, Developers	£715,540	None	£0	£715,540	Section 106	£0	None	Medium term		Approximate cost based on BCIS data. Additional requirements set out in Beccles Neighbourhood Plan Policy BECC1)
New community centre on North of Lowestoft Garden Village	WLP2.13	Corton	Essential	East Suffolk Council, Developers	£715,540	None	£0	£715,540	Section 106	£0	None	Long term		Delivered with site. Approximate cost based on BCIS data.
New community centre in Framlingham	FRAM22	Framlingham	Desirable	Parish Council, Developer	Unknown	Unknown	Unknown	Unknown	Neighbourhood CIL	Unknown	Unknown	Over Plan Period		Part of the Framlingham Neighbourhood Plan

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Approximate Cost	Non- Developer Funding Sources	Potential Non- Developer Funding Amount	Required Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Provision of a new community centre and facilities at Waterloo Avenue	IN2	Leiston	Desirable	Parish Council, Developer	Unknown	Unknown	Unknown	Unknown	Neighbourhood CIL	Unknown	Unknown	Over Plan Period		Part of Leiston Neighbourhood Plan

Total					£6,270,658		£1,734,000	£3,821,118		Unknown				
Total					£3,188,000		£2,961,200	£226,800		Unknown				
Total					Unknown		Unknown	Unknown		Unknown				
Overall Totals					£9,458,658		£4,695,200	£4,047,918		Unknown				

Green Infrastructure

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Approximate Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Required Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
East of England Park	WLP2.5	Lowestoft	Essential	East Suffolk Council	£1,086,078	Coastal Communities Fund	£997,901	£88,000	CIL	£0	None	Short term		DCIL funding 2018/19 - £88,000
Beccles Quay		Beccles	Desirable	East Suffolk Council, Beccles Town Council and Broads Authority	£90,339	Beccles Fenland Trust	£6,339	£84,000	CIL	£0	None	Short term		£90,339 quay improvement project - funded by DCIL (2018/19) £84,000 and £6,339 Beccles Fenland Charity Trust
Open space provision at North Felixstowe Garden Neighbourhood	SCLP12.3	Felixstowe	Essential	Developer	Unknown	Unknown	Unknown	Unknown	Section 106	Unknown	Unknown	Short – medium term		Delivered with site. First phase approved by appeal.
Cemetery expansion with public toilets and parking	SA1	Leiston	Desirable	Developer	Unknown	Unknown	Unknown	Unknown	Section 106, Neighbourhood CIL	Unknown	Unknown	Over Plan Period		Part of Leiston Neighbourhood Plan
Allotments and community orchard at Brightwell Lakes	SCLP12.19	Martesham	Desirable	Developer	Unknown	Unknown	Unknown	Unknown	Section 106	Unknown	Unknown	Short - medium term		
Country park on Land South of The Street, Carlton Colville	WLP2.16	Carlton Colville	Desirable	East Suffolk Council	£120,000	Unknown	Unknown	£120,000	Section 106	£0	None	Short-medium term		Delivered with site

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Approximate Cost	Non-Developer Funding Sources	Potential Non- Developer Funding Amount	Required Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
County park on Beccles and Worlingham Garden Neighbourhood	WLP3.1	Worlingham	Desirable	East Suffolk Council	£152,000	Unknown	Unknown	£152,000	Section 106	£0	None	Short-medium term		Delivered with site
Open space provision at South Saxmundham Garden Neighbourhood	SCLP12.29	Saxmundham	Essential	Developer	Unknown	Unknown	Unknown	Unknown	Section 106	Unknown	Unknown	Short – medium term		Delivered with site
Additional burial space at Framlingham Cemetery	FRAM24	Framlingham	Desirable	Developer	Unknown	Unknown	Unknown	Unknown	Neighbourhood CIL	Unknown	Unknown	Over Plan Period		Part of the Framlingham Neighbourhood Plan
Provision of allotments/community garden	SA3	Leiston	Desirable	Developer	Unknown	Unknown	Unknown	Unknown	Section 106, Neighbourhood CIL	Unknown	Unknown	Over Plan Period		Part of Leiston Neighbourhood Plan
Provision of a Multi-Use Games Area on Beccles and Worlingham Garden Neighbourhood including changing facilities	BECC2	Beccles	Desirable	Developer	Unknown	Unknown	Unknown	Unknown	Section 106, Neighbourhood CIL	Unknown	Unknown	Over Plan Period		Part of Beccles Neighbourhood Plan
Provision of youth space, indoor play, 'green gym, and indoor swimming pool	BECC2	Beccles	Desirable	Developer	Unknown	Unknown	Unknown	Unknown	Section 106, Neighbourhood CIL	Unknown	Unknown	Over Plan Period		Part of Beccles Neighbourhood Plan

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Approximate Cost	Non-Developer Funding Sources	Potential Non- Developer Funding Amount	Required Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Provision of allotments, community orchard and community farm/education facility	MEL10, MEL20	Melton	Desirable	Developer	Unknown	Unknown	Unknown	Unknown	Neighbourhood CIL	Unknown	Unknown	Over Plan Period		Part of Melton Neighbourhood Plan

Total					£1,448,417		£1,004,240	£444,000		£0				
Total					Unknown		Unknown	Unknown		Unknown				
Total					Unknown		Unknown	Unknown		Unknown				
Overall Totals					£1,448,417		£1,004,240	£444,000		Unknown				

Sports and Leisure

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Approximate Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Required Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Provision of full-sized sand filled football/hockey pitch in Beccles		Beccles	Desirable	East Suffolk Council	£770,154	Football Foundation	£695,654	£74,500	CIL	Unknown	None	Short term		3G football Pitch at Beccles TFC in 18/19 - DCIL funded
Beccles Lido Improvements		Beccles	Desirable	East Suffolk Council	£517,828.00	Various	£442,828.00	£75,000.00	CIL	£0.00	None	Short term		DCIL funding 2019/20
Ufford Recreation Ground Car Park Resurface		Ufford	Desirable	Ufford Parish Council	£28,000.00	Ufford Parish Council	£25,000.00	£3,000.00	CIL	£0.00	None	Short term		DCIL Funding 2018/19
Lowestoft - Royal Green - play equipment and footpath improvements		Lowestoft	Desirable	East Suffolk Council in partnership with Sentinel Leisure Trust and Waveney Norse	£125,000.00	S106 from planning permissions DC/12/1014/FUL, DC/13/0131/FUL, DC/0457/COU.	£1,500.00	£123,500.00	CIL	£0.00	None	Short term		DCIL Funding 2018/19
Halesworth Campus Phase 1		Halesworth	Essential	East Suffolk Council, Suffolk County Council	£3,800,000	Sale of land	£2,300,000	£1,500,000	CIL	£0.00	Sport England, Football Association, National Lottery and other sports associations	Short term		

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Approximate Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Required Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Relocation, Improvements and an extra pitch at Gunton Park Rugby Club		Corton	Desirable	East Suffolk Council	Unknown	Sale of land	Unknown	Sale of land is expected to cover entire cost	None	Unknown	None	Short term		
Provision of small 3G pitch at Bungay and District Sports Association		Bungay	Desirable	East Suffolk Council	Unknown	None	£0	Unknown	CIL	£0	None	Short term		
Expand cricket pitches on Southwold Common by 2 wickets		Southwold	Desirable	East Suffolk Council	Unknown	None	£0	Unknown	CIL	Unknown	None	Short term		
Improved tennis courts in Lowestoft, Beccles, Ringsfield, Blundeston and Wrentham		Various	Desirable	East Suffolk Council	Unknown	None	£0	Unknown	CIL	Unknown	None	Short term		
Improved playing pitches in Halesworth, Reydon, Shadingfield, Ringsfield, Blundeston and Wrentham		Various	Desirable	East Suffolk Council	Unknown	None	£0	Unknown	CIL	Unknown	None	Short term		
Playing pitch on Kirkley Waterfront Sustainable Urban Neighbourhood	WLP2.4	Lowestoft	Desirable	East Suffolk Council	£250,000	Unknown	£250,000	£0	None	£0	None	Short term		

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Approximate Cost	Non-Developer Funding Sources	Potential Non- Developer Funding Amount	Required Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Playing pitches on Land South of Southwold Road, Brampton	WLP7.9	Brampton	Desirable	East Suffolk Council	£28,750	Unknown	£0	£28,750	Section 106	£0	None	Short term		
New Sports provision and associated open space, (totaling 7.9 ha), including changing facilities and toilets, at Brightwell Lakes	SCLP12.19	Martlesham	Desirable	Developer	Unknown	Unknown	Unknown	Unknown	Section 106	Unknown	None	Short term		
Provision of a childrens play area	SA1	Kessingland	Desirable	Developer	Unknown	None	Unknown	Unknown	S106, Neighbourhood CIL	Unknown	Unknown	Short Term		Part of Kessingland Neighbourhood Plan
Extended Play Field Space at Laurel Farm	SA2	Kessingland	Desirable	Developer	Unknown	None	Unknown	Unknown	S106	Unknown	Unknown	Short Term		Part of Kessingland Neighbourhood Plan
Provision of Neighbourhood Equipped Area for Play	SA3	Kessingland	Desirable	Developer	Unknown	None	Unknown	Unknown	S106, Neighbourhood CIL	Unknown	Unknown	Short Term		Part of Kessingland Neighbourhood Plan
Brightwell Lakes Public Art Scheme	SCLP12.19	Martlesham	Desirable	Developer	£100,000	Unknown	Unknown	£100,000	Section 106	£0	None	Short - medium term		

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Approximate Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Required Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Halesworth Campus Phase 2		Halesworth	Desirable	East Suffolk Council, Suffolk County Council	£1,750,000 – 2,250,000	None	£0	£1,750,000 – 2,250,000	CIL	£0	Sport England, Football Association, National Lottery and other sports associations	Short – medium term		
Playing pitches on Beccles and Worlingham Garden Neighbourhood	WLP3.1	Beccles	Desirable	East Suffolk Council	£460,000	Unknown	£0	£460,000	Section 106	£0	None	Short - medium term		
New leisure centre development at North Felixstowe Garden Neighbourhood	SCLP12.3	Felixstowe	Essential	East Suffolk Council, Developer	Unknown	East Suffolk Council	Unknown	Unknown	Section 106	Unknown	Sport England, Football Association, National Lottery and other sports associations	Short – Medium term		
Enhancement of sports and community facilities at Suffolk Police HQ, Martlesham	SCLP12.25	Martlesham	Essential	Developer	Unknown	Unknown	Unknown	Unknown	Section 106/CIL	Unknown	Sport England, Football Association, National Lottery and other sports associations	Short – Medium term		

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Approximate Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Required Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Playing pitches on North of Lowestoft Garden Neighbourhood	WLP2.13	Corton	Desirable	East Suffolk Council	Unknown	Unknown	Unknown	Unknown	Section 106	Unknown	None	Medium-long term		
Oakes Farm Development	WLP2.19	Carton	Essential	East Suffolk Council	£6,273,178	Unknown	Unknown	£250,000	Section 106	£6,023,178	CIL	Unknown		
New changing rooms and improved tennis courts at Normanston park		Lowestoft	Desirable	East Suffolk Council	£200,000	Football Foundation	£50,000	£150,000	CIL	£0	None	Unknown		
Provision of 2 Neighbourhood Equipped Areas for Play in Framlingham	FRAM9, FRAM25	Framlingham	Desirable	Developer	Unknown	Unknown	Unknown	Unknown	S106, Neighbourhood CIL	Unknown	Unknown	Over Entire Plan Period		Part of the Framlingham Neighbourhood Plan

Total					£14,174,910-14,674,910		£3,739,982	£4,411,750-4,911,750		£6,023,178		
Total					£128,000		Unknown	Unknown		Unknown		
Total					Unknown		Unknown	Unknown		Unknown		
Overall Totals					£14,302,910-14,802,910		£3,739,982	Unknown		Unknown		

Coastal Protection and Flooding

Project	Local / Neighbourhood Plan Policy	Parish	Priority	Lead Provider	Approximate Cost	Non-Developer Funding Sources	Potential Non-Developer Funding Amount	Required Developer Contribution	Type of Developer Contribution	Potential Remaining Funding Gap	Potential Funding Sources to Fill Gap	Timescale/ Progress	Status	Comments
Deben Estuary - Renovation of Flood Defence Wall Flood Cell 01 - Preliminary Work		Bawdsey	Desirable	The Deben Estuary Partnership	£1,200,000	The Deben Estuary Partnership and enabling development	£1,073,800	£126,200	CIL	£0	None	Short term		DCIL Funding 2018/19
Projects listed under the Lowestoft Flood Risk Management Strategy		Lowestoft	Essential	East Suffolk Council	£32,000,000	Local Enterprise Partnership, Suffolk County Council, DEFRA, Regional Flood and Coastal Committee, National Grant	Likely £32,000,000 dependant on final cost.	£0	CIL	£0	None	Short term		Tidal walls construction began in April 2021 to complete in 2023.
Flood mitigation at Land South of Carlton Colville (WLP2.16).	WLP2.16	Carlton Colville	Critical	Suffolk County Council	£379,000	Unknown	£0	£379,000	Section 106	£0	None	Medium term		To be delivered with site
Increasing flood mitigation measures along the River Orwell and the Port of Felixstowe.		Various	Critical	Suffolk County Council, Anglian Water, Environment Agency, Developer	Unknown	Local Enterprise Partnership, Suffolk County Council, DEFRA, Anglian Water, Environment Agency	Unknown	Unknown	CIL	Unknown	Unknown	Over entire plan period		

Total					£32,379,000		£32,000,000	£379,000		£0		
Total					£1,200,000		£1,073,800	£126,200		£0		
Total					None		None	None		None		
Overall Totals					£33,579,000		£33,073,800	£505,200		£0		

Keys

Status

	Completed
	In Progress
	Not Started
	No Longer to be Delivered

Associated Plan

	Waveney Local Plan
	Suffolk Coastal Local Plan
	Neighbourhood Plan

Priorities

Critical	Infrastructure needed to unlock development sites (i.e. development cannot take place until this project is delivered)
Essential	Infrastructure necessary to support development and mitigate impacts. Without this the developments' sustainability would be undermined
Desirable	Infrastructure that could support development and make it more sustainable, but development would be sustainable without it

Timescale/Progress

Short Term	0-5 Years
Medium Term	5-10 Years
Long Term	Over 10 Years
Plan Period	Present Day - 2036



District CIL Funding 2022-23

1. Bids received in 2022

- 1.1 The April/May 2022 bid window saw 5 bids submitted for consideration by the CIL Spending Working Group (CSWG).
- 1.2 Two of these bids, for new Early Years provision, had been successful in receiving District CIL Funding in the 2021 bid round, but have returned due to significant increases in costs and a failure to get additional funding through Neighbourhood CIL or other funding sources.
- 1.3 Bid 2-2022 which related to the provision of a new early years setting located on the school site at Melton Primary School was not considered to be a valid bid and has subsequently been considered as an “expression of interest” with a view to the project being re-worked and a new bid being submitted in a future bid round.

Bid Reference	Project name	Funding request £
1-2022	Lowestoft Waste Transfer Station and Recycling Centre Improvements	751,642.00
2-2022	Melton Primary School - Early Years Provision	155,384.00
3-2022	Leiston FC and Sports Association - 3G Pitch with Lighting	276,018.18
4-2022	Holton St Peter Primary School - new Early Years provision (2)	615,000.00
5-2022	Dennington – New bespoke Early Years Playschool Setting (2)	268,214.71
		2,066,258.89

2. Consideration of the bids by the CSWG

- 2.1 **Bids 1, 3 4 and 5 are recommended for approval by the CSWG.** These bids are recommended on an “in principle” basis, each with conditions applied to ensure a smooth transition to the delivery stage and completion stage and to provide East Suffolk Council with a full audit trail to support each step of the finding process. Most

of the projects are required to meet milestones in order to achieve the next tranche of funding.

- 2.2 In total, the 2022 bid round would result in the allocation of over £1.9m in District CIL to fund infrastructure projects that will support the new homes being delivered in East Suffolk, if Cabinet approve the recommendations made by the CSWG.
- 2.3 Detailed information on each of the bids received, the benefits of the project and how they relate to corporate objectives and the Local Plans, together with the recommendations put to Cabinet by CSW, is provided as Appendix A of this document.

3. Extension of spending deadline – Jetty Lane project, Woodbridge

- 3.1 The Jetty Lane Trustees have become a Charitable Incorporated Organisation (CIO) which provides for increased regulation and requirement for transparency. This also brings the benefit of tax savings so the Jetty Lane CIO can ensure the funds received are going direct to the project and to appeal to different funding bodies to raise the finances needed to build the community centre.
- 3.2 East Suffolk Council awarded District CIL funding of £188,800 in June 2019 which was paid to the project in August 2019. The funding was to support the delivery of the first part of the project, to assist with funding the initial building planning and design stage, and to obtain planning permission. The deadline for spending the funds was June 2024.
- 3.3 A 3D model of the building was produced and variation to plans was submitted to make changes to heat sources and natural ventilation and to incorporate new building regulations into the plans and to ensure the building is future proof.
- 3.4 The Jetty Lane CIO are currently fundraising in order to raise sufficient funds to progress the delivery of a replacement Youth Centre and community hub, as planned. However, Covid 19 has played a significant part, both in the delays to fundraising and the delivery side of the project, through increasing costs, reducing access to funding and changing the needs of the community.
- 3.5 The Jetty Lane site has continued to be in active use over the past two years, with the 2 new cabins on the site that are in constant use for the community. The Cabins were donated by a local businessman.
- 3.6 The Jetty Lane charity intend to apply for a new planning permission in September 2022 in order to change the layout and design of the proposed buildings to be more appropriate for both current and future needs.
- 3.7 Progress of the project can be followed via the Jetty Lane webpages.

- 3.8 The Jetty Lane CIO as seeking an extension to the deadline for using the District CIL funding. This would be a two-year extension of the current deadline to take it to June 2026.
- 3.9 Since this was a CIL project that was approved before the CIL Spending Strategy was developed, and the funding is already subject to a legal agreement between East Suffolk Council and the Jetty Lane CIO, then an extension can be recommended for approval by Cabinet without the need for a whole new bid application to be submitted under the current CIL Spending Strategy.
- 3.10 **CSWG have reviewed this extension of time request and are recommending that Cabinet agree to the extension to the spending deadline to June 2025, subject to the revised planning permission being sought by 1 April 2023.**

Appendix A - Summary of District CIL Bids Received 2022

Ref	Location/ Project	Lead Party	Benefits of the Project	Project Cost	DCIL requested	Other funding	Notes/Key Points	Recommendation
1-2022	Lowestoft Waste Transfer Station (WTS) and Recycling Centre (RC) Improvements	Suffolk County Council Waste	<p>The current Lowestoft WTS and RC serves a large area of the East Suffolk population and is in need of re-development in order to meet future demand.</p> <p>In 2021 SCC determined that the current facility in Lowestoft, which is a joint WTS and RC, was not adequate to manage the future demands of increasing waste deposited there over the next 10-20 years. A programme of works was identified that would render it fit for purpose for that period.</p> <p>The Lowestoft WTS is the only one open to East Suffolk DC to deposit all the waste collected from residents in the north of their area. If the works are not completed to bring the site up to fire remediation standard a new site will need to be provided at substantially greater cost. It is very likely that the government's new Resources and Waste Management Strategy (RaWS), will require district and borough councils to commence weekly food waste collections from residents within the next three years.)</p>	£ 2,993,401.93 <i>(estimate)</i>	£ 751,642.00	£2,241,759.93	<p>VALID BID – subject to finalised costs and planning permission</p> <p>25% DCIL requested (across cost of both Phases)</p> <p>Phase 2 of 2 Project (Phase 1 delivered and funded by SCC)</p> <p>This project is detailed in the Local Plan and in the IFS as a planned short term 'Essential' project to support housing growth. The amount of developer contributions expected as funding towards the project is £1,000,000.</p> <p>The project is detailed on page 28 of the 2020-21 Infrastructure Funding Statement, which is a new statutory document that details East Suffolk's intentions for spending CIL and s106 and the timing and nature (Critical/Essential/Desirable)</p>	Approve in Principle

Ref	Location/ Project	Lead Party	Benefits of the Project	Project Cost	DCIL requested	Other funding	Notes/Key Points	Recommendation
			<p>Key improvements: Phase 1: funded and delivered</p> <ul style="list-style-type: none"> -Electrical and lighting upgrade, - odour suppression system, - guttering improvement, - replacement weighbridges, - replacement concrete dividers. <p>Key improvements: - Phase 2:</p> <ul style="list-style-type: none"> - new configuration of the site to enable a large water tank to be installed to meet the requirements of a new fire suppression system. - Extensive work will be carried out in order to tackle the rat infestation issue at this site and a new building will allow for food waste to be deposited at this site. -Improvements to site drainage will also be required. 				<p>of the project to support the planned housing growth. The project is an 'Essential' medium/long term project.</p> <p>East-Suffolk-Infrastructure-Funding-Statement-2019-20.pdf (eastsuffolk.gov.uk)</p> <p>The Waveney Local Plan references the need for remodelling of the HWRC at 12.818, and on page 476. It is identified on Page 303 with expected funding source by CIL to an approximate cost of £1,500,00.00.</p> <p>Adopted-Waveney-Local-Plan-including-Erratum.pdf (eastsuffolk.gov.uk)</p> <p>Key Points:</p> <ul style="list-style-type: none"> • The project directly relates to the Strategic Plan Environment objective of minimising waste, reusing materials 	

Ref	Location/ Project	Lead Party	Benefits of the Project	Project Cost	DCIL requested	Other funding	Notes/Key Points	Recommendation
							<p>and increasing recycling; reduced refuse volumes and increased recycling rates and also the Economy objective to support and deliver infrastructure.</p> <p>Strategic Plan 2020 - 2024 - Report - Page 1 (paperturn-view.com)</p> <ul style="list-style-type: none"> • This is planned essential infrastructure project which we expected to partially fund from CIL (Local plan/IFS). • This is a collaboratively funded Project with the DCIL requested being 25% of project costs (over both Phases). • Other funding sources not yet secured • Planning permission not yet achieved 	
2-2022	Melton Primary School - Early	Suffolk County	Melton Primary School is a maintained school which has recently opened a Nursery facility	£155,384 (estimate)	£155,384	£0	INVALID BID - 100% DCIL requested	<i>To be considered as a statement of interest for</i>

Ref	Location/ Project	Lead Party	Benefits of the Project	Project Cost	DCIL requested	Other funding	Notes/Key Points	Recommendation
	Years Provision	Council Education	<p>in the Thrive Room, as a result of requests by parents. The Primary School will need this space back and the school are seeking to provide a bespoke EYs space on site. This project will provide an additional 26 full time equivalent early years places for children from the age of 3 upwards. The provision will be open for the full school day and offer wrap around care for children of pre-school and school age.</p> <p>The additional accommodation will provide;</p> <ul style="list-style-type: none"> • Classroom/activity space for up to 26 EYFS pupils at any one time • Pupil and pupil WCs • Ancillary spaces (Kitchenette/Store room) • Outdoor play space • The provision will be open for full day care to meet the needs of working families as well as providing funded sessions. 				<ul style="list-style-type: none"> • Project applicant SCC but to be managed and delivered by Primary School • The project will help to meet the need for additional Early Education capacity in Woodbridge/Melton Wards (Policies SCLP12.32 and SCLP12.33) <p>Key points:</p> <ul style="list-style-type: none"> • The project directly relates to the Strategic Plan Economy objective to <i>Support and deliver infrastructure</i>, enabling children to access early years education and to improve their outcomes and to support working parents. <p>Strategic Plan 2020 - 2024 - Report - Page 1 (paperturn-view.com)</p> <ul style="list-style-type: none"> • Costs have been guaranteed by the 	<i>future funding rounds</i>

Ref	Location/ Project	Lead Party	Benefits of the Project	Project Cost	DCIL requested	Other funding	Notes/Key Points	Recommendation
							<p>contractor if delivery is within summer 2022.</p> <ul style="list-style-type: none"> • Costs for electrical services and drainage do not appear to have been included within figures and only one quote provided. • Planning permission has not yet been submitted. • Questions were raised over the longevity of proposal in current form. • Questions over likelihood of not passing Building Control Regs. • Questions of location of the facility in relation to rest of school and of loss of and separation of play facilities. <p>NOTE: During a meeting with Suffolk County Council Early Years on the 16th June, it was agreed that further discussions were required with the school and agree different</p>	

Ref	Location/ Project	Lead Party	Benefits of the Project	Project Cost	DCIL requested	Other funding	Notes/Key Points	Recommendation
							approach to this project. Therefore, project is to be considered as an expression of interest. A meeting has been held with headteacher on site.	
3-2022	Leiston FC and Sports Association - 3G Pitch with Lighting	Leiston Football Club	<p>The existing facilities at Leiston Football Club are limited, and the bigger scheme project seeks to boost use and users, and in the future use this to support improvement of ancillary facilities such as catering provision and car parking/access. This Phase of the proposal subject of the bid seeks to replace an existing turf pitch with an all-weather 3G surface, along with two additional lighting towers.</p> <p>The additional facilities will provide;</p> <ul style="list-style-type: none"> • Resurfacing one pitch from turf to all weather 3G surface. • Two further lighting towers to allow for longer use during winter months. • This would allow increased use of the facility for various users 	£636,540.04 (estimate)	£276,018.18	£360,521.86	<p>VALID BID – subject to planning permission, amount allocation reflects community use availability, 3-5-year delivery time limit and community user agreement</p> <p>43% DCIL requested</p> <p>The project is not listed in the IFS or Local Plans as identified as a project required to support growth. The proposal does meet the requirements of ‘Beneficial’ in line with the Spending Strategy and should therefore be assessed on its merits.</p> <p>Key Points:</p> <ul style="list-style-type: none"> • The project directly relates to the Strategic Plan Enabling Communities objective 	Approve in principle

Ref	Location/ Project	Lead Party	Benefits of the Project	Project Cost	DCIL requested	Other funding	Notes/Key Points	Recommendation
			given reduced wear and increase the hours this is available during low light and poor weather.				<p><i>of community partnerships and maximising health and well being</i> in our district.</p> <p>Strategic Plan 2020 - 2024 - Report - Page 1 (paperturn-view.com)</p> <ul style="list-style-type: none"> • This is a collaboratively funded Project with the DCIL requested being 43% of project costs. • The project would provide additionality to the existing use of the facility which extends the period of use, opening the surface up to more users given reduced wear. • The facility is a sports site leased to the club and sports association, which is ultimately owned by ESC. • Planning permission will be required • Questions regarding surface type and 	

Ref	Location/ Project	Lead Party	Benefits of the Project	Project Cost	DCIL requested	Other funding	Notes/Key Points	Recommendation
							<p>restricted hours of use limiting community use.</p> <ul style="list-style-type: none"> Only one FA funding pot could be successful, which is not reflected in bid application. Current quote is not a FA approved provider. 	
4-2022	Holton St Peter Primary School - new Early Years provision (2)	Suffolk County Council Education	<p>This project will provide an additional 30 full time equivalent early years places for children from the age 2 at Holton St Peter Primary School.</p> <ul style="list-style-type: none"> The additional accommodation will provide; <ul style="list-style-type: none"> Classroom/activity space for up to 30 EYFS pupils at any one time, Pupil and staff WCs, Office and ancillary space, The provision will be open for full day care to meet the needs of working families as well as providing funded sessions. Children who attend high quality early years provision are better able to achieve their full potential. 	£1,230,000	£615,000 (£415,000 – without the highways element)	£615,240 DCIL (2021-5 award)	<p>VALID BID – subject to planning approval & and evidence of ongoing verification of costs (RIBA Stages), Schools commissioner approval to expand, and reduction of £200K upon confirmation from Suffolk Highways this element is not required</p> <p>100% DCIL requested Approval in principle to a ceiling award of £615,240 was awarded in 2021 (CIL Bid 2021-5)</p> <p>The Project has completed RIBA Stage 4 and the costs have risen significantly. As such a follow up bid has been submitted to seek and</p>	Approve in principle

Ref	Location/ Project	Lead Party	Benefits of the Project	Project Cost	DCIL requested	Other funding	Notes/Key Points	Recommendation
			<ul style="list-style-type: none"> In a 2020 survey undertaken by the Early Years and Childcare Service (Suffolk County Council), 76% of parents stated that they search for childcare near to their home address. 73% of respondents stated that they need childcare in order to carry out their employment. Following a site visit with the Academy Trust and Governors we are now looking to develop a facility design similar to that shown in submitted plans. 				<p>additional £615,000 to fill the funding gap. Clarification is sought to the possible removal of new access and parking currently included in the proposal, following advice from Suffolk Highways. This would reduce the bid by £200,000</p> <p>A new Early Years setting in Holton is detailed as an 'Essential' short term project within the Infrastructure Funding Statement 20/21, page 47. East-Suffolk-Infrastructure-Funding-Statement-2020-21.pdf (eastsuffolk.gov.uk)</p> <p>The East Suffolk Waveney Local Plan references the need for Early Years provision in the Holton and Halesworth Area on page 106 to 120 and point 4.39 on page 188. Page 292 of the infrastructure Delivery framework in the Waveney Local Plan shows that initial funding required was £500,000. This was</p>	

Ref	Location/ Project	Lead Party	Benefits of the Project	Project Cost	DCIL requested	Other funding	Notes/Key Points	Recommendation
							<p>increased significantly in the IFS for 2019-20. Adopted-Waveney-Local-Plan-including-Erratum.pdf (eastsuffolk.gov.uk)</p> <p>Key points:</p> <ul style="list-style-type: none"> The project directly relates to the Strategic Plan Economy objective to <i>Support and deliver infrastructure</i>, enabling children to access early years education and to improve their outcomes and to support working parents. Strategic Plan 2020 - 2024 - Report - Page 1 (paperturn-view.com) Demand for EY places from development is considered to be 51/52 required places. This project will deliver an additional 30 full time equivalent early years places for children from 	

Ref	Location/ Project	Lead Party	Benefits of the Project	Project Cost	DCIL requested	Other funding	Notes/Key Points	Recommendation
							<p>the age 2 at Holton St Peter Primary School.</p> <ul style="list-style-type: none"> • The need for EY provision in the area is detailed as a planned 'Essential' project to support housing growth in the East Suffolk Waveney Local Plan and Infrastructure Funding Statement (IFS) 2019-20. • This project will appear as complimentary to the proposed Dairy Farm Early Years project and have its own line within the 2020-21 IFS. it is Essential infrastructure planned as a short-term project. • There are a number of applications within the area still to be determined. Once the 30 places created at Holton St Peter are deducted, this would still mean that a further 31 places may be needed. This 	

Ref	Location/ Project	Lead Party	Benefits of the Project	Project Cost	DCIL requested	Other funding	Notes/Key Points	Recommendation
							<p>future growth will be monitored and if needed, further provision will be added, with the possibility at the Dairy Farm site.</p> <ul style="list-style-type: none"> • Parents and neighbouring schools will feed into a consultation that the School must carry out to receive Regional School's Commissioner approval to expand. • Planning permission is estimated to be achieved late summer 2022. 	
5-2022	Dennington – New bespoke Early Years Playschool Setting (2)	Badingham Playschool	This project seeks to provide a new bespoke Early Years facility in Dennington, part of Framlingham Ward. The new build has received planning approval and works have commenced, as the group continue to operate from temporary premises. This project will deliver a 50 place Nursery School and Day Care Facility, increasing and secure access to	£1,469,150.43	£268,214.71	<p>£22,683.72 other sources £1,178,252 DCIL (2021-6 award) Total: £1,200,935.72</p>	<p>VALID BID – subject to evidence of finalised costs and evidence of ongoing verification of costs (RIBA Stages) 98% DCIL requested</p> <p>Approval in principle to a ceiling award of £1,178,252 was given in 2021 (CIL Bid 2021-6)</p>	Approve in principle

Ref	Location/ Project	Lead Party	Benefits of the Project	Project Cost	DCIL requested	Other funding	Notes/Key Points	Recommendation
			<p>early years education for local children, and facilitating work time for parents and carers. The playschool employs twelve well qualified, experienced members of staff and has 34 children on roll, aged between 3 months and 5 years, from Framlingham, Dennington, Badingham and surrounding villages.</p> <p>On completion of the project, the building will be known as Little Oaks Playschool.</p> <p>The approved plans can be viewed within the planning application using reference DC/20/5019/FUL here: Simple Search (eastsuffolk.gov.uk)</p> <p>Children who attend high quality early years provision are better able to achieve their full potential. This project provides a permanent facility for an established EYS group and CIC, which have been without a permanent base for some time.</p> <p>The additional facilities will provide:</p>				<p>A bid for NCIL from Framlingham Town Council was unsuccessful and costs have been finalised. Although attempts have been and continue to be made for other funding sources (both successfully and unsuccessfully), there remains a significant funding gap. The costs have been reduced on the project by eliminating landscaping and other small element that could be funded at a later date. The need for Early Years provision in the Framlingham area is detailed as an 'Essential' priority to support housing growth in the Suffolk Coastal Local Plan and was listed in the Infrastructure Funding Statement (IFS) 2019-20. It is detailed in the East Suffolk - Suffolk Coastal Local Plan (12.272) page 286 and page 480.</p> <p>New Early Years provision is also recorded as a priority in</p>	

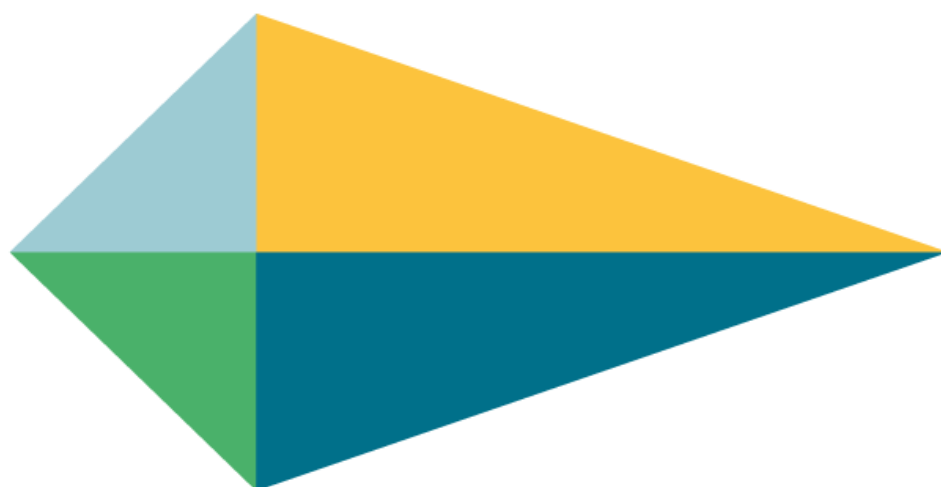
Ref	Location/ Project	Lead Party	Benefits of the Project	Project Cost	DCIL requested	Other funding	Notes/Key Points	Recommendation
			<ul style="list-style-type: none"> Bespoke education space with ancillary facilities (ie toilets, kitchenette/storage/office space) Outdoor education/play areas New access and parking from the B116 Framlingham Road, Dennington. 				<p>the Framlingham Neighbourhood Plan.</p> <p>Framlingham-NP-Made-Version-March-2017-Policy-title-text-AP22-Vyces-Rd-edited-2017-7-18.pdf (eastsuffolk.gov.uk)</p> <p>Key points:</p> <ul style="list-style-type: none"> The project directly relates to the Strategic Plan Economy objective to Support and deliver infrastructure, enabling children to access early years education and to improve their outcomes and to support working parents. Strategic Plan 2020 - 2024 - Report - Page 1 (paperturn-view.com) Permission for the new facility has already been approved under DC/20/5019/FUL and 	

Ref	Location/ Project	Lead Party	Benefits of the Project	Project Cost	DCIL requested	Other funding	Notes/Key Points	Recommendation
							<p>this has now commenced with adding services to the site.</p> <ul style="list-style-type: none"> • The Badingham Playschool Group has charitable status and has been proactive in raising funds towards the project from several different sources and have to date raised just over £22k in confirmed contributions, excluding 2021 DCIL. • The unsuccessful bid for a Neighbourhood CIL (NCIL) Allocation from Framlingham (25% of original project cost after deduction of the confirmed the funding/grants) which has left a funding gap which could jeopardise delivery. • Badingham Parish Council have also decided not to allocate NCIL to this project and 	

Ref	Location/ Project	Lead Party	Benefits of the Project	Project Cost	DCIL requested	Other funding	Notes/Key Points	Recommendation
							<p>Dennington only have £380 NCIL currently.</p> <ul style="list-style-type: none"> The VAT position has been confirmed as non-reclaimable by Financial Advisors – This has been accepted by CSWG as sufficient confirmation to meet this funding conditions. The project delivery stage has commenced following the grant of planning permission. 	
TOTALS				£6,484,476.40	£2,066,258.89	£4,418,457.51*	* Includes £1,793,492 of 2021 DCIL awards	

Community Infrastructure (CIL) Spending Strategy

ES/1256



EASTSUFFOLK
C O U N C I L

“the right infrastructure, in the right place, at the right time”

V7 – 11.08.2022

Major Sites and Infrastructure Team

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1. Background

- 1.1 The Community Infrastructure Levy (CIL) was adopted in the former Waveney District area on 1st August 2013 and in the former Suffolk Coastal District area on 13 July 2015. Since then the councils have collected approximately £12.4m of total CIL.
- 1.2 The National picture for CIL is that £4.5bn CIL has been collected to date by CIL Charging Authorities and they have spent £1.5bn.
- 1.3 It is important to note that whilst the District CIL fund can be collecting £millions, it can take just a couple of infrastructure projects, such as expansion of Health or Education provision to empty the pot. Spending of District CIL needs to be planned for a number of reasons, namely that the right infrastructure is delivered in the right place at the right time.
- 1.4 CIL is paid on commencement of planning permissions that are CIL liable development. Payments are usually made in instalments and can take up to 2 years to be received in full. Once received the CIL payments are automatically split down into their statutory “pots” or funds: 5% Admin; 15%* or 25% to parish councils and the remainder to the District CIL Fund (former 123 Fund). *Where town or parish councils do not have a made Neighbourhood Plan the 15% is capped at £100 (indexed) per council tax dwelling.
- 1.5 Under the CIL Regulations, the Neighbourhood CIL is passed to the town and parish councils every 6 months; 28 April and 28 October. Only Neighbourhood CIL amounts received in the previous 6 months can be passed on, so areas where there is no new development commencing and thus paying CIL will not receive any Neighbourhood CIL. Parish councils have 5 years from the date of receipt to spend the Neighbourhood CIL. Where there is not a parish council then the funds are held and spent in consultation with the community and under the same terms as the town and parish councils spend.
- 1.6 Currently 10 Neighbourhood Plans have been made which allows these parish councils to receive 25% Neighbourhood CIL from planning permissions that are granted on or after the “made” date. There are a further 27 Neighbourhood Plans in progress with one of currently at referendum stage. This will mean that the amount of CIL passed to parish councils for local infrastructure projects will increase considerably over the plan period. This is excellent news in terms of there being funds passed direct to parish councils for them to deliver their priority projects in their areas, however it does have an impact on the level of District CIL available to deliver larger critical and essential infrastructure projects such as school extensions and extensions to GP services.
- 1.7 Since CIL has been adopted in East Suffolk, approximately £4m has been passed to parish and town councils through Neighbourhood CIL Payments. There is greater flexibility for parish councils spending in the CIL Regulations, although any unspent Neighbourhood CIL still held after 5 years from the allocation date must be returned to East Suffolk. Under

the CIL Regulations East Suffolk would then spend this CIL to support the new development in the area of the local council(s).

- 1.8 Parish councils can choose to fund projects collaboratively where local infrastructure priorities are shared with East Suffolk, other parish councils or other infrastructure providers, such as Health, Police, Highways or Education. The CIL Regulations state that parish councils can spend their Neighbourhood CIL on:-
- (a) the provision, improvement, replacement, operation or maintenance of infrastructure; or
 - (b) anything else that is concerned with addressing the demands that development places on an area.
- 1.9 Discussions have commenced to explore how the Council may enable a collaborative funding approach within the Community Partnerships. This would enable more to be achieved with Neighbourhood CIL, together with other grants and funding mechanisms and could address local infrastructure needs which are not confined to parish boundaries.
- 1.10 Where town and parish councils have a Neighbourhood Plan made in their area, the expectation is that Neighbourhood CIL is prioritised and spent to deliver the projects identified in the Neighbourhood Plan. This may mean that in some areas where the Neighbourhood Plan has identified health or education, or other strategic infrastructure as a priority infrastructure requirement, there will be the opportunity to collaboratively fund projects of this nature.
- 1.11 For those town and parish councils receiving 15% Neighbourhood CIL, they should consider the infrastructure needs of their area using a Parish Infrastructure Investment Plan (PIIP) to help understand and prioritise their needs and focus spend.
- 1.12 CIL expenditure processes have been under review during 2019 as a result of both the creation of East Suffolk Council and following the recent changes in the CIL Regulations that affect CIL collection, spending and reporting as from 1 September 2019. The Planning Practice Guidance on the GOV.UK website has also been updated to further explain how CIL should be managed under the new CIL Regulations.
- 1.13 An outcome of this review has been the need to revise the approach to spending District CIL funds (Former Reg 123 Funding) and to put in place new processes and controls to ensure the effective management and transparency around reporting on CIL, and all developer contributions. The previous CIL spending process related to the formative years for CIL and was an open opportunity to fund local projects, especially during a period where not much Neighbourhood CIL had yet been paid out to town and parish councils.

- 1.14 To date East Suffolk has formally allocated over £8.8m of District CIL to a variety of local infrastructure projects across the two former district areas. The list of projects that have been allocated District CIL is reported at the start of the Infrastructure Funding Statement, together with information on their progress.

2. The CIL Expenditure Review

- 2.1 CIL should be viewed as a method to mitigate and support growth and therefore its collection and spending is linked to a plan-led approach.
- 2.2 The CIL expenditure review began by looking at the revised CIL legislation and the emphasis placed within the National Planning Policy Framework (NPPF) and the updated Planning Practice Guidance. There is a golden thread linking the requirements for how CIL can and should be spent with the critical and essential infrastructure identified within the local plan infrastructure delivery frameworks.
- 2.3 The review summarises the requirements within **Appendix A** and details the actions linked to these requirements. Below are the points learned from the existing approach and from the review of the latest legislative requirements:
- a) District CIL is different to Neighbourhood CIL: Firstly, it must be focussed on those critical and essential projects identified in the Infrastructure Delivery Frameworks attached to the Local Plans. If we do not do this the risk is that the development coming forward will not be sustainable in planning terms. Secondly, there is no spending deadline for District CIL and it may take a number of years to collect enough funds for projects as they come forward if they come forward ahead of the growth. The key element to support delivery of timely infrastructure is monitoring commencements and sharing data with infrastructure providers. This is the start of the conversation, once infrastructure needs are identified as part of the local plan, neighbourhood plan and through the planning permission process.
 - b) The recent changes in the CIL Regulations, supported by the NPPF and Planning Practice Guidance emphasise the need to spend developer contributions (CIL and s106) to ensure that development is **sustainable in planning terms**. There is now a legislative requirement for the Council to produce and publish an Annual Infrastructure Funding Statement which details those projects which the Council is collecting District CIL towards and planning to deliver in the short term, together with details of the expenditure for the financial year in relation to both s106 and CIL. The first Annual Infrastructure Statement must be published by 31 December 2020.
 - c) Previously CIL was collected and spent in line with Regulation 123 Lists; a list of generic infrastructure types. Some CIL charging authorities took this list a step further through the identification of specific projects to be funded by CIL. The new CIL Regulations remove Regulation 123 and the infrastructure lists which detailed the types of infrastructure which CIL would support and requires all

councils in receipt of any kind of developer contribution to record and report on these in a particular way. The Infrastructure Funding Statement places a greater emphasis towards the projects identified from the growth detailed in the Local Plan, which then feed into the Infrastructure Funding Statement. This ultimately means a greater focus on working with statutory infrastructure providers to work up the projects needed to deliver the critical, essential, and desirable infrastructure indicated through the Local Plan, Neighbourhood Plans and also identified through planning applications. Meetings are held at least quarterly with those responsible for providing the statutory infrastructure, such as with the Integrated Care Board for Health and Suffolk County Council for Education, Highways, Transport and Waste, and Suffolk Police.

- d) To date the Council has formally allocated approximately 35% of the District CIL Pot to local projects, many of which are not identified in the infrastructure Delivery Frameworks of the Waveney Local Plan and the emerging Suffolk Coastal Local Plan and to continue to spend District CIL in this manner would put at risk the delivery of critical and essential infrastructure identified in the Local plan as essential to support new development.
- e) The emerging East Suffolk draft business/strategic plan refers to “evidence led spending of CIL to support growth”. Local plan and Neighbourhood Plan projects are evidence led, but those projects that sit outside of this must be able to demonstrate their link to supporting the sustainability of the Local Plan development.
- f) Where projects have been offered District CIL Funding, many of these have not been “oven ready” schemes and therefore this can tie up District CIL that otherwise could be allocated to critical or essential infrastructure projects that may be delivered in a quicker timeframe and have more urgent and evidenced need.
- g) In the past, District CIL has been allocated to fund feasibility costs of proposed infrastructure. A feasibility study may not always identify a desirable and affordable solution and thus deliver infrastructure. These costs should therefore only form part of a project cost where the project is oven ready and deliverable. The criteria for validating and prioritising District CIL Spending should consider this.
- h) The new CIL Spending Strategy must prioritise and safeguard District CIL for recognised infrastructure to support growth. There is a risk that the past practice of funding local projects diminishes the projected funds and would leave developments without necessary infrastructure.
- i) Some of the historic projects we have allocated District CIL Funds to are not progressing and have not yet been delivered. This means funding is tied up that could otherwise be allocated to a project that is deliverable, is included in the

infrastructure delivery framework and will directly support the new housing developments in the area.

