



**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, 13 July 2021 at 6:30pm**

In order to comply with coronavirus regulations and guidance, the number of people at this meeting will have to be restricted to only those whose attendance is reasonably necessary.

Ordinarily, East Suffolk Council encourages members of the public to attend its meetings but on this occasion would encourage the public to watch the livestream, via the East Suffolk Council YouTube channel instead at
https://youtu.be/jiJmr64_LJ0

If you do believe it is necessary for you to be in attendance we encourage you to notify Democratic Services, by email to democraticservices@eastsuffolk.gov.uk, of your intention to do so no later than 12 noon on the working day before the meeting so that the meeting can be managed in a COVID secure way and the Team can endeavour to accommodate you and advise of the necessary health and safety precautions.

However, we are not able to guarantee you a space/seat and you are advised that it may be that, regrettably, we are not able to admit you to the meeting room.

An Agenda is set out below.

Part One – Open to the Public

Pages

1 Announcements

To receive any announcements.

2 Apologies for Absence

To receive apologies for absence, if any.

3 Declarations of Interest

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

4a Minutes - May 2021

1 - 6

To confirm as a correct record the Minutes of the Meeting held on 4 May 2021

4b Minutes - June 2021

7 - 18

To confirm as a correct record the Minutes of the Meeting held on 1 June 2021

KEY DECISIONS

5 East Suffolk Council Outturn Report 2020/21 ES/0825

19 - 42

Report of the Cabinet Member with responsibility for Resources

6 Review of Place-Based Initiatives ES/0823

43 - 63

Report of the Deputy Leader and Cabinet Member with responsibility for Economic Development, and the Cabinet Member with responsibility for Communities, Leisure and Tourism

7 Results of the Task and Finish Group on Procurement ES/0824

64 - 86

Report of the Assistant Cabinet Member for Economic Development

8 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

9a Exempt Minutes - May 2021

- 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.

9b Exempt Minutes - June 2021

- 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).
- 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.

KEY DECISIONS

10 Waterlane Leisure Centre Roof Replacement

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

11 Review of Outsourcing Arrangements - Project Management Overview

- 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.

Close



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Unconfirmed



Minutes of a Meeting of the **Cabinet** held via Zoom, on **Tuesday, 4 May 2021 at 6:30pm**

Members of the Cabinet present:

Councillor Norman Brooks, Councillor Stephen Burroughes, Councillor Maurice Cook, Councillor Steve Gallant, Councillor Richard Kerry, Councillor James Mallinder, Councillor David Ritchie, Councillor Craig Rivett, Councillor Mary Rudd, Councillor Letitia Smith

Other Members present:

Councillor Paul Ashdown, Councillor Peter Byatt, Councillor Alison Cackett, Councillor Tony Cooper, Councillor Linda Coulam, Councillor John Fisher, Councillor Louise Gooch, Councillor Tracey Green, Councillor Ray Herring, Councillor Mark Jepson, Councillor Ed Thompson, Councillor Caroline Topping, Councillor Steve Wiles

Officers present: Stephen Baker (Chief Executive), Kerry Blair (Head of Operations), Emma Bloom (Head of Customer Services, Communications and Marketing), Duncan Colman (Estates Manager), Karen Cook (Democratic Services Manager), Shannon English (Political Group Support Officer (GLI)), Kathryn Hurlock (Asset and Investment Manager), Andy Jarvis (Strategic Director), Nick Khan (Strategic Director), Matt Makin (Democratic Services Officer), Sue Meeken (Political Group Support Officer (Labour)), Brian Mew (Chief Finance Officer & Section 151 Officer), Laura Mundy (Principal Planner (Policy and Delivery)), Darren Newman (Regeneration Project Manager), Agnes Ogundiran (Conservative Political Group Support Officer), Desi Reed (Planning Policy and Delivery Manager), Nicole Rickard (Head of Communities)

Others present: Dave Fergus (CGT Consulting), Colin Taylor (CGT Consulting)

1 Apologies for Absence

There were no apologies for absence.