- j) The allocation of CIL to infrastructure projects is not about 'even geographical share' but must be proportionate in the way that infrastructure projects are funded where new housing and retail growth has commenced in areas and infrastructure needs have been identified in the Local Plan, Neighbourhood plan and through the planning process.
- k) The new CIL Spending Strategy must prioritise the allocation of District CIL funds to infrastructure projects that will make development within the local plan sustainable in planning terms and be deliverable in the short term. Prioritisation will ensure projects are deliverable in the short term (i.e. "oven ready" or "demonstrably deliverable") and are ready to be included on the annual Infrastructure Funding Statement (a new requirement of the CIL Regulations). This would mean projects are worked up, fully costed, and have the necessary planning permissions in place before they reach the point of approval for District CIL funding.
- l) East Suffolk have allocated just short of £4m NCIL funds to town and parish councils since April 2016. By ensuring the District CIL is spent as intended, to make development sustainable where developments have commenced in an area, this encourages town and parish councils to look at their local infrastructure needs and to plan delivery of local projects using their Neighbourhood CIL to maximise/benefit from other funding streams such as grants, local funding, and crowd funding. It should be noted that the CIL Regulations give town and parish councils 5 years from the date of receipt in which to spend Neighbourhood CIL.
- m) The new CIL Regulations place new demands in relation to recording developer contributions and reporting on both s106 and CIL. As a result of this, and to meet the Councils business aims of providing information and services more digitally, we need to procure, implement, and deliver a digital solution in order to be an efficient and effective service and to meet the new statutory requirements.
- n) The digital solution for managing developer contributions will enable the council to safeguard District CIL Funds towards projects identified in the Infrastructure Funding Statement as priority projects for the short term. The allocation of funds in this way will require periodic review and annual reporting on the "approved projects" that will be the focus of the Infrastructure Funding Statement. In this way the public, developers, infrastructure providers, local councils and other key stakeholders will be able to understand the infrastructure that is being delivered through developer contributions. The system publicly presents the amount of unspent or uncommitted CIL that the Council holds. It is important to recognise that large infrastructure projects will require CIL to be built up over a period of time and the Council is not unnecessarily "holding onto CIL".

3. The new CIL spending process

- 3.1 District CIL spend will need to initially focus on the critical and essential infrastructure already identified through the local plan and communicated within the planning process. The spending process ensures that District CIL Funding is secured or ringfenced to deliver these projects in a timely manner. **Diagram 1** indicates the cyclical nature of this review process through to when a project is detailed as ‘funded’ in the Infrastructure Funding Statement and then delivered.
- 3.2 The CIL Spending process will ensure that the priority projects for District CIL funding are identified and communicated within the Infrastructure Funding Statement, which is now a new requirement under the updated CIL Regulations 2010 (as amended).
- 3.3 The first Infrastructure Funding Statement was produced and published by 31 December 2020. Towards the end of each year a new Infrastructure Funding Statement is published.
- 3.4 **Diagram 1** shows the cyclical nature of funding and delivering infrastructure that is required through the Local Plan only. **Diagram 2** depicts the process we would expect all projects seeking District CIL to follow.

Diagram 1

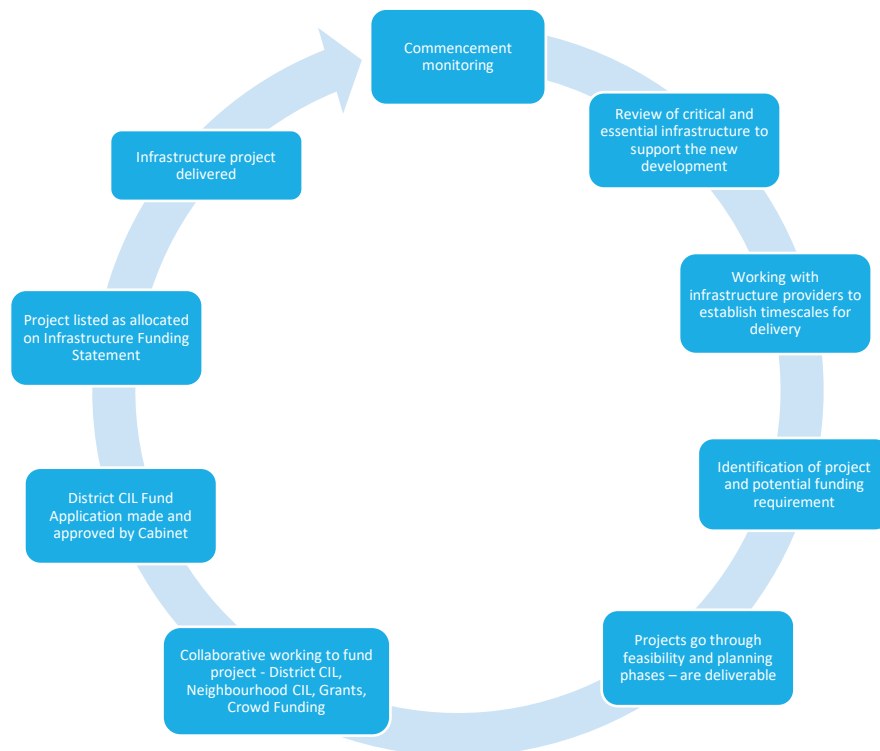
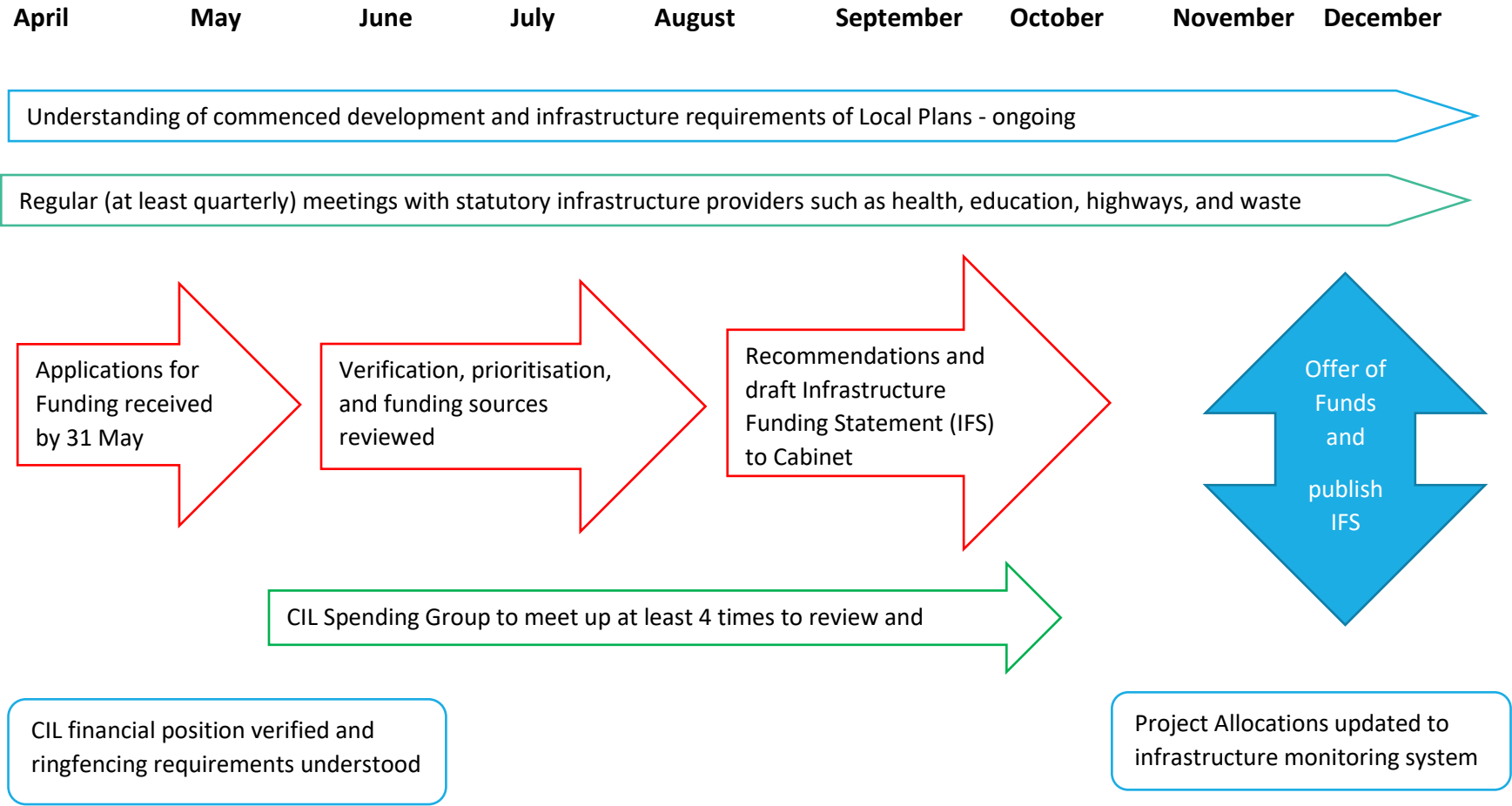


Diagram 2



4. Principles of District CIL Allocations

- 4.1 There are a few key principles to bear in mind when considering applying for funding from District CIL. **In all cases to be considered favourably:**
- a) The infrastructure supports new housing and/or employment growth;
 - b) Timeliness (has the new housing the infrastructure is required to make sustainable commenced?);
 - c) The benefits of the infrastructure are clear;
 - d) The infrastructure is capable of being used by the wider community;
 - e) The infrastructure proposed represents value for money;
 - f) The infrastructure should be new or if being enhanced there must be some additionality in what facilities and/or services are being provided;
 - g) Deliverability can be demonstrated (e.g. feasibility has been completed and planning permission granted);
 - h) For local projects, the project has community support demonstrated through evidence of meaningful engagement;
 - i) Feasibility studies will only be funded when they form part of a fully costed project that has planning permission in place and is ready to be immediately delivered – feasibility studies alone do not produce infrastructure;
 - j) Where the infrastructure is provided by a statutory partner, they agree the project is required and have the project tabled into their delivery plans;
 - k) District CIL Funds are applied for by the infrastructure provider where this is delivered by or through a statutory partner such as Highways, Education, Health or Police;
 - l) A business case is provided where funding over £50k is sought;
 - m) A suitable package of measures has been identified which allow for funding of ongoing maintenance of the infrastructure in order to secure continued use;
 - n) The timing of delivery of the project is clear and payment stages are defined;
 - o) Costings must be clearly defined, and evidence based (3 quotes or quantity surveyors costings provided as applicable);
 - p) Where VAT can be claimed back this should be clear and discounted from costings;
 - q) All avenues for collaborative spend have been explored – e.g. grants, other government funding (locality monies, LEP, County Council, District, Parish), Neighbourhood CIL, community fundraising, retail shop match funding and crowd funding;
 - r) There is certainty around other funding sources;
 - s) By releasing District CIL funding we can achieve infrastructure provision through collaborative spend (i.e. other grant funding, Community Partnership and locality funding, LEP/Government funding, Neighbourhood CIL, Crowd Funding/Donations);

- t) State Subsidy considerations do not inhibit the funding (projects where public funding is in excess of £315k) where applicable;
- u) Affordability from District CIL funds (all essential and critical infrastructure needs are currently met by the CIL received from commenced developments);

5. Priorities for Funding Infrastructure Projects

- 5.1 In order to understand which infrastructure should be prioritised for funding from District CIL it is necessary to develop a prioritisation framework. In this way the council will be able to consider those projects that have not been captured in the Local Plans or Neighbourhood Plans. Where town or parish councils have a 'made' Neighbourhood Plan and they receive 25% of the CIL collected from commenced development, this funding should be prioritised towards the infrastructure highlighted within the Neighbourhood Plan and should also support the infrastructure in the Local Plan where this is a shared priority, for example for Health and Education infrastructure.
- 5.2 Local infrastructure projects, meeting the Local Infrastructure criteria will be able to apply for District CIL outside of the Bid Window. It should be noted that the % amount allocated as a ceiling level of funding for Local Infrastructure will be met quite quickly, so allocations will be made on a first come first served basis. The % ceiling value of Local Infrastructure funding will be kept under annual review and could be withdrawn or reduced where demands for CIL funding of statutory, critical, and essential infrastructure are high for that period.
- 5.3 The following infrastructure types will be assessed accordingly together with the 'in all cases criteria' in the Principles of District CIL Spending section:

Essential Infrastructure – will be planned for in CIL forecasting and will be considered first in bids

- It is infrastructure necessary to support an approved development (proposed developments with planning permission granted) in order that development carried out is sustainable
- Is identified in the Infrastructure Delivery Framework of the Local Plans or is identified in the Neighbourhood Plan as a priority
- It represents key infrastructure (i.e. it is classified as critical or essential within the Infrastructure Delivery Framework of the Local Plan or the Neighbourhood Plan)
- The bid/identification of need must demonstrate that the time of delivery for funding is correct.
- It represents infrastructure detailed in the Infrastructure Funding Statement.

Desirable Infrastructure – Will continue to be recognised in CIL spend forecasting and will be considered for bids on a case-by-case basis:

- The provision of this infrastructure addresses a current inadequacy in infrastructure terms and the benefits of the infrastructure are clear
- The infrastructure is identified as 'desirable' or a 'priority' in the Local Plan or Neighbourhood Plan
- Neighbourhood CIL funding has been formally allocated to fund the project
- It would allow infrastructure to be delivered through collaborative funding with District CIL being 'the last piece of the jigsaw'
- The parish council could request forward funding of the NCIL element of a project where it is clear that development is approved and due to commence in the area and it would be beneficial to deliver the infrastructure in advance of receiving the full amount of CIL.

Beneficial Infrastructure – considered on a case-by-case basis and must meet one of the following:

- By provision of infrastructure it would unlock ***further opportunities*** within the district for housing and employment growth – e.g. the relocation of a Community Centre or similar infrastructure to a new building which would be mostly funded through the sale/re-use of the land as residential or business use and there are adequate facilities in the area to serve the development.
- It is infrastructure which has not previously been identified as critical, essential, or desirable in the IDF or Neighbourhood Plan, but a clear link can be identified in supporting the sustainability of the Local Plan.
- It is infrastructure which addresses a recently unexpected shortfall in infrastructure or community provision accounted for as having an influence on the sustainability of a community in the Local Plan. - e.g. *closure of a pre-school facility and the need for a replacement, or the more rapid adoption of the use of electric vehicles or other beneficial environmental infrastructure or technologies.*

Local Infrastructure – considered on a case-by-case basis and must meet all of the following:

- Be located in or close to areas where new developments are coming forwards (granted permissions have commenced or are about to commence)
- Increase provision/capacity or provide additionality of function
- Be deliverable in the short term (within 2/3 years)

- Projects should be partly funded through Neighbourhood CIL or have a minimum of 50% match funding guaranteed
- Be identified through a Parish Infrastructure Investment Plan or Neighbourhood Plan
- Be supported by the Ward Member
- Be seeking a maximum of £50,000 District CIL

6. District CIL does not fund

6.1 As well as being clear about what CIL could be used for, it is equally as important to be clear about the project costs that District CIL cannot fund. The following should no longer be considered appropriate spend from District CIL:

- Up front funding for feasibility studies and professional fees where there is no guarantee that the infrastructure would be delivered;
- Infrastructure replacement or improvements in areas where there are no major developments commencing and there is limited growth;
- Infrastructure that is not supported by lead statutory bodies, for example, traffic calming or pedestrian crossings if these are not considered as required infrastructure by the Highways Authority;
- Ongoing operational or maintenance costs; and
- VAT where this can be reclaimed.

7. Governance Arrangements

7.1 A representative group from across the council will work with Major Sites and Infrastructure Officers to review applications for District CIL and to ensure that the CIL Spending Strategy operates in line with the processes further detailed. The following key points relate to this group.

- Meetings will be held at least 4 times per year and District CIL funded projects will be recommended to Cabinet for approval in September each year;
- Additional attendance at meetings of this group will be at the sole invite of the Chair;
- The CIL Spending Group is not a forum for presentations from potential funding applicants, promotion of local projects by either members of the group or substitute or other invited member attendance;
- The CIL Spending Group is not a forum for appeals against District CIL funding decisions.
- All District CIL funding decisions are final.

A copy of the updated Terms of Reference for the CIL spending Group are held as **Appendix B.**

8. Operation and review of the CIL Spending Strategy:

Period 1 of CIL Spending Strategy (April 2020 to March 2022):

1. In order to understand the scale of developments commencing in this period and the likely CIL receipts from this income, and to focus spend on immediately deliverable essential infrastructure, the first year of the CIL Spending Strategy should not fund “Desirable” and “Beneficial” Infrastructure.
2. Period 1 will also allow time to understand the likely timescales for delivery of essential infrastructure and the impact on current District CIL funds, through close working with infrastructure providers.
3. CIL Spending Group to monitor Neighbourhood CIL Spending and be aware of non-compliance and clawback position and to assist in promotion of spend and reporting compliance and timeliness of spend.
4. CIL Spending Group to monitor completion of the first Infrastructure Funding Statement, setting the template for delivery of this moving forwards.
5. Agreeing the ring-fencing and spend on infrastructure projects put forward for approval that will go into the Infrastructure Funding Statement.

Period 2 of CIL Spending Strategy (April 2022 to March 2023):

1. CIL Spending Group to review types and nature of both Desirable and Beneficial Infrastructure and level of windfall development to understand if amounts in this category are going to put delivery of Essential Infrastructure at risk.
2. CIL Spending Group to consider if a ceiling level of funding or % restriction should apply to amounts allocated to Desirable and Beneficial Infrastructure.
3. Review of progress of projects that have been allocated District CIL.
4. Establish a local projects pot or maximum annual % allocation for Community Projects that would support growth.
5. Recommendation of changes to Cabinet.

Period 3 of CIL Spending Strategy (April 2023 to March 2024):

1. Opening of Local Infrastructure fund from **1 April 2023.**
2. Review of progress of projects that have been allocated District CIL.
3. Review of ringfencing, validation and prioritisation process.
4. Review of affordability and the appropriateness of the CIL Spending approach. *
5. Recommendation of changes to Cabinet.

Period 4 of CIL Spending Strategy (April 2024 to March 2025):

1. Review of progress of projects that have been allocated District CIL.
2. Review of the operation of the CIL Spending Strategy.
3. Review of progress of the Local Projects and the % allocation.
4. Review of affordability and the appropriateness of the CIL Spending approach. *
5. Recommendation of changes to Cabinet.

* Where there are changes to legislation and guidance that require an earlier review this will be moved into the relevant period.

9. Documentation, Validation and Review

For Essential, Desirable and Beneficial Infrastructure projects:

- 9.1 Where applications are made by statutory infrastructure providers, such as Police, Health, Highways and Education these should not require further evidence of value for money since procurement frameworks are reviewed ensuring best value is achieved. The expectation is that the projects form part of the relevant organisation's Capital Programme. Furthermore, these bodies are also required to report on the use of developer contributions for transparency.
- 9.2 Where applications are made by local councils and other community or charitable bodies, these will have slightly greater information requirements in order to ensure best value is obtained, to be clear on funding sources and to further understand State Aid implications.
- 9.3 Downloadable District CIL Fund application forms will be held on the CIL Spending webpages, together with a template for a business plan.
- 9.4 It is important that applications (or bids) for District CIL Funds are robust and relate to projects that are "oven ready" and all avenues for collaborative funding have been explored (this is particularly in the case of desirable and beneficial infrastructure). If further information is required, a failure to provide this in a timely manner may delay the bid from validation and prioritisation. Where information is not provided by deadlines set within this process the likelihood that a bid is rejected will be increased. Occasionally bids may be held over for the next funding year, if the application is likely to meet the prioritisation criteria but lacks a small amount of information. The decision by the CIL Spending Group to reject or hold over a bid will be final.
- 9.5 Where bids are unsuccessful an explanation will be provided in writing to the applicants.

- 9.6 Application supporting documents relating to invalid applications that have been rejected will only be retained for a 2-year period, with the exception of the application form, validation checklist and decision notes which will be retained for a 7-year period.
- 9.7 The CIL Spending Working Group may recommend that bids submitted by statutory partners be given an approval “in principle” decision to allow CIL funding to be allocated to the project until such times as the project can then progress. This would only apply to bids where planning permission or other minor barrier prevents the bid from being valid and where the project will commence within 6 months of the “in Principle” decision.

For Local Infrastructure Projects only:

- 9.8 A separate application form is available to download for local infrastructure projects.
- 9.9 All proposed projects should be match funded and should not be seeking in excess of £50,000 in Local CIL funding.
- 9.10 The application should be supported by a relevant ward member and evidence to confirm the types of match funding.
- 9.11 Neighbourhood CIL should form part of the funding for the project.
- 9.12 Once your application has been confirmed as being a valid application by the Infrastructure Team, the CIL Spending Working Group will review the application.
- 9.13 Confirmation of the decision will be provided in writing. All decisions are final.
- 9.14 Once the 3% local fund has been fully allocated the Fund will close and this will be updated on the CIL Spending Webpage.

Applications for Forward Funding of Neighbourhood CIL only:

- 9.15 A separate application form is available to download for requests for forward funding of Neighbourhood CIL for a priority local infrastructure project.
- 9.16 The project must be identified as required in the Neighbourhood Plan or Parish Infrastructure Investment Plan and be deliverable in the short term.
- 9.17 Confirmation of the decision will be provided in writing.
- 9.18 All decisions are final.

10. Promotion and Communication of the Strategy

- 10.1 The CIL Spending Strategy will be available via the councils Spending CIL webpages.
The Strategy will be promoted to key stakeholder groups and internal teams.

Type	Interest	Influence	Action
Cabinet	High	High	Annual update for Infrastructure Funding Statement and periodic update via CIL Spending Group feedback
Ward Councillors	High	High	Promote through member training on CIL
Parish Councillor	High	High	Promote through Parish Liaison Workshops in January 2020 and ongoing CIL Training
Finance Team	High	Low	Promote through internal comms and CIL CPD Training
Planning Teams	High	High	Promote through internal comms and CIL CPD Training
Land Charges	High	Low	Promote through internal comms and CIL CPD Training
Managers	High	High	Promote through internal comms and CIL CPD Training
CEO/Directors	High	High	Promote through internal comms and CIL CPD Training
Solicitors	Medium	Low	Available via Spending CIL webpages
House Purchasers	Medium	Low	Available via Spending CIL webpages
Agents	High	Low	Use Developer Forum to promote
Developers	High	Low	Use Developer Forum to promote
Community Groups, Public	Medium	Low	Available via Spending CIL webpages
Press	Medium	High	Available via Spending CIL webpages – Separate promotion of Projects on delivery

11.Key Contacts

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Jen Mills
CIL & s106 Officer
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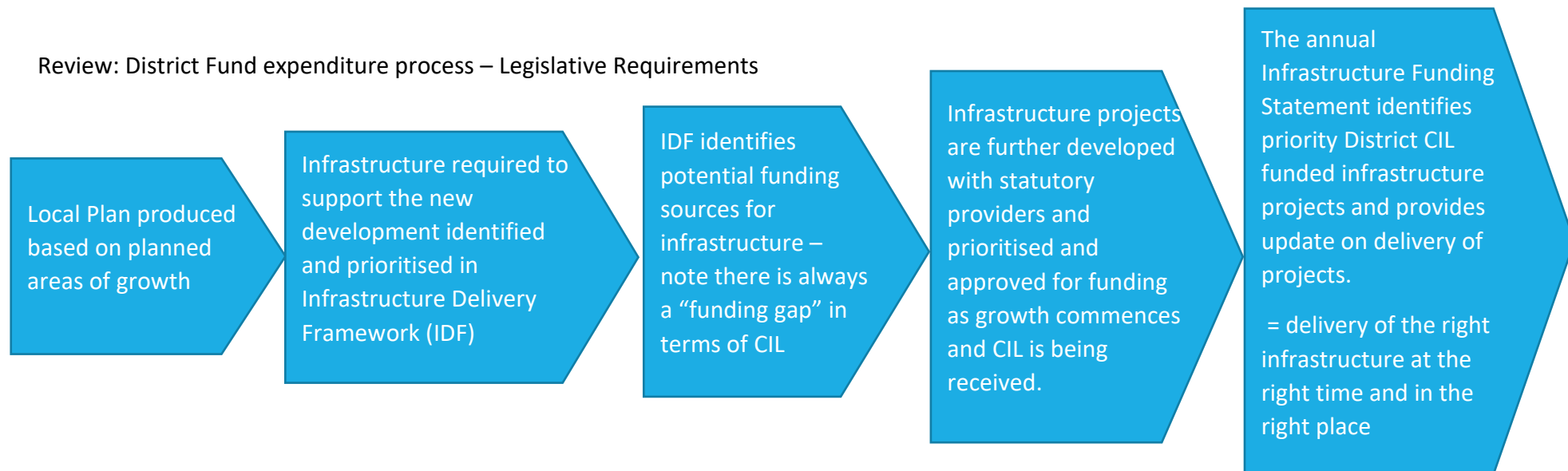
12.Appendices

Appendix A: Legislation and Guidance Review: Requirements and actions

Appendix B: Terms of Reference: CIL Spending Group

Appendix A: Legislation and Guidance Review: Requirements and actions

Review: District Fund expenditure process – Legislative Requirements



<p>NPPF - 19 February 2019</p>	<p>2. Achieving sustainable development</p> <p>7. 'The purpose of the planning system is to contribute to the achievement of sustainable development.'</p> <p>8 Achieving sustainable development means that the planning system has three overarching objectives, which are interdependent and need to be pursued in mutually supportive ways (so that opportunities can be taken to secure net gains across each of the different objectives):</p> <p>a) an economic objective – to help build a strong, responsive, and competitive economy, by ensuring that sufficient land of the right types is available in the right places and at the right time to support growth, innovation and improved productivity; and by identifying and coordinating the provision of infrastructure;</p>	<p>Actions:</p> <p>Planning Services</p> <p>Infrastructure needs (including cumulative impact) are identified through the Local Plan and planning consultation process in relation to major development (10 dwellings and over).</p> <p>Systems established to monitor commencement of major developments and to ringfence District CIL to ensure delivery of Key Infrastructure that is critical or essential to support the increase in demand.</p>
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	<p>b) a social objective – to support strong, vibrant, and healthy communities, by ensuring that a sufficient number and range of homes can be provided to meet the needs of present and future generations; and by fostering a well-designed and safe built environment, with accessible services and open spaces that reflect current and future needs and support communities’ health, social and cultural well-being; and</p> <p>c) an environmental objective – to contribute to protecting and enhancing our natural, built and historic environment; including making effective use of land, helping to improve biodiversity, using natural resources prudently, minimising waste and pollution, and mitigating and adapting to climate change, including moving to a low carbon economy.</p>	<p>Infrastructure provided in a timely manner, to support growth and, for example, enable local access to services and open space and cycle routes.</p> <p>Where it is possible to improve existing infrastructure to increase capacity, this must be more energy efficient and sustainable.</p>
CIL Regulations 2010 (as amended)	<p>PART 7. Application to infrastructure</p> <p>59 (1) A charging authority must apply CIL to funding the provision, improvement, replacement, operation or maintenance of infrastructure to support the development of its area.</p> <p>(3) A charging authority may apply CIL to funding the provision, improvement, replacement, operation, or maintenance of infrastructure outside its area where to do so would support the development of its area.</p> <p>Annual infrastructure funding statements</p> <p>121A.—(1)Subject to paragraph (2), no later than 31st December in each calendar year a contribution receiving authority must publish a document (“the annual infrastructure funding statement”)</p>	<p>The Infrastructure Team</p> <p>It should be noted that CIL Spending priorities will depend on commencements, cumulative impacts, and the delivery timescales of infrastructure partners. Where possible opportunities to maximise the application of CIL will be sought to ensure Neighbourhood CIL and other funding sources help to deliver local infrastructure with a collaborative spend approach. In this way we will be able to deliver more and the benefit from CIL will be wider.</p> <p>The Infrastructure Team will produce the annual Infrastructure Funding Statement which will include detail of those infrastructure projects that are considered critical and essential to be delivered in the short term as housing development related to the area commences.</p>

	<p>which comprises the following—</p> <p>(a) a statement of the infrastructure projects or types of infrastructure which the charging authority intends will be, or may be, wholly or partly funded by CIL (other than CIL to which regulation 59E or 59F applies) (“the infrastructure list”);</p> <p>(b) a report about CIL, in relation to the previous financial year (“the reported year”), which includes the matters specified in paragraph 1 of Schedule 2 (“CIL report”);</p> <p>(c) a report about planning obligations, in relation to the reported year, which includes the matters specified in paragraph 3 of Schedule 2 and may include the matters specified in paragraph 4 of that Schedule (“section 106 report”).</p> <p>(2) The first annual infrastructure funding statement must be published by 31st December 2020.</p>	<p>As new technology is introduced, some of this information will be provided via a dedicated interactive Developer Contributions Database in order to provide transparency of Infrastructure Funding financial information on a “real time” basis.</p>
National Planning Practice Guidance	<p>Local authorities must spend the levy on infrastructure needed to support the development of their area, and they will decide what infrastructure is needed.</p> <p>The levy can be used to increase the capacity of existing infrastructure or to repair failing existing infrastructure if that is necessary to support development.</p> <p>Charging authorities may not use the levy to fund affordable housing.</p> <p>The neighbourhood portion of the levy can be spent on a wider range of things than the rest of the levy, provided that it meets the requirement to ‘support the development of the area’. The wider definition means that</p>	<p>The Major Sites and Infrastructure Team and the CIL Spending Working Group will ensure that applications for District CIL will be prioritised for funding from District CIL where they can provide timely, deliverable projects that support the growth detailed in the Local Plan. Funding should be focussed towards critical and essential projects already identified as required in the Local Plan Infrastructure Frameworks.</p> <p>With the implementation of a Developer Contributions Management System, all stakeholders will be able to see how funding is being allocated and spent to deliver infrastructure to support the area.</p>

	the neighbourhood portion can be spent on things other than infrastructure (as defined in the Community Infrastructure Levy regulations) provided it is concerned with addressing the demands that development places on the parish's area. For example, the pot could be used to fund affordable housing.	
Local Plan	As part of each Local Plan there is an Infrastructure Delivery Framework. The tables within this section detail the importance of the infrastructure in terms of local plan delivery and prioritise the infrastructure in terms of being critical, essential, and desirable.	Major Sites and Infrastructure Team Have regard to the critical, essential and desirable infrastructure projects required to support delivery of the Local Plan. Discuss delivery timescales and funding arrangements with key infrastructure providers such as Highways, Education, Police, Health, etc – adopting the principles of the right infrastructure, in the right place and at the right time.
Monitoring CIL and the Infrastructure Funding Statement	Comprehensive monitoring arrangements established to ensure commencements of CIL liable development (over 10 dwellings) are identified and the infrastructure requirements, put forward and agreed in the planning process) are prioritised for District CIL allocation to ensure timely delivery.	Planning Policy & Delivery Team including the Major Sites and infrastructure Team - Tracking of development delivery to ensure CIL Funded projects are identified and discussed with key infrastructure stakeholders and added to Infrastructure Funding Statement to ensure funds are “safeguarded” to secure imminent delivery. Meeting regularly (minimum quarterly) with Health, Education, Highways and Waste to understand timing of proposed projects and current costings. Utilising Exacom system for CIL income forecasting to ensure funds are available where there are a large number of high-cost infrastructure projects planned in any given year.

Appendix Terms of Reference: CIL Spending Working Group

Appointment of Working Groups for 2022-23

Community Infrastructure Levy (CIL) Spending Working Group
<p><u>Terms of Reference:</u></p> <ul style="list-style-type: none">• To act in an advisory/consultative capacity to the Cabinet Member for Planning and Coastal Management and through him/her to Cabinet/Full Council, as appropriate.• To work with officers to review and prioritise applications for infrastructure funding through District Community Infrastructure Levy (DCIL), and to consider the relevance of applications in terms of the objectives of CIL through making development sustainable in planning terms.• Take into account the wider strategic planning issues and collaboration with other local authorities, particularly those within the same housing market area and functional economic area and those infrastructure providers priorities.• Consider the findings of evidence base documents to inform the preparation of documents.• To work with officers to agree the recommendations for infrastructure projects to be funded through DCIL for approval by Cabinet.• To work with officers to review and support the issue of clawback notices where local town and parish councils have not spent Neighbourhood CIL (NCIL) in compliance with the CIL Regulations and the 5-year spending deadline.• To agree on NCIL spend in areas not covered by a Parish Council.• Act as a focal point for knowledge and information about the application of DCIL and Neighbourhood CIL (NCIL) to infrastructure projects.• Receive progress updates on the delivery of DCIL Funded Infrastructure projects, as relevant.• To scrutinise and input to the review of CIL Spending Strategy to ensure compliance with regulatory requirements and the continued delivery of infrastructure to support growth in the area and where necessary outside of the area where strategic infrastructure supports growth in the East Suffolk area.• To review and agree the annual Infrastructure Funding Statement. <p>The Working Group will meet at least 4 times a year, subject to business.</p> <p>Vice Chairman to be elected at the first meeting of the municipal year.</p> <p>Other Ward Members can only be invited at the discretion of the Chairman of the CIL Spending Working Group to observe and/or answer questions.</p>

<p>The Working Group maintains a standing invite to relevant officers responsible for the delivery of infrastructure and other local authority or Health representatives and organisations will also be invited as and when appropriate.</p>	
<p>Membership - 8 (Quorum 4)</p> <p>Either the Cabinet Member with the responsibility for Planning and Coastal Management, or his/her Assistant Cabinet Member (Chair)</p> <p>Relevant Cabinet Members (2)</p> <p>Relevant Planning Committee Chairman/Vice-Chairman from Planning Committee North and Planning Committee South (2)</p> <p>Conservative Group Member (1)</p> <p>Labour Group Member (1)</p> <p>GLI Group Member (1)</p>	



CABINET

Tuesday, 06 September 2022

Subject	Procurement Strategy 2022-2025
Report by	Councillor Craig Rivett Deputy Leader and Cabinet Member with responsibility for Economic Development
Supporting Officer	Kerry Blair Head of Operations kerry.blair@eastsuffolk.gov.uk

Is the report Open or Exempt?	OPEN
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Category of Exempt Information and reason why it is NOT in the public interest to disclose the exempt information.	Not applicable
Wards Affected:	All Wards

Purpose and high-level overview

Purpose of Report:

To present the new Procurement Strategy 2022-2025 for adoption.

Options:

Members are being asked to adopt the new Procurement Strategy. Adoption will enable the council to use its procurement functions to help support the delivery of its Strategic Plan. It will also ensure improved processes – to support recommendations made by the Audit and Governance Committee.

Recommendation/s:

That Cabinet:

1. Approve the Procurement Strategy
2. Review and approve the Implementation Plan
3. Delegate responsibility to the Head of Operations to implement the new plan

Corporate Impact Assessment

Governance:

Elements of this plan have been drawn from the feedback provided by the Audit and Governance Committee. Updates on the progress of the strategy will be provided to the Audit and Governance Committee –and to Cabinet.

ESC policies and strategies that directly apply to the proposal:

- Contract Procedure Rules
- ESC Constitution
- ESC Strategic Plan

Environmental:

The adoption of the new strategy will support the council's Environmental strategic theme by measuring the impact of the work that we tender, including carbon reduction, green technology and sustainability. It specifically references initiatives to support the delivery of the council's climate change declaration.

Equalities and Diversity:

Improved procurement processes aim to ensure that there is a 'level playing field' in the procurement of goods and services. This will ensure that local businesses understand the work that is being tendered by the council – and how to bid to work with ESC.

Financial:

Contractual and procurement improvements may have a positive financial impact on the authority however there may be a cost to some of the purchases and implementations required which are yet to be defined.

Improved spend analysis via the Financial Management System (FMS) will require some input from finance team responsible for the system:

- to set up any fields on the financial systems required to provide insight e.g. supplier classification
- to maintain the records such as completing new fields when setting up suppliers
- provision of procurement reports from the financial system.

This work will be covered by the implementation plan and will involve Procurement and Finance teams discussing the best routes to improve the data.

Human Resources:

The implementation plan will identify training needs for the team. In particular, there is a need that the procurement team are trained on changes in procurement law, and are develop their ability to review legal documentation, alongside the legal team.

ICT:

A focus of the new strategy is the improved use of data to monitor spend and contractual performance. The implementation plan will need to identify ways in which this data is collected.

Legal:

The strategy includes input from the council's legal team, who are keen that there is a more holistic approach to procurement with d Legal engaged at an earlier stage in procurements. This could also see specialist legal training for the procurement team as a way of upskilling the team.

Risk:

As the procurement landscape is changing rapidly, it is important that the council's procurement strategy is also updated to manage the risks of rapid change within both the policy itself and the purchasing market.

External Consultees:

East of England Government Association, Cross Party Working Group of ESC members.

Strategic Plan Priorities

Select the priorities of the Strategic Plan which are supported by this proposal: (Select only one primary and as many secondary as appropriate)		Primary priority	Secondary priorities
T01	Growing our Economy		
P01	Build the right environment for East Suffolk	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P02	Attract and stimulate inward investment	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P03	Maximise and grow the unique selling points of East Suffolk	<input type="checkbox"/>	<input type="checkbox"/>
P04	Business partnerships	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P05	Support and deliver infrastructure	<input type="checkbox"/>	<input checked="" type="checkbox"/>
T02	Enabling our Communities		
P06	Community Partnerships	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P07	Taking positive action on what matters most	<input type="checkbox"/>	<input type="checkbox"/>
P08	Maximising health, well-being, and safety in our District	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P09	Community Pride	<input type="checkbox"/>	<input type="checkbox"/>
T03	Maintaining Financial Sustainability		
P10	Organisational design and streamlining services	<input checked="" type="checkbox"/>	<input type="checkbox"/>
P11	Making best use of and investing in our assets	<input type="checkbox"/>	<input type="checkbox"/>
P12	Being commercially astute	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P13	Optimising our financial investments and grant opportunities	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P14	Review service delivery with partners	<input type="checkbox"/>	<input checked="" type="checkbox"/>
T04	Delivering Digital Transformation		
P15	Digital by default	<input type="checkbox"/>	<input type="checkbox"/>
P16	Lean and efficient streamlined services	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P17	Effective use of data	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P18	Skills and training	<input type="checkbox"/>	<input type="checkbox"/>
P19	District-wide digital infrastructure	<input type="checkbox"/>	<input type="checkbox"/>
T05	Caring for our Environment		
P20	Lead by example	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P21	Minimise waste, reuse materials, increase recycling	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P22	Renewable energy	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P23	Protection, education, and influence	<input type="checkbox"/>	<input checked="" type="checkbox"/>
XXX	Governance		
XXX	How ESC governs itself as an authority	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>How does this proposal support the priorities selected?</p> <p>A clear strategy for the way the council spends its money, with efficient and effective processes and tools to manage this sits firmly under the Maintaining Financial Sustainability theme – specifically the Organisational Design and Streamlining Services area but would impact other threads too.</p> <p>Due to the far-reaching nature of both procurement activity and the social value impacts of the changes proposed aligning with key aspects of Growing our Economies, Enabling our Communities and, Caring for Our Environment, activities in these area were seen as being a by-product of the proposed changes in procurement.</p>			

Similarly, the improvements delivered by technology and data which are a key aspect of the changes support those themes identified in the **Delivering Digital Transformation** selected.

Background and Justification for Recommendation

1	Background facts
1.1	<p>This strategy is a proposal for a step change in the council's procurement function. Members consider that this step change is needed for the following reasons:</p> <ul style="list-style-type: none"> • Post Brexit opportunities mean that council has greater freedom to design procurements that support the local economy. The council needs the skills and processes to meet this challenge. • There is cross party agreement (as determined by the cross party Working Group in 2019/20) on the scope of the council's ambition around procurement. • The Audit and Governance Committee has identified the need for process improvements – particularly in the way that the council monitors contract spend and presents contract information to the public.
1.2	<p>This strategy is wide ranging – and will take time to implement fully. It covers the areas of skills development, technology, policy and business engagement. The strategy groups actions around three areas:</p> <ol style="list-style-type: none"> 1. Supporting the Strategic Plan 2. Improving Processes 3. Staff Development and Training
1.3	<p>In order to implement this policy, the council has reviewed the role of the Procurement Manager function. With the departure of the current Procurement Manager an opportunity has arisen to seek a more senior, more strategic role to support the commercial objectives of the council, and a recruitment process is currently underway for a Procurement and Commercial Manager.</p> <p>This post – reporting to the Head of Operations – will be responsible for implementing this strategy.</p>
1.4	<p>Over the last 2 years a considerable amount of work has been carried out in relation to procurement practices in East Suffolk, to improve value and ensure good governance. However, with no formal strategy in place, to direct and measure this work, it has led to inconsistencies in approach as well as competing priorities. This has meant that procurement has not be as effective as it could be.</p>
1.5	<p>In 2019 following a motion that to Full Council, a Procurement Task and Finish Group (PTFG) was formed made up of a cross party group of councillors and officers. The PTFG was tasked with looking at how the Council could support local businesses, the use of social value, data gathering, process improvements and to</p>

	provide a consensus on key themes. This has been pivotal in creating this Procurement Strategy.
1.6	The work of PTFG concluded in 2021 and set out some key aims for the Procurement Team but also identified a need for a peer review of procurement practices across the authority.
1.7	<p>The findings of the PTFG included:</p> <ul style="list-style-type: none"> • That East Suffolk Council should make it as easy as possible for local businesses to bid for work. • That our bidding processes should be accessible and streamlined. • That we should measure value other than purely financial value when assessing some tenders – including social value, and environmental impact. • That a detailed healthcheck should be carried out to understand the current position of procurement within the authority.
1.8	<p>In November 2021, ESC engaged the East of England Local Government Authority (EELGA) to carry out that health check of the council's procurement processes, and to set out proposals on how to improve the procurement function in the authority.</p> <p>As part of this work EELGA consulted with over 40 Councillors, members of CMT and officers throughout the organisation to capture a high-quality cross sample of views.</p> <p>The findings of this health check have been incorporated into this strategy and it's implementation plan. These can be seen in section 3.4 below.</p>
1.9	<p>The outputs of this work identified:</p> <ul style="list-style-type: none"> • A need for better spend data and analysis of this info, • A shift to a category management approach to create better specialisms in Procurement Team knowledge, • That the Procurement Team need involvement the full procurement lifecycle including establishing the need and strategic contract management • Supplier relationship activities to support local business and build deeper long-term relationships with key suppliers.
1.10	Consideration was also given to future changes in legislation, having been assessed against changes suggested in the governments green paper on procurement reform post Brexit, which is currently working its way through parliament.

2 Current position

2.1	This strategy is the first East Suffolk Procurement Strategy. The rules governing procurement processes have been set out in the Contract Procedure Rules (CPR) – part of the council's constitution. The CPR sets out the processes around procurement. This document sets out the council's ambition.
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2.2	The council spends considerable sums each year on the procurement of goods and services. The strategy presents proposals to better link the procurement activity of the council to the authority's objectives – a set out on the Strategic Plan.
2.3	Without a plan for development, we risk missing out on opportunities to improve relationships with our supply chain, understand market conditions, and deliver increased value at a time where it is most critical for the public.
2.4	The strategy also seeks to address issues identified by the Audit and Governance Committee in recent reports.

3 How to address current situation

3.1	<p>The new Procurement Strategy sets out a vision for the Council:</p> <p><i>“To help deliver East Suffolk Council’s strategic priorities, through the management of our £66M expenditure by planning ahead, with smarter market engagement and procurement and the effective management of the subsequent contracts and relationships.”</i></p>
3.2	<p>The strategy will provide a clear link between the council’s procurement programme and its wider strategic objectives. Below are some examples of how this can be achieved.</p> <p>Growing our economy</p> <p>A thriving local economy is a key part of increasing prosperity and wealth creation and reducing inequalities. While we are obliged to comply with national policy, currently set out in the Public Contract Regulations (PCR) 2015, this does not prevent use from helping and encouraging local businesses to work with us, either as a main contractor or a sub-contractor. The strategy will ensure that we:</p> <ul style="list-style-type: none"> • Identify potential procurement exercises where local businesses can be encouraged to bid • Understand the needs and concerns of local businesses, especially where we can make things easier and quicker for them during a procurement process • Provide workshops for the community including setting out where to seek new business opportunities, how to respond to council invitations to quote / tender, prepare good proposals and bids <p>Enabling our communities</p> <p>Local businesses, voluntary groups and social enterprises are all important parts of a vibrant community. They contribute knowledge, resources and talent which can often make a difference. They also generate wealth and create value, much of which is spent in the local economy. This links closely with our goal of Growing our Economy. The strategy will ensure that we:</p>

- Have a detailed marketing and communications plan to reach out to all groups, particularly via the use of social media
- Understand the needs of community groups before making buying decisions.
- Identify ways to work with the wider system – including health – to deliver economies of scale and other benefits.

Remaining financially stable

The Council continues to face financial pressures along with all other organisations caused by different things including the impact of Covid-19, changing government priorities and significant increases in the cost of living.

The effective management of our £66M third party expenditure is a key contributor of this strategic goal. This is not about who controls budgets and authorises expenditure but the way we plan, engage with, and help to shape markets and above all, manage our contracts. The strategy will ensure that we routinely:

- Analyse our third-party expenditure and target opportunities to save money and maximise efficiency and economies of scale base and help create a vibrant supply chain.
- To link the work of the procurement team to the councils Medium Term Financial Strategy – identifying opportunities for savings and efficiency.
- Ensure that we have full visibility of our contract portfolio so that we can plan and improve our risk management
- Seek more joint contracts with other public bodies where financial and other benefits are achievable – particularly for non-core services and goods
- Develop our market intelligence and research capability
- Engage early in the process with the business community and to identify opportunities to prepare the local market and encourage involvement from local businesses

Delivering digital transformation

Digital transformation is a cornerstone of a modern, thriving economy. This includes the way in which we trade with suppliers from placing orders to paying invoices. The effort put into managing transaction processes should be proportionate to their value and risk, with far greater use of automation with retrospective audits. This allows scarce resources to be targeted at managing the higher value / risk contracts where financial losses and reputational risks are far more significant. The Strategy will ensure that we:

- Utilise digital technology to drive increased automation and better reporting and analysis capability across the commercial cycle
- Provide accurate and up to date management information to support contract management and improve our forward planning capability

3.3	<p>Results of the procurement health check</p> <p>In addition to linking the council's procurement processes to the Strategic Plan, the health check referenced in section 1.4 set out a number of recommendations for process improvements.</p> <p>These recommendations also sought to address issues raised by the Audit and Governance Committee in 2020 and 2021.</p> <p>These recommendations are outlined below and are included in the attached implementation plan.</p> <p>Contribution to Corporate Goals and Strategy</p> <p>[R1] The revised Procurement Strategy should align closely with the Council's Strategic Plan.</p> <p>[R2] The East Suffolk Procurement Forward Plan should become a shared document with each service department and be capable of informing resource planning and the launch and timing of future procurement exercises.</p> <p>Procurement strategy, policy and contract planning</p> <p>[R3] The Council creates a cross departmental Procurement and Commissioning Transformation Group with senior representatives from Service Departments. This Group will be tasked with working with the Procurement Team to support the strategic realignment, identify opportunities and support communications.</p> <p>[R4] Each Service Department head to be tasked with ensuring that copies of contracts and details for the top one hundred suppliers by annual spend are up to date on a digital contracts register.</p> <p>Internal relationships and organisational structure</p> <p>[R5] The Council carries out a controlled survey or diagnostic to ascertain the views of local businesses and existing contractors as to how easy it is to do business with the council and how we can support them.</p> <p>[R6] After [R1] and [R5] are completed, the Council reviews its CPRs to ensure that they can support value generation as well as ensure standards of probity and compliance.</p> <p>External relationships (contractors and businesses)</p> <p>[R7] A Procurement Marketing and Communications Plan to be prepared once [R1] and [R6] are complete to ensure the right messages and information reaches the different internal and external target audiences.</p> <p>Use of technology and information</p> <p>[R8] An online contract register service is introduced and populated to provide greater efficiency in the collection of information.</p>

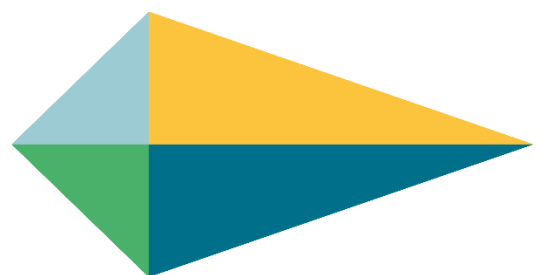
	<p>[R9] The ProClass classification is introduced into the finance and accounting system preferably, mapped to the existing financial codes to support better reporting against contracts and procurement categories.</p> <p>People, skills development and knowledge</p> <p>[R10] Key posts / post holders within Service Departments engaged in significant levels of commissioning, procurement or contract and relationship management should be identified for professional development as the needs of the procurement function change.</p> <p>[R11] Core skills and knowledge transfer programmes should be made available and offered to identified people / post holders undertaking any procurement activity on behalf of the Council.</p>
3.4	<p>By adopting the proposed strategy members will:</p> <ul style="list-style-type: none"> • Provide a vision for staff, members, and the public on what we want to achieve and how we will deliver this. • Enable the council to move forwards and develop from our current position to that of a local leading exemplar • Ensure the council has plans for thriving in a post Brexit, post covid marketplace, and can more adequately manage emerging procurement risks e.g. Impact of Russia/Ukraine Conflict • Increase our usage of key concepts like sustainable procurement, local procurement, green procurement, social value which support our main strategic aims • Increase our value for money through improved contract management • Allow for measurable performance of procurement.

4 Reason/s for recommendation	
4.1	The new Procurement Strategy is based on the strategic aims for the authority, making it both relevant and consistent with the council's strategic direction.
4.2	The proposed improvements have been identified by a review carried out by local government procurement experts.
4.3	The strategy supports the recommendations made by the PTFG last year.
4.4	The strategy includes proposals to address findings of the Audit and Governance Committee on improving the transparency of contract data.

Appendices

Appendices:	
Appendix A	East Suffolk Procurement Strategy 2022
Appendix B	East Suffolk Procurement Strategy Implementation Plan

Background reference papers:	
None	



EASTSUFFOLK
C O U N C I L

Procurement and Contract Management Strategy 2022- 2025

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About this Strategy

1.1 Our vision for Procurement

Our vision for procurement is simple – but ambitious.

“To help deliver East Suffolk Council’s strategic priorities, through the management of our £66M expenditure by planning ahead, with smarter market engagement and procurement and the effective management of the subsequent contracts and relationships.”

This strategy helps set out how we will achieve this vision.

1.2 Why we need this strategy

East Suffolk Council spends around £66m per year to buy the goods and services we need to do our work. This spend is crucial to the way we deliver our core services to our local communities and the outcomes that we achieve. The council is driven by a five-point strategic plan – and it is essential that the council’s procurement supports that plan. How we source and deliver these services has a direct impact on the ways in which both local people, community organisations and businesses judge the value that we provide and the quality of the outcomes that we achieve. We are judged on many different things including:

- **Service outcomes** – the quality and frequency of what we do and how we serve local people set against increasing demand, changing demographics, social pressures and expectations
- **Local economy** – the amount of money we spend in the local ‘Suffolk’ economy with local businesses and the voluntary, community and social enterprise sector
- **Social value** – the added benefits that we achieve in our contracts for the community, particularly for disadvantaged areas (e.g., through new facilities, job opportunities or improved living space)
- **Sustainability** – the way in which we work with our suppliers / providers in using scarce natural resources, their impact on the environment and the health and well-being of local people (e.g., carbon emissions, recycling or conservation)
- **Use of financial resources** – the value that we get from our contracts, set against reduced budgets and the need for transparency and ethical behaviour

This strategy sets out our aspirations for the development of our procurement of goods, works and services over the next four years, so that the Procurement Services can:

- Contribute directly to the **delivery of the council’s strategic policies** and direction as set out in our *We Are East Suffolk Strategic Plan (2020-24)*. These priorities are explored in more detail below in section 2.3, but in summary, the Strategic Plan sets out how East Suffolk’s work will:
 - Grow our economy
 - Enable our communities
 - Remain financially stable

- Deliver digital transformation
- Care for our environment
- **Respond to a rapidly changing world**, ensuring that we keep up with best practice, changes in legislation (including a new Procurement White Paper to supersede PCR 2015¹) and local community aspirations
- Ensure that we can contribute **measurable improvements** to the value for money and outcomes that we achieve in our contracts, set against large increases in the cost of living
- **Develop our skills** so that we can support service areas effectively in responding to the financial, economic and social challenges that lay ahead
- Maintain the **highest standards** of probity, transparency and accountability

Many of these things reflect the aspirations of the Task & Finish Group set up in 2020 which commands the full support of the Council. The outcomes of this group included a commitment to ensuring that local companies are supported to be able to bid for work with East Suffolk Council – and that the processes that the council uses to procure services are as accessible as possible. These principles have been developed further within this strategy.

1.3 Why procurement matters

Our expenditure with third party suppliers and service providers was £66 million in 2021. This expenditure contributes directly to:

- **Key infrastructure for East Suffolk**, such as council buildings, social housing, leisure centre upgrades across the district, eco homes at Deben school site, Felixstowe, Lowestoft flood defences, but also procurement for our partnerships – such as Port Health and Anglia Revenues Partnership.
- **Community services**, such as events, play areas and leisure facilities, First Light Festival, and rough sleeper accommodation, but also vital services to connect vulnerable parts of our communities.
- **Environmental services**, such as street cleansing, waste collection, car parking. The council currently spends more than £19m per year on these services – and is setting up a trading company to deliver improvements.
- **Supporting equipment and services**, such as technology and equipment and materials that maintain our infrastructure. This has become vitally important during the response to the Covid pandemic – and as the council moves towards hybrid working this spending supports the working culture of the council.
- **Economic Regeneration**, such as construction and design of future works such as through the Towns fund, the Heritage Action Zone schemes, Power Park investment, investment in Lowestoft seafront, the Felixstowe beachfront regeneration and the district wide public Wi-Fi project.

¹ PCR is Public Contract Regulations which aligned public sector procurement rules to the EU Public Procurement Directives.

Contract failure or underperformance can have a disproportionate impact on our reputation, budgets and erode our ability to fulfil our commitments to local communities. Similarly, we must manage our third-party expenditure effectively and in a fully transparent way to ensure that we:

- attract the best suppliers while encouraging greater opportunities for local businesses, voluntary and community organisations and social enterprises to secure orders, even as sub-contractors.
- keep within our approved budgets and deliver efficiency improvements
- encourage and promote social value in our contracts
- ensure that we do things in a sustainable way, always working with our commercial partners

This is widely known as responsible procurement. By following this approach, we can also help to ensure financial stability to be able to deliver important priorities such as, reducing carbon emissions in our supply chain, helping to cut waste and pollution, and investing in our assets.

1.4 Ownership & Scope

ESC's Head of Operations is the strategy owner and the council's Procurement, and Commercial Manager will oversee the actions associated with ensuring its successful implementation.

The strategy applies to the acquisition of all of our third-party goods and services, regardless of whether they are through new or existing contracts or their funding source.

We will ensure that we reflect the goals agreed in this strategy in all our projects and transformation work.

We will review the strategy within the first six months of its adoption to ensure that it remains current and relevant to local and national priorities. We will review the implementation of the strategy quarterly at CMT and the Corporate Governance group.

1.5 Reporting and Measurement

We will make progress reports at key milestones to the Audit and Governance Committee with an annual report to cabinet setting out progress made with implementation.

We will develop appropriate and simple measures, which we will include in the Implementation Plan once the Strategy has been approved.

Our Strategy for success

2.1 Our 2025 Procurement Vision

To help deliver East Suffolk Council's strategic priorities, through the management of our £66M expenditure by planning ahead, with smarter market engagement and procurement and the effective management of the subsequent contracts and relationships.

We will realise this vision by:

- Integrating our approach to **managing the commercial life cycle** (commissioning, procurement, and contract & relationship management – see 3.2)
- Embedding both **commercial and sustainable** principles into our commissioning and contracting activities, such as 'greening' the economy and reducing inequalities
- Maintaining sound **governance, transparency, accountability** and probity with proportionality in our operational processes
- **Working effectively with our delivery partners** including local businesses, voluntary and community groups and social enterprises to shape and inform our thinking and grow the local economy. We will engage with local suppliers to ensure that they are supported to be able to work with the council where appropriate.
- **Using digital technology** to automate ordering and payment processes and develop improved reporting planning/forecasting and analysis capability
- **Making the most of our people**, further increasing their capacity, knowledge and skills on all aspects of procurement and contract and relationship management and gain their buy in to our transformation journey
- **Ensuring that we further develop our existing Procurement Team** through training and professional development – particularly in the areas of a changing legal and policy framework.

2.2 Managing the commercial life cycle

Commissioning is the entire cycle of assessing the needs of people in a local area, designing services to address those needs, and securing a cost-effective service to deliver better outcomes. Whole life is the period from the initial definition of the business need through to the end of the useful life of the asset or service contract, including disposal where relevant.



We aim to manage each stage of the commercial cycle in an integrated way to help us to achieve successful and sustainable outcomes and:

- increase our commercial leverage, particularly with large firms.
- to ensure that the products and service that the council buys are, wherever possible, environmentally and socially sustainable. avoid cost overruns and sometimes poor contractor performance – global research by World Commerce & Contracting shows that contract costs overrun by an average on 9.2% when not managed correctly
- achieve better outcomes with social value and the sustainability agenda
- build proactive relationships with our partners and stakeholders

2.3 Our priorities

This section summarises our priorities for delivering this strategy and how our service managers working with our Procurement Team will help oversee the required changes. Our priorities are listed under the five headings set out in *We Are East Suffolk Strategic Plan (2020-24)*:

- Growing our economy
- Enabling our communities
- Remaining financially stable
- Delivering digital transformation
- Caring for our environment

2.3.1 Growing our economy

A thriving local economy is a key part of increasing prosperity and wealth creation and reducing inequalities. While we are obliged to comply with national policy, currently set out in the *Public Contract Regulations (PCR) 2015*, this does not prevent use from helping and encouraging local businesses to work with us, either as a main contractor or a sub-contractor.

Our Procurement Team will work with service areas to:

- Identify potential procurement exercises where local businesses can be encouraged to bid
- Understand the needs and concerns of local businesses, especially where we can make things easier and quicker for them during a procurement process
- Provide workshops for the community including setting out where to seek new business opportunities, how to respond to council invitations to quote / tender, prepare good proposals and bids

2.3.2 Enabling our communities

Local businesses, voluntary groups and social enterprises are all important parts of a vibrant community.

They contribute knowledge, resources and talent which can often make a difference. They also generate wealth and create value, much of which is spent in the local economy. This links closely with our goal of Growing our Economy.

Our Procurement Team will work with service areas to:

- Ensure that we have a detailed marketing and communications plan to reach out to all groups, particularly via the use of social media
- Ensure that we understand the needs of community groups before making buying decisions.
- Identify ways to work with the wider system – including health – to deliver economies of scale and other benefits.

2.3.3 Remaining financially stable

The Council continues to face financial pressures along with all other organisations caused by different things including the impact of Covid-19, changing government priorities and significant increases in the cost of living.

The effective management of our £66M third party expenditure is a key contributor of this strategic goal. This is not about who control budgets and authorises expenditure but the way we plan ahead, engage with, and help to shape markets and above all, manage our contracts

Our Procurement Team will work with service areas to:

- Analyse our third-party expenditure and target opportunities to save money and maximise efficiency and economies of scale base and help create a vibrant supply chain.
- To link the work of the procurement team to the councils Medium Term Financial Strategy – identifying opportunities for savings and efficiency.
- Ensure that we have full visibility of our contract portfolio so that we can plan and improve our risk management
- Seek more joint contracts with other public bodies where financial and other benefits are achievable – particularly for non-core services and goods
- Develop our market intelligence and research capability
- Engage early in the process with the business community and to identify opportunities to prepare the local market and encourage involvement from local businesses

2.3.4 Delivering digital transformation

Digital transformation is a cornerstone of a modern, thriving economy. This includes the way in which we trade with suppliers from placing orders to paying invoices. The effort put into managing transaction processes should be proportionate to their value and risk, with far greater use of automation with retrospective audits. This allows scarce resources to be targeted at managing the higher value / risk contracts where financial losses and reputational risks are far more significant.

Our Procurement Team will work with service areas to:

- Utilise digital technology to drive increased automation and better reporting and analysis capability across the commercial cycle
- Provide accurate and up to date management information to support contract management and improve our forward planning capability

2.3.5 Ensuring good governance

The five strategic themes above are supported by a six theme – that the council will ensure that its governance is transparent and robust.

To that end, our Procurement Team will work with service areas to:

- Ensure that our policies and procedures reflect latest legislation and are both current and fit for purpose, including the use of value thresholds and procurement routes
- Ensure that they work closely with legal services on the drafting of contracts and the review of terms and conditions. Further training will be needed to ensure that the procurement team can provide better support to legal services in this area.

2.3.5 Caring for our environment

The way that we spend our money and the organisations that we commission is known to be a major contributor to the fulfilling of our local, ethical and sustainability priorities including local economic regeneration, protecting our environment, promoting equality and wellbeing, and gaining more by way of social value. We recognise that in the scheme of things we cannot do this on our own and are keen to work with suitable partners to increase our sphere of influence.

Our Procurement Team will work with service areas to:

- Encourage all new procurement activities to consider responsible procurement criteria as part of their sourcing and selection process and in our contract management activities.
- To ensure that East Suffolk Council's commitment to being carbon neutral by 2030 is considered in every procurement exercise.
- Ensure that we consider our environmental objectives in all new procurements
- Reduce waste, conserve scarce resources in the supply chain and improve environmental standards in service area contract management activities
- Ensure that social value is understood and is sought in appropriate contracts with outcomes successfully achieved – this will be aligned to Suffolk County Council's *Social Value and Sustainable Procurement Policy*
- Develop and implement an engagement plan including the use of targeted communication (such as social media) to local businesses – see also **Growing our economy**

. The **1987 UN Bruntland Commission** defined sustainable development as “*meeting the needs of the present without compromising the ability of future generations to meet their own needs*”. The distinction

between sustainability and sustainable development is an important one; the former is a long-term goal (i.e., a more sustainable world), while the latter refers to how we seek to achieve it, in this case, through the services and goods that we acquire. Sustainable, or responsible procurement is a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, whilst minimising damage to the environment.

Making it happen

The Council's recent independent Procurement & Contract Review made 11 recommendations setting out how the Council could improve its procurement and contract & relationship management performance.

These recommendations are set out below:

Contribution to Corporate Goals and Strategy

- [R1]** The revised Procurement Strategy should align closely with the Council's Strategic Plan.
- [R2]** The East Suffolk Procurement Forward Plan should become a shared document with each service department and be capable of informing resource planning and the launch and timing of future procurement exercises.

Procurement strategy, policy and contract planning

- [R3]** The Council creates a cross departmental Procurement and Commissioning Transformation Group with senior representatives from Service Departments. This Group will be tasked with working with the Procurement Team to support the strategic realignment, identify opportunities and support communications.
- [R4]** Each Service Department head to be tasked with ensuring that copies of contracts and details for the top one hundred suppliers by annual spend are up to date on a digital contracts register.

Internal relationships and organisational structure

- [R5]** The Council carries out a controlled survey or diagnostic to ascertain the views of local businesses and existing contractors as to how easy it is to do business with the council and how we can support them.
- [R6]** After [R1] and [R5] are completed, the Council reviews its CPRs to ensure that they can support value generation as well as ensure standards of probity and compliance.

External relationships (contractors and businesses)

- [R7]** A Procurement Marketing and Communications Plan to be prepared once [R1] and [R6] are complete to ensure the right messages and information reaches the different internal and external target audiences.

Use of technology and information

- [R8]** An online contract register service is introduced and populated to provide greater efficiency in the collection of information.
- [R9]** The ProClass classification is introduced into the finance and accounting system preferably, mapped to the existing financial codes to support better reporting against

contracts and procurement categories.

People, skills development and knowledge

[R10] Key posts / post holders within Service Departments engaged in significant levels of commissioning, procurement or contract and relationship management should be identified for professional development as the needs of the procurement function change.

[R11] Core skills and knowledge transfer programmes should be made available and offered to identified people / post holders undertaking any procurement activity on behalf of the Council.

Implementing these recommendations is a major stepping stone in helping us to deliver this ambitious procurement and contract management strategy. It will also allow us to respond positively to the Task & Finish Group's recommendations.

However, modernising and improving our procurement and contract & relationship management operation requires a fundamental transformation of attitudes, behaviours and skills and knowledge. Specific aspects of this transformation include:

- Strengthening change control and management reporting to prevent delays, scope creep and cost overruns
- Building relationship contracts where achieving outcomes and managing expectations of all parties becomes the goal rather than just seeking compliance
- Ensuring local businesses can engage and work with the Council easily – allowing them to be able to secure work as a prime and/or sub-contractor
- Moving the focus for savings delivery and capture away from commissioning and procurement to the contract management phase
- Understanding that 'value for money' often manifests itself by improved outcomes, cost avoidance and the creation of social value and sustainability

This requires a fundamental reappraisal as to how we view commissioning, procurement and contract management and recognise it as a mainstream strategic discipline.

All of these priorities have been captured in a detailed implementation plan that is appended to this strategy.

Implementation Plan

East Suffolk Council



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1. About this plan

1.1 Purpose

Our vision for procurement is simple – but ambitious.

“To help deliver East Suffolk Council’s strategic priorities, through the management of our £66M expenditure by planning ahead, with smarter market engagement and procurement and the effective management of the subsequent contracts and relationships.”

This implementation plan sets out how we plan to realise our vision over the next three years (2022- 2025). It aims to present:

- Delivery themes which allow us to group related actions for targeted delivery
- A unified approach to implementation, ensuring that the recommendations from both the 2021 EELGA review and Task & Finish Group are implemented at the same time
- Potential risks that may occur, together with appropriate owners and mitigation plans
- The likely resource commitment from departments and individuals over the three years
- A high level project timetable setting out when particular actions or tasks will be fulfilled

Clearly, there will always be uncertainty given a three year implementation timetable, this is because:

- Internal priorities may change to cater for local economic, social, demographic or political imperatives
- External factors beyond our control can force significant changes – the period 2019-22 reflects this point
- Appropriate resources may not always be available when required
- A transformation programme such as this, will contain dependencies that are not all with the control of ESC

This means that this implementation plan will also need to be updated at the same time as the annual strategy review. However, we believe that its content provides a sensible and proportionate roadmap for making our exciting vision for procurement and contract management a reality.

1.2 Governance & Review

ESC's Head of Operations strategy is the owner and our Procurement and Commercial Manager will oversee the actions associated with ensuring the successful implementation of our procurement and contract management strategy.

We will review it annually in the light of Council priorities, the regulatory and commercial landscape and community needs to ensure that it remains current and relevant to local and national priorities. We will review progress with the strategy implementation quarterly at CMT and the Corporate Governance group.

2. Realising our vision and priorities

1.3 Delivery themes

Modernising the organisation to focus and value the contribution of procurement and contract management is similar to any other transformation programme. It has four main themes:

- **Building the supporting infrastructure** – this covers the recruitment and upskilling of the procurement team and the enhancement of system capabilities, data quality/availability and information capture. While this theme is ongoing as demands grow in line with increased commercial capability, basic information on key contracts, critical suppliers and third party expenditure trends has to be in place to underpin the other themes.
- **Smarter contract design** – this covers the commissioning, sourcing, market engagement and tendering. This is where local priorities and policies are built into the process and shared with the market. It is also where policies such as using local firms, accruing social value and promoting sustainability are applied.
- **Effective contract management** – this covers successful outcome delivery, relational contracting, effective change control and encouraging a shared approach to risk management and problem resolution.
- **Embracing commercial behaviours** – this covers skills & learning development and sharing knowledge among those staff in service departments that are responsible for commissioning and project delivery. It covers issues such as collaborative working, effective negotiation and marketing & communication

This implementation plan is based on those themes as it:

- allows progress to be measured effectively while allowing the recommendations of the EELGA procurement review and aspirations set by the Task & Finish Group to be delivered alongside with our strategy vision (1.1 refers)
- enables similar / related activities to be managed together
- helps to make implementation tasks manageable both in required resources and timescales

1.4 Unified implementation

ESC started its procurement modernisation journey in 2020 with the outputs from the Task & Finish Group and the EELGA improvement review. While this plan covers the Strategy implementation, actions and recommendations from both these sources have a direct bearing on the Strategy itself. Therefore, it is important to have a unified approach to implementation. Table 1 shows how the T&FG / EELGA requirements map on to the four delivery themes (2.1 refers) and groups them into specific implementation actions.

DELIVERY THEME	REQUIREMENT	SOURCE (EELGA/T&FG/)	IMPLEMENTATION ACTION	CONTRIBUTION TO CORPORATE PRIORITIES
Building the Infrastructure	Having a procurement department able to meet the needs of the business	T&FG	Recruitment / upskilling of existing team	<ul style="list-style-type: none"> • Remaining financially stable
	Better information on what we are spending	T&FG	Improve expenditure analysis / enhance financial system reporting	<ul style="list-style-type: none"> • Remaining financially stable
	The ProClass classification is introduced into the finance and accounting system preferably, mapped to the existing financial codes to support better reporting against contracts and procurement categories.[R9]	EELGA	Improve expenditure analysis / enhance financial system reporting	<ul style="list-style-type: none"> • Remaining financially stable

DELIVERY THEME	REQUIREMENT	SOURCE (EELGA/T&FG/)	IMPLEMENTATION ACTION	CONTRIBUTION TO CORPORATE PRIORITIES
	An online contract register service is introduced and populated as a matter of urgency.[R8]	EELGA	Set up and populate a shared contracts register	<ul style="list-style-type: none"> • Remaining financially stable •
	Each Service Department head to be tasked with ensuring that copies of contracts and details for the top 100 suppliers by annual spend are registered with the Procurement Team [R4]	EELGA	Set up and populate a shared contracts register	<ul style="list-style-type: none"> • Remaining financially stable
	Key posts / post holders within Service Departments engaged in significant levels of commissioning, procurement or contract and relationship management should be identified for ongoing skills and knowledge transfer and/or professional development. [R10]	EELGA	Skills and knowledge transfer	<ul style="list-style-type: none"> • Remaining financially stable • Growing our economy • Caring for our environment
	Core skills and knowledge transfer programmes should be made available and offered to identified people / post holders undertaking any procurement activity on behalf of the Council.[R11]	EELGA	Skills and knowledge transfer	<ul style="list-style-type: none"> • Remaining financially stable • Growing our economy • Caring for our environment
Smarter contract design	Making it easy to bid	T&FG	CPR Review and modernisation	<ul style="list-style-type: none"> • Remaining financially stable • Enabling out communities • Growing our economy

DELIVERY THEME	REQUIREMENT	SOURCE (EELGA/T&FG/)	IMPLEMENTATION ACTION	CONTRIBUTION TO CORPORATE PRIORITIES
	The Council reviews its CPRs to ensure that they can support value generation as well as ensure standards of probity and compliance. [R6]	EELGA	CPR Review and modernisation	<ul style="list-style-type: none"> • Remaining financially stable • Enabling our communities • Growing our economy
	Raising awareness of opportunities for local bidders	T&FG	Engaging with, and understanding, our local businesses	<ul style="list-style-type: none"> • Growing our economy • Enabling our communities • Caring for our environment
	Improved support for local suppliers	T&FG	Engaging with, and understanding, our local businesses	<ul style="list-style-type: none"> • Growing our economy • Enabling our communities • Caring for our environment
	The Council carries out a controlled survey or diagnostic to ascertain the views of local businesses and existing contractors as to how easy it is to do business and promote innovation. [R5]	EELGA	Engaging with, and understanding, our local businesses	<ul style="list-style-type: none"> • Growing our economy • Enabling our communities • Caring for our environment
	Basing our scoring on our Strategic Plan	T&FG	Developing our forward planning and specification capabilities	<ul style="list-style-type: none"> • Growing our economy • Enabling our communities

DELIVERY THEME	REQUIREMENT	SOURCE (EELGA/T&FG/)	IMPLEMENTATION ACTION	CONTRIBUTION TO CORPORATE PRIORITIES
				<ul style="list-style-type: none"> • Caring for our environment
	Designing the service that we are going to buy	T&FG	Developing our forward planning and specification capabilities	<ul style="list-style-type: none"> • Growing our economy • Enabling our communities • Caring for our environment
	The commissioning process – designing the service with the market	T&FG	Developing our forward planning and specification capabilities	<ul style="list-style-type: none"> • Growing our economy • Enabling our communities • Caring for our environment
	The East Suffolk Procurement Forward Plan should become a shared document with each service department and be capable of informing resource planning and the launch and timing of future procurement exercises. [R2]	EELGA	Developing our forward planning and specification capabilities	<ul style="list-style-type: none"> • Growing our economy • Enabling our communities • Caring for our environment
	Working with other public bodies	T&FG	Developing collaborative working capabilities	<ul style="list-style-type: none"> • Growing our economy • Enabling our communities • Caring for our environment
	Working with the private sector	T&FG	Developing collaborative working capabilities	<ul style="list-style-type: none"> • Growing our economy

DELIVERY THEME	REQUIREMENT	SOURCE (EELGA/T&FG/)	IMPLEMENTATION ACTION	CONTRIBUTION TO CORPORATE PRIORITIES
				<ul style="list-style-type: none"> Enabling our communities Caring for our environment
Effective contract management	Better understanding of the impact of the money that we are spending	T&FG	Developing our contract management capabilities	<ul style="list-style-type: none"> Remaining financially stable Growing our economy Enabling our communities Caring for our environment Delivering digital transformation
	Understanding the benefit to the local economy of our spending	T&FG	Developing our contract management capabilities	<ul style="list-style-type: none"> Remaining financially stable Growing our economy Enabling our communities Caring for our environment Delivering digital transformation
	Better information on performance	T&FG	Developing our contract management capabilities	<ul style="list-style-type: none"> Remaining financially stable

DELIVERY THEME	REQUIREMENT	SOURCE (EELGA/T&FG/)	IMPLEMENTATION ACTION	CONTRIBUTION TO CORPORATE PRIORITIES
				<ul style="list-style-type: none"> • Growing our economy • Enabling our communities • Caring for our environment • Delivering digital transformation
	Feedback: Closing the loop with cabinet	T&FG	Developing our contract management capabilities	<ul style="list-style-type: none"> • Remaining financially stable • Growing our economy • Enabling our communities • Caring for our environment • Delivering digital transformation
Embracing commercial behaviours	The Council creates a cross departmental Procurement and Commissioning Transformation Group with senior representatives from Service Departments. This Group will be tasked with working with the Procurement Team to support the strategic realignment, identify opportunities and support communications. [R3]	EELGA	Sharing the vision, providing leadership, managing the changes and delivering the outcomes	<ul style="list-style-type: none"> • Remaining financially stable • Growing our economy • Enabling our communities • Caring for our environment

DELIVERY THEME	REQUIREMENT	SOURCE (EELGA/T&FG/)	IMPLEMENTATION ACTION	CONTRIBUTION TO CORPORATE PRIORITIES
				<ul style="list-style-type: none"> Delivering digital transformation
	A Procurement Marketing and Communications Plan to be prepared to ensure the right messages and information reaches the different internal and external target audiences. [R7]	EELGA	Sharing the vision, providing leadership, managing the changes and delivering the outcomes	<ul style="list-style-type: none"> Remaining financially stable Growing our economy Enabling our communities Caring for our environment Delivering digital transformation

Table 1 – Unified implementation tasks covering T&FG and the EELGA report

1.5 Resources

We have used the four delivery themes to track who needs to be involved in the strategy implementation delivery programme. Table 2 shows the main actions from Table 1, who needs to be involved, together with a short commentary on what is involved for each task.

The tasks supporting building the infrastructure are well documented and understood and can be put in place using templates and adapted materials from other organisations if required. It can be undertaken in a short elapsed time, although some tasks may take longer before they are completed in full. Once the first set of tasks are completed and each deliverable is fully functional, ESC can then shape its own strategy implementation journey based on the new information at its disposal together with its own priorities. This can be directed by ESC's Head of Operations and new Head of Procurement, although it is recognised that this will be in addition to carrying out the 'day job' which is a clear and documented risk – see 2.5.

All implementation tasks listed under each delivery theme should be tackled as discrete pieces of work as this:

- makes them easier to manage and report on

- reduces the risks associated when projects / tasks become unwieldy
- allows any additional resources required to be spread over multiple years

Work on embracing commercial behaviours also needs to start as soon as sign off has been achieved. This will involve planned marketing & communications to all staff setting out the vision and helping them to identify how they can individually and collectively can bring it to life.

DELIVERY THEME – KEY TASKS	ELECTED MEMBERS	CMT	SERVICE HEADS	CONTRACT MANAGERS	EXTERNAL	COMMENTARY
Building the infrastructure						
Recruitment / Upskilling of existing team						Recruitment run by ESC Head of Operations future team development for Procurement Manager.
Improve expenditure analysis / enhance financial system reporting			Sign off of requirements statement	Sign off of requirements statement	EELGA	This is probably best tackled as a mini-review. It has two main aspects, ensuring that ESC can become self-sufficient in running their future analysis work and capturing a short requirements statement for ongoing reporting so that the finance & accounting system can be set up / enhanced to support the requirements. Experience shows that most requirements can be delivered with limited changes, but some may have to wait for a version upgrade or even a change of system.
Set up and populate a shared contracts register		Sign off and support	Support and communication	Review / add/	EELGA can provide FastTrack	This forms the platform for the ongoing modernisation programme. It will take about one elapsed year to

DELIVERY THEME – KEY TASKS	ELECTED MEMBERS	CMT	SERVICE HEADS	CONTRACT MANAGERS	EXTERNAL	COMMENTARY
				maintain data	support based on work with previous clients	complete as many records may be lost or in paper format. A very simple register is required which is easy to use and requires little or no consultancy / software licences etc. One solution can be obtained for a circa £10k per annum fee and be live within days of purchase.
Skills and knowledge transfer	Management Briefing	Management Briefing	Training	Training		This would be an entry level set of programmes, primarily targeted at everyone engaged in commissioning or contract management. It would cover topics such as effective specification writing and planning, basic contract management including using the contracts register.
Smarter contract design						
CPR Review and modernisation		Sign off and support	Review and input	Review and input		Ideally, this should be done in parallel with engaging with and understanding local businesses as the tasks are iterative. As a task it should be undertaken with terms of reference as it requires balancing probity / compliance needs with the need for easier access and streamlined governance processes. The latter are proven barriers to many smaller

DELIVERY THEME – KEY TASKS	ELECTED MEMBERS	CMT	SERVICE HEADS	CONTRACT MANAGERS	EXTERNAL	COMMENTARY
						businesses seeking to work with public sector bodies.
Engaging with, and understanding, our local businesses	Management Briefing	Management Briefing	Sign off and support	Sign off and support	Chamber of Commerce	This should be done with existing businesses and others that are not currently involved. Clarity is required on what is defined as local before this can be planned and undertaken. It is not just about attitudes, but building an accurate picture as to how business perceives the ESC and what actions can be taken to increase local involvement,
Developing our forward planning and specification capabilities			Review and input	Review and input		Work on this topic can only begin once previous actions have either been completed or there is sufficient confidence that any emerging trends are likely to be confirmed as accurate.
Developing collaborative working capabilities			Review and input	Review and input		Work on this topic can only begin once previous actions have either been completed or there is sufficient confidence that any emerging trends are likely to be confirmed as accurate.
Effective contract management						
Developing our contract management capabilities		Sign off and support	Training	Training		This requires a combination of upskilling of contract managers and ongoing personal development. It is worth considering doing this is

DELIVERY THEME – KEY TASKS	ELECTED MEMBERS	CMT	SERVICE HEADS	CONTRACT MANAGERS	EXTERNAL	COMMENTARY
						partnership with a professional body such as World Commerce & Contracting www.worldcc.com
Embracing commercial behaviours						
Sharing the vision, providing leadership, managing the changes and delivering the outcomes	Sign off and support	Sign off and support	Sign off and support	Sign off and support		<p>This is not just about sending out e-mails and holding briefings. It also covers matters including:</p> <p>Undertaking stakeholder analysis to identify key messaging and involvement</p> <p>Gaining ownership and involvement</p> <p>Explaining the changes, how they are likely to make an impact and why they matter</p> <p>Using a recognised change management methodology such as PROSCI – ADKAR would be highly advantageous.</p>

Table 2 – Delivery theme key tasks, who needs to be involved and commentary

1.6 Indicative timeframes

Table 3 sets out indicative implementation timescales based on calendar quarters over the three-year period. The assumption is that the strategy and this implementation plan will be signed off in September 2022. The delivery theme key tasks that must start immediately are **building the infrastructure** and **embracing commercial behaviours**. The latter comprises ongoing change management and communication tasks that determine the success levels achieved during the implementation.

Effective contract management and **embracing commercial behaviours** are dynamic in their nature and will continue to evolve as ESC and its contract managers improve and develop. There will be ongoing tasks and further development in 2025/26 and beyond.

Delivery Theme	2022-23		2023-24				2024-25				2025/26 and beyond
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Building the infrastructure	X	X	X	X							
Smarter contract design			X	X	X	X	X	X			
Effective contract management					X	X	X	X	X	X	X
Embracing commercial behaviours	X	X	X	X	X	X	X	X	X	X	X

Table 3 – Outline timeframes over the three-year period

1.7 Risk Management

Table 4 shows the main risks that are likely to undermine the implementation of ESC's new procurement strategy. Others may emerge during the implementation process but these are the ones that are likely to have a very high impact. Risk management should form a part of the ongoing reporting and measurement process.

RISK	LIKELIHOOD	IMPACT	SEVERITY	OWNER	MITIGATING ACTIONS
Insufficient time to implement the new procurement strategy	H	H	H	Head of Operations	This is one of the major challenges with any strategy as it requires finding time alongside fulfilling day-to-day operational functions. The best way to mitigate this risk is to have regular and set reporting cycles to CMT and elected Members to ensure that there is necessity to allocate time to strategy implementation work.
Insufficient expertise available to support the strategy's delivery themes	M	H	M	Head of Operations	While some early infrastructure and procedural changes can be made with limited expertise, the transformation, particularly in contract design and subsequent management does require specialist input. Specialist resources can be sourced either directly from the market or via the EELGA talent bank.
Failure to manage the organisational changes and gain 'buy in' from operational staff	H	H	H	CMT	This is the risk that many organisations fail to consider and it will invariably occur without mitigating action. ESC's new procurement strategy is about creating significant changes in outlook, business processes and behaviours. It therefore needs to be supported by a clear change management process if it is to be successful.
Change in future political priorities	L	H	M	Elected Members	This is unlikely to occur as typically procurement is a politically neutral issue. Elected members from different Parties were involved in the EELGA workshops and there was a high degree of agreement on both required actions and policy priorities. Reporting progress and seeking ongoing support from elected Members during the implementation is the best way of maintaining this equilibrium.

Table 4 – Risk registers for the procurement strategy implementation

1.8 Reporting & measurement

ESC's procurement & contract management strategy commits to making written progress reports on the implementation of its key milestones to the Audit and Governance Committee. It also plans to present an annual report to cabinet setting out progress made with the overall implementation. There are two aspects to measuring progress made:

- Progress made with key tasks in each delivery theme
- Extent to which improvements are made and become embedded in ESC

The first of these is relatively easy. Measurement can be made by factors such as:

- Actual time vs planned time in relation to delivery theme tasks
- Actual cost vs budgeted cost (where applicable)
- Simple operational metrics – such as number of contracts recorded on the contracts register, or numbers of contract managers attending programmes

Progress against the second of these is best measured by re-running the 2021 diagnostic used in the EELGA study. This approach offers:

- A readymade starting benchmark against which progress can be tracked
- The ability to add new 'value codes' as the strategy implementation proceeds
- Reporting granularity between different stakeholder groups and departments (if required)
- The ability to extend to other stakeholder groups if required



CABINET

Tuesday, 06 September 2022

Subject	First Light Festival - National Portfolio Organisation application and match funding
Report by	Councillor Craig Rivett Deputy Leader and Cabinet Member with responsibility for Economic Development Councillor Letitia Smith Cabinet Member with responsibility for Communities, Leisure and Tourism
Supporting Officer	Paul Wood Head of Economic Development & Regeneration Paul.wood@eastsuffolk.gov.uk 07798 797275

Is the report Open or Exempt?	OPEN
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Category of Exempt Information and reason why it is NOT in the public interest to disclose the exempt information.	Not applicable
Wards Affected:	Kirkley & Pakefield

Purpose and high-level overview

Purpose of Report:

To demonstrate the success of the 2022 First Light Festival (FLF) event and wider cultural development and engagement programme. The FLF cultural programme, which is far broader than the festival weekend, is a core element in the wider ambitious development and regeneration strategy for Lowestoft as evidenced with the Lowestoft Seafront Vision and Town Investment Plan. Analysis of the 2019 and 2022 festivals and wider cultural programme clearly shows they are achieving their intended impact and outcome i.e. showcasing Lowestoft as a vibrant and diverse cultural centre and attracting visitors well beyond the town's usual reach and demographic.

This report seeks approval from Cabinet to provide First Light Festival Community Interest Company (FLF CIC) with £500k of match funding over three years to support their National Portfolio Organisation (NPO) application to the Arts Council.

If successful in their application, FLF CIC will receive £660k from the Arts Council and in combination with ESC, and other match funding this will secure the future of the annual festival (and wider cultural development programme) for at least the next three years, 2023 – 2025 inclusive, and allow it to expand and engage even deeper into the local resident, education and business communities.

Options:

1. Provide FLF CIC with reduced match funding – this would severely restrict the CIC's ability to deliver a regionally impactful, broad based, inclusive cultural programme and festival as set out in the NPO application. It would also severely reduce, in scale and ability, to deepen engagement with the wider Lowestoft community in developing and delivering the programme.
2. Cease any future funding of the FLF CIC - this would result in the CIC's inability to host any form of significant cultural event in the town. At best a much smaller and more localised event could be held but this would not have the wider regional profile and impact that the festival was first developed to achieve. A key objective is to attract audiences that would not normally visit Lowestoft and the 2022 festival was attended by between 30,000 – 35,000 people (final evaluation results still being finalised), a third of which visited the town for the first time. On a broader scale this will also severely limit the wider cultural objectives within the Council's Strategic Plan and in particular how ESC promotes cultural development to achieve a number of the Council's strategic priorities i.e., economic growth, enabling communities, financial self-sufficiency and environmental protection.

Recommendation/s:

1. That, in support of the Strategic Plan and the Council's emerging cultural strategy, Cabinet approve £500k over the 3 year period, 2023/24 to 2025/26 to support the continuation of First Light Festival CIC's regionally impactful cultural development programme, festival weekend and application for National Portfolio Organisation status. Council funding would be provided on a sliding scale over the three years i.e. £180k for 2023/24, £170k for 2024/25 and £150k in 2025/26 as the CIC

generates additional income through both the festival and as operators of East Point Pavilion.

2. That Cabinet approve the use of the New Homes Bonus Reserve to fund the £500k growth to the revenue budget over the three year period 2023/24 – 2025/26.

Corporate Impact Assessment

Governance:

ESC is a member of the FLF CIC Governance Board and as such has a strong input into the CIC's strategy and delivery and as a result can ensure its objectives support ESC's Strategic Plan and emerging Cultural Strategy priorities.

ESC policies and strategies that directly apply to the proposal:

East Suffolk Economic Strategy

Lowestoft Cultural Strategy 2025 'Celebrating Culture on the Edge'

Lowestoft Town Investment Plan

South Beach Masterplan

Lowestoft Seafront Vision

Environmental:

The First Light Festival CIC has a strong Environmental ethos, and agenda which sets out policy and procedures to meet environmental legislation and approved codes of practice, including:

- To reduce impacts from pollution, emissions, and waste
- To encourage more sustainable forms of transport
- To sustainably manage the use of all resources, energy, water, and procurement
- To raise awareness and encourage participation in environmental matters
- To assist performers and festival goers to participate in the festivals in an environmentally sensitive way

Equalities and Diversity:

An equalities impact assessment was completed for the September 2021 Cabinet report (Cab Ref: ES/0870) which demonstrated that the FLF will have an overall positive impact on the ten characteristic groups. Since the impact of the FLF and wider cultural development programme for 2023 – 2025 does not change the 2021 assessment it has been agreed not to submit an updated version but instead refer to the earlier assessment.

The festival is free entry, which removes any financial barriers to access, especially for residents from lower socio-economic backgrounds. The festival programme provides opportunities for everyone to engage and enjoy music, dance, film, talks, walks, sports, and workshops. Furthermore, a wide range of local community organisations, which include many of the protected characteristic groups, are directly involved in the

development and delivery of the annual festival and broader cultural development programme.

The upper and lower promenade are accessible, and the festival programme takes place on both promenades. In June 2022, a new board walk was installed on the South Beach, which aids access for wheelchair users. Furthermore, the First Light Festival CIC have an Equality and Diversity Policy. Anecdotal evidence (full evaluation report will be available shortly) from the 2022 festival shows that the event was attended by a very diverse audience, in terms of age, ethnicity, socio-economic group and abilities. This diversity of involvement and attendance is something which will be built and extended in the future development of the wider cultural programme and festival weekend over the next three years.

Financial:

It was agreed by Cabinet on 7 September 2021, to provide the First Light Festival CIC with a grant of £200k, £114k from the Business Rates Pilot Reserve and £86k general fund to support the hosting of the 2022 First Light Festival, this provided 48% match funding. ESC's financial support for the 2019 and 2022 festival weekends resulted in significant financial benefits for the town and local suppliers, with up to 65,000 attendees over both weekends. Local accommodation providers reported 100% occupancy over the 2022 weekend and many of the concessions were local companies who experienced very high trading levels. Furthermore, East Point Pavilion's opening coincided with the 2022 festival, and it also experienced very high levels of trading with the festival providing excellent exposure which has contributed to continued healthy trading since its June opening.

The new match funding request of ESC, in support of anticipated NPO funding, for the next three annual festivals (2023, '24 and '25) and associated cultural development activity outside of the actual festival weekend is £500k. This will reduce ESC's match funding to 43% over the next three years and is predicated on a successful award of £660k from the Arts Council covering the same period. ESC's grant of £500k is an additional budget requirement and will be funded from the Council's New Homes Bonus Reserve.

The ESC grant will be tapered over three years as follows:

- £180k in 2023/24
- £170k in 2024/25
- £150k in 2025/26

This tapering reflects the CIC's transition to greater financial self-sufficiency, which has been encouraged by ESC and also their ability to increase earned income over the festival weekend and through their operation of the East Point Pavilion.

If the NPO application is unsuccessful, ESC will continue to work closely with the FLF CIC to secure other external funding. Likely sources include a project grant application to Arts Council, this is the route which secured previous Arts Council financial support and discussions with Suffolk CC to maintain their current funding commitment. ESC's 3 year, £500k commitment will act as strong leverage in securing other external funding as most

external funders will want to see a strong demonstration of local match funding.
Human Resources: No impact.
ICT: No impact.
Legal: A grant agreement setting out the terms and conditions of the grant will be agreed with FLF CIC. This will set out the roles and responsibilities of the CIC and the Council and the KPIs expected to be achieved.
Risk: A key risk is the lack of finance to deliver a regionally impactful, diverse and inclusive cultural programme and festival weekend in Lowestoft. This would also impact severely on ESC's wider cultural development and engagement approach, which supports multiple Strategic Plan priorities. The Council's £500k commitment will mitigate this risk and even in the event of an unsuccessful NPO application the level of local match funding committed will acts as strong incentive in securing alternative external funding. The grant agreement with FLF CIC will mitigate against any liabilities raised against the Council, as the CIC will have overall accountability and responsibilities for the festival and related activity. The CIC, as part of its governance and preparations for hosting the annual festivals, has developed and regularly updates a comprehensive risk register.

External Consultees:	<p>The FLF CIC works with a large number of organisations to develop and host the annual festivals. This collaboration necessitates ongoing consultation on all elements of festival and programme development, examples of organisations involved include:</p> <ul style="list-style-type: none"> • Arts Council • Suffolk Art Link • Suffolk Libraries & Museums • Dance East • CEFAS • Marina & Seagull theatres • Lowestoft Rising • Lowestoft Cultural Leadership Group • Access Community Trust • East Coast College • Lowestoft primary and high schools <p>In addition, the CIC undertakes an evaluation of festival goers and for the 2022 festival 443 survey responses were received.</p>
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Strategic Plan Priorities

Select the priorities of the Strategic Plan which are supported by this proposal: (Select only one primary and as many secondary as appropriate)		Primary priority	Secondary priorities
T01	Growing our Economy		
P01	Build the right environment for East Suffolk	<input type="checkbox"/>	<input type="checkbox"/>
P02	Attract and stimulate inward investment	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P03	Maximise and grow the unique selling points of East Suffolk	<input checked="" type="checkbox"/>	<input type="checkbox"/>
P04	Business partnerships	<input type="checkbox"/>	<input type="checkbox"/>
P05	Support and deliver infrastructure	<input type="checkbox"/>	<input type="checkbox"/>
T02	Enabling our Communities		
P06	Community Partnerships	<input type="checkbox"/>	<input type="checkbox"/>
P07	Taking positive action on what matters most	<input type="checkbox"/>	<input type="checkbox"/>
P08	Maximising health, well-being and safety in our District	<input type="checkbox"/>	<input type="checkbox"/>
P09	Community Pride	<input type="checkbox"/>	<input checked="" type="checkbox"/>
T03	Maintaining Financial Sustainability		
P10	Organisational design and streamlining services	<input type="checkbox"/>	<input type="checkbox"/>
P11	Making best use of and investing in our assets	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P12	Being commercially astute	<input type="checkbox"/>	<input type="checkbox"/>
P13	Optimising our financial investments and grant opportunities	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P14	Review service delivery with partners	<input type="checkbox"/>	<input type="checkbox"/>
T04	Delivering Digital Transformation		
P15	Digital by default	<input type="checkbox"/>	<input type="checkbox"/>
P16	Lean and efficient streamlined services	<input type="checkbox"/>	<input type="checkbox"/>
P17	Effective use of data	<input type="checkbox"/>	<input type="checkbox"/>
P18	Skills and training	<input type="checkbox"/>	<input type="checkbox"/>
P19	District-wide digital infrastructure	<input type="checkbox"/>	<input type="checkbox"/>
T05	Caring for our Environment		
P20	Lead by example	<input type="checkbox"/>	<input type="checkbox"/>
P21	Minimise waste, reuse materials, increase recycling	<input type="checkbox"/>	<input type="checkbox"/>
P22	Renewable energy	<input type="checkbox"/>	<input type="checkbox"/>
P23	Protection, education and influence	<input type="checkbox"/>	<input checked="" type="checkbox"/>
XXX	Governance		
XXX	How ESC governs itself as an authority	<input type="checkbox"/>	<input type="checkbox"/>

How does this proposal support the priorities selected?