2 Declarations of Interest

There were no declarations of interest.

3 Announcements

The Leader, referring to the Covid-19 pandemic, emphasised the need, now, to really step up in respect of testing; he referred to the ambition that everybody carries out at least two lateral flow tests per week; he emphasised that testing in this way would really help in the fight against the pandemic and he asked everybody present to encourage people to carry out tests.

4 Minutes
RESOLVED

That the Minutes of the Meeting held on 6 April 2021 be agreed as a correct record and signed by the Chairman.

5 Enabling Communities Strategy

Cabinet received report **ES/0748** by the Cabinet Member with responsibility for Communities, Leisure and Tourism which sought approval for the revised Enabling Communities Strategy 2021-2024.

Cabinet was reminded that the original Strategy was approved in 2015; it had been updated to better reflect East Suffolk Council's (ESC's) new Strategic Plan and it also took into account the Covid-19 pandemic. The Enabling Actions section had been restructured around the four priorities in the Enabling Communities theme of the Strategic Plan and the Strategy explained ESC's approach to enabling communities. It also defined the terms "communities of place" and "communities of interest" and it emphasised the importance of being data led so that resources could be targeted towards the people, communities and places that most needed help.

Cabinet was advised that the Strategy included ESC's 12 step enabling communities model and it also signposted to ESC's on-line enabling communities toolkit which included a range of ideas that communities could use to engage other members of their community in various projects. In conclusion, the Strategy provided an overview of ESC's approach and the fact that ESC was keen to enable communities, to help them to do what they wanted to do, rather than doing things to them, or for them, on their behalf.

Cabinet gave its full support for the Strategy, commenting on the work of community partnerships and how they were helping to get support to those who needed it most; Cabinet also emphasised the importance of supporting communities coming out of the pandemic.

In response to a question from the Cabinet Member with responsibility for Customer Services, ICT and Commercial Partnerships regarding any elements of communities that had not yet been reached and, if so, how that was being addressed, the Leader referred to the membership of community partnerships; he referred to ward members being members of the community partnerships and he emphasised that they should all be engaging, as they were, with their local town and parish councils. The Head of Communities added that, in addition to the role of ward members, officers had been working closely with the Suffolk Association of Local Councils (SALC) and Community Action Suffolk (CAS) in two slightly different ways. With SALC, ESC had funded a few hours of one of its officers to work with ESC to try and boost the input from rural parishes in the community partnerships; as a result of that, rural representation had been boosted. Also, CAS had developed a rural proofing toolkit, the aim being to encourage everybody to think more about the rural areas. Referring to the reach into individuals and families, the Head of Communities referred to work being undertaken to analyse the needs identified through work with clinically extremely vulnerable; a lot of intelligence had been gathered and this was giving clues about people within ESC's

communities that it wanted to reach during the coming months.

Councillor Topping praised the work of the community partnerships and highlighted in particular the work of Councillor Cloke; she also referred to the importance of the smaller parishes being involved and, in conclusion, thanked officers for defining "communities"; she referred to consultations undertaken by ESC, and engagement, and felt that the more ESC could do to make documents more understandable, the more the public would engage.

Councillor Ashdown, speaking as Chairman of a Community Partnership, emphasised the importance of ensuring that small parishes were involved.

Councillor Byatt, after giving his support for the updated Strategy, referred to inter-generational communities working together; he supported this. Councillor Byatt also referred to the references to voluntary, community and social enterprise groups, and how they worked, particularly with regard to some of the health themes; he suggested that perhaps ESC could look to try and find ways in which these groups could become part of ESC's own supply chain. In conclusion, Councillor Byatt referred to the community enablers, as referenced within the report, and noted that they would be coming to an end soon; Councillor Byatt felt that it would be a shame to lose those valuable roles in the community, if the contracts were not renewed.

Following Councillor Byatt's comments and questions, the Head of Communities felt that the comment made by Councillor Byatt about supply chains was a really good point; she added that ESC did commission voluntary sector organisations to deliver a number of pieces of work. She also referred to the CAS community enablers and said that she understood that discussions were underway in respect of extending their roles slightly, due to some unspent funding; she agreed that some of the initiatives that they had begun should be continued.