T01 Growing Our Economy theme of the Strategic Plan,

P02: Attract and stimulate inward investment

The FLF has clearly demonstrated that it showcases Lowestoft in a high profile and positive light. One of the objectives of FLF was to positively change perceptions of the town and in so doing will attract additional inward investment, especially within the cultural and

creative sectors through public and private investment but also in other growth sectors such as clean energy/ maritime/ marine science.

P03: Maximise and grow the unique selling points of East Suffolk

Culture and the creative industries are a strategic priority and are increasingly seen as a driver for the local economy. The First Light Festival uses Lowestoft's USP as the most easterly town and its landscape and celebrates 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 local and regional food, drinks and produce.

In 2019 ESC's investment of £90k resulted in a £900k return on investment in terms of direct local financial benefit. In 2022, £200,000 invested by East Suffolk Council delivered approximately £690,000 of visitor spend, three times return on investment. This is a much narrower measure than the direct local financial benefit indicator cited for 2019 and once the full evaluation report is completed this overall figure will be available. The fact that 2022 attendances and anticipated overall local financial benefit outstripped 2021 is even more impressive when the adverse weather conditions are taken into account.

As a result of the wider cultural development programme and the FLF weekend the profile of Lowestoft is being raised significantly and positively. This included a significant lifestyle piece in the Telegraph which heavily promoted Lowestoft as tourism destination and characterised the town as a vibrant and contemporary resort.

T02 Enabling our communities

P09 - Community Pride

The socio-economic profile of Lowestoft highlights significant challenges for a large proportion of the population. Many residents suffer from income and employment deprivation, which has resulted in low levels of cultural participation and engagement, as well as a lack of optimism surrounding the town. The festival helps break down barriers and reach less engaged groups, mitigating against the disconnect between the existing creativity in the town and potential participants.

The First Light Festival and broader cultural development programme forms part of a wider cultural regeneration, which can tackle some of the socio-economic challenges, including promoting more cohesive communities and maintaining healthier lives. The First Light Festival 2019 attracted up to 35,000 visitors with of 443 people who responded 90% agreeing that 'the festival has left them feeling more positive about Lowestoft'. 93% said First Light Festival is good for Lowestoft's image and 93% said First Light Festival is welcoming for the whole community.

T03 Maintaining Financial Sustainability

P11: Making best use and investing in our assets

Lowestoft South Beach is one of the most appealing beaches in the country with its wide expanse of golden sand. A key aim of the festival is to promote the beach and surrounding resort to a much wider regional audience as research has shown that the town's reach is limited both in numbers and socio-economic class. As part of the FLF programme ESC has invested heavily in reimagining and redeveloping the previously deteriorating East Point Pavilion as a contemporary food, beverage and venue offer – this is now operated by FLF CIC and complements the festival programme with a year-round leisure/ cultural offering.

P13: Optimising our financial investments and grant opportunities

The First Light Festival CIC has previously been awarded a total of £69,999 from Arts Council England and Suffolk County Council, with a further unsecured £91,586 from grants and trusts and a further £53,000 from earned income. For the 2022 festival this external funding was matched by ESC to deliver a highly ambitious post lockdown programme. With the prospect of securing £660k through the award of Arts Council's NPO status, an ever more ambitious festival (and out of season) programme will be delivered over the next three years. By maximising the leverage of this external funding ESC, through our proposed £500k investment, are supporting the delivery of a much more impactful cultural development programme which supports several of the Council's Strategic Plan priorities.

T05 Caring for our Environment

P21: Minimise waste, reuse materials, increase recycling

The FLF CIC has an environmental policy which seeks to reduce the impacts from waste and encourages the 'reduce, reuse and recycle' approach. This is targeted at both festival performers and attendees.

P23: Protection, education and influence

The FLF environmental policy includes an objective to raise awareness and encourage participation in environmental matters as part of the FLF programme.

Background and Justification for Recommendation

1 Background facts	
1.1	In January 2019 Cabinet gave approval to develop plans for a wide-ranging cultural festival in Lowestoft in support of its strategic objectives. The festival was organised and delivered by First Light Festival Community Interest Company (CIC) with membership drawn from several arts organisations from Suffolk and Norfolk, with Wayne Hemingway as the creative lead.
1.2	<p>In September 2021, following a two year hiatus, as a result of the pandemic, Cabinet approved plans and funding for the second full First Light Festival which took place in June 2022. During 2020 and 2021 an online only and much smaller scale events took place respectively. The Evaluation Report for the 2022 Festival, showcased that there is a clear need for further investment in creative culture in the area, and a large audience has already been established through the success of the festival. The festival was recognised as a key element of cultural regeneration, tourism, and place – making for the area.</p> <p>Key achievements and outcomes from the 2022 festival include:</p> <ul style="list-style-type: none"> • Up to 35,000 attendees over the weekend (up from 30,000 in 2019) • 6 jobs created • 297 Arts professionals involved (up from 248) • £210,106 of external investment obtained (up from £172,400) • Worked with 29 arts organisations (up from 16)

	<ul style="list-style-type: none"> • 12 voluntary organisations involved (up from 10) • Worked with 9 schools and colleges • 100% occupancy of local B&Bs and hotels on the night of the festival, as well as the festivals camping and campervan sites. • All 16 traders reported excellent sales.
1.3	<p>A critical feature of the FLF cultural programme is the engagement with and involvement of local organisations. To give a flavour of how extensive this local collaborating is the following groups will be involved in co-developing and delivering the 2022 programme:</p> <ul style="list-style-type: none"> • 20 Lowestoft based community groups • All Lowestoft schools and East Coast College (22 organisations in total) • 2 Lowestoft based organisations supporting people with special needs <p>In addition to the above FLF CIC also works very closely with a wide range of local businesses, particularly micro and SMEs, to develop and deliver the cultural programme.</p>
1.3	<p>The First Light Festival has been the flagship cultural event in Lowestoft since the inaugural festival in 2019. It has changed internal and external perceptions of the town and put Lowestoft on the national and international map as an energetic and creative place. It has re-imagined the South Beach and celebrated Lowestoft's unique position on the east coast and is central to Lowestoft's place making ambitions particularly in relation to the Seafront Vision and more broadly sits within the Lowestoft Town Investment Plan 2021-2031 in driving the cultural ambitions of the town.</p> <p>Below are examples of the impact in 2022 of the 443 people who responded to a survey</p> <ul style="list-style-type: none"> • 93% said First Light Festival is welcoming for the whole community • 92% said First Light Festival encourages participation in community life and events • 90% said First Light Festival enhances the sense of community in Lowestoft • 97% said First Light Festival is good for Lowestoft's image • 70% of those surveyed had been to First Light before and 30% were new attendees • 53% of those surveyed were visiting Lowestoft specifically for First Light Festival • 19 pieces of regional and national print and online coverage, with an approximate reach estimated at 1.4 million for print and 4.9 million for online. • 3 pieces of TV regional broadcast, including BBC Look East filming their 18.30 show from South Beach the day before the festival • 12 radio interviews on regional broadcast
1.4	<p>In 2020, as a result of COVID-19 the festival became an on-line event including live streaming, with videos views of over 16,000 and a digital reach of almost 50,000</p>

	people. A smaller scale event (Longest Days of Summer) was held in June 2021 which was attended by approx. 6,000 people, with a further 3,000 people engaged, including 2,500 pupils from 13 Lowestoft schools, home schooled pupils, East Coast College's Art Foundation course and community groups. It also had a digital reach of more than 30,000 people. The festival worked in partnership with the North Lowestoft and London Road High Street Heritage Action Zones to engage with businesses through the bird boxes art trail installations. A further 500 people took part in the Beach of Dreams project which included a 500-mile walk from Lowestoft to Tilbury Fort in Essex.
1.5	

2 Current position

2.1	The 2022 festival programme, with more than 140 free activities, built on the learning of the previous years increasing in size and scope, with a diverse mix of renowned performers, community projects and a focus on supporting and showcasing new talent. Live streaming with sign language and captioning created free access for audiences unable to engage in large scale events; the volunteering programme works to ensure that in excess of 40% of volunteering roles are taken up by residents from the deprived Kirkley and Pakefield wards; the new for 2022 Planet Positive Zone with University of Essex/ClientEarth champions conversation and action about the climate crisis; with place-based partners the launch of the reimagined and redeveloped East Point Pavilion has started a new chapter for Lowestoft's seafront with a contemporary food and drink offer and music/ events venue.
2.2	

3 How to address current situation

3.1	To ensure the ongoing financial sustainability of the First Light Festival, the CIC has applied to the Arts Council for National Portfolio Status. If successful FLF CIC will receive £660k over 3 years (2023/24 – 2025/26 inclusive), along with continued match funding from ESC and increasing income streams from the festival and East Point Pavilion, this will allow the CIC to host three more annual, free to attend festivals. The decision on NPO status will be made in October 2022. If unsuccessful, other external funding sources will be pursued such as a project grant application to the Arts Council. Previous Arts Council funding for FLF has come via this route. ESC's £500k commitment over 3 years will act as very useful leverage in making such applications an attractive proposition.
3.2	From 2023-2026, FLF CIC's plans will build a momentum of activity that aims to dissolve the many barriers to taking part in cultural activities that exist in Lowestoft, transforming the town into a place alive with creative energy and making an outstanding contribution to the Arts Council's Cultural Communities Outcome. The First Light Festival will develop year on year to become an exceptional, nationally significant festival, engaging with tens of thousands of people, supporting Lowestoft's journey to becoming a thriving town and cultural

	focus for its hinterland of towns and villages. This vision is a central element of the broader Lowestoft Town Investment Plan which seeks to regenerate, develop and change perceptions of the whole town.
3.3	FLF's unique brand will be amplified each year, attracting nationally renowned performers; the diverse repertoire and inclusive multi-arts programme reflects the Lowestoft community and the wider county and the collaborations with local partners including Seagull and Marina Theatres, Suffolk Artlink, Dance East, Britten Pears Arts and Suffolk Libraries and Museums offers them an unparalleled platform to showcase their work. The 'New Dawn, Apply to Play' project will build on its success to showcase and develop local musical talent, connecting aspiring young musicians to industry experts, offering a programme of mentoring and industry advice from Access to Music, Wild Paths Festival and Brownswood, and radio exposure from BBC Introducing.
3.4	FLF will work with Lowestoft's art students, the emerging visual arts community. By 2025/6 installations and sculpture on the beach will be a central part of First Light Festival with seafront installations extending over the summer timeline. Large scale community and cultural education projects will be integral to First Light's festival programme and build the community into its DNA, engaging the town in high quality cultural activities that connect Lowestoft to national and global issues, working with inspiring partners to share expertise and cascade opportunity.
3.5	<p>To maintain momentum and profile over the autumn and winter low season months, FLF CIC will work with Access Community Trust's Lowestoft Young Film Programmers project for a winter film programme and the Lowestoft young film-makers annual film festival. During the 2023/24 – 2025/26 period FLF CIC will work with partners on the Melting Pot initiative, a health inequalities research project, using the Pavilion as a regular base to engage with families through creative and well-being activities to identify and respond to Lowestoft's health needs. Working with Suffolk Libraries and National Literacy Trust the Pavilion Project will support reading development with regular storytelling sessions and book events and for 2025/6 the CIC will establish an annual October half-term children's book festival.</p> <p>The CIC will also support other activities such as:</p> <ul style="list-style-type: none"> • creative writing development working with East Coast College. • offer the towns' makers space and support to develop work and showcase/sell their creations at regular mini-festival events supporting artisanal skills and entrepreneurship
3.6	In complete alignment to the Let's Create strategy, FLF CIC's ambitions mean that year on year, Lowestoft grows in confidence so that by the end of the period, local communities are knitted into a creative ecosystem of life-affirming activities, with the midsummer First Light Festival a magnificent, town-wide celebration, that reflects back to the town and the wider world, Lowestoft's flourishing creativity and talents.

4 Reason/s for recommendation	
4.1	Without ESC's financial support to match fund the Art's Councils potential funding award the annual FLF would need to be hugely scaled back, lack any regional impact and severely curtail the ability to engage a vast array of local community groups and young people. This is a critical element of the festival's objectives, FLF cannot merely host a large cultural event in the town to change resident's perceptions of their place but instead they need to be an integral part of the development and delivery of the festival. Following the second full summer festival, the CIC is developing a strong brand and profile for Lowestoft which is achieving its overall ambition of using cultural development to celebrate the town and change the narrative in a positive way about its aspirations and place within the region.
4.2	A further significant consideration is the role this cultural programme can play in addressing the cost of living crisis. The festival is a major 'free to attend' event and therefore provides residents with an opportunity to engage in a significant cultural event/programme without taking a chunk out of their ever depleting household disposable income. Furthermore, it provides a significant boost to local businesses, particularly micro and SMEs who are especially exposed to fuel price inflation and the wider inflationary impact on their customers. Finally, this programme is continually raising the positive profile of Lowestoft as a place to invest which clearly has a direct impact on the economic prosperity of the town and its residents.

Appendices

Appendices:

None.

Background reference papers:

None.



CABINET

Tuesday, 06 September 2022

Subject	East Suffolk Visitor Economy Strategy
Report by	<p>Cllr Letitia Smith</p> <p>Cabinet member for Communities, Leisure and Tourism</p>
Supporting Officer	<p>Paul Wood</p> <p>Head of Economic Development & Regeneration</p> <p>Paul.wood@eastsuffolk.gov.uk</p> <p>07798 797275</p> <p>Marie Webster-Fitch</p> <p>Economic Development Manager</p> <p>Marie.webster-fitch@eastsuffolk.gov.uk</p> <p>07769 364413</p>

Is the report Open or Exempt?	OPEN
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Category of Exempt Information and reason why it is NOT in the public interest to disclose the exempt information.	Not applicable
Wards Affected:	All Wards

Purpose and high-level overview

Purpose of Report:

This report highlights ESC's new Visitor Economy Strategy which has been developed following one of the largest economic shocks the sector has ever faced. The strategy aims to set out a clear, ambitious and proactive approach to growing this key sector but in a sensitive and environmentally sustainable way.

The strategy focuses on the following areas:

- Recent and anticipated economic performance of the local visitor economy
- The impact of the covid pandemic
- An assessment of the sectors' relative strengths, weaknesses, opportunities and threats
- Sector aspirations for the district
- What success will look like and how to measure it
- Managing visitor economy growth in an environmentally sustainable way
- Strategic priorities
 - Place
 - Business
 - Workforce/ skills
 - Identity
 - Partnerships
 - Environment

The new strategy sets out how ESC and partners can enable sustainable employment and business growth in one of the district's most important sectors. Furthermore, to ensure that our residents, communities, businesses and visitors can share and enjoy the significant opportunities and benefits of this sector.

Options:

An alternative approach would be to not develop a Visitor Economy Strategy for the district and instead continue to deliver various tourism related projects and initiatives both as a Council and with partners. However, without an overarching framework and vision for what the Council wants to achieve in this critical sector for the district our actions could result in a disparate array of activity with no unifying aim. As well as being an ineffective approach, it would result in being far less prepared to take advantage of external funding opportunities and make partnership working far less effective.

Recommendation/s:

That Cabinet approve the East Suffolk Visitor Economy Strategy.

Corporate Impact Assessment

Governance:

If Cabinet approve the ES Visitor Economy Strategy, a strategy delivery group will be established, chaired by the tourism portfolio holder, to oversee delivery. This group will include representatives from all Council teams with a responsibility to deliver visitor economy investment and The Suffolk Coast DMO.

ESC policies and strategies that directly apply to the proposal:

ES Economic Strategy

Environmental:

One of the strategic priorities, and indeed a golden thread which runs through the new strategy, is 'Our Environment' which focuses on how ESC can protect and enhance the district's high quality built and natural environment whilst growing our visitor economy. Part of this includes supporting the target of achieving net zero in the visitor economy.

Equalities and Diversity:

An EQIA has been undertaken which results in a number of protected characteristic groups being either positive impacted by the new strategy or not experiencing any impact.

Financial:

The new strategy has no direct financial impact, however depending on how activities are taken forward additional future funding requests may be made to deliver specific projects/ initiatives.

The Sizewell C Tourism Mitigation Fund negotiated with EDF Energy will result in £12m being made available to support activity to minimise/ mitigate the impacts on the local visitor economy. This funding will be made available if/ when EDF announce 'financial close' (i.e. all investment required to build the new plant has been committed) and will be paid on annual basis during the construction programme.

Human Resources:

To deliver the Sizewell C Tourism Mitigation Fund a Tourism Fund Manager and Tourism Marketing Officer will be employed. This will be fully funded through the Tourism Mitigation Fund.

ICT:

No Impact.

Legal:

No impact

Risk:

The visitor economy is highly sensitive to changes in national and international economic performance. The current high inflationary pressures and resultant impact on household disposable income will likely impact on visitor numbers in East Suffolk. Indeed, recent anecdotal evidence from tourism accommodation providers is indicating a slowdown in bookings. Combined with the resumption of the wide availability of international travel this will likely have a negative impact on visitor volume and spend. This potentially more challenging environment for the visitor economy may have a short-term negative impact on the overall aim of the strategy i.e. to increase visitor volume and value. In the medium/ long-term however, it is anticipated that the sector will continue to grow locally due to continued investment in tourism assets and enhanced marketing/ promotion.

External Consultees:	Extensive consultation to develop this new strategy has taken place. This has involved 55 interviews held with key stakeholders including accommodation providers, attraction providers, business and tourism group reps, Cultural attraction providers, Broads Authority, Suffolk Coast DMO, VEE, ANOB, National trust and New Anglia LEP. In addition, 4 stakeholder discussion workshops were held and 50 stakeholder questionnaires were completed.
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Strategic Plan Priorities

Select the priorities of the Strategic Plan which are supported by this proposal: (Select only one primary and as many secondary as appropriate)		Primary priority	Secondary priorities
T01	Growing our Economy		
P01	Build the right environment for East Suffolk	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P02	Attract and stimulate inward investment	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P03	Maximise and grow the unique selling points of East Suffolk	<input checked="" type="checkbox"/>	<input type="checkbox"/>
P04	Business partnerships	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P05	Support and deliver infrastructure	<input type="checkbox"/>	<input type="checkbox"/>
T02	Enabling our Communities		
P06	Community Partnerships	<input type="checkbox"/>	<input type="checkbox"/>
P07	Taking positive action on what matters most	<input type="checkbox"/>	<input type="checkbox"/>
P08	Maximising health, well-being and safety in our District	<input type="checkbox"/>	<input type="checkbox"/>
P09	Community Pride	<input type="checkbox"/>	<input type="checkbox"/>
T03	Maintaining Financial Sustainability		
P10	Organisational design and streamlining services	<input type="checkbox"/>	<input type="checkbox"/>
P11	Making best use of and investing in our assets	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P12	Being commercially astute	<input type="checkbox"/>	<input type="checkbox"/>

P13	Optimising our financial investments and grant opportunities	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P14	Review service delivery with partners	<input type="checkbox"/>	<input type="checkbox"/>
T04	Delivering Digital Transformation		
P15	Digital by default	<input type="checkbox"/>	<input type="checkbox"/>
P16	Lean and efficient streamlined services	<input type="checkbox"/>	<input type="checkbox"/>
P17	Effective use of data	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P18	Skills and training	<input type="checkbox"/>	<input type="checkbox"/>
P19	District-wide digital infrastructure	<input type="checkbox"/>	<input type="checkbox"/>
T05	Caring for our Environment		
P20	Lead by example	<input type="checkbox"/>	<input type="checkbox"/>
P21	Minimise waste, reuse materials, increase recycling	<input type="checkbox"/>	<input type="checkbox"/>
P22	Renewable energy	<input type="checkbox"/>	<input type="checkbox"/>
P23	Protection, education and influence	<input type="checkbox"/>	<input checked="" type="checkbox"/>
XXX	Governance		
XXX	How ESC governs itself as an authority	<input type="checkbox"/>	<input type="checkbox"/>

How does this proposal support the priorities selected?

T01: Growing our Economy

Build the right environment for East Suffolk

One of the main ways in which ESC enables growth in the visitor economy is through direct investment in tourism assets. Recent examples include the Martello Café, First Light Festival and East Point Pavilion. The new strategy recommends continued investment in resort development to sustainably grow the visitor economy.

Attract and stimulate inward investment

A strong and diverse visitor economy offer acts as an effective showcase for the district's high quality of life. This positive profile attracts business investment in other sectors and forms part of the overall inward investment incentive package. Continued investment in the visitor economy by ESC and partners will only strengthen this positive offer.

Maximise and grow the unique selling points of East Suffolk

The exceptional high quality of East Suffolk's natural and built environment is the overall reason for its success as a tourism destination. The objectives and recommendations set out in the new strategy will continue to protect, enhance and extend these key features of the district.

Business partnerships

ESC's strong collaboration with The Suffolk Coast DMO, which consists of local tourism businesses, is the route to market for marketing and promoting the tourism offer. This collaboration will strengthen in the coming years with the DMO supporting the delivery of the Sizewell C tourism mitigation package.

T03: Maintaining Financial Sustainability

Making best use of and investing in our assets/ Optimising our financial investments and grant opportunities

ESC has a strong capital investment programme related to its tourism and resort assets. This has included securing significant external funding as well as use of its own fund to

develop a programme of investment which will continue to strengthen the ES tourism offer.

T04 : Delivering Digital Transformation

Effective use of data

The new Visitor Economy strategy has been developed using a strong evidence base of local, regional and national data, analysis and intelligence. The use of the annual 'Economic Impact of Tourism' report and the development of a local tourism indicators dashboard will demonstrate the effective delivery of this new strategy and inform future delivery plans.

T05: Caring for our Environment

Protection, education and influence

Clearly, the development of the tourism offer in ES must be sustainably managed due to the sensitive landscapes in which many of key destinations are located. A golden thread and one of the strategic priorities within the new strategy is the focus on protecting and enhancing this high quality natural and built environment, whilst sustainably growing the value of the local tourism sector.

Background and Justification for Recommendation

1 Background facts	
1.1	Tourism and the visitor economy is incredibly important to the vitality and strength of the East Suffolk economy and is a key element of the Council's recently refreshed Economic Strategy. In 2019 the value of the visitor economy in East Suffolk was just under £700m and supported around, 11,000 FTE jobs, accounting for 15% of employment in the district. Overall, there was an estimated visitor spend of £525m within the district in 2019.
1.2	The value of East Suffolk's visitor economy is higher than any other district in Suffolk and plays a major role in attracting new and returning visitors to the whole county. East Suffolk is also home to some of the most well-known visitor destinations in the country. The vibrancy of the sector, and the places we know and love, is a key ingredient in what makes East Suffolk special; it is often why many people not only want to visit the area but also live and work here.
1.3	ESC provides direct support to the visitor economy in three key areas: <ul style="list-style-type: none">• Destination Marketing via The Suffolk Coast DMO in the form of promotional campaigns, continued development of The Suffolk Coast website, wide range of social media promotion and accessing sector specific business support.• Resort Investment & Development – recent examples include the Martello Café in Felixstowe, Eastern Edge beach chalet development in Lowestoft, reimagined and redeveloped East Point Pavilion, Lowestoft. ESC has strong

	<p>resort investment pipeline using a mixture of external and in house funding.</p> <ul style="list-style-type: none"> • Festival and event development – examples include the First Light Festival, East Suffolk Towns Celebration events and facilitating external bodies to host events on Council land.
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2 Current position	
2.1	<p>The new Visitor Economy Strategy builds on the previous plan which was developed in 2017. The sector experienced a huge economic shock because of measures to control the Covid-19 pandemic, which has led to highly erratic trading patterns over the last two years. Busy summers in 2020 and 2021 fuelled by the staycation boom contrasted massively with a virtual closedown of the sector during spring and Christmas 2020. This has had a huge impact on the volume and value of tourism in East Suffolk as demonstrated by the figures below which compare 2020 with 2019:</p> <ul style="list-style-type: none"> • Total value of tourism down by 57% (£400m loss) • Total tourist sector jobs down by 38% (>5,500 jobs lost) • Day and overnight trips down by over 56% (almost 7m trips lost)
2.2	<p>Despite the huge impact on the sector resulting from the pandemic, East Suffolk continues to offer an extremely strong tourism product which is built around 5 key strengths:</p> <ul style="list-style-type: none"> • Coastline – 49 miles of largely unspoilt coast running from Corton to Landguard Point with some of the best beaches in the UK and including the UK's most easterly point. • Distinctive Towns & Villages – wide range of seaside towns, historic hamlets and market towns. • Stunning natural landscape – beauty spots such as Suffolk Coasts and Heaths AONB, Sutton Hoo, Carlton Marshes, southern gateway to The Broads National Park, Rendlesham Forest. • Events & Festivals – vibrant programme covering all tastes e.g. Latitude, Aldeburgh Festival, Folk East, First Light Festival and countless food/ drink events. • History & Cultural Heritage – over 200 museums, 4 castles and more than 200 churches, prime examples include Framlingham Castle, Lowestoft Historic High Street, Landguard Fort, Snape Maltings <p>The new strategy considers these outstanding tourism assets and assesses the East Suffolk offer in the context of the key political, socio-economic and technological factors.</p>

3	How to address current situation
3.1	<p>The overall aim of the new strategy is to develop and grow the value of the East Suffolk visitor economy in a sustainable and inclusive way. To achieve this the new plan will focus on six strategic priorities:</p> <ul style="list-style-type: none"> - Place - Business - Workforce/ skills - Identity - Partnerships - Environment
3.2	<p>Against each of the strategic priorities an ambition has been developed along with a set of aims, recommendations, roles & responsibilities, and actions delivery mechanism. The actions mechanism will provide the basis for the annual delivery plans which will set out specific actions to deliver against each of these priorities.</p>
3.3	<p>The ambitions for each priority are set out below:</p> <p>Place By 2027, the visitor experience in East Suffolk will be significantly enhanced by an ongoing programme of investment in both the physical infrastructure of the district and the quality of service. This will be clearly seen by visitors and enjoyed by residents, adding to their sense of pride.</p> <p>Business By 2027, East Suffolk will have a growing base of visitor economy businesses – in good economic health, resilient and fuelled by innovation.</p> <p>Workforce & Skills By 2027, East Suffolk will have a stable visitor economy workforce supported by a strong local skills training offer with the aim of creating a skills academy in the region.</p> <p>Identity By 2027, East Suffolk will, through a consistent, adequately funded marketing programme with ‘best in class’ promotional assets, strengthen the reputation and brand identity of the visitor economy.</p> <p>Partnerships By 2027, East Suffolk will have a network of highly focused partnerships supporting and enhancing the visitor economy and will continue to be playing an active role in the regional development of tourism.</p> <p>Environment By 2027, the East Suffolk visitor economy will be an exemplar in both sharing and protecting its natural environment and will be on a clear pathway to net-zero carbon by 2030.</p>

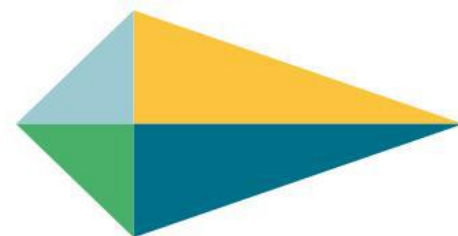
3.4	<p>There are a number of growth opportunities within the visitor economy sector nationally that this new strategy has been designed to maximise locally. These include:</p> <ul style="list-style-type: none"> • The growth of the ‘staycation’ • Increased participation in cycling and walking activities • Heightened awareness of wellbeing • Rapidly growing interest in environmental matters • The thirst for experiences • Increase in dog ownership and including them on holiday <p>There is a lot to suggest that East Suffolk captures the zeitgeist of the UK domestic visitor in the 2020s and this presents a huge opportunity and a platform for sustainable growth.</p>
3.5	<p>Alongside these significant opportunities for the local visitor economy there are also a number of challenges, those with the highest profile include the proposed Sizewell C new nuclear development and wider ‘energy coast’ developments. Sizewell C will provide the district and wider regional/ national economy with a significant boost in terms of investment, employment and business growth. However, it will pose challenges for the local visitor economy as the development is planned to take place within the heart of the AONB, which is a significant draw for tourists seeking to experience the tranquillity of the Suffolk coast. This challenge is compounded by the significant offshore wind development and related onshore infrastructure.</p>
3.6	<p>Research was undertaken by the DMO in conjunction with the AONB partnership which captured the concerns of visitor economy businesses. Concerns included increased congestion, visual impact of construction site and external perceptions that the Suffolk coast would be a construction site for over a decade, all of which would deter visitors. This research was instrumental in negotiating the £12m Tourism Mitigation Fund with EDF Energy. This fund, alongside exploiting any opportunities for the visitor economy Sizewell C may present, will seek to mitigate any potential negative impacts that these developments may incur whilst also building on existing visitor economy strengths.</p>
3.7	<p>To oversee and guide delivery of the new strategy the ES Visitor Economy Strategy Group will be established. This will comprise officers of ESC involved in the delivery of aspects of the visitor economy and The Suffolk Coast DMO, it will be chaired by the Cabinet Member for Tourism. ESC will continue to work closely with county, regional and national tourism groups such as Visit East of England and Visit Britain in areas such as tourism promotional campaigns to support the delivery of the new strategy.</p>
3.8	<p>Measuring the success of delivering the new strategy is clearly important. ESC will continue to commission the annual ‘Economic Impact of Tourism’ reports which allows us track and compare several key indicators related to the value and volume of tourism in ES. This impact measure has been used for several years and now provides a useful time-series analysis stretching back over a decade. The ED</p>

	team will also be exploring the development of a monthly dashboard to inform more agile decision making which will make use of locally developed indicators.
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4 Reason/s for recommendation	
4.1	Approval of the new ES Visitor Economy Strategy will provide a clear and proactive approach to further growing sustainable tourism in the district. It will signal ESC's clear intent that it values the importance of this key sector in driving overall sustainable growth in the local economy and be a catalyst for enhanced governance and partnership working to deliver the aims and ambitions of the strategy. Furthermore, it will support measures to exploit the numerous opportunities to sustainably grow the local visitor economy and mitigating the challenges highlighted above.
4.2	

Appendices

Appendices:	
Appendix A	East Suffolk Visitor Economy Strategy 2022-27
Background reference papers:	
None	



EASTSUFFOLK
COUNCIL

Visitor Economy Strategy 2022 – 2027



EUROPEAN UNION
European Regional Development Fund



HM Government

1. FOREWORD

I am delighted to present the new East Suffolk Visitor Economy Strategy (2022 – 2027).

Tourism and the visitor economy is incredibly important to the vitality and strength of East Suffolk and is a key element of our Economic Strategy. In 2019 the value of the visitor economy in East Suffolk was just under £700m¹ and supported around, 11,000 FTE jobs, accounting for 15% of employment in the district. Overall, there was an estimated visitor spend of £525m within the district in 2019.

The value of East Suffolk's visitor economy is higher than any other district in Suffolk and plays a major role in attracting new and returning visitors to the whole county. East Suffolk is also home to some of the most well-known visitor destinations in the country. The vibrancy of the sector, and the places we know and love, is a key ingredient in what makes East Suffolk special; it is often why many people not only want to visit the area but also live and work here.

Therefore, this strategy is hugely important and comes at a critical time as we adapt to a new post-pandemic and post-Brexit world and seek to build a visitor offering that is also fairer, greener and cleaner for all.

This Strategy reflects our commitment to the ongoing delivery of, and support for, a visitor economy that can adapt and thrive over the next five years. A key role for East Suffolk Council, as set out within our Strategic Plan, is to maximise and grow the unique selling points of East Suffolk. The tourism & visitor economy – including, places, businesses, attractions, and our unique offer from seaside resorts, sprawling countryside and independent and specialised shops is a major part of this. We will achieve this through effective promotion of the district, investment in tourism assets and attracting new and returning visitors to East Suffolk.

We want to build a visitor economy that is sustainable, net-zero, inclusive and builds on a digital economy that will support our businesses to survive, thrive and scale-up the local economy. The Strategy focuses on how we will do this through a focus on our places, our local businesses, our workforce & skills, our identity, our partnerships and our environment.

It sets out how East Suffolk Council and its partners can enable this and ensure that our residents, communities, businesses and visitors are able to share and enjoy the benefits of what makes this part of the country, and the world, so special.



*Councillor Letitia Smith
Cabinet Member for
Communities, Leisure
and Tourism*



2. INTRODUCTION

2.1 How was the strategy developed?

This new Visitor Economy Strategy builds on the previous strategy created in 2017 but also takes into consideration the impacts of the pandemic. The sector was shaken by Covid-19 with fluctuating fortunes. Busy summers in 2020 and 2021, fuelled by the staycation boom, contrasted with a very difficult period over spring and Christmas 2020.

For this strategy to be relevant and effective it needs to reflect the needs and priorities of key stakeholders operating in the visitor economy sector. East Suffolk Council plays a key service delivery and investment role which supports the visitor economy sector and therefore it is essential that we collaborate with the industry and other key stakeholders to maximise the success of East Suffolk as a destination.

To reflect this the Strategy has been developed in a highly collaborative manner which has involved a wide-ranging consultation exercise comprising over 30 face-to-face meetings, a questionnaire to circa 300 businesses and organisations, 4 workshops, close liaison with The Suffolk Coast (TSC) Destination Management Organisation (DMO) and collaboration with the team working on the wider East Suffolk Economic Strategy.

The strategy has also been developed so it aligns with regional and national tourism plans and wider economic policies as well as taking in best practice from other parts of country.

*First Light Festival in Lowestoft,
Southwold Pier,
Cyclists*

2.2 Who is the strategy for?

East Suffolk Council recognises the importance of the visitor economy, and the Council looks to sustain, develop, and grow the unique selling points of East Suffolk.

The Council plays a leading role in facilitating, enabling, and delivering many service areas that directly or indirectly contribute to the vibrancy of the visitor economy. In particular, the Council have significant responsibility in public realm and maintenance, infrastructure, resort management, sector development, marketing and promotion, place making and services that support businesses directly such as Environmental Health, Food Safety and Licensing.

The Strategy aims to provide confidence to existing tourism businesses and potential investors that East Suffolk Council is looking to maximise and grow the unique selling points of East Suffolk.

The Strategy will support East Suffolk Council to deliver services and make investments in a coordinated manner that maximises the benefits to the visitor economy, supports decision making and project development.

Overall, the objective is to benefit visitor economy businesses, residents, visitors, and people working within the sector.



© Harry Read

Street Market in Bungay

2.3 What are the aims of the strategy?

To make a significant contribution to East Suffolk Council's overall vision for the district:

Specifically for the visitor economy the aims are:

- To support the sector, maintain and grow a vibrant visitor economy
- To attract and stimulate inward investment by maximising our support to encourage local visitor economy businesses to start-up, grow and invest
- To maximise and grow the unique selling points of East Suffolk's visitor economy
- To support the development of the year-round visitor economy through the development of new tourism products
- To maximise the Council's assets and responsibilities that directly contribute to the visitor economy offer
- To demonstrate our partnerships and planned projects that will connect people and places throughout the district.
- To achieve a net zero carbon visitor economy.
- To encourage the increase of high value visitors for environmental and economic benefits
- To ensure that the volume of visitors is not detrimental to the environment of East Suffolk and suitable mitigation is put in place



Southwold high street

“

Our aim is to deliver the highest quality of life possible for everyone who lives in, works in and visits East Suffolk

”



Felixstowe seafront

3. SETTING THE CONTEXT

3.1 The tourism sector in East Suffolk

In East Suffolk's Economic Growth Plan 2018-2023, the visitor economy and cultural sectors are recognised as one of the district's most important contributors to the growth of the local economy. Despite the devastating impact of Covid-19 on the sector, it continues to be a high priority in the Council's recently published Economic Strategy for 2022-2027.

The sector comprises around 1,300 businesses and employs in excess of 11,000 people, roughly 12% of the total district workforce of 90,000. Pre-pandemic, it is estimated that the value of the sector to the local economy was around £700 million.

The tourism product is extremely strong and the proposition for visitors is built around 5 key strengths:

Coastline: The Suffolk coast is approximately 49 miles (79km) long and runs from Corton on the Norfolk/Suffolk border to Landguard Point in Felixstowe. There is also a further 83 miles (134km) of tidal edge within the Blyth, Alde and Ore, Deben and Orwell estuaries that lie within our district (East Suffolk Council, 2022), some of the best beaches in the UK, 1665 beach huts and the UK's most easterly point.



© Steve Aylward

Carlton Marshes

Towns and places: A variety of distinctive towns and villages offering a rich variety of experiences. Along the coast and moving inland, pretty villages, historical hamlets, seaside and market towns await you here on The Suffolk Coast.

The natural landscape: Beauty spots such as the Suffolk Coast and Heaths Area of Outstanding Natural Beauty (AONB), Carlton Marshes, Sutton Hoo, the Southern Gateway to The Broads National Park, Rendlesham Forest, and Dunwich Heath and Beach offer authentic, uplifting experiences for visitors

Events and festivals: Latitude, the Aldeburgh Festival of Music and the Arts, the Aldeburgh Food and Drink Festival, FolkEast and the developing First Light Festival are some of the best examples of a vibrant programme.

History and cultural heritage: more than 20 museums, 4 castles, more than 200 churches and assets such as Snape Maltings are indicative of a place steeped in historical significance and interest.

Other attributes of the product include an evolving food and drink offer, a diverse array of accommodation possibilities, an attractive environment for walkers and cyclists, one of the most favourable climates in the UK, the Coast and Heaths AONB as a nationally protected environment and the Southern gateway to The Broads National Park.

Bringing all this together, is what creates a compelling proposition for the visitor through the sheer variety of visitor experiences. There is so much to do, see and experience in East Suffolk and this wealth of possibilities will continue to be at the heart of the offer.

3. SETTING THE CONTEXT



East Suffolk is well known for its historical assets and significance, but substantial investment continues to build and develop the visitor economy for the future. Recent developments include a £4 million National Trust investment and an additional £1.8 million injection of funding from The National Lottery Heritage Fund and support from the New Anglia Local Enterprise Partnership in Sutton Hoo (EADT, 2019), a £2.6 million investment in 72 new beach huts in Lowestoft (East Suffolk Council, 2021) and an £8 million investment by the Suffolk Wildlife Trust in Carlton Marshes, (Suffolk Wildlife Trust, n.d.).

East Suffolk's largest towns – Lowestoft and Felixstowe – are both undergoing major development and regeneration. The significant investment in Lowestoft is underpinned by a strong cultural strategy. The ambition is clear: "Our ten key priorities

all strive to make Lowestoft a place where being on the eastern edge of the country is celebrated. A place which is creatively edgy and leading in cultural leadership, placemaking, community participation and economic growth." A wider cultural strategy for the whole of East Suffolk will be developed during 2022. Both towns have Business Improvement Districts, organisations that can contribute very positively to the visitor economy agenda. Meanwhile, the South Seafront in Felixstowe, has undergone significant redevelopment in recent years and East Suffolk Council has invested a significantly in revitalising the area. This includes the Felixstowe seafront café, Martello Park play area and new car parking facilities. The Council has also invested in the refurbishing the two public shelters on the South Seafront and the long-term maintenance of its historic Martello, which forms the centrepiece of the park.

*Cafe in Felixstowe,
First Light Festival*

Visit Britain segments domestic visitors into 5 distinct types: aspirational family fun, free and easy mini-breakers, country loving traditionalists, fuss-free value seekers and fun in the sun. Specific data is limited but anecdotal evidence suggests that East Suffolk is particularly attractive to country loving traditionalists and fun in the sun enthusiasts. These 2 segments represent 50% of all tourists in the UK.

The East of England, London and the Southeast are the catchment areas where most of East Suffolk's visitors come from, typically a catchment area of around 2 to 2.5 hours. Over 50 trains a day run from London to nearby Ipswich, (Greater Anglia, n.d.), with the shortest journey time as little as 55 minutes. The East Suffolk Lines, operated by Greater Anglia, then provides a more local service, linking Lowestoft in the North to Ipswich with 12 stops in between and the Felixstowe Line linking Ipswich to Felixstowe in the South. Developing public transport, to relieve pressure on over-stretched roads, remains a key challenge as well as changing travel practices.

East Suffolk has more than 4,000 second homes (Office of National Statistics, n.d.), around 3.5% of total households, contributing to a rise in holiday lettings through agencies such as Airbnb. Hoseasons have their base in Lowestoft and offer several hundred properties in East Suffolk. The district has a diverse selection of tourist accommodation: camp sites, caravan parks, pubs with rooms, bed and breakfasts, boat moorings and some quality boutique hotels including those operated by two locally based businesses, Adnams and Hotel Folk. What is not a significant part of the accommodation offer are national budget hotels and large hotels. The Ufford Park Hotel is the largest in the district with 90 rooms.

East Suffolk has a growing reputation as a film location, promoted expertly by Screen Suffolk. The best example of many positive impacts on tourism was the filming of 'The Dig', featured on Netflix in January 2021. In August 2021, 33,781 people visited Sutton Hoo, the film location, the highest monthly figures since opening in 2002 and a 30% increase on the year before.

The marketing of East Suffolk is the responsibility of The Suffolk Coast (TSC) Destination Management Organisation (DMO), formed in 2012. It is part-funded by East Suffolk Council (ESC) and its income is supplemented through a membership scheme supported by over 230 local businesses operating in the visitor economy sector. TSC works collaboratively with other DMOs in the region under the 'umbrella' brand of Visit East of England (VEE). Digital marketing is increasingly important and www.thesuffolkcoast.co.uk is visited by more than 1 million people a year and TSC has more than 40,000 followers on social media.

Some of the challenges facing the visitor economy in East Suffolk are addressed later in this section but, to focus on the opportunities, there are a number of national trends that clearly play to the strengths of the district:

- The growth of the 'staycation'
- Increased participation in cycling and walking activities
- Heightened awareness of wellbeing
- Rapidly growing interest in environmental matters
- The thirst for experiences
- Increase in dog ownership and including them on holidays

There is a lot to suggest that East Suffolk captures the zeitgeist of the UK domestic visitor in the 2020s and this presents a huge opportunity and a platform for sustainable growth.

3.2 Progress since the last strategy

The 2017 strategy focused on 4 key priorities:

- Developing tourism assets
- Improving the visitor experience
- Ensuring foundations are in place
- Excelling at destination marketing

The main strategy document was accompanied by a detailed action plan sub-divided into different areas of the district. Delivery of the strategy was though severely disrupted by the pandemic which necessitated a whole new set of approaches to try and support and sustain the visitor economy. The aspirations of 2017 were subsumed by the pandemic but nevertheless progress has been made in many areas of strategy delivery. Highlights include:

- **Development of festivals and events**

- First Light Festival
- East Suffolk Town Celebrations Event delivery
- East Suffolk Town Celebrations Events consultancy

- **Marketing**

- The Suffolk Coast DMO and associated campaigns
- Continued development of the official tourism website for East Suffolk www.thesuffolkcoast.co.uk, improving content and assets available for local businesses
- Visit East of England partnership campaigns, delivered through a collaboration of 14 DMO's



The Women's Tour

- Visit Suffolk partnership campaigns
- Localised place marketing
- Marketing products
- **Resort development**
- Felixstowe south seafront development
- Lowestoft town centre and seafront masterplans
- Lowestoft seafront asset development
- Blue flags and seaside awards

3.3 The impact of Covid-19

The Covid-19 pandemic had a considerable impact on many businesses and organisations engaged in tourism, hospitality or culture. Like the rest of the UK, the visitor economy was virtually shut down in East Suffolk at the following times:

- March 23 to 4 July 2020 – total lockdown
- September/October 2020 – hospitality restrictions
- November 5 to December 2 2020 – total lockdown
- December 2 to January 6 2020/21 – hospitality restrictions
- January 6 to March 8 2021 – national lockdown
- March 8 to July 19 2021 – hospitality restrictions

The following table illustrates the impact on the visitor economy. Following steady growth in the value of tourism between 2017 and 2019, peaking at just short of £700 million in 2019, the value figures for 2020 show a decline of more than 57% during 2020. This compares to Visit Britain's estimate that the UK suffered a 64% decline across the whole of the UK.

	2017	2018	2019	2020
DAY TRIPS – VOLUME	11,835,000	12,014,000	11,777,000	5,133,000
DAY TRIPS – VALUE	£340,160,000	£357,354,000	£371,087,000	£147,596,000
NO. OF O/N TRIPS	717,000	686,000	701,000	316,000
NO. OF O/N NIGHTS	2,573,000	2,594,000	2,722,000	1,232,000
TRIP VALUE	£150,595,000	£145,231,000	£151,195,000	£64,271,000
TOTAL VALUE	£657,861,000	£671,710,000	£695,187,000	£297,292,000
ACTUAL JOBS	13,880	14,153	14,660	9,026

SOURCE: Economic Impact of Tourism reports

2. NOMIS data : 'accommodation and food services activities' and 'arts, entertainment and recreation'

East Suffolk Council made every effort to support and sustain the visitor economy by ensuring that as many eligible businesses as possible accessed the support grants for the sector. Administered by East Suffolk Council, this funding amounted to more than £140 million across retail, hospitality, and leisure sectors. In addition to this, Visit East of England worked in partnership with all DMO's within the East of England, securing funding of more than £425k to promote the regional visitor economy as lockdowns came to an end.

There is evidence to suggest that the recovery and mitigation measures have succeeded in stabilising the sector. Looking at just companies involved with 'accommodation and food services', the Office of National Statistics (ONS) reports on the number of registered companies shows the following²:

YEAR	NUMBER OF REGISTERED COMPANIES <i>food and accommodation services</i>
2019	660
2020	655
2021	680

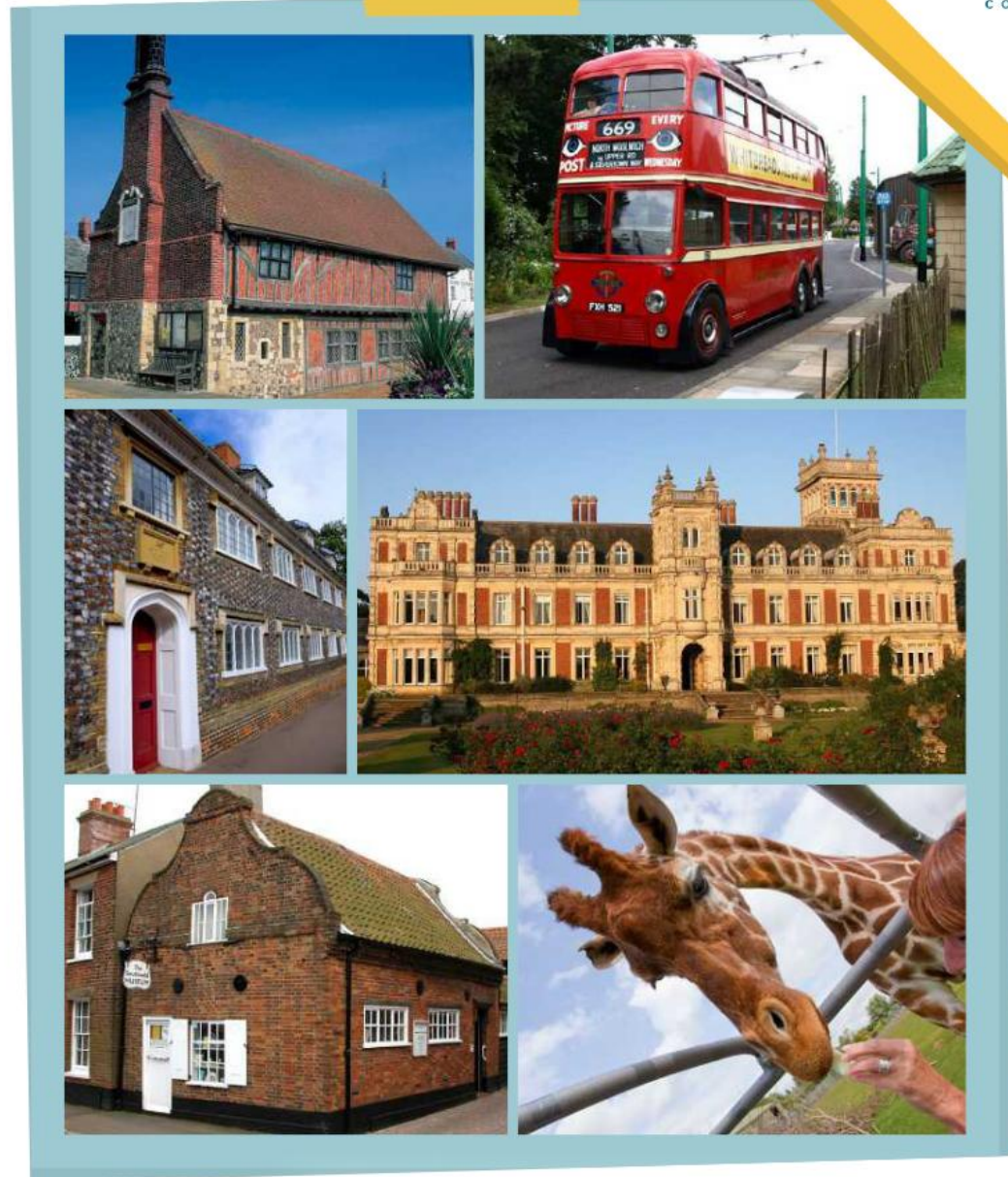
3. SETTING THE CONTEXT

There was a small decline (4%) in the number of retail businesses between 2019 and 2021 and virtually no change in businesses involved in 'arts, entertainments and other services', both categories with important segments for the visitor economy.

Those businesses that were able to sustain themselves did enjoy a sharp revival in the second half of 2021 feeding off the 'staycation' boom – UK nationals choosing to holiday at home rather than go abroad. Research done by Sykes Cottages suggested that 62% of British holidaymakers planned to spend their main summer break in the UK in 2021, up from 50% in 2019, and 46% of people were more likely to consider a staycation than before the pandemic. Some accommodation providers in East Suffolk had a record year in 2021 as a result of the post-lockdown scramble for domestic holidays. Tourism businesses that were able to survive demonstrated their creativity and resilience in managing two years of extreme operational fluctuations.

This staycation boom is expected to continue in 2022 and, assuming no further serious Covid-19 consequences, East Suffolk is well-placed to benefit from this short-term opportunity. A survey carried out by Visit East of England in January 2022, showed that 23% of visitor economy businesses expected to be back at pre-pandemic levels in 2022 and an encouraging 46% of businesses expected to perform better than in 2019.

As time goes on, and as overseas travel begins to return to something like normal, the challenge is to turn the staycation option from a "have to" to a "want to."



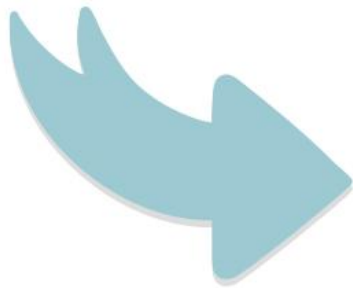
Aldeburgh Red House, East Anglia Transport Museum, Beccles Museum, Somerleyton Hall, Southwold Museum, Africa Alive

3.4 The visitor economy in a changing world

Like every sector, the visitor economy sector is experiencing rapid change with many influences, many of them unseen, impacting both positively and negatively.

Globally the economy is in uncertain times, still in recovery from the pandemic and now facing a major geopolitical shock. This is having severe economic impacts, including shortages of raw materials and supply-chain challenges. This has led to soaring food and fuel costs in particular but more generally across the whole economy with inflation at a 30 year high.

Here are some of the key factors that need to be taken into account in formulating and delivering the strategy:



POLITICAL

Levelling-up and Prosperity funds potential opportunities for visitor economy investment

Outcome of the DCMS de Bois review may have implications for the Suffolk Coast DMO

Legacy of Brexit continuing to affect staff recruitment and retention

The demise of the Tourism Sector Deal delaying progress in the national strategy for tourism

Geo-political tensions around the world and a continuation of the pandemic creating massive instability and uncertainty in the travel sector



ECONOMIC

Severe inflationary pressures increasing costs for visitor economy businesses

Staff and skill shortages a real concern for the visitor economy, particularly hospitality

Squeeze on household incomes may prolong the popularity of the 'staycation'

VAT rate reverting to 20% for the hospitality sector from April 2022

Increasing tax pressures on second homeowners and accommodation rentals



SOCIO-ECONOMIC

Growing environmental awareness and interest in sustainable eco travel

Pet friendly travel a developing market

The rise of 'work-and-play- cations' – people choosing temporary locations to 'work from home'

Growing thirst for adventure, experience and something different

The importance of cleanliness and hygiene as a legacy of the Covid-19 pandemic



TECHNOLOGICAL

Relentless ongoing need for visitor economy businesses to be digitally capable and innovative

Internet of Things technology developments

The shift from printed marketing to digital marketing

The growing importance of data collection, management and analysis

Virtual reality as a means of promoting travel experiences

3.5 The challenge of Sizewell C and the Energy Coast

If the Sizewell C project is approved it will contribute positively to the local, regional and national economy and prove to be a significant step forward for the UK's energy security policy and decarbonisation ambitions. However, it poses a challenge for the visitor economy, and this is reflected in the concerns of a range of stakeholders across the sector. The challenge is compounded due to the significant offshore wind development taking place off the East Suffolk coast and the associated onshore infrastructure required.

Research undertaken by TSC in conjunction with AONB Partnership and a separate survey carried out for TSC, capture the concerns of visitor economy businesses, particularly those operating within a 10-mile radius of the Sizewell C construction site.

These concerns should not be dismissed and therefore the strategy will include a framework to be developed, should Sizewell C receive approval for construction. This framework will seek to mitigate and limit disruption to the sector and also harness any opportunities. This will be done by (a) making

optimum use of the agreed £12m tourism mitigation fund and (b) exploiting the opportunities that Sizewell C may open up for the sector. East Suffolk Council and TSC will be partners in developing and delivering the Sizewell C tourism mitigation plans and will therefore ensure they align with the aims and objectives of this strategy.

It is worth noting that there are two brands which focus on the Suffolk Coast. The Energy Coast business facing brand is used to attract and market the area to inward investment opportunities linked to the growing clean energy sector (predominantly in the Lowestoft area). The Suffolk Coast tourism branding is clearly focussed on attracting and growing the tourism economy and whilst concerns have been raised about the potential conflict between these two brands, they are focussed on two very different audiences and therefore any conflict should not arise.

3.6 National, regional and local policy context

This strategy has not been developed in isolation and care has been taken to position it within the context of existing local, regional and national policies and strategies, including the following:

- [The DCMS Tourism Recovery Plan \(June 2021\)](#)
- [Visit East of England Destination Development Plan \(October 2021\)](#)
- [New Anglia Local Enterprise Partnership \(NALEP\) Recovery Plan for the Visitor Economy](#)
- [The Suffolk Visitor Economy Strategic Framework](#)
- [East Suffolk Strategic Plan 2020-24](#)
- [East Suffolk Strategic Growth Plan 2022-27](#)
- [Norfolk & Suffolk Economic Strategy 2022](#)
- [Suffolk County Council Corporate Strategy 2022-2026](#)
- [Suffolk Coast and Heaths AONB Management plan 2018 and 2023](#)
- [Lowestoft Cultural Strategy 2020-2025](#)
- [Broads National Park Strategic Plan](#)
- Stakeholder strategic plans

Common themes run across these different plans, most notably: sustainable tourism and clean growth; developing skills and workforce planning; 'top of mind' promotion and more innovative use of digital technology.



Oulton Broad Angles Way

4. CHANGING DISTRICT, CHANGING ASPIRATIONS

Sunrise

East Suffolk is both home to around 250,000 residents (2020) and a tourism destination for millions of people a year. It's a district that's changing and committed to growth but not growth at any price as clearly demonstrated by the Council's Strategic Plan. The strategy has been built on a series of aspirations for the visitor economy to ensure that growth is based on values and principles and is for the benefit of all:

The visitor economy must work for residents - We will strive to make the visitor economy work for residents by providing good employment opportunities, creating experiences and attractions that aren't only enjoyed by visitors and contributing to a sense of local pride of place. We want our residents to play a part in giving the warmest of welcomes to our guests.

The visitor economy must protect the environment - Our priority is to grow the value of tourism over growing the volume of tourism. We want to share our unique and diverse collection of landscapes and heritage assets but we also want to protect them, not least for the enjoyment of our residents.

The visitor economy must work for the whole district - Our 12 towns and widespread collection of visitor experiences gives us a great opportunity to spread the benefits of tourism across the whole district. Working together in partnership, we can help businesses throughout East Suffolk to thrive and grow.

4. CHANGING DISTRICT, CHANGING ASPIRATIONS



The visitor economy is not just seasonal - If we want to focus on the value of tourism rather than volume, and if we want to protect our environment, there must be an emphasis on promoting the district as an all year-round destination. East Suffolk's best natural assets have consistent appeal – changing through the seasons, and this should be capitalised upon.

The visitor economy must move to net zero carbon emissions - The sector must play its part in contributing to the Suffolk Climate Change Partnership and the commitment that : “Our Vision is that Suffolk wants to be an exemplar in tackling climate change and protecting and enhancing its natural environment and to be the county with the greatest reduction in carbon emission.....we are working together with partners across the county and region towards the aspiration of making the county of Suffolk carbon neutral by 2030.”

The visitor economy must be inclusive and positive for social mobility - East Suffolk is a place open to all and this must be further developed as a core strength over the lifetime of the strategy. The abundant scale and breadth of job opportunities is an excellent way of improving social mobility.

The visitor economy must contribute to the district's wider Economic Strategy - The Visitor economy and cultural sectors are identified as one of the key seven sectors within the East Suffolk Economic Strategy. There is clearly strong alignment between the two strategies and in particular how to overcome some of the key challenges facing the sector including low wages, low productivity, low skills, seasonality of employment and recruitment/ retention issues.

*Kayaker,
Wickham market,
Countryside walk*



5. WHAT DOES A SUCCESSFUL VISITOR ECONOMY LOOK LIKE & HOW WILL IT BE MEASURED?

Lowestoft town centre

East Suffolk Council want a visitor economy that has evolved positively and sustainably, offering even more experiences for visitors, offering up well-paid, skilled jobs for residents, encouraging new businesses and new investment to the sector, building resilience and innovation into small businesses, and developing pride and a better quality of life for East Suffolk residents.

5. WHAT DOES A SUCCESSFUL VISITOR ECONOMY LOOK LIKE & HOW WILL IT BE MEASURED?



The Strategy will look to contribute to the Council's ambitions within the following areas:

- Pride of place
- Quality of life for our residents
- Range of experiences
- Employment opportunities
- Increased equality and business and resident prosperity
- Ongoing investment within the sector that responds to need in a flexible way

In addition to this, we will assess quality of life through economic indicators as well as social indicators which we are measuring as an authority to deliver our Strategic Plan.

Annual 'Economic Impact of Tourism' reports will enable us to track and compare:

- Number of staying visitors
- Expenditure per trip
- Number of day trips
- Number of overnight trips
- Visitor spend
- Number of FTEs working in the sector
- Overall visitor expenditure
- Duration of stay
- Visitor satisfaction levels
- Visitor recommendation rates

We will also be exploring a project to collect local tourism data with a view to establishing a monthly dashboard that can be used to inform better decision-making. It is acknowledged that much of this data is not collated nationally so a local solution will need to be explored.

*Framlingham market,
Lowestoft windsurfer*



Felixstowe Town Hall Gardens

6. MANAGING DEVELOPMENT OF THE VISITOR ECONOMY IN A SUSTAINABLE WAY

East Suffolk has a diverse range of natural and cultural tourist attractions as well as destinations that are popular for holidays, overnight stays and with residents, and those from further afield. Visitors to East Suffolk are attracted by the character, culture, history, festivals, music, art, film, food and drink, clean beaches and spectacular coastline, river valleys, and the outstanding countryside and wildlife. Capitalising on these strengths will enable the area to continue to attract year-round tourism trade. However, growth of the sector should not be at the expense of the assets and attractions that draw people into the area.

Sustainable growth in tourism can promote a better understanding and appreciation of the natural, built and historic environment, which in turn will help to maintain these finite resources for future generations.

Growth and development within the industry could result in some places and communities experiencing potential significant adverse impacts such as loss of natural habitats or overcrowding. Both the Waveney Local Plan and the Suffolk Coastal Local Plan include strategic priorities and policies that seek to increase the volume and value of tourism trade and extend the tourist season to support compelling destinations and visitor experiences, whilst managing the potential adverse impacts.

The National Planning Policy Framework encourages development of tourism initiatives in urban and rural locations, provided the character of the countryside is respected, and pollution and other adverse effects on the local and natural environments are minimised. The NPPF encourages the retention and development of accessible local services and facilities.

East Suffolk has a wide range of natural landscapes that require protection, including the scenic beauty and special landscape qualities that justify the 155 square miles of designated Suffolk Coast and Heaths Area of Outstanding Natural Beauty (AONB) that make a significant contribution to the attractiveness of the area to visitors and the Heritage Coast which is also outlined in national planning policy. The Council recognises the wider economic benefits that can be brought about through the conservation of these environments, bringing significant benefit to local economies and communities.

The Council is supportive of proposals for tourism development that contribute to the broad appeal, accessibility and year-round nature of destinations across the district.

Tourism proposals should be of the highest standard of design and seek to protect and enhance the special character and interest of the destinations and the distinctiveness of the area with particular regard to sensitive landscapes and heritage assets.

Where necessary, applications for new destinations or the redevelopment or extension/intensification of destinations will need to be subject to screening under the Habitats Regulations.

Local policy context

When considering tourism development, there are a number of local policies that should be followed by developers and individuals seeking to provide local growth within the industry. These include policies relating to accommodation, attractions, sustainable development and town regeneration. These include:

- [Waveney Local Plan](#) (pages 224 to 228 are specific tourism policies)
- [Suffolk Coastal Local Plan](#) (pages 118 – 128 are specific tourism policies)
- [Neighbourhood Plans](#) – these will vary from place to place, and some contain specific tourism related policies
- [Supplementary Planning Documents](#), including the Sustainable Construction SPD
- [Other planning guidance](#), such as the Cycling and Walking Strategy

In addition to this, subject to Local Plan policies, East Suffolk Council is supportive of and encourages the development of green tourism – small-scale tourism that involves visiting natural areas while minimising environmental impacts. Green tourism generates greater economic benefits for local people and enhances the well-being of local communities, improves working conditions and access to the industry. It can also support the increase of local supply chains and provide more enjoyable experiences for tourists through more meaningful connections with local people, and a greater understanding of local cultural, social and environmental issues.



7. STRATEGIC PRIORITIES

Beccles Relish, Framlingham Street Art, Aldeburgh High Street

To address the national, regional and local issues and challenges identified throughout the context setting and consultation process of this strategy, East Suffolk Council, together with our partners, have identified 6 core priorities to fulfil the ambition for the visitor economy sector based on the following themes:

- Our Place
- Our Local Businesses
- Our Workforce and Skills
- Our Identity
- Our Partnerships
- Our Environment



7. STRATEGIC PRIORITIES

Each of these themes addresses the following challenges and opportunities for the sector:

THEME	CHALLENGES AND OPPORTUNITIES	OUR AMBITION
Our Place	<ul style="list-style-type: none"> Ensuring priorities are in place that will help shape future Levelling-Up and Share Prosperity Funds opportunities through the development of both improved physical infrastructure and community pride of place. The rise of 'work-and-play- cations' – people choosing temporary locations to 'work from home' The importance of cleanliness and hygiene as a legacy of the Covid-19 pandemic The growth of the 'staycation' 	By 2027, the visitor experience in East Suffolk will be significantly enhanced by an ongoing programme of investment in both the physical infrastructure of the district and the quality of service. This will be clearly seen by visitors and enjoyed by residents, adding to their sense of pride.
Our Local Businesses	<ul style="list-style-type: none"> Increased cost of supply chains on local businesses, increased by geo-political shocks. Severe inflationary pressures increasing costs for visitor economy businesses. Relentless ongoing need for visitor economy businesses to be digitally capable and innovative Internet of Things technology developments 	By 2027, East Suffolk will have a growing base of visitor economy businesses – in good economic health, resilient and fuelled by innovation.
Our Workforce & Skills	<ul style="list-style-type: none"> Staff recruitment and retention issues from the legacy of Brexit and continuing issues. Attracting high level skilled workers in to the sector 	By 2027, East Suffolk will have a stable visitor economy workforce supported by a strong local skills training offer with the aim of creating a skills academy in the region.
Our Identity	<ul style="list-style-type: none"> Growing thirst for adventure, experience and something different The shift from printed marketing to digital marketing Virtual reality as a means of promoting travel experiences 	By 2027, East Suffolk will, through a consistent, adequately funded marketing programme with 'best in class' promotional assets, strengthen the reputation and brand identity of the visitor economy.
Our Partnerships	<ul style="list-style-type: none"> Outcome of the DCMS de Bois review may have implications for STC The demise of the Tourism Sector Deal delaying progress in the national strategy for tourism 	By 2027, East Suffolk will have a network of highly focused partnerships supporting and enhancing the visitor economy and will continue to be playing an active role in the regional development of tourism.
Our Environment	<ul style="list-style-type: none"> Growing environmental awareness and interest in sustainable eco travel The need to ensure sustainability of our local environment and the places that make East Suffolk unique Increased participation in walking and cycling 	By 2027, the East Suffolk visitor economy will be an exemplar in both sharing and protecting its natural environment and will be on a clear pathway to net-zero carbon by 2030.



Town centre

8. OUR PLACE

AMBITION

“By 2027, the visitor experience in East Suffolk will be significantly enhanced by an ongoing programme of investment in both the physical infrastructure of the district and the quality of service. This will be clearly seen by visitors and enjoyed by residents, adding to their sense of pride.”

AIMS	RECOMMENDATIONS	ROLES & RESPONSIBILITIES	ACTIONS DELIVERY MECHANISM
To improve the physical infrastructure of the district to benefit both residents and tourists	A continuation of the capital programme already well underway and look to secure further funding in line with the programmes that have been developed	ESC Asset Management, Economic Regeneration and Travel Management	To deliver the capital programme, the Towns Fund and other regeneration programme associated with the visitor economy.
	Continue to develop the public realm to improve the experience of living in and visiting East Suffolk	ESC to work with local town councils and Suffolk County Council (SCC) where appropriate	Neighbourhood Plans, Town Council Strategies and SCC strategies.
To improve the public transport infrastructure	To work with other public sector bodies and transport partnerships to lobby local transport priorities.	Through the ESC Parking and Infrastructure service manager	ESC own policies and strategies in relation to transport and influencing SCC's policies and strategies.
	Promote the use of public transport where appropriate to both visitors and residents when accessing tourism attractions and services.	TSC DMO and through local place promotion	Development of green transport marketing. Integrate existing green transport platforms for promotion with local marketing.
To create new and promote existing walking and cycling and pathway routes for outdoor enthusiasts	To ensure linkages and promotion of existing walking and cycling routes.	TSC DMO	Continue to develop the promotion through the TSC website.
	To develop a year-round visitor offer linked to walking and cycling that would appeal to outdoor enthusiasts and engage with new audiences.	ESC and partners, including SCC	Through TSC and town promotion
	Delivery of the East Suffolk Cycling and Walking strategy	ESC Planning Team	Strategy delivery

AIMS	RECOMMENDATIONS	ROLES & RESPONSIBILITIES	ACTIONS DELIVERY MECHANISM
To enhance digital connectivity across the district.	Delivery of the East Suffolk Digital Towns project (including the Digital Springboard business support programme)	ESC to deliver	Completion of the programme
Ensure our visitor economy businesses have the appropriate skills level to maximise the benefits of digital technology	Ensure businesses are aware of the business opportunities that full fibre can provide and how to access.	ESC working in partnership with City Fibre	Promotion of offer and benefits to businesses
	Ensure high levels of upskilling around digital support through the Digital Springboard and other business support programmes.	ESC to deliver the Digital Springboard and relevant digital support programmes with partners	Completion of programme and promotion of programmes to the visitor economy sector through organisations such as TSC.
To support the 12 towns with their own objectives for residents and the visitor economy	Secure additional funding for the delivery of the next phase of the East Suffolk Town Revitalisation Programme	ESC to seek funding, including the UK Shared Prosperity Fund	Delivery of a phase-2 programme
	Build on the work undertaken with Control Outbreak Management Fund in 2021 and promote place-based products	ESC to develop products with TSC and partners	Delivered through the Towns Programme and the TSC business plan
To encourage new events and festivals to further animate the district	Pilot town centre events and activities, individualised to town needs and share best practice across the district	ESC to review phase-1 & 2 of the East Suffolk Towns Celebrations programme and seek funding for phase-3.	Through the Towns Programme
	Develop a new pro-active events and festivals strategy that informs large scale event opportunities as well as local events.	ESC to commission and adopt an Events Strategy	Recommendations to formulate action plan



Leiston Film Theatre

9. OUR LOCAL BUSINESSES

AMBITION

“By 2027, East Suffolk will have a growing base of visitor economy businesses – in good economic health, resilient and fuelled by innovation.”

AIMS	RECOMMENDATIONS	ROLES & RESPONSIBILITIES	ACTIONS DELIVERY MECHANISM
To encourage new businesses to enter the visitor economy	Ensure that we have appropriate business support programmes to support new business start-ups as well as support, advice and guidance for those businesses wishing to grow.	ESC, New Anglia LEP, Enterprise Agencies, and partners	Through the delivery of the Local Enterprise Partnership, East Suffolk Growth Plan, Visit England and DCMS Strategies.
	Set up a business mentor scheme to help new businesses or provide access to existing mentoring schemes where appropriate.	ESC to review existing business mentoring offer	To be determined, subject to review.
	Review and enhance the 'welcome' package for new businesses.	ESC to develop	Delivery of a new 'welcome' package
	Development of an East Suffolk Visitor Economy Sector group.	ESC to work with partners, including TSC, place-based groups and local businesses	Delivery of a new sector group and identify a lead organisation to facilitate the group
To encourage existing businesses to grow and invest	To ensure businesses have access to support, advice and guidance through our business support partners.	Using established networks to promote business support opportunities to the business community.	Networks could be through the East Suffolk Visitor Economy sector group, other established business groups and TSC.
	We will work closely with our visitor economy firms to understand the risks they are facing and inform investment decisions accordingly.	Using established networks to understand and gather intelligence.	Networks could be through the East Suffolk Visitor Economy sector group, other established business groups and TSC.

AIMS	RECOMMENDATIONS	ROLES & RESPONSIBILITIES	ACTIONS DELIVERY MECHANISM
To support businesses, develop their digital capabilities	Delivery of the East Suffolk Digital Springboard programme and work closely with local visitor economy firms to assess future business digital needs.	ESC to deliver	Through MENTA
To encourage innovation within the sector	Define tourism innovation opportunities for the sector Development of a tourism innovation group Development of a tourism toolkit and upskilling programme Development of a tourism innovation fund. Provide opportunities for businesses to share innovative best practice across the Visit East of England area.	ESC to develop a project and seek funding for innovation within the sector, such as through the UK Shared Prosperity Fund.	Development of project and funding secured.
To help businesses build their resilience	Ensure local businesses have access to the appropriate support around resilience, including financial and environmental resilience. Support the sector to be able to be flexible and respond to global challenges.	ESC to review existing support and resources ESC to work with partners to support and mitigate impacts where possible	ESC to formulate action plan following review Delivery of support, guidance and mitigation recommendations
To encourage businesses to learn from each other	Working with all partners to link best practice and ensure networking across the sector. Explore the development of a business best practice knowledge hub.	Promote existing and new business networks. ESC to identify lead facilitation organisation	Embed shared learning into the East Suffolk Visitor Economy sector group Lead organisation identified and hub set-up.



10. OUR WORKFORCE & SKILLS

*The Crown in Framlingham,
The Bell Hotel in Saxmundham*

AMBITION

“By 2027, East Suffolk will have a stable visitor economy workforce supported by a strong local skills training offer with the aim of creating a skills academy in the region.”

AIMS	RECOMMENDATIONS	ROLES & RESPONSIBILITIES	ACTIONS DELIVERY MECHANISM
To reduce the number of job vacancies in the sector	Support and fully participate in the Visitor Economy skills initiatives and develop local schemes where there are gaps in provision.	ESC working with partners to develop local initiatives and deliver county and regional programmes.	Development and delivery projects and initiatives.
To encourage staff retention and less volatility in the sector	Support the development of an East Academy for Skills in Tourism being prioritised by Visit East of England	ESC to support and ensure East Suffolk benefits from the Academy	East Suffolk maximises any opportunities presented around the development of such resources
To explore a sector skills academy specifically for hospitality	To carry out a needs and provision analysis and consultation with relevant stakeholders.	ESC to initiate the discussions	Formulate an action plan based on need
Working in partnership to encourage businesses to develop career paths for staff	Develop clear career paths within the sector and changing attitudes towards the tourism and hospitality sector.	ESC working with partners to develop a programme of support for the sector, employment agencies and education establishments	Development of new programmes, or integration with existing programmes with partners.
	Linking appropriate training to careers within the sector.		
	Develop a bespoke 'skills funding matrix' to assist East Suffolk businesses access training funding		
	Ensuring local skills provision matches local business need.		
	Ensure suitable training programmes are offered, based on local business need.		

AIMS	RECOMMENDATIONS	ROLES & RESPONSIBILITIES	ACTIONS DELIVERY MECHANISM
To 'sell' the sector more positively to young people in schools and colleges and the wider community	Development and promotion of ICanBeA as a job vacancy website and skills shows.	ESC to develop closer collaboration with SCC Skills Team, education establishments and tourism & hospitality sector	ESC to ensure opportunities are harnessed from local skills strategies
	Provide and link hospitality and tourism businesses with education providers to work with them to promote career opportunities.		
	Create marketing collateral to help promote opportunities in the sector.		



11. OUR IDENTITY

First Light Festival in Lowestoft

AMBITION

“By 2027, East Suffolk will, through a consistent, adequately funded marketing programme with ‘best in class’ promotional assets, strengthen the reputation and brand identity of the visitor economy”

AIMS	RECOMMENDATIONS	ROLES & RESPONSIBILITIES	ACTIONS DELIVERY MECHANISM
To further develop The Suffolk Coast brand based on the variety of the offer, on international and domestic tourism behaviour, by communicating a clear, consistent message, in a complex and changing market.	Examine and identify what is the brand of East Suffolk and how the individual towns and locations within East Suffolk can benefit from the brand	TSC to deliver town outcomes	TSC to deliver town outcomes
	Explore funding options to enable more investment into consistent marketing, particularly building the district's digital capabilities	TSC to deliver projects against funding secured	TSC to deliver projects against funding secured
ESC to support TSC to achieve their strategic priorities over the next 5-years, that deliver the Council's strategic direction	Nurture and grow the membership of TSC	TSC to deliver priorities	TSC to deliver priorities
	Continue to educate and inform visitors to experience the whole area		
	To achieve sustainable growth of the visitor economy		
	Work with partners to overcome recruitment challenges		
	Foster and grow local, regional and national partnerships		
	Make the DMO more sustainable by growing advertising and membership revenues, whilst retaining our brand integrity.		
	Be ready for rapid upsizing, to deliver creative and innovative campaigns to mitigate the huge impact of the Nationally Significant Infrastructure Projects (NSIPs)		
	The current funding and operational agreement runs from April 2021 to April 2024. A review will take place at the end of the agreement term.	ESC Cabinet decision regarding the outcome of the review	ESC Cabinet decision regarding the outcome of the review

AIMS	RECOMMENDATIONS	ROLES & RESPONSIBILITIES	ACTIONS DELIVERY MECHANISM
To ensure that tourism is supported and welcomed by residents and the local communities working in partnership with TSC and local place groups	Deliver regular communications with residents and visitors through the marketing platform with the free-to-use public WiFi and other public press articles and campaigns such as through TSC	ESC to deliver appropriate marketing through the WiFi marketing platform and work with the TSC on other press	ESC, TSC and partners communication platforms
	Visitor Information Points (VIPs) and place ambassadors are fit for purpose to serve the local visitor economy	ESC to review current need, availability of printed and digital material and the process in which visitors want to engage during their visit	ESC to deliver outcomes of the review
To promote East Suffolk as a year-round destination	Work with TSC and partners to develop year-round visitor offer and associated campaigns.	ESC, TSC and partners to develop campaigns	ESC, TSC and partners to deliver
	Build an events and festivals strategy, that provides a year-round offer, that attracts new content to build the district's national and international identity	ESC to commission a study of provision and opportunities that events and festivals can bring to East Suffolk	ESC to commission, develop and deliver outcomes
	Develop consistent, bespoke marketing campaigns for different times of the year, particularly off-season	TSC and partners Local campaigns to encourage movement of visitors across East Suffolk	Through ESC, TSC, VEE, Visit Suffolk and local place promotion
	Develop a district wide Cultural Strategy that will provide a vehicle for all-year-round cultural engagement	ESC to commission a study of provision and opportunities for cultural development	ESC to complete the strategy and delivery of the agreed delivery plan
	Develop marketing that promotes East Suffolk's experiences and activities for all	ESC, TSC and partners	Development of experience itineraries, trails, projects and events etc

AIMS	RECOMMENDATIONS	ROLES & RESPONSIBILITIES	ACTIONS DELIVERY MECHANISM
Further enhanced product development that promotes our less known areas of the district and our out of season offer	Develop new themed trails and experiential itineraries across the district and make existing offers more accessible	ESC to develop a programme of activity that supports product development	Development and delivery of identified projects.
	Target distinct interest groups – walkers, cyclists, bird watchers etc. – to build East Suffolk’s reputation in these subject areas. In addition to this, we will review and monitor new interest groups emerging.		
	Continue to develop and link town plans to ensure the whole district is experienced by both visitors and residents		
	Develop new experiences linked to key assets		
Complete a full audit and review of existing digital and physical marketing platforms and messages	Carry out consumer surveys and reviews of before, during and after a visit to East Suffolk and then build on recommendations.	ESC to carry out review of towns digital assets through the Digital Springboard programme	Recommendations to be developed
	Develop the digital experience of the place, e.g. the further development of East Suffolk Digital Trails	ESC to work with partners to review and develop, digital, fit for purpose marketing	Development of digital marketing initiatives



Oulton Broad

12. OUR PARTNERSHIPS

AMBITION

“

By 2027, East Suffolk will have a network of highly focused partnerships supporting and enhancing the visitor economy and will continue to be playing an active role in the regional development of tourism

”

AIMS	RECOMMENDATIONS	ROLES & RESPONSIBILITIES	ACTIONS DELIVERY MECHANISM
To improve the performance of the visitor economy through progressive and active partnership working	To ensure East Suffolk is represented with all key partners involved in tourism development.	ESC to participate in Visit East of England, Visit Suffolk, Visitor Economy Group, Suffolk Visitor Economy Strategic Group and local tourism groups	To ensure a strategic approach to the development of the visitor economy in East Suffolk
To help Visit East of England deliver its plan and objectives	To deliver the agreed marketing and branding campaigns and strategic objectives of Visit East of England. Keep fully involved with various regional initiatives, particularly around workforce development e.g. VENI	ESC to ensure Visit East of England objectives are met by our partners	Participation in VEE Visitor Economy Group
To attract more national and regional funding through collaborative partnerships	Developing programmes and funding applications in line with local need and opportunities	ESC to influence and include visitor economy initiatives within funding application opportunities, including the UK Shared Prosperity Fund and Levelling-Up fund.	Securing funding for identified initiatives as they arise



13. OUR ENVIRONMENT

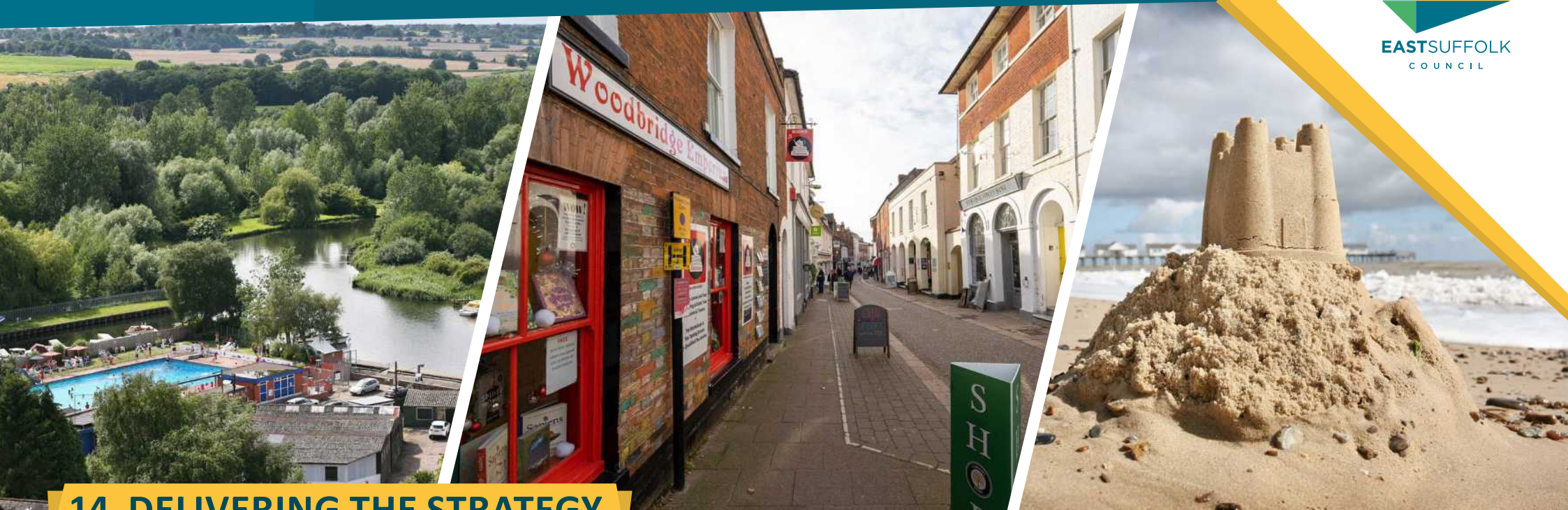
River Deben near Woodbridge

AMBITION

“
By 2027, the East Suffolk visitor economy will be an exemplar in both sharing and protecting its natural environment and will be on a clear pathway to net-zero carbon by 2030
”

AIMS	RECOMMENDATIONS	ROLES & RESPONSIBILITIES	ACTIONS DELIVERY MECHANISM
To achieve net zero carbon in the visitor economy by 2030	Supporting businesses to understand the changes they can make to contribute to net-zero carbon emissions.	ESC to review existing net-zero emissions support schemes and work with partners to ensure there is suitable access to business support for achieving net-zero emissions	Through partnership working with New Anglia Growth Hub, SCC and other relevant partners
	Explore the potential of the Green Tourism Business Scheme	Work with key partners to explore interest and opportunities within the scheme	Through partnership working to identify need and a way forward
Support the development of mobility hubs within our towns	Continue to extend battery charging points for electric vehicles	ESC to work with SCC to improve / develop local transport improvements and to promote to the visitor economy	To deliver against strategies and policies that are developed
	Assess the need for improved localised transport infrastructure provision		
	Promotion of sustainable transport methods to both residents and visitors		
	Continue to work with public transport operators on green travel initiatives		

AIMS	RECOMMENDATIONS	ROLES & RESPONSIBILITIES	ACTIONS DELIVERY MECHANISM
To protect the district's natural landscape through local planning policies	Ensure planning policy supports the development of tourism in a sustainable manner that protects the natural landscape	ESC to ensure that relevant planning policies within the local plan are adhered to	ESC planning procedures
To protect the district's heritage assets	Ensure planning policy supports the development of tourism while maintaining heritage assets	ESC to ensure that relevant planning policies within the local plan are adhered to	ESC planning procedures
To promote environmental tourism as a key unique selling point of East Suffolk	Develop specific environmental campaigns and itineraries to be experienced by both visitors and residents Explore the possibility of an environmental messaging campaign specifically for the visitor economy	ESC to develop a programme of specific environmental initiatives which are supported by effective marketing campaigns	ESC and partners, including TSC, delivering the programme



14. DELIVERING THE STRATEGY

Beccles Lido, Woodbridge town centre, Sandcastle

14.1 Strategy leadership

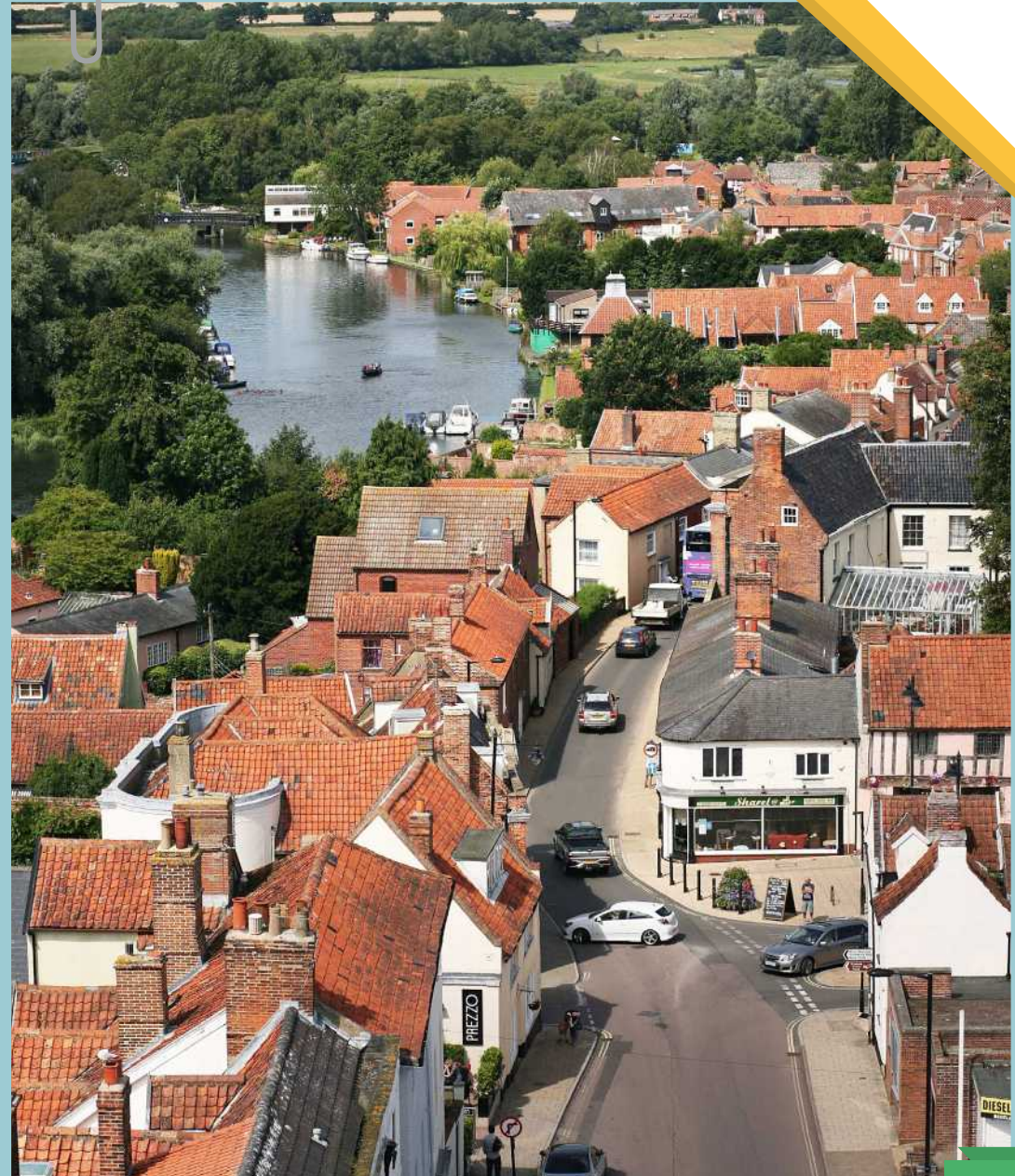
East Suffolk Council will re-establish the East Suffolk Visitor Economy Strategy Group that will oversee the delivery of the recommendations within the Strategy and ensure a coordinated approach in delivery.

The delivery of the strategy will be led by East Suffolk Council in conjunction with several delivery partners. In particular, The Suffolk Coast DMO will continue to be responsible for the

promotion and marketing of the East Suffolk visitor economy administered through a formal funding agreement. Other key leadership partners include Visit East of England, Suffolk Growth Partnership and New Anglia Local Enterprise Partnership. All visitor economy stakeholders also have a vested interest in contributing to the fulfilment of the strategy's ambitions.

14.2 Detailed action plan

The Strategy will influence the Council's decision-making processes and our partners, including investment, policy development, project development and delivery and funding. Work will now take place on turning a number of the recommendations into detailed action plans and embed the priorities into East Suffolk Council's service delivery and influencing partners to cover the initial 3 years of the 5-year strategy time-frame. Priorities will be subject to need and funding.



14.3 Performance management

In addition to the action plans, more work needs to take place on defining the performance criteria for the 6 strategic priorities. Moving towards a monthly dashboard of visitor economy data remains an aspiration.

14.4 Funding considerations

Many of the strategic priority recommendations will require additional funding. We await the outcome of the de Bois review of DMOs which may result in extra funding for The Suffolk Coast DMO. If the Suffolk Coast is considered a 'Tier 2' DMO in the de Bois model it will be able to draw down funding from Visit East of England as the 'Tier 1' strategic DMO.

Other funding opportunities will be taken advantage of not least those emerging from the Levelling-up and Shared Prosperity national initiatives. This visitor economy strategy is positioned to align with their core themes of:

- Communities and Place
- Local Businesses
- People and Skills



Framlingham Castle



Halesworth town centre

14.5 Potential Sizewell C implications

The Secretary of State will announce whether SZC will receive planning approval in early July 2022. Following this, and if the decision is to approve consent, it is likely to take until the end of 2022 for EDF to make their Final Investment Decision, which would signal that Sizewell C can commence construction.

Funding from the SZC Tourism Mitigation Fund will only become available once construction commences and will be the subject to annual implementation plans to be agreed between ESC,

Suffolk CC, New Anglia LEP, Suffolk Coasts and Heaths AONB partnership and EDF. ESC will continue to work closely with The Suffolk Coast to ensure the views of local visitor economy inform these annual plans. Activities eligible under this fund will be in line with the principles set out in the Deed of Obligation which was agreed between ESC and Sizewell C Co. and, due to the high degree of crossover with the objectives of this strategy, will support its delivery.





CABINET

Tuesday, 06 September 2022

Subject	Southwold Harbour– Draft Budget Monitoring Report Quarter 4 2021/22
Report by	Councillor Maurice Cook Cabinet Member with responsibility for Resources
Supporting Officer	Lorraine Rogers Deputy Chief Finance Officer Lorraine.rogers@eastsuffolk.gov.uk

Is the report Open or Exempt?	OPEN
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Category of Exempt Information and reason why it is NOT in the public interest to disclose the exempt information.	N/A
Wards Affected:	Southwold

Purpose and high-level overview

Purpose of Report:

The purpose of this report is for the Southwold Harbour Management Committee (SHMC) to report to Cabinet the draft outturn position for the year ending 31 March 2022.

Options:

Reporting on performance against budget is a requirement under the Southwold Harbour Management Committee's Terms of Reference.

Recommendation:

That Cabinet notes the Budget Monitoring Report Quarter 4 2021/22 as reviewed by the Southwold Harbour Management Committee.

Corporate Impact Assessment

Governance:

None arising directly from this report.

ESC policies and strategies that directly apply to the proposal:

East Suffolk Strategic Plan

Environmental:

The SHMC must act in the best interests of the Port, which includes ensuring its long term sustainability and success. Environmental factors are taken into account in the decisions which the SHMC makes.

Equalities and Diversity:

An Equalities Impact Assessment (EqIA) is not required.

Financial:

This is summarised in Section 2 of the report and detailed in **Appendix A and A1**.

Human Resources:

None arising directly from this report.

ICT:

None arising directly from this report.

Legal:

None directly arising from this report.

Risk:

None arising directly from this report.

External Consultees:

The attached report was presented to the Southwold Harbour Management Committee for review at its meeting on Thursday 14 July 2022.

Strategic Plan Priorities

Select the priorities of the Strategic Plan which are supported by this proposal: (Select only one primary and as many secondary as appropriate)		Primary priority	Secondary priorities
T01	Growing our Economy		
P01	Build the right environment for East Suffolk	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P02	Attract and stimulate inward investment	<input type="checkbox"/>	<input type="checkbox"/>
P03	Maximise and grow the unique selling points of East Suffolk	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P04	Business partnerships	<input type="checkbox"/>	<input type="checkbox"/>
P05	Support and deliver infrastructure	<input type="checkbox"/>	<input checked="" type="checkbox"/>
T02	Enabling our Communities		
P06	Community Partnerships	<input type="checkbox"/>	<input type="checkbox"/>
P07	Taking positive action on what matters most	<input type="checkbox"/>	<input type="checkbox"/>
P08	Maximising health, well-being and safety in our District	<input type="checkbox"/>	<input type="checkbox"/>
P09	Community Pride	<input type="checkbox"/>	<input checked="" type="checkbox"/>
T03	Maintaining Financial Sustainability		
P10	Organisational design and streamlining services	<input type="checkbox"/>	<input type="checkbox"/>
P11	Making best use of and investing in our assets	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P12	Being commercially astute	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P13	Optimising our financial investments and grant opportunities	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P14	Review service delivery with partners	<input type="checkbox"/>	<input type="checkbox"/>
T04	Delivering Digital Transformation		
P15	Digital by default	<input type="checkbox"/>	<input type="checkbox"/>
P16	Lean and efficient streamlined services	<input type="checkbox"/>	<input type="checkbox"/>
P17	Effective use of data	<input type="checkbox"/>	<input type="checkbox"/>
P18	Skills and training	<input type="checkbox"/>	<input type="checkbox"/>
P19	District-wide digital infrastructure	<input type="checkbox"/>	<input type="checkbox"/>
T05	Caring for our Environment		
P20	Lead by example	<input type="checkbox"/>	<input type="checkbox"/>
P21	Minimise waste, reuse materials, increase recycling	<input type="checkbox"/>	<input type="checkbox"/>
P22	Renewable energy	<input type="checkbox"/>	<input type="checkbox"/>
P23	Protection, education and influence	<input type="checkbox"/>	<input type="checkbox"/>
XXX	Governance		
XXX	How ESC governs itself as an authority	<input checked="" type="checkbox"/>	<input type="checkbox"/>
How does this proposal support the priorities selected? <p>The wider representational base of the SHMC and the Advisory Group provides greater opportunities for engagement within our Communities and enables them to contribute to the running of an important local asset. The Governance arrangements support plans to develop or renovate the built environment of the Southwold Harbour Lands, to attract inward investment, maximise its economic development and support the delivery of infrastructure.</p>			

Background and Justification for Recommendation

1 Background facts	
1.1	The Terms of Reference of the Southwold Harbour Management Committee (SHMC) state that the Committee will monitor performance against approved budgets and take appropriate action where this is required, and that the Committee will make a six monthly and annual report to the Cabinet reporting on performance against budget.
1.2	The Terms of Reference also state that the Committee will review and then recommend an annual budget, (including rental charges and central recharges to the Council) and an annual schedule of charges and dues for the Harbour, both to be determined by the Cabinet.

2 Current position	
2.1	The Budget Monitoring Report for the year ending 31 March 2022 and considered by the SHMC at its meeting on 14 July 2022, is attached as Appendix A and A1 .
2.2	Both the Harbour and the Caravan and Camping Sites produced a net surplus position at the end of the year on direct income and expenditure, £129k and £307k respectively and exceeded the budget forecasts. Due to a good summer season, it ensured income levels were maintained and contributed to the recovery from covid restrictions in place at the beginning of the year.
2.3	Covid support funding is reflected in the Caravan and Camping Site figures, with £112k for compensation for loss of income and £30k for additional costs incurred for the hire of portable showers and toilets.
2.4	Further detail is provided in Appendix A and A1 .
2.5	<p>The unconfirmed minutes for this item from the Southwold Harbour Committee meeting on 14 July 2022 is provided below.</p> <p>The Committee received report ES/1213 of the Deputy Chief Finance Officer, the purpose of which was to provide the committee with an overview of the draft outturn position for the year ending 31 March 2022. The Deputy Chief Finance Officer summarised the report. As discussed under the Annual Report, income from the Harbour and Caravan and Campsite were both in a surplus despite the continued impact of Covid. Spending across within premises, supplies and services was slightly under budget, and this would be looked at in more detail to see what could be changed for the next year. The Deputy Chief Finance Officer stated that going forward there would be a need to closely monitor areas such as utilities where costs were expected to rise. The provision in the budget for support services was highlighted, and the Deputy Chief Finance Officer confirmed that this was to cover support services costs to the Harbour such as IT and Finance. The same methodology was applied across the Council and was not particular to the Harbour. There being no questions, on the proposal of Councillor Rivett seconded by Mr Musgrove it was by a unanimous vote,</p> <p>RESOLVED</p> <p>That the Harbour Management Committee, having reviewed the Draft Budget Monitoring Report for Quarter 4 2021/22, report this to Cabinet.</p>

3 How to address current situation

3.1	For Cabinet to note the Budget Monitoring Report Quarter 4 2021/22 as reviewed by the Southwold Harbour Management Committee.
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4 Reason/s for recommendation

4.1	To fulfil both the Cabinet's and the Southwold Harbour Management Committee's responsibilities in respect of budget monitoring.
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Appendices

Appendices:

Appendix A	Southwold Harbour Management Committee Budget Monitoring Report Quarter 4 2021/22
Appendix A1	Southwold Harbour Management Committee Budget Monitoring Report Quarter 4 2021/22 – Financial Detail

Background reference papers:

None



SOUTHWOLD HARBOUR MANAGEMENT COMMITTEE

Thursday, 14 July 2022

Subject	SOUTHWOLD HARBOUR MANAGEMENT COMMITTEE – DRAFT BUDGET MONITORING REPORT QUARTER 4 2021/22
Supporting Officer	Lorraine Rogers Deputy Chief Finance Officer lorraine.rogers@eastsoffolk.gov.uk

Is the report Open or Exempt?	OPEN
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Category of Exempt Information and reason why it is NOT in the public interest to disclose the exempt information.	N/A
Wards Affected:	Southwold

Purpose and high-level overview

Purpose of Report:

This report provides the Committee with an overview of the draft outturn position for the year ending 31 March 2022.

Recommendation:

The Committee is recommended to:

1. Review the Draft Budget Monitoring Report for Quarter 4 2021/22 and report this to Cabinet.

Impact Assessment

Governance:

None directly arising from this report.

Environmental:

None directly arising from this report.

Equalities and Diversity:

None directly arising from this report.

Financial:

Details on the financial performance of the Harbour and the Caravan and Camping Sites for the year is provided in Section 2 below and supported by **Appendix A**.

Legal:

None directly arising from this report.

Risk:

None directly arising from this report.

Harbour Business Plan Priorities

To be added when the plan is in place.

East Suffolk Council Strategic Plan Priorities

Select the themes of the Strategic Plan which are supported by this proposal:		
T01	Growing our Economy	<input checked="" type="checkbox"/>
T02	Enabling our Communities	<input checked="" type="checkbox"/>
T03	Maintaining Financial Sustainability	<input checked="" type="checkbox"/>
T04	Delivering Digital Transformation	<input type="checkbox"/>
T05	Caring for our Environment	<input checked="" type="checkbox"/>

Background and Justification for Recommendation

1 Background facts	
1.1	The Terms of Reference of the Harbour Management Committee state that the Committee will monitor performance against approved budgets and take appropriate action where this is required, and that the Committee will make a six monthly and annual report to the Cabinet reporting on performance against budget. This report presents a draft outturn position as at Quarter 4 for the year ending 31 March 2022.
2 Current position	
2.1	The Draft Budget Monitoring report for Quarter 4, up to 31 March 2022, is attached as Appendix A . This provides summary information and detailed account code information for the Harbour, and the Caravan and Camping Sites.
2.2	<p>Southwold Harbour</p> <p>Total income to the Harbour for the year slightly exceeded the annual budget by £26k. This is mainly from fishmen hut rental income and storage, due to new leases and increased winter storage. Income from the sale of fuel also exceeded the budget for the year, price and demand lead, but is offset by an increase in the cost of the purchase of fuel (see materials for resale).</p> <p>Income received in respect of 2022/23 has been adjusted for in the actual income figures.</p> <p>Income from the Harbour Pay & Display Car Park has generated £35k of income during the year but is yet to return to pre-pandemic levels, which saw annual income in the region of £60k.</p> <p>Premises costs are underspend by £18k for the year compared to the budget, with the underspend largely against repairs and maintenance.</p> <p>The draft net position on the Harbour's direct income and expenditure is a surplus of £129k for the year, a surplus variance of £77k compared to the budgeted position.</p>
2.3	<p>Southwold Caravan and Camping Sites</p> <p>Income from the static Caravan Site was under budget for the year by £98k this is partly related to the pandemic, as refunds were issued for the closed part of the year, and empty sites not re-let. The annual income budget for static caravan sites was £280k.</p> <p>The income from touring fee exceeded the budget for the year by £72k due to high demand over the summer period. The annual income budget for touring fees was £295k.</p>

	<p>Adjustments have been made for income received in advance of 2022/23. Overall, income from Caravan and Camping Site activities for the year was £26k under budget for the year. A total income of £560k was achieved.</p> <p>As previously reported the Council had submitted a claim for compensation for income losses during the first quarter of 2021/22. This claim has now been confirmed. £112k was attributed to the Campsite and is now included in the total income figure (£703k).</p> <p>Due to a vacant post held within the establishment, employee costs are under budget for the year by £33k.</p> <p>Premises expenses totalled £131k for the year, coming under budget by £12k. This includes repairs and maintenance to the toilet and shower block, which shows this budget area to be overspent for the year.</p> <p>During the year additional costs relating to the pandemic were incurred. This was for the hire of portable toilets and showers. The Council received Government funding during the year and has been able to cover 100% of the costs (£31k). This funding is included in the total income figure for the year.</p> <p>Overall, the draft net position on the Caravan and Camping Sites direct income and expenditure is a surplus of £307k for the year, a surplus variance of £144k compared to the budgeted position. The support from covid funding (£142k) has been the main contributing factor to this year-end position.</p>
2.4	Indirect costs relate to Support Recharges. This is the cost of Council support services to Southwold Harbour and the Caravan and Camp Site. The costs are recharged on a basis that is considered reasonable to reflect the use of those services and is the same methodology applied across the Council.
2.5	The 2021/22 year end position is subject to change until the completion of the external audit review of the Council's Statement of Accounts; hence the figures being presented as draft.

3 How to address current situation

3.1	For the Committee to review the Draft Budget Monitoring Report for Quarter 4 2021/22 and report this to Cabinet.
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4 Reason/s for recommendation

4.1	To fulfil the Committee's responsibilities in respect of monitoring performance against approved budgets.
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Appendices

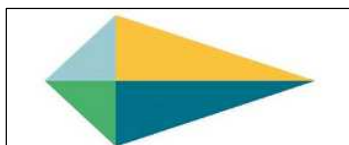
Appendices:

Appendix A	Southwold Harbour Management Committee Draft Budget Monitoring Report Quarter 4 2021/22
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Background reference papers:

Date	Type	Available From
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	None	
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Southwold Harbour Income & Expenditure for year to 31st March 2022

	Actual	Budget	Variance
Mooring Fees	£(90,906.00)		
Property Lettings	£(85,929.00)		
Other Fees & Charges	£(122,526.00)		
Total Income	£(299,361.00)	£(237,900.00)	£(61,461.00)
Employee Expenses	£100,721.00	£94,600.00	£6,121.00
Premises Expenses	£18,348.00	£36,300.00	£(17,952.00)
Supplies & Services	£51,694.00	£54,900.00	£(3,206.00)
Total Cost	£170,763.00	£185,800.00	£(15,037.00)
Total Direct Income/Expenditure	£(128,598.00)	£(52,100.00)	£(76,498.00)
Support Recharges *	£32,300.00	£2,200.00	£30,100.00
Total Indirect Income/Expenditure	£32,300.00	£2,200.00	£30,100.00
TOTAL INCOME STATEMENT	£(96,298.00)	£(49,900.00)	£(46,398.00)
Memorandum Note:			
Minimum Revenue Provision	£37,751.00		
<i>This is the revenue charge for unfinanced capital spend. It is shown as part of the corporate charge, and this is the element related to the Harbour capital spend.</i>			

* see breakdown below for actuals

Southwold Caravan/Campsite Income & Expenditure for year to 31st March 2022

	Actual	Budget	Variance
Static Caravan Fees	£(181,802.00)	£(280,000.00)	£98,198.00
Touring Fees	£(367,130.00)	£(295,000.00)	£(72,130.00)
Other Fees & Charges	£(153,746.00)	£(39,400.00)	£(114,346.00)
Total Income	£(702,678.00)	£(614,400.00)	£(88,278.00)
Employee Expenses	£160,685.00	£193,900.00	£(33,215.00)
Premises Expenses	£130,930.00	£142,900.00	£(11,970.00)
Supplies & Services	£103,987.00	£114,400.00	£(10,413.00)
Total Cost	£395,602.00	£451,200.00	£(55,598.00)
Total Direct Income/Expenditure	£(307,076.00)	£(163,200.00)	£(143,876.00)
Support Recharges*	£95,000.00	£73,500.00	£(21,500.00)
Total Indirect Income/Expenditure	£95,000.00	£73,500.00	£(21,500.00)
TOTAL INCOME STATEMENT	£(212,076.00)	£(89,700.00)	£(165,376.00)

* see breakdown below for actuals

	Southwold Harbour Actuals 2021/22	Southwold Caravan/Campsite Actuals 2021/22
Support Recharge		
Accounting Services	£6,000	£21,000
Corporate Expenses (Democratic Services, Comms, Health & Safety, Internal Audit)	£1,000	£1,000
Customer Services	£0	£20,000
Estates/Asset Management	£2,500	£2,500
Human Resources	£1,800	£3,000
ICT	£15,000	£20,000
Legal Services	£4,000	£4,000
Senior and Corporate Management	£2,000	£2,000
Total	£32,300	£73,500

Southwold Harbour Management Committee
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23514 - Southwold Harbour
Harbours and Yacht Stations
Communities, Leisure and Tourism



Account Code & Description	2021/22 Original Budget 2122B £	2021/22 Current Budget 2122F £	2021/22 Actuals YTD £	2021/22 Commitments YTD £	2021/22 Budget YTD 2122F £	2021/22 Variance YTD £	2021/22 Variance YTD %	Notes
Direct Income & Expenditure								
Income								
67191 General Vatable Sales 20%	£(20,000.00)	£(20,000.00)	£(15,512.00)	£0.00	£(20,000.00)	£4,488.00	(22)%	Mooring Fees
67444 Vatable Leisure Activity Fees	£(68,000.00)	£(74,000.00)	£(75,394.00)	£0.00	£(74,000.00)	£(1,394.00)	2%	Harbour Dues
67466 Vatable Staff Costs Recovered	£(200.00)	£(1,000.00)	£(1,700.00)	£0.00	£(1,000.00)	£(700.00)	70%	Internal Staff, between Harbour and Campsite
67481 Vatable Energy Costs Recovered 5%	£(24,000.00)	£(31,400.00)	£(38,547.00)	£0.00	£(31,400.00)	£(7,147.00)	23%	Electricity/Diesel
67491 General Vatable Fees & Charges	£0.00	£0.00	£223.00	£0.00	£0.00	£223.00	0%	Refund
67615 Exempt Leisure Activity Fees	£0.00	£0.00	£(1,512.00)	£0.00	£0.00	£(1,512.00)	0%	Rent for Pedestrian Ferry
67791 General Outside Scope Fees & Charges	£0.00	£0.00	£(1,500.00)	£0.00	£0.00	£(1,500.00)	0%	Cost of legal Charges for Easement
67815 Vatable Property Lettings	£0.00	£(6,000.00)	£(9,173.00)	£0.00	£(6,000.00)	£(3,173.00)	0%	Storage
67835 Exempt Property Lettings	£(60,000.00)	£(60,000.00)	£(75,244.00)	£0.00	£(60,000.00)	£(15,244.00)	25%	Rent Fisherman's Huts etc
67838 Exempt Wayleaves & Easements	£0.00	£(3,500.00)	£(3,500.00)	£0.00	£(3,500.00)	£0.00	0%	Easement Income
Total Cust & Client Receipts	£(172,200.00)	£(195,900.00)	£(221,859.00)	£0.00	£(195,900.00)	£(25,959.00)	13%	
Total Grants & Contributions	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
68611 Internal Recharges Income	£0.00	£(42,000.00)	£(77,502.00)	£0.00	£(42,000.00)	£(35,502.00)	85%	£42,000 income for lease of land to Caravan Park, £35,502 income from Harbour P&D Car Park
Total Recharges/Other Income	£0.00	£(42,000.00)	£(77,502.00)	£0.00	£(42,000.00)	£(35,502.00)	85%	
TOTAL INCOME	£(172,200.00)	£(237,900.00)	£(299,361.00)	£0.00	£(237,900.00)	£(61,461.00)	26%	
Expenditure								
71111 Basic Pay	£57,000.00	£55,100.00	£56,068.00	£0.00	£55,100.00	£968.00	2%	
71121 Overtime	£0.00	£9,000.00	£11,425.00	£0.00	£9,000.00	£2,425.00	0%	
71151 Employers National Insurance	£5,500.00	£6,400.00	£6,836.00	£0.00	£6,400.00	£436.00	7%	
71161 Employers Superannuation	£18,800.00	£21,000.00	£21,943.00	£0.00	£21,000.00	£943.00	4%	
Total Direct Employee Expenses	£81,300.00	£91,500.00	£96,272.00	£0.00	£91,500.00	£4,772.00	5%	
71312 Recruitment Advertising	£0.00	£2,700.00	£4,049.00	£0.00	£2,700.00	£1,349.00	50%	
71331 Employee Insurances	£400.00	£400.00	£400.00	£0.00	£400.00	£0.00	0%	

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Total Other Employee Expenses	£400.00	£3,100.00	£4,449.00	£0.00	£3,100.00	£1,349.00	44%	
72111 Building Services - Planned Maintenance	£8,600.00	£8,600.00	£0.00	£0.00	£8,600.00	£(8,600.00)	(100)%	
72114 Building Services - Responsive Maintenance	£10,000.00	£10,000.00	£4,417.00	£0.00	£10,000.00	£(5,583.00)	(56)%	Repairs to ice plant and freezer unit, repair visitor mooring uprights
72131 Vandalism	£1,000.00	£1,000.00	£795.00	£0.00	£1,000.00	£(205.00)	(21)%	Replace vandalised speed signs
72211 Electricity	£5,300.00	£5,100.00	£4,970.00	£0.00	£5,100.00	£(130.00)	(3)%	
72214 Gas	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
72217 Oil	£0.00	£0.00	£(4,000.00)	£0.00	£0.00	£(4,000.00)	0%	Reversing accrual from 2020-21 - not needed
72311 Rents Payable	£1,800.00	£1,800.00	£0.00	£0.00	£1,800.00	£(1,800.00)	(100)%	
72317 Business Rates	£0.00	£6,800.00	£6,802.00	£0.00	£6,800.00	£2.00	0%	
72411 Water	£400.00	£900.00	£816.00	£0.00	£900.00	£(84.00)	(9)%	
72414 Sewerage Charge	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
72511 Cleaning Materials	£1,200.00	£1,200.00	£0.00	£0.00	£1,200.00	£(1,200.00)	(100)%	
72527 Other Cleaning Services	£0.00	£0.00	£448.00	£0.00	£0.00	£448.00	0%	
72711 Fire Insurance	£900.00	£900.00	£900.00	£0.00	£900.00	£0.00	0%	
72817 Other General Premises Expenses	£0.00	£0.00	£3,200.00	£0.00	£0.00	£3,200.00	0%	
Total Premises Expenses	£29,200.00	£36,300.00	£18,348.00	£0.00	£36,300.00	£(17,952.00)	(49)%	
73114 Repairs & Service	£1,200.00	£1,200.00	£0.00	£0.00	£1,200.00	£(1,200.00)	(100)%	Tractor repairs
Total Transport Expenses	£1,200.00	£1,200.00	£0.00	£0.00	£1,200.00	£(1,200.00)	(100)%	
74111 Health and Safety	£13,500.00	£13,500.00	£2,097.00	£0.00	£13,500.00	£(11,403.00)	(84)%	H&S Signs, PAT Testing, Fire Extinguisher Service
74114 Furniture and Equipment	£3,200.00	£3,200.00	£998.00	£0.00	£3,200.00	£(2,202.00)	(69)%	
74117 Machine Repair & Maintenance	£2,000.00	£2,000.00	£2,658.00	£0.00	£2,000.00	£658.00	33%	Tractor Service
74121 Materials For Resale	£23,000.00	£23,000.00	£30,103.00	£0.00	£23,000.00	£7,103.00	31%	Red Diesel for Resale
74213 Clothing & Uniforms	£400.00	£400.00	£317.00	£0.00	£400.00	£(83.00)	(21)%	
74335 Internal Printing	£0.00	£0.00	£99.00	£0.00	£0.00	£99.00	0%	
74346 External Printing	£0.00	£0.00	£320.00	£0.00	£0.00	£320.00	0%	
74357 Stationery	£300.00	£300.00	£27.00	£0.00	£300.00	£(273.00)	(91)%	
74402 Insurance Premiums	£0.00	£0.00	£384.00	£0.00	£0.00	£384.00	0%	
74414 Consultants	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
74425 Legal Fees	£0.00	£0.00	£619.00	£0.00	£0.00	£619.00	0%	Tax on Diesel
74491 Bank Fees	£0.00	£0.00	£2,116.00	£0.00	£0.00	£2,116.00	0%	Credit Card Machine
74492 Other Ext Provided Services	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
74515 Postages	£600.00	£600.00	£15.00	£0.00	£600.00	£(585.00)	(98)%	
74526 Telephone Calls/Data/Broadband	£1,200.00	£1,200.00	£433.00	£0.00	£1,200.00	£(767.00)	(64)%	
74548 Hardware Maintenance	£0.00	£0.00	£392.00	£0.00	£0.00	£392.00	0%	
74570 Software Maintenance	£0.00	£0.00	£1,481.00	£0.00	£0.00	£1,481.00	0%	£547.28 is broadband and £933.56 is for CCTV rental - a new charge
74717 Subsistence	£0.00	£0.00	£135.00	£0.00	£0.00	£135.00	0%	
74811 Grants & Contributions Expenditure	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
74992 Miscellaneous Other Services	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
Total Supplies & Services	£44,200.00	£44,200.00	£42,194.00	£0.00	£44,200.00	£(2,006.00)	(5)%	
78611 Internal Recharges	£9,500.00	£9,500.00	£9,500.00	£0.00	£9,500.00	£0.00	0%	Cleaning of the Harbour Public Conveniences
Total Recharges/Other expenditure	£9,500.00	£9,500.00	£9,500.00	£0.00	£9,500.00	£0.00	0%	
TOTAL DIRECT EXPENDITURE	£165,800.00	£185,800.00	£170,763.00	£0.00	£185,800.00	£(15,037.00)	(8)%	
TOTAL DIRECT INCOME AND EXPENDITURE	£(6,400.00)	£(52,100.00)	£(128,598.00)	£0.00	£(52,100.00)	£(76,498.00)	147%	

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23707 - Southwold Caravan and Camping Site
Caravan and Camping Sites
Communities, Leisure and Tourism



Account Code & Description	2021/22 Original Budget 2122B £	2021/22 Current Budget 2122F £	2021/22 Actuals YTD £	2021/22 Commitments YTD £	2021/22 Budget YTD 2122F £	2021/22 Variance YTD £	2021/22 Variance YTD %	Notes
Direct Income & Expenditure								
Income								
67191 General Vatable Sales 20%	£0.00	£0.00	£(155.00)	£0.00	£0.00	£(155.00)	0%	Vatable Shop Sales - Juice/Water
67194 General Vatable Sales 5%	£(9,000.00)	£(9,000.00)	£(8,409.00)	£0.00	£(9,000.00)	£591.00	(7)%	Gas Sales
67292 General Zero Rated Sales	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
67393 General Exempt Sales	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
67444 Vatable Leisure Activity Fees	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
67491 General Vatable Fees & Charges	£(3,200.00)	£(3,200.00)	£(3,217.00)	£0.00	£(3,200.00)	£(17.00)	1%	Battery Charging
67691 Exempt General Fees & Charges	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
67751 Cash Over/Short	£0.00	£0.00	£338.00	£0.00	£0.00	£338.00	0%	
67791 General Outside Scope Fees & Charges	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
67811 Vatable Land Rents	£(575,000.00)	£(575,000.00)	£(548,932.00)	£0.00	£(575,000.00)	£26,068.00	(5)%	Static Caravan Rent £181,802, Touring Pitch Income £367,130
67813 Vatable Land Rents 5%	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
Total Cust & Client Receipts	£(587,200.00)	£(587,200.00)	£(560,375.00)	£0.00	£(587,200.00)	£26,825.00	(5)%	
	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
Total Grants & Contributions	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
68611 Internal Recharges Income	£0.00	£(27,200.00)	£(142,303.00)	£0.00	£(27,200.00)	£0.00	0%	£112k COVID grant for loss of income and £31k COVID grant for hire of portable showers & Toilets
Total Recharges/Other Income	£0.00	£(27,200.00)	£(142,303.00)	£0.00	£(27,200.00)	£(115,103.00)	0%	
TOTAL INCOME	£(587,200.00)	£(614,400.00)	£(702,678.00)	£0.00	£(614,400.00)	£(88,278.00)	14%	
Expenditure								
71111 Basic Pay	£121,000.00	£108,500.00	£79,067.00	£0.00	£108,500.00	£(29,433.00)	(27)%	
71121 Overtime	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
71151 Employers National Insurance	£10,700.00	£9,200.00	£6,029.00	£0.00	£9,200.00	£(3,171.00)	(34)%	
71161 Employers Superannuation	£39,900.00	£35,600.00	£25,793.00	£0.00	£35,600.00	£(9,807.00)	(28)%	
71171 Contract Staff	£19,000.00	£39,900.00	£49,796.00	£0.00	£39,900.00	£9,896.00	25%	
Total Direct Employee Expenses	£190,600.00	£193,200.00	£160,685.00	£0.00	£193,200.00	£(32,515.00)	(17)%	
71331 Employee Insurances	£900.00	£700.00	£500.00	£0.00	£700.00	£(200.00)	(29)%	
Total Other Employee Expenses	£900.00	£700.00	£500.00	£0.00	£700.00	£(200.00)	(29)%	
72111 Building Services - Planned Maintenance	£1,500.00	£1,500.00	£6,912.00	£0.00	£1,500.00	£5,412.00	361%	

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72114 Building Services - Responsive Maintenance	£25,000.00	£25,000.00	£35,170.00	£0.00	£25,000.00	£10,170.00	41%	Repairs to toilets, showers, and painting
72131 Vandalism	£1,000.00	£1,000.00	£0.00	£0.00	£1,000.00	£(1,000.00)	(100)%	
72136 Legionella	£0.00	£0.00	£756.00	£0.00	£0.00	£756.00	0%	Legionella Test
72211 Electricity	£47,200.00	£47,200.00	£20,371.00	£0.00	£47,200.00	£(26,829.00)	(57)%	
72214 Gas	£4,500.00	£7,400.00	£3,328.00	£0.00	£7,400.00	£(4,072.00)	(55)%	
72317 Business Rates	£41,400.00	£40,200.00	£40,192.00	£0.00	£40,200.00	£(8.00)	(0)%	
72411 Water	£11,700.00	£10,600.00	£9,713.00	£0.00	£10,600.00	£(887.00)	(8)%	
72414 Sewerage Charge	£100.00	£100.00	£(785.00)	£0.00	£100.00	£(885.00)	(885)%	
72511 Cleaning Materials	£5,000.00	£5,000.00	£5,269.00	£0.00	£5,000.00	£269.00	5%	
72521 Refuse Collection	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
72527 Other Cleaning Services	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
72612 Grounds Maintenance - Variations	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
72617 Grounds Maintenance - Other	£3,000.00	£3,000.00	£8,869.00	£0.00	£3,000.00	£5,869.00	196%	Repairs to grass roller, compost hedge cutting
72711 Fire Insurance	£500.00	£600.00	£500.00	£0.00	£600.00	£(100.00)	0%	
72712 Engineering Insurance	£300.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
Total Premises Expenses	£141,200.00	£141,600.00	£130,295.00	£0.00	£141,600.00	£(11,305.00)	(8)%	
73111 Fuel	£100.00	£100.00	£135.00	£0.00	£100.00	£35.00	35%	These are fuel costs for the ride on lawn mower
73114 Repairs & Service	£1,200.00	£1,200.00	£0.00	£0.00	£1,200.00	£(1,200.00)	0%	This is for repair costs for the ride on lawn mower and the tractor
73222 Car Allowances - Lump Sum	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
Total Transport Expenses	£1,300.00	£1,300.00	£135.00	£0.00	£1,300.00	£(1,165.00)	(90)%	
74111 Health and Safety	£15,000.00	£15,000.00	£7,642.00	£0.00	£15,000.00	£(7,358.00)	(49)%	
74114 Furniture and Equipment	£3,200.00	£3,200.00	£4,454.00	£0.00	£3,200.00	£1,254.00	39%	H&S Signs, PAT Testing, Fire Extinguisher Service
74117 Machine Repair & Maintenance	£2,000.00	£2,000.00	£3,483.00	£0.00	£2,000.00	£1,483.00	74%	Repairs to washing machines
74121 Materials For Resale	£17,000.00	£17,000.00	£6,316.00	£0.00	£17,000.00	£(10,684.00)	(63)%	
74127 General Purchases	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
74131 Equipment Hire	£2,200.00	£2,200.00	£3,254.00	£0.00	£2,200.00	£1,054.00	48%	Rent of Laundry Machines
74213 Clothing & Uniforms	£600.00	£600.00	£333.00	£0.00	£600.00	£(267.00)	(45)%	
74335 Internal Printing	£0.00	£0.00	£329.00	£0.00	£0.00	£329.00	0%	
74346 External Printing	£0.00	£0.00	£792.00	£0.00	£0.00	£792.00	0%	
74357 Stationery	£2,000.00	£2,000.00	£750.00	£0.00	£2,000.00	£(1,250.00)	(63)%	Tent Pegs
74391 Other Office Expenses	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
74414 Consultants	£0.00	£0.00	£1,050.00	£0.00	£0.00	£1,050.00	0%	
74491 Bank Fees	£0.00	£0.00	£245.00	£0.00	£0.00	£245.00	0%	
74492 Other Ext Provided Services	£1,500.00	£28,700.00	£31,268.00	£0.00	£28,700.00	£2,568.00	9%	Hire of Portable Toilets and showers
74515 Postages	£500.00	£500.00	£0.00	£0.00	£500.00	£(500.00)	(100)%	
74526 Telephone Calls/Data/Broadband	£1,200.00	£1,200.00	£1,163.00	£0.00	£1,200.00	£(37.00)	(3)%	
74537 Hardware Purchases	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
74548 Hardware Maintenance	£0.00	£0.00	£285.00	£0.00	£0.00	£285.00	0%	
74559 Software Purchases	£0.00	£0.00	£4.00	£0.00	£0.00	£4.00	0%	
Total Supplies & Services	£45,200.00	£72,400.00	£61,368.00	£0.00	£72,400.00	£(11,032.00)	(15)%	
	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
Total Third Party Payments	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
76131 Settlement Of Complaints	£0.00	£0.00	£330.00	£0.00	£0.00	£330.00	0%	
Total Transfer Payments	£0.00	£0.00	£330.00	£0.00	£0.00	£330.00	0%	
78611 Internal Recharges	£0.00	£42,000.00	£42,289.00	£0.00	£42,000.00	£289.00	1%	Includes £42k charge for lease of land from Harbour
Total Recharges/Other expenditure	£0.00	£42,000.00	£42,289.00	£0.00	£42,000.00	£289.00	1%	
TOTAL DIRECT EXPENDITURE	£379,200.00	£451,200.00	£395,602.00	£0.00	£451,200.00	£(55,598.00)	(12)%	
TOTAL DIRECT INCOME AND EXPENDITURE	£(208,000.00)	£(163,200.00)	£(307,076.00)	£0.00	£(163,200.00)	£(143,876.00)	88%	



CABINET

Tuesday, 06 September 2022

Subject	Environment Task Group - Quarterly Update
Report by	Councillor James Mallinder Cabinet Member with responsibility for the Environment
Supporting Officer	Paul Mackie Lead Officer, Environment & Climate Change paul.mackie@eastsuffolk.gov.uk

Is the report Open or Exempt?	OPEN
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Category of Exempt Information and reason why it is NOT in the public interest to disclose the exempt information.	Not applicable
Wards Affected:	All Wards

Purpose and high-level overview

Purpose of Report:

The purpose of this report is to advise Cabinet on the work of the cross-party Environment Task, chaired by the Cabinet Member with responsibility for the Environment, since its last report on 1 February 2022. Confirmation is also sought that the Group is continuing to deliver on the task it was set to investigate ways to cut East Suffolk Council's carbon and other harmful emissions

Options:

Not applicable

Recommendation/s:

1. That Cabinet note the report from the Environment Task Group.
2. That Cabinet confirm that the Group is to continue to deliver the task it was set to investigate ways to cut East Suffolk Council's carbon and other harmful emissions.

Corporate Impact Assessment

Governance:

The Environment Task Group is a cross-party group chaired by the Cabinet Member with responsibility for the Environment and reports direct to Cabinet.

ESC policies and strategies that directly apply to the proposal:

The work of the Environment Task Group directly supports the Council's Strategic Plan and delivering on the corporate commitment to "put the environment at the heart of everything we do" is progressively influencing all the Council's policies and strategies.

Environmental:

The Environment Task Group through the issues it is considering and monitoring is having a direct and far-reaching effect on the Council's environmental agenda and priorities.

Equalities and Diversity:

There are no specific equalities or diversity impacts arising from this report. The work of the Environment Task Group directly and through its influence the work of the Council to respond to the Climate Emergency will however impact on all those who live and work in East Suffolk or visit the area.

Financial:

There are no specific Financial impacts arising from this update report.

Human Resources:

There are no Human Resources impacts arising from this update report.

ICT:

There are no ICT impacts arising from this update report.

Legal:
There are no Legal impacts arising from this update report.
Risk:
There are no new Risks arising from this update report.

External Consultees:	None
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Strategic Plan Priorities

Select the priorities of the Strategic Plan which are supported by this proposal: (Select only one primary and as many secondary as appropriate)		Primary priority	Secondary priorities
T01	Growing our Economy		
P01	Build the right environment for East Suffolk	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P02	Attract and stimulate inward investment	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P03	Maximise and grow the unique selling points of East Suffolk	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P04	Business partnerships	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P05	Support and deliver infrastructure	<input type="checkbox"/>	<input checked="" type="checkbox"/>
T02	Enabling our Communities		
P06	Community Partnerships	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P07	Taking positive action on what matters most	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P08	Maximising health, well-being and safety in our District	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P09	Community Pride	<input type="checkbox"/>	<input checked="" type="checkbox"/>
T03	Maintaining Financial Sustainability		
P10	Organisational design and streamlining services	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P11	Making best use of and investing in our assets	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P12	Being commercially astute	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P13	Optimising our financial investments and grant opportunities	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P14	Review service delivery with partners	<input type="checkbox"/>	<input checked="" type="checkbox"/>
T04	Delivering Digital Transformation		
P15	Digital by default	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P16	Lean and efficient streamlined services	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P17	Effective use of data	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P18	Skills and training	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P19	District-wide digital infrastructure	<input type="checkbox"/>	<input checked="" type="checkbox"/>
T05	Caring for our Environment		
P20	Lead by example	<input checked="" type="checkbox"/>	<input type="checkbox"/>
P21	Minimise waste, reuse materials, increase recycling	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P22	Renewable energy	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P23	Protection, education and influence	<input type="checkbox"/>	<input checked="" type="checkbox"/>
XXX	Governance		
XXX	How ESC governs itself as an authority	<input type="checkbox"/>	<input checked="" type="checkbox"/>

How does this proposal support the priorities selected?

The Environment Task Group continues to be a valuable forum in which to consider and debate environmental issues and to help deliver on the Council's commitment to put the environment at the heart of everything we do. The environmental work done by Council and the resultant spending is directly impacting on the local economy and the Council is increasingly engaging with businesses engaged in renewable and low carbon energy, sustainable development and wider environmental protection work. Several initiatives the Task Group has worked on or has supported have involved community groups, for example environmental promotion, biodiversity projects, tree planting, action on plastic and as further projects are delivered it is confidently predicted that there will be an increasing feeling of community pride in what has been delivered. Financial Sustainability is a key consideration in the work of the Task Group, some carbon saving changes requires investment but many also result in coincidental cost savings, for example, energy cost savings/income from solar power generation on council buildings and savings on chemical and grass cutting costs. The Group have been supportive of the role digital technology can play in reducing carbon emission savings, for example, through the wider enablement of home working and video conferencing and the consequent reduction in travel. It is suggested that the Environment Task Group is good example of collaborative working and that in the comparatively short time it has been working it has helped the delivery of the Council environment priorities significantly. This is expected to continue as further significant challenges arise, for example in helping to formulate the Council's response to the nation Resources and Waste Strategy.

Background and Justification for Recommendation

1 Background facts	
1.1	<p>FORMATION</p> <p>On 24 July 2019 (Full Council agenda item 9(a)), the Council resolved unanimously to:</p> <ul style="list-style-type: none">• Declare a climate emergency• Set up a Cross Party Task Group, commencing by October 2019, to investigate ways to cut East Suffolk Council's carbon and harmful emissions on a spend to save basis, with ambition to make East Suffolk Council (including all buildings and services) carbon neutral by 2030.• To work with Suffolk County Council and other partners across the county and region, including the LEP and the Public Sector Leaders, towards the aspiration of making the county of Suffolk carbon neutral by 2030.• To work with the government to:• a) deliver its 25-year Environmental Plan, and• b) increase the powers and resources available to local authorities in order to make the 2030 target easier to achieve. 656 The Environment Task Group was formed as a cross-party Task Group

2 In context of the East Suffolk Council Strategic Plan	
2.1	The Council's Strategic Plan sets out its vision to deliver the highest possible quality of life for everyone who lives, works in or visits the district. The five themes of the Strategic Plan are: Growing our Economy; Enabling our Communities; Remaining Financially Sustainable; Delivering Digital Transformation; and Caring for our Environment.
2.2	Within the theme of Caring for our Environment, the Council is committed to lead by example, seeking environmental benefit in everything we do, working with communities for biodiversity and optimising the use digital solutions to reduce environmental impacts; to minimise waste, promote reuse and maximise recycling; to explore opportunities to invest in renewable energy solutions as a council and encourage others to do the same; and to use our influence and regulatory functions to protect our natural environment and coastline.
2.3	The Strategic Plan recognises the interconnectivity between the five Themes of the Plan, with actions arising under each theme having the potential to contribute towards any or all of the other themes.

3 Summary of Environment Task Group activity since last report	
3.1	<p>The ETG has met twice (7 April & 13 July 2022) since its last report to Cabinet when it discussed:</p> <ul style="list-style-type: none"> ▪ The ESC procurement strategy ▪ ESC's air quality work ▪ Motion for the Ocean ▪ Climate Action Plan update ▪ HVO (Hydrotreated Vegetable Oil) roll out ▪ The Environment KPI dashboard & annual greenhouse gas report (AGHG)
3.2	<p>Alternative Vehicle fuel – an interim fuel solution to reduce fleet emissions</p> <p>ESC and East Suffolk Norse (ESN) is now operating around 50% of the total vehicle fleet on HVO (Hydrotreated Vegetable Oil) fuel – reaching a key milestone. The first delivery of HVO took place at Ufford and Waveney Depot in June.</p> <p>This is an important step on our journey to use a more sustainable and renewable diesel alternative for our fleet, in addition to our fleet of electric vehicles.</p> <p>HVO offers:</p> <ul style="list-style-type: none"> ▪ Up to 90% reduction to net CO2 emissions. ▪ 'Drop-in' functionality – HVO is compliant with key standards and is approved for use by a wide range of manufacturers. ▪ Cleaner burning properties – HVO improves engine cleanliness, reducing build-up during combustion and lowering the risk of engine issues.

	<ul style="list-style-type: none"> Extended shelf life – HVO lasts for up to 10 years in storage compared to just 1 for mineral diesel, significantly reducing the need for regular testing and standing stock replacement. <p>A procurement of 14 refuse collection vehicles (RCV's) was carried out to replace older vehicles that cannot take HVO fuel. These are now in service and the RCV fleet has been using HVO fuel since June 6th.</p> <p>The fuel is currently being procured via Norse, due to issues with new supply of HVO, as Ukraine/Russia are one of the main suppliers of biofuel. A new procurement process is currently underway to secure a future supply of HVO.</p>
3.3	<p>Biodiversity and nature</p> <p>Greenprint Forum update</p> <p>Greenprint small grants scheme 'Nature First' Greenprint's small grants scheme, Nature First, launched in summer 2021, remains open to further applications to support community-based projects that enhance and/or biodiversity. Following the most recent Grant Panel meeting in April 2022, three more projects have received grants so far in 2022:</p> <p>Saxmundham & District Litter Pickers and Saxmundham Green Team have been awarded £285 to purchase equipment to enable volunteers to enhance the area for residents and visitors to the town and improve the areas of green spaces for wildlife by removing hazardous litter.</p> <p>Leiston Community Land Trust have been awarded £1000 for the Church Square Community Garden, creating a new inclusive oasis to enhance biodiversity in the centre of town with planting and provisions for pollinators and birds along with education uses of the area including workshops to enhance habitats in garden through making bird boxes and bug hotels.</p> <p>Greener Waldringfield & Waldringfield Gardeners have been awarded £871.75 for their project to offer to every resident of the parish a free tree to be registered as part of the Queen's Green Canopy.</p> <p>The full list of projects that have been awarded grants since the scheme launched can be found here: Nature-First-projects-funded-2021-2022.pdf (eastsuffolk.gov.uk)</p> <p>Greenprint visit to Deben Community Farm, Melton, 9 April This visit, arranged by ESC on behalf of the Greenprint Forum, was attended by 20 members delegates who received a guided tour of the farm to hear about the combination of therapeutic care farm provision, forest school, home education support, and community volunteering at this community agriculture scheme.</p> <p>The event secured positive media coverage for both Greenprint Forum and Deben Community Farm: Suffolk: Deben Community Farm at Melton gives guided tour </p>

	<p>East Anglian Daily Times (eadt.co.uk)</p> <p>The full event report is available via: Deben-Community-Farm-Guided-Tour-9.4.2022-event-report.pdf (eastsuffolk.gov.uk)</p> <p>Shovel it Yourself Day, Leiston, 6 May</p> <p>Held as part of Compost Awareness Week, this event provided an opportunity for members of the community to help themselves to free soil improver made from East Suffolk residents' garden waste.</p> <p>Led by ESC, the event was supported by Leiston Town Council and Net Zero Leiston along with a Suffolk Master Composter, and was attended by approximately 96 people.</p> <p>The event received a very positive response from community who would welcome repeats of the event. However resource capacity would limit ESC to organising and delivering a maximum of 1 such event per year in the district and would be dependent on support from local communities to help run the event. The full event report is available via: Leiston-Shovel-it-Yourself-Day-6.5.2022-event-report.pdf (eastsuffolk.gov.uk)</p>
3.4	<p>Planning</p> <p>The Sustainable Construction Supplementary Planning Document (SPD) was adopted by East Suffolk Council on 5th April 2022. The SPD provides guidance on the implementation of policies relating to sustainable construction in the East Suffolk Council - Suffolk Coastal Local Plan and East Suffolk Council - Waveney Local Plan policies. The SPD provides information on a range of topics including energy efficiency, renewable energy, water conservation, and use of materials. The SPD is available to view online here: www.eastsuffolk.gov.uk/planning/planning-policy-and-local-plans/supplementary-planning-documents/</p> <p>The Net Zero Carbon Toolkit was signed off by Public Sector Leaders and is now available on the Green Suffolk website here: www.greensuffolk.org/net-zero-carbon-toolkit-housing/.</p>
3.5	<p>Deben redevelopment PassivHaus project</p> <p>The project at the Former Deben High School site in Felixstowe has moved into Phase 3 – Housing delivery. The demolition phase completed in December 2021. At the last update we advised a proposed start on site is scheduled for summer 2022 with homes being delivered in phases between 2023/24. The proposed start on site has been postponed to early 2023 as a reaction to market constraints and the proposed procurement strategy for the appointment of a main contractor. The project continues to be environmentally focused on all aspects of its delivery.</p>
3.6	<p>Resource and Waste Strategy (RAWS)</p> <p>The SWP RAWS working group have narrowed down the options for future collection regimes under the new legislation. These proposals have been</p>

	<p>presented to SCOLT etc. All Suffolk councils are agreed that a fleet of single chamber vehicles collecting single stream recycling on alternative weeks (one week fibres, next week containers and glass), with fortnightly refuse collections. There will also be a weekly food waste collection, but this will be serviced by a separate fleet of smaller vehicles. We are also exploring the possibility of three-weekly collections.</p> <p>These options require the fewest number of collection receptacles, offer the greatest operational flexibility and are the most efficient and cost-effective solutions.</p>
3.7	<p>Delivering a sustainable Housing Portfolio</p> <p>The Council have undertaken some surveys to our current HRA stock on certain archetypes and this has provided us with an insight into the technologies we need to put in place to work towards the zero carbon agenda. We are currently looking at two pilot schemes and are finalising the data collecting for these two pilot projects which will enable us to produce a project timeline for delivery. In addition to this we are also going to be creating a standard for any refurbishment works to the HRA stock so that it is bought to the appropriate standard when being refurbished.</p> <p>Due to competing priorities in the Housing team at present we have produced a roadmap for completion of the project overall. In the coming months our next stage to this is to consolidate the data we hold and see what other information we require to make an informed decision on funding, budgetary and resource requirements to enable delivery of the project.</p>
3.8	<p>Assets</p> <p>The Council has updated the EPC certificates of its built assets. All EPCs displayed in those assets that are open to the public are now up to date. A further 15 in non-public facing buildings have been renewed.</p> <p>In the course of updating the EPC certificates the assets team are identifying those assets where opportunities for energy efficiency improvements exist and generate the business case for measures to reduce energy consumption and related emissions and improve the future EPC ratings of those assets.</p>
3.9	<p>Woodbridge Air Quality Management Area (AQMA)</p> <p>Defra are recommending that the AQMA in Woodbridge be revoked and ESC are currently carrying out a public consultation on the proposed revocation of this AQMA which closed on 11 July. Once results are available the matter will be referred to Cabinet for consideration.</p>
3.10	<p>Procurement Strategy</p> <p>The new ESC Procurement Strategy has been developed and is expected to be presented to Cabinet in the autumn. The new strategy will include aspects around social value and carbon reduction and, once implemented, all tenders would ask</p>

	for information on these aspects to be considered as part of the selection criteria.
3.11	<p>Environmental output from the communities partnerships (CPs)</p> <p>The Kesgrave, Martlesham, Rushmere, Carlford and Fynn Valley Community Partnership are the only Partnership currently looking at the theme of Environmental Care, and have been doing so since its inception in 2019. Working alongside partners in Town/Parish Councils and local organisations we have made significant progress against the aim of taking practical action against local issues.</p> <p>Our Rewilding sub-group provided every household in Martlesham with a calendar in January 2022, with each month giving tips and information that enables residents to make small but beneficial changes to their recycling, energy consumption and wildlife friendly use of their property. They currently focus on increasing the amount of rewilding taking place, creating a route between Martlesham, Kesgrave and Rushmere that acts as a green corridor for residents and wildlife alike.</p> <p>2021 saw the successful launch of the Martlesham Advice and Repair Hub in conjunction with the Parish Councils working group, Martlesham Climate Action. Following a small grant to cover start up costs, the volunteers run weekly sessions where people receive impartial and factual advice about a range of environmental issues.</p> <p>The offer soon expanded to provide a repair hub – completing small repairs on items that prevent them from being sent to landfill. The service continues to develop and has become financially self sufficient within 9 months of launch.</p> <p>Our most ambitious project to date was the ‘Green Communities Toolkit’. The Partnership wanted to have a practical impact on the environment and also share it’s learning so that other places can duplicate the work with minimal issue. The Toolkit provides key information and learning about four different environmental projects that could be replicated elsewhere. The Toolkit is now available on the East Suffolk Website and will be shared directly with all Parishes across the district. The work couldn’t have been completed without the close Partnership working with the following projects;</p> <ul style="list-style-type: none"> ▪ Bredfield Village Hall – financially supporting the installation of solar panels that reduce the environmental impact of the hall and adjoining village shop, whilst also making the business more financially sustainable. ▪ Grundisburgh Playing Field Committee – including the development of climate resilient and stimulating planting within the newly installed play equipment, increasing biodiversity and bringing residents and wildlife closer together. ▪ Bealings Borrowers – led by Lightwave, a weekly conservation session for young families within the grounds of Little Bealings Church, increasing awareness and knowledge of wildlife and biodiversity.

	<ul style="list-style-type: none"> Westerfield Station Volunteers – increasing the habitat for wildlife of all types in unused areas adjoining the train station platform and educating commuters at the same time <p>We would now like to invite groups and organisations from beyond our Community Partnership boundaries to share their projects for inclusion in the Green Communities Toolkit. This can be done by contacting Andy Jolliffe direct at communities@eastsoffolk.gov.uk</p>
3.12	<p>Communication of wider activities of the Council with regards to the environment</p> <p>The ETG regularly hears from internal and external speakers on environmental projects that the council is leading on or contributing towards.</p> <p>To help communicate progress on the environmental agenda to a wider audience, even where the ETG itself has not played a central role in driving particular projects, in order to raise the profile of these wider activities, this progress is being collated and publicised on the ETG’s webpage Work so far » East Suffolk Council.</p>

4 Reason/s for recommendation	
4.1	It has been agreed that the Environment Task Group would provide quarterly updates on its work to Cabinet. The Group has been performing well and considers it is fulfilling the role set and the tasks allocated.
4.2	As the need to react further and faster to the climate emergency becomes increasingly apparent the Group will continue to have a significant role considering and supporting initiatives and providing opinions to Cabinet on any matters referred to it. For this reason, Cabinet is invited to confirm it is delivering the task it was set and to give any further guidance it considers appropriate.

Appendices

Appendices:
None.
Background reference papers:
None.



CABINET

Tuesday, 06 September 2022

Subject	Shareholder Agreement and Governance Arrangements for the Council's Group Companies
Report by	Councillor Steve Gallant Leader of the Council
Supporting Officer	Andy Jarvis Strategic Director Andrew.jarvis@eastsuffolk.gov.uk 01394 444323

Is the report Open or Exempt?	OPEN
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Category of Exempt Information and reason why it is NOT in the public interest to disclose the exempt information.	Not applicable
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Wards Affected:	None
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Purpose and high-level overview

Purpose of Report:

To approve:

- (a) the shareholder agreement between the Council and its group companies and authorise its entering into by the Council;
- (b) the creation of a Shareholder Reference Group (SRG) as a Committee of Cabinet to undertake functions of the Council as shareholder and/or the ultimate owner of the companies in the group that the Council has established/proposes to establish in the future;
- (c) the appointment of four Cabinet Members to the Shareholder Reference Group.

Options:

The Council could:

decide not to have a shareholder agreement with its group companies; and/or
undertake its role and exercise its rights as shareholder/ultimate owner of its group companies solely in accordance with existing decision-making arrangements (primarily, via Cabinet) without the establishment of a shareholder reference group; or
decide to have a Shareholder Reference Group which has an advisory role only.

Recommendation/s:

1. That Cabinet approve the entering into of the Shareholder Agreement and any associated “deeds of adherence” which commit group companies to the obligations set out in the shareholder agreement.
2. That Cabinet approve the establishment of a committee of Cabinet, to be known as the Shareholder Reference Group, to undertake the functions of the Council as shareholder/ultimate owner of its group of companies and exercise the Council’s rights under the Articles of each company and under the Shareholder Agreement, with the exception of any rights which the Cabinet or Leader reserves to itself/himself from time to time or which can only be exercised by Full Council.
3. That Cabinet reserves to itself the approval of the Consolidated Business Case which is to be produced by the Council’s Holding Company on an annual basis (this will accordingly be a matter which is not within the delegated authority of the SRG).
4. That Cabinet approve the appointment of the Leader along with the Members with responsibility for Economic Development, Resources, The Environment and Customer Experience, ICT and Commercial Partnerships, to act as members of the Shareholder Reference Group, each for a term of 4 years (provided that where an individual Member ceases to hold the relevant role during the allotted term, their replacement in that role or such role as the Leader may identify as its replacement shall also take over the role of Member of the Shareholder Reference Group for the remainder of the term or such other term as the Leader may specify).

5. That on the appointment of the Members whose roles are identified above, the Shareholder Reference Group be hereby established on 6 September 2022 and the terms of office for the Members referred to in recommendation 2 above shall also commence on the same date.

Corporate Impact Assessment

Governance:

The reason for the establishment of the Shareholder Reference Group is to enable streamlined decision-making by the Council in relation to its role as ultimate owner of its group companies, thereby assisting with good governance.

ESC policies and strategies that directly apply to the proposal:

East Suffolk Strategic Plan

East Suffolk Medium Term Financial Strategy

Environmental:

The rights reserved to the Council via the Shareholder Agreement may be used to assist the Council in achieving its Environmental Policy by giving the Council greater control over decision-making by its group companies on significant decisions.

Equalities and Diversity:

The decisions being taken in relation to the shareholder agreement and the creation of the SRG are not considered to have equalities and diversity impacts.

Financial:

The Shareholder Agreement contains rights for the Council in relation to “Reserved Matters”. The Reserved Matters are proposed actions of a group company that are considered sufficiently important (for example because of their value), that the Council should have the right to decide whether the action is taken.

The Shareholder Reference Group will, amongst other things, make decisions on “Reserved Matters”.

The Shareholder Reference Group will be a Committee of the Cabinet. Its costs of administration will be absorbed by the Democratic Services/Members budget, in the same way as any other Committee of the Council is accounted for.

Human Resources:

There are considered to be no HR implications for the organisation from these decisions.

ICT:

There are considered to be no ICT implications for the Council from these decisions

Legal:

Shareholder Agreement

The draft Shareholder Agreement has been prepared by external legal advisers, Bevan Brittan, who have advised on appropriate terms, based on their experience of dealing with similar arrangements for other authorities.

SRG

In relation to the proposals to establish the SRG, the Council's constitution (Paragraph 5.10) permits Cabinet to arrange for any decision that it is collectively responsible for to be taken by a committee of the Cabinet.

Risk:

There are no particular risks identified with these proposals.

External Consultees:	None
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Strategic Plan Priorities

Select the priorities of the Strategic Plan which are supported by this proposal: (Select only one primary and as many secondary as appropriate)		Primary priority	Secondary priorities
T01	Growing our Economy		
P01	Build the right environment for East Suffolk	<input type="checkbox"/>	<input type="checkbox"/>
P02	Attract and stimulate inward investment	<input type="checkbox"/>	<input type="checkbox"/>
P03	Maximise and grow the unique selling points of East Suffolk	<input type="checkbox"/>	<input type="checkbox"/>
P04	Business partnerships	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P05	Support and deliver infrastructure	<input type="checkbox"/>	<input type="checkbox"/>
T02	Enabling our Communities		
P06	Community Partnerships	<input type="checkbox"/>	<input type="checkbox"/>
P07	Taking positive action on what matters most	<input type="checkbox"/>	<input type="checkbox"/>
P08	Maximising health, well-being and safety in our District	<input type="checkbox"/>	<input type="checkbox"/>
P09	Community Pride	<input type="checkbox"/>	<input type="checkbox"/>
T03	Maintaining Financial Sustainability		
P10	Organisational design and streamlining services	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P11	Making best use of and investing in our assets	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P12	Being commercially astute	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P13	Optimising our financial investments and grant opportunities	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P14	Review service delivery with partners	<input type="checkbox"/>	<input checked="" type="checkbox"/>
T04	Delivering Digital Transformation		
P15	Digital by default	<input type="checkbox"/>	<input type="checkbox"/>
P16	Lean and efficient streamlined services	<input type="checkbox"/>	<input type="checkbox"/>
P17	Effective use of data	<input type="checkbox"/>	<input type="checkbox"/>
P18	Skills and training	<input type="checkbox"/>	<input type="checkbox"/>
P19	District-wide digital infrastructure	<input type="checkbox"/>	<input type="checkbox"/>
T05	Caring for our Environment		
P20	Lead by example	<input type="checkbox"/>	<input type="checkbox"/>
P21	Minimise waste, reuse materials, increase recycling	<input type="checkbox"/>	<input type="checkbox"/>
P22	Renewable energy	<input type="checkbox"/>	<input type="checkbox"/>
P23	Protection, education and influence	<input type="checkbox"/>	<input type="checkbox"/>
XXX	Governance		

XXX	How ESC governs itself as an authority	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p>How does this proposal support the priorities selected?</p> <p>Commercially Astute/Business Partnerships</p> <p>The Shareholder Agreement provides the Council with greater control over the actions of its group companies. This control enables the Council to have greater influence over the strategic direction and priorities of those companies.</p> <p>The Shareholder Reference Group will receive regular updates on the progress and plans of the Council's group companies. The SRG will therefore provide an oversight function for the Council.</p> <p>The SRG will also facilitate decision-making on Reserved Matters.</p> <p>These functions will also support the Council's priorities around service delivery, commercial activities and financial investments.</p>			

Background and Justification for Recommendation

1 Background facts	
1.1	The Council has established a number of companies within a group structure, included East Suffolk Services Limited (ESSL) which will take over services from the current Norse joint ventures in July 2023.
1.2	The Council needs to have appropriate controls in place for the good governance of ESSL and its other companies. In addition, this also assists with compliance with certain legal requirements that must be satisfied so that the Council can make a direct contract award to ESSL and any other Teckal Companies.
1.3	In order to provide the appropriate control and governance role that the Council needs in relation to its group companies, it is proposed to: (a) enter into a shareholder agreement with each of the companies in the Group (as each company becomes "live"); and (b) establish a committee of Cabinet, to be known as the Shareholder Reference Group (SRG). The SRG will exercise certain rights and controls of the Council in relation to its companies.
2 Current position	
2.1	The Council already has some rights over the decisions of its companies through the Articles of those companies. However, it is advisable for the Council to enter into a "shareholder agreement" with its group companies in order to strengthen the degree of control that the Council has in this regard.
2.2	This is particularly important for any Council company that will operate as a so-called "Teckal" company, as such a company has to satisfy certain "tests" so that the Council can make a direct award of a contract to it without going through a public tendering process. ESSL will operate as a Teckal company.

2.3	<p>In broad terms, in order to meet the “Teckal” tests, the Council must exercise the necessary level of control over the relevant company – that is, it must have a decisive influence over both strategic objectives and significant decisions of the company.</p> <p>In addition, the company must undertake at least 80% of its activities for the Council.</p> <p>Then the Council will be able to make a direct award of a service contract to the company without the need to undertake a public procurement exercise in accordance with the Public Contracts Regulations 2015. This will be of particular relevance to ESSL, where it is proposed to enter into a service agreement with ESSL for the provision of services from 1 July 2023.</p>
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3 How to address current situation	
3.1	The existence of a shareholder agreement between the Council and its companies will provide the Council with additional rights over and above those provided in the companies’ Articles and via being the ultimate owner of the group.
3.2	The shareholder agreement describes how the Council is permitted to monitor and control the business and operations of each Company through the Reserved Matters, through receiving periodic reports, through its Directors on each Board and through information received following ad hoc information requests made of the relevant Company.
3.3	<p>In particular the shareholder agreement:</p> <p>provides a broad description of the business to be conducted by the holding company of the Council’s group of companies and each company in the group (referred to as “SPV”) (clause 2);</p> <p>requires the production of a Business Plan for each group company, to be produced for a three-year period and updated annually (clause 3);</p> <p>requires the Council’s Holding Company to produce a Consolidated Business Case, which will include the full Business Case for each Teckal Company and a summary Business Case for other group companies (clause 3.3);</p> <p>gives the Council and those acting under its delegated authority (which will include the SRG) unlimited, unrestricted and prompt access to company information and documents (clause 4.3 and 5.8);</p> <p>gives the Council or its Holding Company (as applicable) approval rights in respect of “Reserved Matters” (clause 5 and Schedule 1).</p>
3.4	The Council’s group companies will sign up to the shareholder agreement. If they are not signatories at the outset, they will do this by means of a “deed of

	adherence” which commits them to comply with the terms of the shareholder agreement.
3.5	In order to streamline the exercise of the rights and controls that the Council has as a shareholder, via the Articles of the companies or that it is reserving to itself via the Shareholder Agreement, it is proposed to establish a Shareholder Reference Group.
3.6	It is proposed that the Shareholder Reference Group will carry out the functions of the Council as shareholder/ultimate owner of its group of companies and exercise the Council’s rights under the Articles of each company and under the Shareholder Agreement, with the exception of any rights which the Cabinet reserves to itself from time to time or which can only be exercised by Full Council.
3.7	It is further proposed that Cabinet reserves to itself the approval of the Consolidated Business Case which is to be produced by the Council’s Holding Company on an annual basis. This is a pivotal decision for the Group and, as such, it is considered appropriate to retain this as a Cabinet decision on an annual basis.

4 Reason/s for recommendation

4.1	It is considered that entering into a shareholder agreement will provide greater control for the Council over the activities of its companies and thereby assist the Council in delivering its strategic objectives and, where applicable, establishing the necessary control over its Teckal companies.
4.2	The creation of the SRG will streamline the exercise of the Council’s rights and governance of its group companies.

Appendices

Appendices:

Appendix A	Shareholder Agreement
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Background reference papers:

Date	Type	Available From
		CMIS

Dated **2022**

EAST SUFFOLK COUNCIL
EAST SUFFOLK HOLDINGS LIMITED
EAST SUFFOLK CONSTRUCTION SERVICES LIMITED
EAST SUFFOLK PROPERTY INVESTMENTS LIMITED
EAST SUFFOLK PROPERTY DEVELOPMENTS LIMITED
EAST SUFFOLK SERVICES LIMITED

SHAREHOLDER AGREEMENT

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PARTIES

- (1) **EAST SUFFOLK COUNCIL** having its principal place of business at Ground Floor, West Wing, East Suffolk House, Riduna Park, Station Road, Melton, Woodbridge IP12 1RT (the **Council**)
- (2) **EAST SUFFOLK HOLDINGS LIMITED** incorporated and registered in England and Wales with registered number 12280262 whose registered office is at Ground Floor, West Wing, East Suffolk House, Riduna Park, Station Road, Melton, Woodbridge IP12 1RT (**HoldCo**)
- (3) **EAST SUFFOLK CONSTRUCTION SERVICES LIMITED** incorporated and registered in England and Wales with registered number 12334919 whose registered office is at Ground Floor, West Wing, East Suffolk House, Riduna Park, Station Road, Melton, Woodbridge IP12 1RT
- (4) **EAST SUFFOLK PROPERTY INVESTMENTS LIMITED** incorporated and registered in England and Wales with registered number 12334865 whose registered office is at Ground Floor, West Wing, East Suffolk House, Riduna Park, Station Road, Melton, Woodbridge IP12 1RT
- (5) **EAST SUFFOLK PROPERTY DEVELOPMENTS LIMITED** incorporated and registered in England and Wales with registered number 12334993 whose registered office is at Ground Floor, West Wing, East Suffolk House, Riduna Park, Station Road, Melton, Woodbridge IP12 1RT
- (6) **EAST SUFFOLK SERVICES LIMITED** incorporated and registered in England and Wales with registered number 14001825 whose registered office is at Ground Floor, West Wing, East Suffolk House, Riduna Park, Station Road, Melton, Woodbridge, IP12 1RT

INTRODUCTION

- (A) This Agreement sets out the terms and conditions on which the Council will participate in HoldCo as its shareholder and the Council (or HoldCo, as the case may be) will participate in each SPV as its shareholder (or in an equivalent capacity, where the SPV is established as another form of body corporate).
- (B) Where an SPV is intended to be a Teckal Company, this Agreement sets out the manner in which the Council will retain influence over both the strategic objectives and significant decision of that SPV.
- (C) Where the Council (or HoldCo, as the case may be) participates in a joint venture relationship, that joint venture relationship will be subject to separate arrangements.

AGREED TERMS**1 INTERPRETATION AND DEFINITIONS¹****1.1** In this Agreement

Articles means the articles of association of a Company, as may be amended or replaced from time to time

Annual Accounts Date means the accounting reference date of a Company from time to time

Boards means the HoldCo Board (in relation to HoldCo) and the SPV Board (in relation to each SPV), and **Board** means any one of them

Board Meeting means a meeting of the Directors

¹ Definitions to be reviewed for redundancies, as drafting develops.

Business means the business of a Company described in clause 2

Business day means a day (other than a Saturday, a Sunday or a public holiday in the United Kingdom) on which banks in the United Kingdom are ordinarily open to effect transactions of the kind contemplated in this Agreement and, if a payment is to be made in euros, on which such payment system as the Council chooses is operating for the transfer of funds for the same day value

Business Plan means the business plan for a Company as prepared and adopted from time to time in accordance with clause 3

Companies means HoldCo and the SPVs, and **Company** means any one of them

Consolidated Business Plan means the consolidated business plan for HoldCo and the SPVs as prepared and adopted from time to time in accordance with clause 3

Council Directors shall have the meaning given in the Articles

Deed of Adherence means a deed of adherence in substantially the same form as set out in Schedule 2

Directors means the HoldCo Directors (in relation to HoldCo) and the SPV Directors (in relation to an SPV), and **Director** means any one of them

Encumbrance means:

- (a) a mortgage, charge, pledge, lien or other encumbrance securing any obligation of any person; or
- (b) any arrangement under which money or claims to, or the benefit of, a bank or other account may be applied, set-off or made subject to a combination of accounts so as to effect payment of sums owed or payable to any person; or
- (c) any other type of preferential arrangement (including title transfer and retention arrangements) having a similar effect

Environmental Information Regulations means the Environmental Information Regulations 2004 and any subordinate legislation made under the Regulations from time to time, together with any guidance and/or codes of practice issued by the Information Commissioner or relevant government department in relation to such legislation

Financial Year means each accounting reference period of 12 months ending on the Annual Accounts Date (other than in relation to any Company incorporated after the date of this Agreement, where its first accounting reference period shall run on and from the date of incorporation to and including the Annual Accounts Date in the following calendar year) or such longer or shorter period as the Council shall from time to time determine

FOIA means the Freedom of Information Act 2000 and any subordinate legislation made under the Act from time to time, together with any guidance and/or codes of practice issued by the Information Commissioner or relevant government department in relation to such legislation

HoldCo Board means the HoldCo Directors or such of them as are present at a duly convened and quorate meeting of the HoldCo Directors

HoldCo Business has the meaning given in clause 2.1

HoldCo Director means a director of HoldCo and includes any person occupying the position of director of HoldCo, by whatever name called

Reserved Matters means the matters specified in Schedule 1, as updated from time to time

Shareholder Representative means the person nominated by the Council from time to time to act as its authorised representative in accordance with its constitution and notified to each Company in writing

SPV means any direct or indirect wholly-owned subsidiary of the Council, other than HoldCo, including any Teckal Company

SPV Board means, in relation to an SPV, its Directors or such of them as are present at a duly convened and quorate meeting of its Directors

SPV Business has the meaning given in clause 2.2

SPV Director means a director of an SPV and includes any person occupying the position of director of an SPV, by whatever name called

Teckal means the codified rule of EU procurement law as set out within Directive 2014/24/EU and Regulation 12 of the Public Contracts Regulations 2015, deriving from the Teckal case (*Teckal Srl v Comune de Viano and Azienda Gas-Acqua Consorziale (AGAC) di Reggio Emilia* (C-107/98) [1999] ECR I-8121) pursuant to which the requirement for open advertisement and tendering for public contracts in accordance with the Public Contracts Regulations 2015 does not apply

Teckal Company means an SPV which is intended to be Teckal-compliant

1.2 In this Agreement:²

- 1.2.1 unless the context otherwise requires, a reference to a clause or Schedule is to a clause of, or Schedule to, this Agreement and a reference to a paragraph is to a paragraph of the relevant Schedule. Clause, Schedule and paragraph headings shall not affect the interpretation of this Agreement;
- 1.2.2 a reference to a person shall include a reference to an individual, firm, company, corporation, partnership, unincorporated body of persons, government, state or agency of a state or any association, trust, joint venture or consortium (whether or not having separate legal personality) and that person's personal representatives, successors, permitted assigns and permitted transferees;
- 1.2.3 unless the context otherwise requires, words in the singular shall include the plural and in the plural shall include the singular, and a reference to one gender shall include a reference to the other genders;
- 1.2.4 a reference to a **party** or the **parties** are to a party or the parties to this Agreement from time to time and any person who agrees to be bound by the provisions of this Agreement from time to time by executing a Deed of Adherence but, for the avoidance of doubt, shall not refer to any person who has ceased to have any obligations under this Agreement from time to time. A reference to a party shall include that party's successors, permitted assigns and permitted transferees;
- 1.2.5 a reference to a statute or statutory provision is a reference to it as amended, extended or re-enacted from time to time and shall include all subordinate legislation made from time to time under that statute or statutory provision;
- 1.2.6 a reference to a regulation includes any regulation, rule, official directive, request or guideline (whether or not having the force of law) of any governmental, inter-governmental or supranational body, agency, department or regulatory, self-regulatory or other authority or organisation;
- 1.2.7 a reference to **writing** or **written** includes email but not fax;

² Interpretation provisions to be reviewed alongside Commissioning Agreement to ensure consistency as far as possible.

- 1.2.8 an obligation on a party not to do something includes an obligation not to allow that thing to be done;
- 1.2.9 any requirement upon the Council or HoldCo to procure a particular matter or thing does or does not occur in relation to a Company shall be deemed to include an obligation to exercise its powers as a member of HoldCo or the relevant Company (so far as the same is lawful and reasonable) to seek to ensure that the particular matter or thing occurs or does not occur (as the case may be);
- 1.2.10 a reference to **this Agreement** (or any provision of it) or to any other agreement or document referred to in this Agreement is a reference to this Agreement, that provision or such other agreement or document as varied, amended or supplemented (in each case, other than in breach of the provisions of this Agreement) from time to time;
- 1.2.11 any words following the **terms including, include, in particular, for example** or any similar expression shall be construed as illustrative and shall not limit the sense of the words, description, definition, phrase or term preceding those terms;
- 1.2.12 a reference to an amendment includes a novation, re-enactment, supplement or variation (and **amended** shall be construed accordingly);
- 1.2.13 a reference to **determines** or **determined** means, unless the contrary is indicated, a determination made at the absolute discretion of the person making it;
- 1.2.14 references to a **month** shall be construed as a reference to a period starting on one day in a calendar month and ending on the day immediately preceding the numerically corresponding day in the next calendar month or, if there is no numerically corresponding day in the next calendar month, the last day in the next calendar month; and
- 1.2.15 the expressions **body corporate, holding company, subsidiary, parent undertaking, subsidiary undertaking** and **parent company** shall have the respective meanings given in the Companies Act 2006, and, for the purposes of sections 1159(1) and 1162(2)(b) and (d) of that Act, a company or undertaking (the first person) shall be treated as a member of another company or undertaking if:
- (a) any of the first person's subsidiaries or subsidiary undertakings is a member of that other company or undertaking; or
 - (b) any shares or capital interests in that other company or undertaking are held by a person acting on behalf of the first person or any of its subsidiaries or subsidiary undertakings; or
 - (c) any shares or capital interests in that other company or undertaking are registered in the name of a person (or its nominee) by way of security or in connection with the granting of security over those shares or capital interests by the first person.

In the case of a limited liability partnership which is (or might constitute) a subsidiary or subsidiary undertaking of a company or another limited liability partnership, sections 1159 and 1162 of the Companies Act 2006 shall be amended so that:

- (i) references in sections 1159(1)(a) and (c) and 1162(2)(a) and (d) to "voting rights" are to the members' rights to vote on all or substantially all matters which are decided by a vote of the members of the limited liability partnership; and
- (ii) references in sections 1159(1)(b) and 1162(2)(b) to the "right to appoint or remove a majority of its board of directors" is to the right: (i) to appoint or remove a majority of the directors (or equivalent) of that limited liability partnership; or (ii) if no such directors (or equivalent) exist by virtue of the

constitution of that limited liability partnership, members holding a majority of the voting rights,

and unless the context otherwise requires, the application of the definitions of body corporate, holding company, subsidiary, parent undertaking, subsidiary undertaking and parent company shall apply as to the relevant company or undertaking as it is at that time.

- 1.3 The Schedules form part of this Agreement and shall have effect as if set out in full in the body of this Agreement. Any reference to this Agreement includes the Schedules.

2 THE BUSINESSES

- 2.1 The **HoldCo Business** shall be to:

2.1.1 act as a holding company in relation to its SPVs from time to time;

2.1.2 provide such goods, works and services to any person as may be agreed in its Business Plan then in force and on terms agreed between the HoldCo and that person.

- 2.2 **SPV Business**, in relation to an SPV, shall be to provide such goods, works and services to any person as may be agreed in its Business Plan then in force and on terms agreed between the SPV and that person.

- 2.3 The parties intend that each Teckal Company shall be governed in a manner which ensures that the each of them:

2.3.1 is and remains controlled (both by way of ultimate ownership and decisive influence over both their strategic objectives and significant decisions) by the Council;

2.3.2 carries out the essential part of its activities for the Council and other legal persons controlled by the Council;

2.3.3 carries out those activities in furtherance of the Council's public service tasks; and

2.3.4 is not market-orientated.

- 2.4 Subject to the provisions of this Agreement, each Company shall use all reasonable and proper means to maintain and improve its business.

3 BUSINESS PLANS

- 3.1 A Business Plan shall cover three Financial Years and be updated annually.

- 3.2 Each:

- 3.2.1 Teckal Company's Business Plan shall be:

(a) prepared by that SPV in accordance with any requirements specified by the Council and the timetable agreed under the relevant governance arrangements of that SPV from time to time; and

(b) considered and, if thought fit, approved by the Council as part of the approval of the Consolidated Business Plan pursuant to clause 3.3; and.

- 3.2.2 other SPV's Business Plan shall be:

(a) prepared by that SPV in accordance with any requirements specified by HoldCo and the timetable agreed under the relevant governance arrangements of that SPV from time to time; and

(b) considered and, if thought fit, approved by HoldCo.

3.3 HoldCo shall prepare a Consolidated Business Plan which shall include the Business Plan of each of its Teckal Companies as drafted in accordance with clause 3.2.1 and a summary of each other SPV's Business Plan as approved by HoldCo in accordance with clause 3.2.2. The Consolidated Business Plan for a given Financial Year shall be:

3.3.1 prepared by HoldCo in accordance with the timetable approved by the Council from time to time; and

3.3.2 considered and, if thought fit, approved by the Council (except in relation to the SPV Business Plans approved by HoldCo, which are included for information purposes).

3.4 The parties agree to work both together and with any third parties where required in good faith, to procure that each Business Plan is prepared and approved in accordance with clause 3 and that the business of each Company is carried out, where appropriate, to interface as seamlessly as possible with the operations and services of the Council.

3.5 If at any time there is a requirement for a body corporate to be established other than a private company limited by shares, such as a private company limited by guarantee or a limited liability partnership, the Council intends that such vehicle shall be governed as far as possible in the manner in which a Company is governed, subject always to any necessary changes to reflect the law relating to such alternative vehicle.

4 COUNCIL'S ROLE AS ULTIMATE OWNER OF THE COMPANIES

4.1 The Council will monitor and control the business and operations of each Company through the Reserved Matters, through receiving periodic reports, through its Directors on each Board (appointed in accordance with the Articles and this Agreement) and through information received following ad hoc information requests made of the relevant Company.

4.2 The Council may structure its role as ultimate owner of the Companies in any manner it chooses, including via a shareholder reference group or similar group (howsoever named) (a **Shareholder Reference Group**). Where the Council constitutes a Shareholder Reference Group, the Shareholder Reference Group, subject to its terms of reference, may exercise all the rights, powers and privileges of the Council under this Agreement on behalf of the Council.

4.3 The Council:

4.3.1 shall, upon request, have unlimited, unrestricted and prompt access to any Company information and documents pursuant to clause 5;

4.3.2 will not usurp the functions of any Board but will monitor the activities of each Company to ensure that they are acceptable and accountable to the Council as ultimate owner of each Company; and

4.3.3 may, in addition to those matters requiring Council consent pursuant to clause 5:

(a) make recommendations from time to time to any Board; and/or

(b) give directions by notice in writing from time to time to any Board.

4.4 Any notice to or from the Council shall be sent to or from the Shareholder Representative. Where a consent or approval is expressed in this Agreement to be required of the Council, it shall be given through the Shareholder Representative (and by the Shareholder Representative where delegated authority to do so is in force). Such consent or approval shall be given in writing in advance of the relevant Board's decision relating to the matter requiring consent or approval. The Council shall use its reasonable endeavours to communicate any such decision, consent or approval (including any decision not to give consent or approval) to the Company within a period of 30 days from receipt of the requests provided that the Council shall not be deemed to have made a decision or given its

consent or approval by virtue of the fact that it has not communicated the same within that time limit. Where the Company requires the Council to make any decision or provide any consent or approval, the Company shall provide such material information as the Council may require to enable it to consider the decision, consent or approval in question.

- 4.5 Once a consent or approval is given in accordance with clause 4.4 then, to the extent a special or an ordinary resolution is required pursuant to the Companies Act 2006 or otherwise and unless the consent or approval was not already given in the form of such a resolution, the relevant Company shall prepare and circulate to its member a draft resolution for consideration and, if thought fit, approval by that member. The relevant Company's member shall approve any resolution which is in line with a consent or approval of the Council.
- 4.6 Each Company shall ensure that the Board chair and and/or any employees of each Company as requested by the Council shall attend such meetings or parts of meeting(s) of the Council as the Council may require and shall answer questions put by the Council and provide information regarding the activities of each Company as reasonably requested. It is intended that HoldCo reports back to the Council on a formal basis at least once every 3 months in relation to progress against the Consolidated Business Plan and the Council shall provide HoldCo from time to time with a timetable of meetings which one or more of its Directors shall be expected to attend together with a statement of the required information which should form part of any such report.

5 CONDUCT OF A COMPANY'S AFFAIRS

- 5.1 Except as set out in clause 5.2, no Company shall make any decision in relation to, or undertake, a Reserved Matter except with the prior written consent of the Council or HoldCo as the case may be.
- 5.2 Clause 5.1 shall not apply in connection with any decision or action relating to a Reserved Matter:
- 5.2.1 approved in the Business Plan relating to the Company then in force;
 - 5.2.2 which has been properly delegated in accordance with this Agreement to a particular Board or person; or
 - 5.2.3 to the extent the same decision has been taken by the Council in accordance with an agreement between the Council and the relevant Company,

and in those circumstances only, the approval or consent of the Council or HoldCo (as the case may be) shall be deemed to have been given.

- 5.3 Any variation to the list of Reserved Matters must be approved by the Council in writing. For the avoidance of doubt, the Reserved Matters may be varied and/or replaced in part or entirely, by the Council at its absolute discretion and any such variation and/or replacement shall take effect upon the Council giving notice to the Companies of the fact.
- 5.4 In relation to a Teckal Company, if the Council Directors notify the Board in writing that they consider a particular matter (not currently a Reserved Matter) is sufficiently important to the Council to justify it being classed as a Reserved Matter, then the matter shall become a Reserved Matter and governed by clause 5.1.
- 5.5 If any agreement between the Council and a Company is validly varied in accordance with its terms, the relevant sections of the Business Plan(s) shall be deemed amended on and with effect from the date of the variation of the agreement to the extent (but only to the extent) such amendment is necessary to ensure that the Business Plan(s) is/are fully consistent, and does not conflict, with the terms of that agreement.
- 5.6 With the exception of (1) the Reserved Matters (including any additional matters referred to the Council pursuant to clause 5.4), (2) the Business Plans then in force, (3) this Agreement and (4) any agreements between the Council and a Company:

- 5.6.1 the HoldCo Business and all day-to-day affairs of HoldCo shall be managed by the HoldCo Board;
- 5.6.2 each SPV Business and all day-to-day affairs of each SPV shall be managed by the relevant SPV Board;
- 5.6.3 the Directors shall determine the general policies of the Company and the manner in which its business is to be carried out; and
- 5.6.4 the Directors shall exercise all voting rights and other powers of control available to them in relation to the Company so as to procure (in so far as they are able in the exercise of such rights and power) that, at all times during the term of this Agreement, the Company shall:
 - (a) carry on and conduct its business and affairs in a proper and efficient manner, for its own benefit and in accordance with good business practices; and
 - (b) transact all its business on arm's length terms.
- 5.7 Each Company shall, if it requires any approval, consent or licence from a person other than the Council for the carrying on of its Business in the manner in which it is from time to time carried on or proposed to be carried on, use all reasonable endeavours to obtain and maintain the same in full force and effect.
- 5.8 Any Director may at any time discuss the affairs, finances and accounts of the Company with any Council as ultimate shareholder (and any person acting with delegated authority on its behalf) . All books, records, accounts and documents relating to the business and the affairs of each Company (collectively Relevant Information) shall be open to the inspection of the Council or any such person acting with that delegated authority, who shall be entitled to make any copies of that Relevant Information as it, he or she deems appropriate to keep the Council properly informed about the business and affairs of each Company or to protect its interests as ultimate owner of each Company. The Council or any person acting with delegated authority on its behalf may share Relevant Information to others within the Council where there is an established need to know. Any confidential information secured as a consequence of such discussions and examinations shall be kept confidential by the Council and such person(s) as receive it in accordance with the terms of clause 14.
- 5.9 Each Company shall maintain effective and appropriate control systems in relation to the financial, accounting and record-keeping functions of the Company and will generally keep the Council informed of the progress of its business and affairs and in particular will procure that the Council is given such information and such access to the officers, employees and premises of the Companies as it may reasonably require for the purposes of enabling it to monitor its investment in the Companies and to comply with its obligations under the Prudential Code for Local Authorities.
- 5.10 Each Company shall itself comply with and assist the Council in complying with its statutory obligations including in relation to propriety, governance, public procurement or subsidy control in force from time to time and any other legal obligations insofar as such obligations arise from the Company's legal or contractual relationship with the Council. No Company shall engage in any political lobbying or other political activity.
- 5.11 The Council and HoldCo shall take all such steps and do all such acts and things as may be necessary or desirable, including, without limitation, exercising all voting and other rights and powers of control available to it, in relation to each Company so as to procure (insofar as it is able to do so by the exercise of those rights and powers) that at all times during the term of this Agreement:
 - 5.11.1 each Company is managed in accordance with the objectives and provisions of this Agreement; and
 - 5.11.2 each Company performs and complies with all obligations on its part under this Agreement and the Articles.

6 THE BOARD OF DIRECTORS

- 6.1 The Directors of each Company shall be appointed and shall conduct their dealings in accordance with its Articles and this Agreement.
- 6.2 On the appointment of a Council Director in accordance with the Articles, the Board of that Company shall issue to that person a letter of appointment in the form or substantially in the form contained in Schedule 3 together with a summary of a Director's duties in relation to the Company.
- 6.3 Each Company shall review its Board every year in consultation with the Council to ensure that the composition and membership of the Board is such that it has the ability to sufficiently understand the Company's obligations and make sufficiently robust decisions in relation to those obligations. Nothing in this clause shall require the Council to accept any proposals made by a Company in relation to its Board or to appoint or remove a given Director, and nothing shall limit the Council's rights of appointment and removal of Directors in this Agreement and each Company's Articles.
- 6.4 The Shareholder Representative and any other Council officer notified to the Board in writing in advance of notice for a Board meeting being given to the Directors shall have the right as an observer only to attend (but not speak or vote at) that Board meeting and receive papers in relation to the meeting at the same time as those papers are given to the Directors.
- 6.5 All Board Meetings shall be held at the registered office of the Company.

7 FINANCE FOR THE COMPANY

- 7.1 If a Company requires additional capital:
- 7.1.1 the Company may request such capital from the Council provided that the Council shall not be obliged to provide any guarantee or security in respect of any indebtedness of the Company or to put up the finance concerned; and
- 7.1.2 if the Council is not providing that additional capital, the Company shall endeavour to obtain it from a third party lender on the best terms which could reasonably be expected to be obtained in the open market provided that the Council shall not be obliged to provide any guarantee or security in respect of any indebtedness of the Company.

8 PRODUCTION OF ACCOUNTS

- 8.1 The Company shall instruct its auditors or accountants (as applicable) to prepare and audit a balance sheet of the Company, as at the Annual Accounts Date each year and a consolidated profit and loss account of the Company, for the 12 month financial period ending on the Annual Accounts Date each year to be presented to the Company's shareholder within 3 calendar months after the end of the period to which such accounts relate. The balance sheet and profit and loss account will be accompanied by an annual report.
- 8.2 All accounts referred to in this clause shall be prepared in pounds sterling and in accordance with applicable law and generally accepted accounting standards, principles and practices in the United Kingdom.

9 ANTI-CORRUPTION

- 9.1 In this clause:

Adequate Procedures means adequate procedures, as referred to in section 7(2) of the Bribery Act 2010 and any guidance issued by the Secretary of State under section 9 of the Bribery Act 2010

Associated Person means in relation to a party to this Agreement, any person (including an officer, employee, agent or subsidiary) who performs services for or on behalf of that party

Corrupt Activity means extortion, fraud, deception, collusion, cartels, abuse of power, embezzlement, trading in influence, money-laundering or any similar activity including without limitation any activity, practice or conduct which would constitute an offence under sections 1, 2 or 6 Bribery Act

- 9.2 Each party declares and undertakes to the other parties that:
- 9.2.1 it has not and will not in relation to the Company or the operation of the Business, engage in any Corrupt Activity;
 - 9.2.2 it will not authorise or acquiesce in or turn a blind eye to, any Corrupt Activity;
 - 9.2.3 it has and will maintain in place, or in the case of each Company it will put and maintain in place, Adequate Procedures designed to prevent any Associated Person from undertaking any conduct that would give rise to an offence under section 7 of the Bribery Act 2010;
 - 9.2.4 it has not and will not engage in any activity, practice or conduct which could place a Company or any other party in breach of section 7(1) Bribery Act;
 - 9.2.5 from time to time, at the reasonable request of the other party, it will confirm in writing that it has complied with its undertakings under this clause 9.2 and will provide any information reasonably requested by the other party in support of such compliance; and
 - 9.2.6 it will ensure that its Associated Persons will comply with its commitments under this clause 9.
- 9.3 Breach of any of the undertakings in this clause shall be deemed to be a material breach of this Agreement.

10 DEALINGS IN SHARES, NEW SHAREHOLDERS AND NEW COMPANIES

- 10.1 No Company shall create any Encumbrance over, transfer, or otherwise dispose of or give any person any rights in or over any share in its capital unless it is:
- 10.1.1 permitted under this Agreement (and in particular Schedule 1) and its Articles; and/or
 - 10.1.2 carried out in accordance with the terms of this Agreement and its Articles.
- 10.2 Admitting a person as a new shareholder or member of any Company is a Reserved Matter and shall also be subject to such person executing a Deed of Adherence. Should a Company wish to admit a new shareholder or new member, the Board of such Company must procure that Deed of Adherence is signed and the prior written consent of the Council is obtained, prior to such new shareholder or member being admitted.
- 10.3 The Council and HoldCo shall procure that any new Company shall execute a Deed of Adherence to this Agreement as soon as reasonably practicable following incorporation of that Company and in any event prior to it starting business operations.

11 CONFLICT WITH THE ARTICLES

- 11.1 In the event of any ambiguity or discrepancy between the provisions of this Agreement and the Articles, it is the intention of the parties that the provisions of this Agreement shall prevail. Accordingly, each party (so far as each is able) shall take all such steps and do all such acts and things as may be necessary or desirable, including, without limitation, exercising all voting and other rights and powers of control available to it in relation to the Company, so as to give effect to the provisions of this Agreement and shall further if necessary procure (insofar as it is able to do so by the exercise of those rights and powers) any required amendment to the Articles.

12 NO FETTER

- 12.1 Nothing in this Agreement shall operate to bind the Company to the extent that it constitutes an unlawful fetter on any statutory power of the Company (but this shall not affect the validity of the relevant provision as between the other parties to this Agreement or the respective obligations of such other parties as between themselves under clause 11).

13 DURATION AND TERMINATION

- 13.1 This Agreement shall continue in full force and effect, unless otherwise agreed in writing by the Council until the earlier of the following events:

13.1.1 each of the parties agrees in writing to terminate this Agreement; and

13.1.2 in relation to a specific Company (but without affecting the continuation of the Agreement for other parties), an effective resolution has been passed or a binding order has been made for the winding up of that Company,

and provided that this Agreement shall cease to have effect as regards any Company who ceases to be directly or indirectly wholly-owned by the Council, except for any provisions which are expressed to continue in force thereafter.

- 13.2 Termination of this Agreement pursuant to this clause shall not release any party from any liability which at the time of termination has already accrued to another party or which may accrue after termination of this Agreement in respect of any act or omission prior to such termination.

- 13.3 Upon termination of this Agreement pursuant to clause 13.1 the parties shall do all such acts and things as are necessary to procure (so far as they are able) (including, without limitation, the holding of a general meeting of the Company and the passing of appropriate shareholder resolutions) that the Company be wound up.

14 CONFIDENTIALITY

- 14.1 This clause applies to **Confidential Information**, which shall mean:

14.1.1 all information of a confidential nature disclosed (whether in writing, verbally or by any other means and whether directly or indirectly) by one party to another party whether before or after the date of this Agreement; and

14.1.2 any information concerning the business affairs of one party or other information confidential to that party which one of the other parties learns as a result of the relationship between the parties pursuant to this Agreement; Including any information relating to any party's products, operations, processes, plans or intentions, product information, know how, design rights, trade secrets, market opportunities and business affairs.

- 14.2 In this clause, in relation to a particular item of Confidential Information:

14.2.1 the **Disclosing Party** means the party by whom (or on whose behalf) that Confidential Information is disclosed or (where there is no such disclosure) the party to whom the Confidential Information relates, or to whom the Confidential Information is proprietary or who otherwise desires that the confidentiality of the Confidential Information is respected; and

14.2.2 the **Receiving Party** means the other party.

- 14.3 During the term of this Agreement and after termination of this Agreement for any reason whatsoever, the Receiving Party shall:

14.3.1 keep the Confidential Information confidential;

- 14.3.2 not disclose the Confidential Information to any other person other than with the prior written consent of the Disclosing Party or in accordance with this clause 14; and
- 14.3.3 not use the Confidential Information for any purpose other than the performance of its obligations and the exercise of its rights under this Agreement.
- 14.4 Notwithstanding clause 14.3, the Receiving Party may disclose Confidential Information as follows:
 - 14.4.1 to its professional advisers (each, a **Recipient**) providing the Receiving Party ensures that each Recipient is made aware of and complies with all the Receiving Party's obligations of confidentiality under this Agreement as if the Recipient was a party to this Agreement; and
 - 14.4.2 to other parties to this Agreement, and where disclosure is required by law, by any court of competent jurisdiction or by any appropriate regulatory body.
- 14.5 This clause 14 shall not apply to any Confidential Information which:
 - 14.5.1 is at the date of this Agreement in, or at a later date comes into, the public domain other than through breach of this Agreement by the Receiving Party or any Recipient;
 - 14.5.2 was known by the Receiving Party before receipt from (or on behalf of) the Disclosing Party (or, as appropriate, before the Receiving Party learnt of the same pursuant to this Agreement) and which had not previously been obtained under an obligation of confidence; or
 - 14.5.3 subsequently comes lawfully into the Receiving Party's possession from a third party, free of any obligation of confidence.
- 14.6 Each Company acknowledges that the Council is subject to the requirements of the FOIA, the Environmental Information Regulations and other access to information and propriety controls as provided in legislation, and shall facilitate the Council's compliance with its disclosure requirements in relation to **Information** (within the meaning given in section 84 FOIA) pursuant to and in the manner provided for in clauses 14.7 and 14.10.
- 14.7 If the Council receives a **Request for Information** (within the meaning set out in the FOIA or Environmental Information Regulations, as the case may be) in relation to Information that a Company is holding and which the Council does not hold itself, the Council shall refer to the Company such Request for Information as soon as practicable and in any event within 5 Business Days of receiving the Request for Information, and the Company shall:
 - 14.7.1 provide the Council with a copy of all such Information in the form that the Council requires as soon as practicable and in any event within 10 Business Days (or such other period as the Council acting reasonably may specify) of the Council's request; and
 - 14.7.2 provide all necessary assistance as reasonably requested by the Council to enable the Council to respond to a Request for Information within the time for compliance set out in section 10 FOIA or Regulation 5 of the Environmental Information Regulations.
- 14.8 Following notification under clause 14.7, and up until such time as the Company has provided the Council with all the Information specified in clause 14.7, the Company may make representations to the Council as to whether or not or on what basis Information requested should be disclosed, and whether further information should reasonably be provided in order to identify and locate the information requested, provided always that the Council shall be responsible for determining, at its absolute discretion:
 - 14.8.1 whether Information is exempt from disclosure under the FOIA and the Environmental Information Regulations; and
 - 14.8.2 whether Information is to be disclosed in response to a Request for Information, and in no event shall the Company respond directly to a Request for Information.

14.9 The Company acknowledges that (notwithstanding the provisions of clause 14.1) the Council may, acting in accordance with the Cabinet Office's Freedom of Information Code of Practice issued under section 45 FOIA, be obliged under the FOIA or the Environmental Information Regulations to disclose Information concerning the Company:

14.9.1 in certain circumstances without consulting with the Company; or

14.9.2 following consultation with the Company and having taken its views into account.

14.10 The holding Party shall transfer to the Council any Request for Information received by it as soon as practicable and in any event within 3 Business Days of receiving it.

14.11 The Company acknowledges that any lists provided which list or outline Confidential Information are of indicative value only and that the Council may nevertheless be obliged to disclose Confidential Information in accordance with clause 14.9.

15 GENERAL

15.1 Except where this Agreement provides otherwise, each party shall pay its own costs relating to or in connection with the negotiation, preparation, execution and performance by it of this Agreement and of each agreement or document entered into pursuant to this Agreement and the transactions contemplated by this Agreement.

15.2 Except as set out in clause 5.3, no variation of this Agreement shall be valid unless it is in writing and signed by or on behalf of each of the parties.

15.3 No delay, indulgence or omission in exercising any right, power or remedy provided by this Agreement or by law shall operate to impair or be construed as a waiver of such right, power or remedy or of any other right, power or remedy.

15.4 No single or partial exercise or non-exercise of any right, power or remedy provided by this Agreement or by law shall preclude or restrict any other or further exercise of such rights, power or remedy or of any other right, power or remedy.

15.5 A waiver of a breach of any of the terms of this Agreement or of a default under this Agreement does not constitute a waiver of any other breach or default and shall not affect the other terms of this Agreement.

15.6 A waiver of a breach of any of the terms of this Agreement or of a default under this Agreement will not prevent a party from subsequently requiring compliance with the waived obligation.

15.7 The rights and remedies provided by this Agreement are cumulative and are not exclusive of any rights, powers or remedies provided by law.

15.8 The provisions of this Agreement insofar as they have not been performed at Completion shall remain in full force and effect notwithstanding Completion.

15.9 If any provision of this Agreement is or becomes illegal, invalid or unenforceable under the law of any jurisdiction, that:

15.9.1 shall not affect or impair the legality, validity or enforceability in that jurisdiction of any other provision of this Agreement;

15.9.2 shall not affect or impair the legality, validity or enforceability under the law of any other jurisdiction of that or any other provision of this Agreement; and

15.9.3 provision shall, to the extent of such illegality, invalidity or unenforceability, be deemed severable and the remaining provisions of the Agreement and the remainder of such provision shall continue in full force and effect.

- 15.10 This Agreement, and the documents referred to in it, constitute the entire agreement and understanding between the parties and supersede any previous agreement, understanding or arrangement between the parties relating to the subject matter of this Agreement.
- 15.11 Each of the parties acknowledges and agrees that:
- 15.11.1 in entering into this Agreement, and the documents referred to in it, it does not rely on, and shall have no remedy in respect of, any statement, representation, assurance, warranty or understanding of any person (whether party to this Agreement or not) other than as expressly set out in this Agreement or those documents;
 - 15.11.2 the only remedy available to it arising out of or in connection with this Agreement or its subject matter shall be for damages for breach of contract under the terms of this Agreement; and
 - 15.11.3 nothing in this clause shall operate to limit or exclude any liability for fraud.
- 15.12 Save for a person who enters into a Deed of Adherence pursuant to clause 10, no person who is not a party to this Agreement shall have any right to enforce this Agreement or any agreement or document entered into pursuant to this Agreement pursuant to the Contracts (Rights of Third Parties) Act 1999.

16 ASSIGNMENT

- 16.1 This Agreement is personal to the parties and neither party shall assign, transfer, charge, make the subject of a trust or deal in any other manner with this Agreement or any of its rights or obligations under it, or purport to do any of the same, nor sub-contract any or all of its obligations under this Agreement without the prior written consent of the other party. Each party is entering into this Agreement for its benefit and not for the benefit of another person.

17 NO PARTNERSHIP OR AGENCY

- 17.1 Nothing in this Agreement is intended to or shall operate to create a partnership between the parties, or to authorise any party to act as agent for any other or to establish any other fiduciary relationship between the parties. No party shall have authority to act in the name or on behalf of or otherwise to bind the other party in any way (including but not limited to the making of any representation or warranty, the assumption of any obligation or liability and the exercise of any right or power).

18 NOTICES

- 18.1 Subject to clause 18.5, any notice or other communication given under this Agreement:
- 18.1.1 shall be in writing;
 - 18.1.2 shall be signed by or on behalf of the party giving it;
 - 18.1.3 shall be served by delivering it by hand or sending it by pre-paid recorded delivery or registered post (or registered airmail in the case of an address for service outside the United Kingdom to the address set out in clause 18.2 of the party due to receive it and marked for the attention of the person named in clause 18.2 (or at such other address or marked for the attention of such other person as last notified in writing to the other parties);
 - 18.1.4 shall be deemed to have been received:
 - (a) if delivered by hand, at the time of actual delivery;
 - (b) in the case of pre-paid recorded delivery or registered post, 2 Business Days after the date of posting;
 - (c) in the case of registered airmail, 5 Business Days after the date of posting; and

(d) in the case of email, upon receipt by the party to which it is given.

18.2 The addresses of the parties for the purposes of clause 18.1 are:

18.2.1 East Suffolk Council

Address: Ground Floor, West Wing, East Suffolk House, Riduna Park, Station Road, Melton, Woodbridge, IP12 1RT

For the attention of: [TITLE OF OFFICEHOLDER]

Email: [ADDRESS]

18.2.2 Any Company³

Address: Ground Floor, West Wing, East Suffolk House, Riduna Park, Station Road, Melton, Woodbridge, IP12 1RT

For the attention of: [TITLE OF OFFICEHOLDER]

Email: [ADDRESS]

18.3 To prove delivery it shall be sufficient to prove that the envelope containing the notice was addressed to the address of the relevant party set out in clause 18.2 (or as otherwise notified in writing by that party under clause 18.2) and delivered either to that address or into the custody of the postal authorities as a pre-paid recorded delivery, registered post or airmail letter, or that the notice was transmitted by email to the address of the relevant party set out in clause 18.2 (or as otherwise notified in writing by that party under clause 18.2).

18.4 In this clause if deemed receipt occurs before 9am on a Business Day the notice shall be deemed to have been received at 9am on that day, and if deemed receipt occurs after 5pm on a Business Day, or on a day which is not a Business Day, the notice shall be deemed to have been received at 9am on the next Business Day.

18.5 Notwithstanding the preceding provisions of this clause 18, email shall not be a valid means of service of any proceedings or other documents in any legal action or other method of dispute resolution.

19 COUNTERPARTS

19.1 This Agreement may be executed in any number of counterparts and by different parties on separate counterparts (which may be copies), but shall not take effect until each party has executed at least one counterpart. Each counterpart shall constitute an original, and all the counterparts together shall constitute a single agreement.

20 APPLICABLE LAW

20.1 The parties agree that this Agreement and any dispute or claim arising out of or in connection with this Agreement, its negotiation or its subject matter, or any non-contractual obligation arising in connection with the foregoing, shall be governed by and construed in accordance with English law.

20.2 Each of the parties irrevocably agrees to submit to the exclusive jurisdiction of the courts of England and Wales in relation to any claim or matter arising out of or in connection with this Agreement, its negotiation or its subject matter, or any non-contractual obligation arising in connection with the foregoing.

20.3 This Agreement has been executed on the date stated at the beginning of this Agreement.

³ Council to confirm if any Company will have different details.

SCHEDULE 1 – RESERVED MATTERS

References to Council Cabinet include the Shareholder Reference Group (if created and given delegated authority to provide the relevant Reserved Matter consent).

		Trading Companies (non-Teckal) Matter referred to -	Teckal Companies Matter referred to -
1.	Approve amendments or updates to these Reserved Matters without requiring a variation of this Agreement.	Council Cabinet	Council Cabinet
2.	Amend the Articles.	HoldCo Board (in relation to each SPV) Council Cabinet (in relation to HoldCo)	Council Cabinet
3.	Appoint or remove any Director (including terms of any settlement, compromise or severance).	HoldCo Board (other than in relation to a Council Director or where Council exercises its right to appoint or remove under the Articles)	Council Cabinet
4.	Introduce for the benefit of any current or former director or employee any incentive scheme or arrangement.	HoldCo Board	HoldCo Board
5.	Adopt or amend its Business Plan for the forthcoming three Financial Years.	HoldCo Board	Council Cabinet
6.	Make a material change to the nature or scope of its business as set out in the relevant Business Plan.	HoldCo Board	Council Cabinet
7.	Alter its name or registered office.	HoldCo Board	Council Cabinet
8.	Become resident for tax purposes, or establish a permanent establishment, in a jurisdiction other than the United Kingdom.	Council Cabinet	Council Cabinet
9.	Directly or indirectly acquire shares or any other interest in any other company or business undertaking.	Council Cabinet	Council Cabinet
10.	Amalgamate or merge with any other company or business undertaking.	Council Cabinet	Council Cabinet
11.	Form or acquire any subsidiary.	Council Cabinet	Council Cabinet
12.	Incur any borrowings (other than from the Council), raise finance or issue any loan capital.	HoldCo Board	Council Cabinet

		Trading Companies (non-Teckal) Matter referred to -	Teckal Companies Matter referred to -
		If above £100,000 (any one transaction) or £250,000 (annual aggregate per Financial Year)	If above £50,000 (any one transaction) or £100,000 (annual aggregate per Financial Year)
13.	Create any Encumbrance over the whole or any part of its business, undertaking or assets or over any of its shares (other than any such Encumbrance in favour of the Council).	HoldCo Board	Council Cabinet
14.	Allot, or agree to allot, or permit the registration (upon subscription or transfer) of any person as a shareholder/member of any Company.	Council Cabinet	Council Cabinet
15.	Issue or withdraw, or agree to issue or withdraw, any shares or other securities.	Council Cabinet	Council Cabinet
16.	Grant, or agree to grant, any rights to subscribe for, or to convert any security into, any shares or any other securities.	Council Cabinet	Council Cabinet
17.	Increase or reduce the amount of its issued share capital, grant any option or other interest over or in its share capital, redeem or purchase any of its own shares or otherwise alter, or effect any reorganisation of, its share capital.	Council Cabinet	Council Cabinet
18.	Alter any of the rights attaching to the shares in its issued share capital from time to time.	Council Cabinet	Council Cabinet
19.	Directly or indirectly participate in any partnership, consortium or joint venture.	HoldCo Board	Council Cabinet
20.	Dispose of any business or any shares.	HoldCo Board	Council Cabinet
21.	Enter into any arrangement, contract or transaction: <ul style="list-style-type: none"> not provided for in the relevant Business Plan; which is outside the normal course of its business; or which is otherwise than on arm's length terms. 	HoldCo Board If above £100,000 (any one transaction) or above £250,000 (annual aggregate per Financial Year)	Council Cabinet If above £50,000 (any one transaction) or above £100,000 (annual aggregate per Financial Year)
22.	Make any loan (other than by way of deposit with a bank or other institution the normal business of which includes the acceptance of deposits) or grant any credit (other than in the normal course of trading) or give any guarantee (other than in the normal course of trading).	HoldCo Board If above £20,000 (any one transaction) or above £250,000 (annual aggregate per Financial Year)	Council Cabinet If above £10,000 (any one transaction) or above £100,000 (annual aggregate per Financial Year)

		Trading Companies (non-Teckal) Matter referred to -	Teckal Companies Matter referred to -
23.	Apply for the listing or trading of any shares or debt securities on any stock exchange or market.	Council Cabinet	Council Cabinet
24.	Pass any resolution for its winding up or present any petition for its administration (unless it has become insolvent).	HoldCo Board	Council Cabinet
25.	Appoint any agent or intermediary to conduct the whole or any part of its business.	HoldCo Board	HoldCo Board
26.	Declare any dividend.	HoldCo Board	Council Cabinet
27.	<p>Conduct any litigation material to the Company (involving a contingent liability in excess of £[]) save for:</p> <ul style="list-style-type: none"> • the collection of debts arising in the ordinary course of business carried on by the Company; and • any application for an interim injunction or other application or action (including interim defence) which is urgently required in the best interests of the Company in circumstances in which it is not reasonably practicable to obtain prior consent. 	[HoldCo Board]	Council Cabinet

SCHEDULE 2 – DEED OF ADHERENCE

Deed of adherence dated

By [] Limited] a company incorporated in England and Wales (registered number []) whose registered office is at [] (the **Covenantor**) in favour of the persons whose names and addresses are set out in the Schedule to this Deed (the **Continuing Parties**).

Introduction

(A) This Deed is supplemental to a Shareholder Agreement dated between [NAMES] and the Company (the **Shareholder Agreement**), as amended from time to time.

Agreed terms

- 1 The Covenantor confirms that it has been given and read a copy of the Shareholder Agreement and covenants with each person named in the schedule to this Deed to perform and be bound by all the terms of the Shareholder Agreement and to perform the obligations contained in the shareholder Agreement which are expressed to be performed by [HoldCo] [an SPV] (as defined in the Shareholder Agreement), as if the Covenantor were a party to the Shareholder Agreement.
- 2 Unless the context requires otherwise, words and expressions defined in the Shareholder Agreement shall have the same meanings when used in this Deed.
- 3 This Deed shall be governed by and construed in accordance with English law.

This Deed of Adherence has been executed as a deed and is delivered and takes effect on the date stated at the beginning of it.

Schedule

[Insert names and addresses of Continuing Parties]

Execution page

[Insert execution block of new party]

SCHEDULE 3 – LETTER OF APPOINTMENT FOR A COUNCIL DIRECTOR

[on the headed notepaper of the Company]

To: [Name and address of Director]

[Date]

Dear []

[] Limited (the **Company**)

This letter contains the terms which we have discussed and agreed for your appointment as a director of the Company. Your appointment is made pursuant to and is subject to the terms and conditions set in the Shareholder Agreement dated [] (the **Agreement**) and the articles of association of the Company (the **Articles**).

You shall not be entitled to any fees or remuneration save as paid to you by East Suffolk Council (the **Council**) as your nominator or as otherwise expressly agreed in writing.

You shall be expected to attend Board meetings and general meetings (where requested) of the Company. You shall receive details of all such meetings in advance.

You shall not, whether during the appointment or after its termination, except in the proper course of your duties or as required by law, use or divulge, and shall use all reasonable endeavours to prevent the use or disclosure of, any trade or business secrets or any information concerning the business or finances of the Company or of any dealings, transactions, or affairs of the Company or any client, customer or supplier of the Company which comes to your knowledge during the course of this appointment and shall comply with the provisions of clause 14 (*Confidentiality*) of the Agreement as if it applied to you. You shall, however, be entitled to disclose information as permitted under the Agreement and the Articles.

The appointment shall automatically cease in relation to the Company in the event that: (a) you resign as a director; or (b) upon the delivery of a notice from the Council in accordance with the Agreement and the Articles removing you from office in relation to the Company. Without limitation to (a) and (b) above, in signing this letter, you acknowledge that your office is subject to the terms of the Agreement and the Articles and may be determined as permitted under the terms of the Agreement and the Articles and that upon such termination you shall vacate office in relation to the Company forthwith without raising any claim whatsoever against the Company. On termination of your appointment, you agree that you shall promptly return to the Company all papers and property of the Company which are in your possession or under your control.

Please indicate your acceptance and acknowledgement of these terms by signing the attached copy and returning it to me. I look forward to seeing you at our next Board meeting.

Yours sincerely

.....
Director, duly authorised
for and on behalf of the Company

I agree to and acknowledge the terms and conditions set out above relating to my appointment as director of the Company.

Signed

Print name

Dated

Executed as a deed by affixing) Seal
the common seal of)
EAST SUFFOLK COUNCIL)
)
)
in the presence of)
)
.....)
Authorised signatory)

Executed as a deed by)
EAST SUFFOLK HOLDINGS LIMITED)
acting by,)
a director, in the presence of) **Director**

Signature:
Name of witness:
Address:
.....
.....
Occupation of witness:

Executed as a deed by)
EAST CONSTRUCTION SERVICES)
LIMITED)
acting by,)
a director, in the presence of) **Director**

Signature:
Name of witness:
Address:
.....
.....
Occupation of witness:

Executed as a deed by)
EAST SUFFOLK PROPERTY)
INVESTMENTS LIMITED)
acting by)
a director, in the presence of) **Director**

Signature:

Name of witness:

Address:

.....

.....

Occupation of witness:

Executed as a deed by)
EAST SUFFOLK PROPERTY)
DEVELOPMENTS LIMITED)
acting by)
a director, in the presence of) **Director**

Signature:

Name of witness:

Address:

.....

.....

Occupation of witness:

Executed as a deed by)
EAST SUFFOLK SERVICES LIMITED)
acting by)
a director, in the presence of) **Director**

Signature:

Name of witness:

Address:

.....

.....

Occupation of witness:

CABINET

Tuesday, 06 September 2022

Subject	Capital Programme Review 2022/23 to 2025/26
Report by	Councillor Maurice Cook, Cabinet Member with responsibility for Resources
Supporting Officer	Brian Mew Chief Finance Officer and Section 151 Officer Brian.mew@eastsuffolk.gov.uk

Is the report Open or Exempt?	OPEN
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Category of Exempt Information and reason why it is NOT in the public interest to disclose the exempt information.	Not applicable
Wards Affected:	All Wards

Purpose and high-level overview

Purpose of Report:

The Capital Programme plays an important part in the delivery of the Council's Medium-Term Financial Strategy (MTFS), which in turn supports the East Suffolk Strategic Plan. The Council is required to agree a programme of capital expenditure for the coming four years as part of the budget setting process and the current programme for the financial years 2022/23 to 2025/26 was approved by Full Council in January 2022.

In addition, there is a need to accurately reflect the capital schemes of the recently approved Resilient Coasts Project in the programme.

The economic climate and the circumstances surrounding a number of major schemes has changed significantly since the current programme was formulated and approved. In particular, schemes in the programme are experiencing substantial inflationary cost pressures and phasing issues. Consequently, it is considered appropriate to bring forward a mid-year review of the General Fund Capital Programme for consideration by Cabinet and Full Council.

Options:

The Capital Programme forms part of the Council's Budget and Policy Framework. As an alternative to a mid-year review, the Council could delay this until the normal budget setting process which would entail approval of a revised programme in January 2023. However, without this review, it is likely that a number of revisions would require piecemeal approval by Cabinet and / or Council prior to that date.

Recommendation/s:

That the revised General Fund Capital Programme for 2022/23 to 2025/26 including revisions as shown in Appendix B be recommended for approval by Full Council.

Corporate Impact Assessment

Governance:

As set out in the Council's Financial Procedure Rules, the Chief Finance Officer is responsible for preparing and submitting capital budgets to Cabinet and Council

ESC policies and strategies that directly apply to the proposal:

- East Suffolk Council Strategic Plan
- East Suffolk Council Medium Term Financial Strategy
- East Suffolk Council Treasury Management Strategy and Treasury Management Policy
- East Suffolk Council Capital Strategy
- Annual Governance Statement
- Financial Procedure Rules

Environmental:

All projects in the Programme are intended to contribute to the Strategic Plan Priority of Caring for our environment.

Equalities and Diversity:

No direct impact from this report, where subsequent individual business cases are presented Equality Impact Assessments are prepared.

Financial:

All capital expenditure must be financed, either from external sources (Government grants and other contributions), the Council's own resources (revenue, reserves, and capital receipts) or debt (borrowing and leasing). Debt is only a temporary source of finance, since loans and leases must be repaid, and this is therefore replaced over time by other financing, usually from revenue which is known as "Minimum Revenue Provision" (MRP). Alternatively, proceeds from selling capital assets (known as capital receipts) may be used to replace debt finance.

The Council's cumulative outstanding amount of debt finance is measured by the Capital Financing Requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP. Re-phasing of the programme as outlined in this report means that the CFR is now not expected to increase significantly between 2022/23 and 2025/26, as capital projects in this timeframe will not need to be financed through borrowing. Statutory guidance is that debt should remain below the CFR.

The Council expects to comply with this in the medium term, but borrowing may need to be undertaken from 2026/27 onwards. The programme as presented does not pre-empt the realisation of capital receipts, but now includes reference to the availability of capital receipts that have been realised in respect of the former SCDC Melton Hill offices and Jubilee Beach Huts in Lowestoft.

At its meeting on 27 July 2022, Full Council approved a revised Flexible Use of Capital Receipts Strategy, under which eligible capital receipts can be used in the period 2022/23 to 2024/25 to fund transformation projects that produce long-term savings or reduce the costs of service delivery. In the revised Strategy, potential maximum use of capital receipts of £3.6m has been earmarked for use on eligible projects.

In addition, external funding is expected to be secured in respect of other major projects in the Programme, assisting the overall position and the ability of the Council to deliver on its Strategic Plan.

Human Resources:

No impacts directly arising from this report.

ICT:

No impacts directly arising from this report.

Legal:

No impacts directly arising from this report.

Risk:

No impact directly arising from this report.

External Consultees:

External consultation has been carried out on a range of individual projects and programmes within the overall Capital Programme, and a number of programmes such as the Lowestoft Flood Risk Management Project, the Resilient Coasts Project, and the Lowestoft Town Investment Plan feature programme boards which include key external stakeholders as part of their governance arrangements.

Strategic Plan Priorities

Select the priorities of the Strategic Plan which are supported by this proposal: (Select only one primary and as many secondary as appropriate)		Primary priority	Secondary priorities
T01	Growing our Economy		
P01	Build the right environment for East Suffolk	<input checked="" type="checkbox"/>	<input type="checkbox"/>
P02	Attract and stimulate inward investment	<input checked="" type="checkbox"/>	<input type="checkbox"/>
P03	Maximise and grow the unique selling points of East Suffolk	<input checked="" type="checkbox"/>	<input type="checkbox"/>
P04	Business partnerships	<input type="checkbox"/>	<input type="checkbox"/>
P05	Support and deliver infrastructure	<input checked="" type="checkbox"/>	<input type="checkbox"/>
T02	Enabling our Communities		
P06	Community Partnerships	<input type="checkbox"/>	<input type="checkbox"/>
P07	Taking positive action on what matters most	<input type="checkbox"/>	<input type="checkbox"/>
P08	Maximising health, well-being, and safety in our District	<input checked="" type="checkbox"/>	<input type="checkbox"/>
P09	Community Pride	<input type="checkbox"/>	<input type="checkbox"/>
T03	Maintaining Financial Sustainability		
P10	Organisational design and streamlining services	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P11	Making best use of and investing in our assets	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P12	Being commercially astute	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P13	Optimising our financial investments and grant opportunities	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P14	Review service delivery with partners	<input type="checkbox"/>	<input checked="" type="checkbox"/>
T04	Delivering Digital Transformation		
P15	Digital by default	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P16	Lean and efficient streamlined services	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P17	Effective use of data	<input type="checkbox"/>	<input type="checkbox"/>
P18	Skills and training	<input type="checkbox"/>	<input type="checkbox"/>
P19	District-wide digital infrastructure	<input type="checkbox"/>	<input checked="" type="checkbox"/>
T05	Caring for our Environment		
P20	Lead by example	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P21	Minimise waste, reuse materials, increase recycling	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P22	Renewable energy	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P23	Protection, education, and influence	<input type="checkbox"/>	<input checked="" type="checkbox"/>
XXX	Governance		
XXX	How ESC governs itself as an authority	<input checked="" type="checkbox"/>	<input type="checkbox"/>
How does this proposal support the priorities selected? <p>The Capital Programme forms part of the Council's Budget and Policy Framework and outlines the Council's capital investment in the assets, services, and infrastructure of the district in accordance with the key priorities and objectives of the Strategic Plan.</p>			

Background and Justification for Recommendation

1 Background facts	
1.1	The Capital Programme feeds directly into the Council's MTFS which in turn is the mechanism by which the key Strategic Plan objective of Financial Sustainability will be delivered over the medium term. The Capital Programme contributes directly

to the Council's specific actions within the Strategic Plan and identifies the financing for these projects.

2 Current position

2.1	<p>Capital expenditure within the Council is split into two main components, the General Fund Capital Programme, and the Housing Revenue Account (HRA) Capital Programme.</p> <p>The capital programme has been compiled taking account of the following main principles, to:</p> <ul style="list-style-type: none"> • maintain an affordable four-year rolling capital programme. • ensure capital resources are aligned with the Council's Strategic Plan, • maximise available resources by actively seeking external funding and disposal of surplus assets; and • not to anticipate receipts from disposals until they are realised
2.2	<p>General Fund Capital Programme Summary</p> <p>Capital expenditure relates to the acquisition of fixed assets or expenditure that adds to (and not merely maintains) the value of an existing fixed asset.</p> <p>Following the review and revisions to programme by project officers the revised capital programme is presented at:</p> <ul style="list-style-type: none"> • Appendix A :- General Fund Capital Programme 2022/23 to 2025/26 Summary, shows a summary of the capital programme and planned financing. • Appendix B :- General Fund Capital Programme Revisions 2022/23 to 2025/26, shows budget revisions to previously approved projects <p>The General Fund capital programme for 2022/23 through to 2025/26 has a total financing requirement of £273.46m which will be financed through both internal and external resources.</p> <p>The programme from 2022/23 to 2025/26 benefits from £169.24m (62%) of external grants and contributions, the use of £18.93m (6%) of reserves, the use of £5m of capital receipt (3%) and internal/external borrowing of £80.29m (29%).</p> <p>Where projects have identified external funding, if this is not secured then those projects will look to secure other funding or will not be pursued. Similarly with projects funded by borrowing these will require robust business cases to underpin the investment. Where any project is identified as having a significant borrowing requirement (over £10 million) the project business case should be presented to Council for approval prior to the borrowing being secured.</p>
2.3	<p>Housing Revenue Account (HRA) Capital Programme</p> <p>Whilst subject to many of the same current pressures as the General Fund capital programme, the HRA capital programme is essentially comprised of three large block allocations of funding to Repairs, Project Development and the New Build Programme, the management and precise allocation of which is delegated to the Cabinet and officers. There is unlikely to be any need for the approval of additional</p>

	funding at this point in the year, and consequently the HRA capital programme will not be revised until the normal budget process later in the year.
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3 How to address current situation

3.1	The General Fund Capital Programme which was previously approved by Full Council on 26 January 2022 has been updated to reflect the current required budgets and is fully detailed in the appendices to this report.
3.2	The main increases in the capital programme centre around budgets being carried from 2021/22 and updates for inflationary costs and also the opportunity to update the programme with additional projects that have been approved since January 2022.
3.3	<p>The carry forwards from 2021/22 and budget increases which are reflected in the 2022/23 revised budgets total £5.68m, new projects total £3.2m (shown below) and rephasing of 2022/23 budgets to later years being £12.14m. The net adjustment to the 2022/23 capital programme totals £-3.26m</p> <p>Additional 2022/23 projects totalling £3.2m:</p> <ul style="list-style-type: none"> • Southwold Enterprise Hub £0.6m • UK Shared Prosperity Project £0.6m (£6m 2023/24) • Pakefield Emergency/Resilient works £1.2m (£9.1m 2023/24) • Southwold North Dock Wall £0.4m • ESSL ICT Set up £0.4m (£0.1m 23/24)
3.4	The ESSL ICT set up costs were previously budgeted for in revenue from the transformation reserve which has now been transferred to capital as the purchases would be capital in nature.

4 Reason/s for recommendation

4.1	The Council's constitution requires the CFO to prepare and present to Cabinet and Full Council the Council's capital programme for approval.
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Appendices

Appendices:

Appendix A	General Fund Capital Programme 2022/23 to 2025/26 Summary
Appendix B	General Fund Capital Programme Revisions 2022/23 to 2025/26

Background reference papers:

None

General Fund Capital Programme 2022/23 to 2025/26 Summary

SUMMARY - GENERAL FUND PROGRAMME	2022/23	2022/23	2023/24	2023/24	2024/25	2024/25	2025/26	2025/26	2022/23 to 2025/26 £000	2022/23 to 2025/26 £000
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
	Original Budget	Revised Budget	Original Budget	Revised Budget	Original Budget	Revised Budget	Original Budget	Revised Budget	Original Total	Revised Total
Capital Expenditure										
Economic Development & Regeneration	4,943	5,586	11,409	17,260	10,289	10,140	9,259	9,110	35,900	42,096
Environmental Services & Port Health	406	406	50	50	50	50	50	50	556	556
Financial Services	400	400	0	0	0	0	0	0	400	400
ICT - Digital & Programme Management	527	927	450	550	250	250	250	250	1,477	1,977
Operations	18,707	13,901	34,155	32,205	34,105	30,505	505	22,305	87,472	98,916
Planning & Coastal Management	19,432	19,432	22,009	31,109	36,774	36,774	36,200	36,200	114,415	123,515
Housing Improvement	1,000	1,000	1,000	1,000	1,000	1,000	1,500	1,500	4,500	4,500
Long Term Debtors	1,000	1,500	0	0	0	0	0	0	1,000	1,500
Total Capital Expenditure	46,415	43,152	69,073	82,174	82,468	78,719	47,764	69,415	245,720	273,460
Financed By:-										
Borrowing	19,205	8,595	27,500	21,100	30,200	26,400	2,700	24,200	79,605	80,295
Capital Receipt	0	1,000	0	4,000	0	0	0	0	0	5,000
Contributions	0	0	0	0	0	0	0	0	0	0
Grants	24,210	25,534	37,218	50,379	49,363	49,214	44,259	44,110	155,050	169,237
Reserves	3,000	8,023	4,355	6,695	2,905	3,105	805	1,105	11,065	18,928
Total Financing	46,415	43,152	69,073	82,174	82,468	78,719	47,764	69,415	245,720	273,460

General Fund Capital Programme Revisions 2022/23 to 2025/26

ECONOMIC DEVELOPMENT & REGENERATION	2022/23 £000 Original Budget	2022/23 £000 Revised Budget	2023/24 £000 Original Budget	2023/24 £000 Revised Budget	2024/25 £000 Original Budget	2024/25 £000 Revised Budget	2025/26 £000 Original Budget	2025/26 £000 Revised Budget	Funding Type
Towns Fund - Delivery	143	0	149	0	149	0	149	0	EG
Towns Fund - Cultural Quarter (Phase 1)	600	600	6,000	6,000	8,640	8,640	9,110	9,110	EG/IB
Towns Fund -Station Quarter (Main Railway Building)	0	0	0	0	0	0	0	0	EG
Towns Fund -Station Quarter (Former Post & Sorting Office)	3,000	3,000	0	0	0	0	0	0	EG/IB
Towns Fund -Station Quarter (Public Realm)	0	0	830	830	0	0	0	0	EG
Towns Fund - Historic Quarter	1,000	1,000	2,210	2,210	0	0	0	0	EG
Towns Fund - Port Gateway Improvement Project	100	100	1,050	1,050	1,500	1,500	0	0	EG
Towns Fund - Seafront Vision Delivery	100	100	1,170	1,170	0	0	0	0	EG
UKSPF	0	600	0	6,000	0	0	0	0	ER/CG
Lowestoft Former Post & Sorting Office - Façade refurbishment	0	186	0	0	0	0	0	0	EG/ER
Total Budgeted Expenditure	4,943	5,586	11,409	17,260	10,289	10,140	9,259	9,110	
Financed By:-									
Internal Funding:									
Internal Borrowing	1,000	0	3,000	3,000	4,500	4,500	2,500	2,500	
Capital Receipt	0	600	0	0	0	0	0	0	
Reserve	0	0	0	0	0	0	0	0	
	1,000	600	3,000	3,000	4,500	4,500	2,500	2,500	
External Funding:									
Grants	3,943	4,986	8,409	14,260	5,789	5,640	6,759	6,610	
Contributions	0	0	0	0	0	0	0	0	
Borrowing	0	0	0	0	0	0	0	0	
	3,943	4,986	8,409	14,260	5,789	5,640	6,759	6,610	
Total Budgeted Financing	4,943	5,586	11,409	17,260	10,289	10,140	9,259	9,110	

ENVIRONMENTAL SERVICES & PORT HEALTH	2022/23 £000 Original Budget	2022/23 £000 Revised Budget	2023/24 £000 Original Budget	2023/24 £000 Revised Budget	2024/25 £000 Original Budget	2024/25 £000 Revised Budget	2025/26 £000 Original Budget	2025/26 £000 Revised Budget	Funding Type
Port Health	406	406	50	50	50	50	50	50	ER
Total Budgeted Expenditure	406	406	50	50	50	50	50	50	
Financed By:-									
Internal Funding:									
Internal Borrowing	0	0	0	0	0	0	0	0	
Capital Receipt	0	0	0	0	0	0	0	0	
Reserve	406	406	50	50	50	50	50	50	
	406	406	50	50	50	50	50	50	
External Funding:									
Grants	0	0	0	0	0	0	0	0	
Contributions	0	0	0	0	0	0	0	0	
Borrowing	0	0	0	0	0	0	0	0	
	0	0	0	0	0	0	0	0	
Total Budgeted Financing	406	406	50	50	50	50	50	50	

Funding Type Key:

CR Capital Receipt	EG External Grant
EB External Borrowing	ER Earmarked Reserve
EC External Contribution	IB Internal Borrowing

FINANCIAL SERVICES	2022/23 £000 Original Budget	2022/23 £000 Revised Budget	2023/24 £000 Original Budget	2023/24 £000 Revised Budget	2024/25 £000 Original Budget	2024/25 £000 Revised Budget	2025/26 £000 Original Budget	2025/26 £000 Revised Budget	Funding Type
Short Term Transit Site	400	400	0	0	0	0	0	0	ER
Total Budgeted Expenditure	400	400	0	0	0	0	0	0	
Financed By:-									
Internal Funding:									
Internal Borrowing	0	0	0	0	0	0	0	0	
Capital Receipt	0	0	0	0	0	0	0	0	
Reserve	400	400	0	0	0	0	0	0	
	400	400	0	0	0	0	0	0	
External Funding:									
Grants	0	0	0	0	0	0	0	0	
Contributions	0	0	0	0	0	0	0	0	
Borrowing	0	0	0	0	0	0	0	0	
	0	0	0	0	0	0	0	0	
Total Budgeted Financing	400	400	0	0	0	0	0	0	

ICT - Digital & Programme Management	2022/23 £000 Original Budget	2022/23 £000 Revised Budget	2023/24 £000 Original Budget	2023/24 £000 Revised Budget	2024/25 £000 Original Budget	2024/25 £000 Revised Budget	2025/26 £000 Original Budget	2025/26 £000 Revised Budget	Funding Type
Corporate IT Requirements	350	527	450	450	250	250	250	250	ER
Members Webcasting	177	0	0	0	0	0	0	0	ER
ESSL ICT	0	400	0	100					ER
Total Budgeted Expenditure	527	927	450	550	250	250	250	250	
Financed By:-									
Internal Funding:									
Internal Borrowing	0	0	0	0	0	0	0	0	
Capital Receipt	0	0	0	0	0	0	0	0	
Reserve	527	927	450	550	250	250	250	250	
	527	927	450	550	250	250	250	250	
External Funding:									
Grants	0	0	0	0	0	0	0	0	
Contributions	0	0	0	0	0	0	0	0	
Borrowing	0	0	0	0	0	0	0	0	
	0	0	0	0	0	0	0	0	
Total Budgeted Financing	527	927	450	550	250	250	250	250	

OPERATIONS	2022/23 £000	2022/23 £000	2023/24 £000	2023/24 £000	2024/25 £000	2024/25 £000	2025/26 £000	2025/26 £000	Funding Type
	Original Budget	Revised Budget	Original Budget	Revised Budget	Original Budget	Revised Budget	Original Budget	Revised Budget	
Bath Tap Chalets, Felixstowe	100	100	500	500	0	0	0	0	ER
Brackenbury Beach Hut replacement Handrailing	0	88	0	0	0	0	0	0	ER
Cemeteries	0	388	0	0	0	0	0	0	IB
Cliff House Chalets Felixstowe	0	10	0	0	0	0	0	0	ER
Cliff House, Felixstowe	250	250	750	750	0	0	0		IB/ER
Clifflands car park, Felixstowe	0	100	0	0	0	0	0	0	ER
Community Asset transfer fund	100	0	100	0	100	0	0	0	ER
East Point Pavilion	250	1,216	0	0	0		0		ER
Estates Management	200	500	200	500	200	500	200	500	ER
Felixstowe Beach Village	0	1,000	0	1,500	0	0	0	0	IB
Felixstowe Ferry	0	100	0	0	0	0	0	0	ER
Felixstowe Lighting	0	50	0	250	0		0		ER
Felixstowe North - Garden Neighbourhood Regeneration Project (Leisure Centre)	0	0	17,500	1,000	17,500	16,500	0	17,500	EB
Felixstowe North - Garden Neighbourhood Regeneration Project (Leisure Centre Land Purchase & Access Road)	1,500	1,000	4,500	5,000	3,000	3,000	0	0	EB
Felixstowe North - Garden Neighbourhood Regeneration Project (Infrastructure)	2,000	0	2,000	0	2,000	2,000	0	4,000	EB
Felixstowe South - Public Realm and Martello Tower	1,500	0	2,000	2,000	2,000	2,000	0	0	IB
Felixstowe Sports Hub	0	135	0	0	0	0	0	0	ER
Fishing Hut Felixstowe	0	26	0	0	0	0	0	0	ER
Footway Lighting Works - Northern (cyclical replacement)	30	30	30	30	30	30	30	30	ER
Former Deben High School Felixstowe	2,350	350	0	500	0	0	0	0	IB
Former Deben High School Felixstowe - BC	0	150	0	2,200	0	0	0	0	IB
Leisure Centres (South)	0	87	0	0	0	0	0	0	ER
Leisure Centre Lowestoft (Roof)	1,200	1,200	0	0	0	0	0	0	IB/ER
Lowestoft Beach Hut -replacement Beach Huts phase 3	500	500	100	100	0	0	0	0	IB/CR
Lowestoft Boardwalk	0	48	0	0	0	0	0	0	ER
Newcombe Road Lowestoft	0	150	0	2,800	2,800	0	0	0	EB

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Northern Car Park Works	220	200	0	0	0	0	0	0	IB
Orford Road Felixstowe Access Ramp	0	95	0	0	0	0	0	0	ER
Play Areas (District wide)	0	200	200	200	200	200	0	0	IB
Public Conveniences Programme	345	322	0	0	0	0	0	0	IB
Railway Building - Lowestoft	1,500	1,500	0	0	0	0	0	0	EB
Ravine (Jubilee) Bridge	1,000	1,000	0	0	0	0	0	0	EC/IB
Rushmere St Andrew Church Wall	0	35	0	0	0	0	0	0	ER
Seafront Gardens Beach Hut Sites & Relocations	0	495	0	0	0	0	0	0	IB
Southwold Caravan Site redevelopment	1,640	40	0	1,600	0	0	0	0	EB
Southwold Enterprise Hub	0	600	0	0	0	0	0	0	IB
Southwold Harbour - Pump out station	0	80	0	0	0	0	0	0	ER
Southwold Harbour - Visitor Moorings	450	450	0	0	0	0	0	0	ER
Southwold Harbour South Pier	150	200	6,000	6,000	6,000	6,000	0	0	EG
St Marys Church Woodbridge - Wall	0	144	0	0	0	0	0	0	ER
Operational Grounds Equipment	25	100	25	25	25	25	25	25	ER
Operational Vehicles/Equipment	250	815	250	4,250	250	250	250	250	ER/CR
Barnards Way, Lowestoft	3,000	0	0	3,000	0	0	0	0	ER/IB
Council Offices Leiston	67	67	0	0	0	0	0	0	ER
Felixstowe Beach Shower	10	10	0	0	0	0	0	0	ER
Memorial Wall Felixstowe	45	45	0	0	0	0	0	0	ER
Woodbridge Model Boat Pond	25	25	0	0	0	0	0	0	ER
Total Budgeted Expenditure	18,707	13,901	34,155	32,205	34,105	30,505	505	22,305	

Financed By:-								
Internal Funding:								
Internal Borrowing	10,365	4,205	300	7,500	200	200	0	0
Capital Receipt	0	400	0	4,000	0	0	0	0
Reserve	1,552	5,190	3,855	4,305	2,605	2,805	505	805
	11,917	9,795	4,155	15,805	2,805	3,005	505	805
External Funding:								
Grants	150	1,416	6,000	6,000	6,000	6,000	0	0
Contributions	0	0	0	0	0	0	0	0
Borrowing	6,640	2,690	24,000	10,400	25,300	21,500	0	21,500
	6,790	4,106	30,000	16,400	31,300	27,500	0	21,500
Total Budgeted Financing	18,707	13,901	34,155	32,205	34,105	30,505	505	22,305

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PLANNING & COASTAL MANAGEMENT	2022/23 £000 Original Budget	2022/23 £000 Revised Budget	2023/24 £000 Original Budget	2023/24 £000 Revised Budget	2024/25 £000 Original Budget	2024/25 £000 Revised Budget	2025/26 £000 Original Budget	2025/26 £000 Revised Budget	Funding Type
Bawdsey East Lane	35	35	0	0	0	0	0	0	EG
Coast Protection - Minor Capital Works	200	200	200	200	200	200	200	200	IB
Corton & North Corton Hybrid Scheme	200	200	7,000	7,000	7,000	7,000	0	0	EG
Lowestoft Flood Risk Management Project Phase 1 (Tidal Walls, Pluvial & Fluvial)	6,000	6,000	4,000	4,000	0	0	0	0	EG
Lowestoft Flood Risk Management Project Phase 2 (Tidal Gate)	7,907	7,907	10,809	10,809	29,574	29,574	36,000	36,000	EG
Slaughden Coast/Estuary	0	0	0	0	0		0	0	EG
Southwold Harbour Fender	0	75	0	0	0	0	0	0	IB/EG
Southwold Harbour North Wall	0	400	0	0	0	0	0	0	ER/EG
Thorpeness (Externally Funded)	3,300	3,300	0	0	0	0	0	0	EG
Thorpeness Emergency Works	0	115	0	0		0	0	0	EC/EG
Resilient Coasts Project	0	0	0	7,310	0	0	0	0	EG
Pakefield Coastal Emergency works & Resilience project	1,790	1,200	0	1,790	0	0	0	0	ER/EG
Total Budgeted Expenditure	19,432	19,432	22,009	31,109	36,774	36,774	36,200	36,200	

Financed By:-								
Internal Funding:								
Internal Borrowing	200	200	200	200	200	200	200	200
Capital Receipt	0	0	0	0	0	0	0	0
Reserve	115	1,100	0	1,790	0	0	0	0
	315	1,300	200	1,990	200	200	200	200
External Funding:								
Grants	19,117	18,132	21,809	29,119	36,574	36,574	36,000	36,000
Contributions	0	0	0	0	0	0	0	0
Borrowing	0	0	0	0	0	0	0	0
	19,117	18,132	21,809	29,119	36,574	36,574	36,000	36,000
Total Budgeted Financing	19,432	19,432	22,009	31,109	36,774	36,774	36,200	36,200

GENERAL FUND - HOUSING IMPROVEMENT	2022/23 £000	2022/23 £000	2023/24 £000	2023/24 £000	2024/25 £000	2024/25 £000	2025/26 £000	2025/26 £000	Funding Type
	Original Budget	Revised Budget	Original Budget	Revised Budget	Original Budget	Revised Budget	Original Budget	Revised Budget	
Disabled Facilities Grant	1,000	1,000	1,000	1,000	1,000	1,000	1,500	1,500	EG
Total Budgeted Expenditure	1,000	1,000	1,000	1,000	1,000	1,000	1,500	1,500	
Financed By:-									
Internal Funding:									
Internal Borrowing	0	0	0	0	0	0	0	0	
Capital Receipt	0	0	0	0	0	0	0	0	
Reserve	0	0	0	0	0	0	0	0	
	0	0	0	0	0	0	0	0	
External Funding:									
Grants	1,000	1,000	1,000	1,000	1,000	1,000	1,500	1,500	
Contributions	0	0	0	0	0	0	0	0	
Borrowing	0	0	0	0	0	0	0	0	
	1,000	1,000	1,000	1,000	1,000	1,000	1,500	1,500	
Total Budgeted Financing	1,000	1,000	1,000	1,000	1,000	1,000	1,500	1,500	

GENERAL FUND - LONG TERM DEBTORS	2022/23 £000 Original Budget	2022/23 £000 Current Budget	2023/24 £000 Revised Budget	2023/24 £000 Current Budget	2024/25 £000 Revised Budget	2024/25 £000 Revised Budget	2025/26 £000 Current Budget	2025/26 £000 Revised Budget	Funding Type
LATCO - Loan funding	1,000	1,500	0	0	0	0	0	0	IB
Total Budgeted Expenditure	1,000	1,500	0	0	0	0	0	0	
Financed By:-									
Internal Funding:									
Internal Borrowing	1,000	1,500	0	0	0	0	0	0	
Capital Receipt	0	0	0	0	0	0	0	0	
Reserve	0	0	0	0	0	0	0	0	
	1,000	1,500	0	0	0	0	0	0	
External Funding:									
Grants	0	0	0	0	0	0	0	0	
Contributions	0	0	0	0	0	0	0	0	
Borrowing	0	0	0	0	0	0	0	0	
	0	0	0	0	0	0	0	0	
Total Budgeted Financing	1,000	1,500	0	0	0	0	0	0	

2022/23 £000 Original Budget	2022/23 £000 Revised Budget	2023/24 £000 Original Budget	2023/24 £000 Revised Budget	2024/25 £000 Original Budget	2024/25 £000 Revised Budget	2025/26 £000 Original Budget	2025/26 £000 Revised Budget
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Capital Programme total	46,415	43,152	69,073	82,174	82,468	78,719	47,764	69,415
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