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

RESOLVED

That the revised Enabling Communities Strategy 2021-2024 be approved.

6 Adoption of Recreational Disturbance Avoidance and Mitigation Strategy Supplementary Planning Document

Cabinet received report **ES/0749** by the Cabinet Member with responsibility for Planning and Coastal Management, the purpose of which was to adopt the Recreational Disturbance Avoidance and Mitigation Strategy Supplementary Planning Document. The Cabinet Member with responsibility for Planning and Coastal Management reported that the Supplementary Planning Document supported the implementation of the Suffolk Coast Recreational Disturbance Avoidance and Mitigation Strategy, which mitigated for the impact of increased housing growth on protected Habitat Sites. The Supplementary Planning Document provided a framework for implementing the provisions set out in the Strategy, and also included information for developers and applicants to assist them in meeting the other requirements under the Conservation of Habitats and Species Regulations 2017 (as amended).

Cabinet welcomed the Strategy, applauding the measures to protect some of the most important natural environment, recognised internationally for their ecological value, which would seek to protect and enhance the unique natural environment of East Suffolk.

Councillor Byatt referred to the protected sites, and commented that the report referenced some of the sites being within 20 kilometres of ESC's boundaries; Councillor Byatt asked if ESC had any control over those sites, and if it did so, he enquired about established fees and where the money would go. It was confirmed that the zone of influence was a 13 kilometre boundary around the designated sites and the overall area of the RAMS Strategy extended across the boundaries of neighbouring authorities; as such, sites could be looked at collectively. With regard to the 20 kilometre distance, this was in relation to when looking at screening of impacts of supplementary planning documents. The funds would be collected and arrangements were still being finalised as to how they would be distributed; however, the idea was that the funds would sit in a pot and could be targeted based on where development had come forward from; they would be collectively held by the RAMS partner authorities and spent accordingly across the area where the impacts could be seen, rather than being too constrained by authority boundaries.

Councillor Gooch gave her support for the Strategy; she asked if there was a plan with regard to future development, and the levy, for people to invest in the area, ie to look after and invest in the wider community. Officers confirmed that one of the measures to be funded through the project was a Delivery Officer who would be tasked with that kind of information sharing, education and, potentially, behaviour change. There would also be wardens at sites, who would provide information leaflets and engage with people.

Councillor Topping, referring to wardens, was of the view that they should be in place long-term, and not for a short period. Councillor Topping also referred to mitigation, as referenced within the report; officers confirmed that the funding was for the period of the local plans, but there was a review built in and, as and when a new Local Plan was to come forward, the impacts would need to be reviewed and perhaps a re-calculation of the tariffs would need to take place. Also, probably every two years, checks would need to take place as to whether the tariffs that were being collected did adequately mitigate for the impacts of the increased visitors to the sites; as such, it would be a rolling project.

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

RESOLVED

1. That the Recreational Disturbance Avoidance and Mitigation Strategy Supplementary Planning Document be adopted.
2. That the Head of Planning and Coastal Management, in consultation with the Cabinet Member with responsibility for Planning and Coastal Management, be authorised to make any presentational or typographical amendments to the Recreational Disturbance Avoidance and Mitigation Strategy

7 Exempt/Confidential Items

The Leader stated 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 added, 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 reported, the Cabinet would be considering two substantive exempt matters which were outlined in agenda items 9 and 10 on the published agenda.

First, Proposed Redevelopment off Newcombe Road and Trinity Road, Lowestoft, asked Cabinet to consider the concept design and delivery of a capital scheme for the redevelopment of an asset which comprised an industrial premises and storage land situated within PowerPark, an area that covered Lowestoft's port, dock and industrial area. The redevelopment proposed to demolish the current buildings on-site and re-purpose the asset to provide 14 high specification industrial units of various sizes.

Second, Review of Outsourcing Arrangements, asked Cabinet to consider any actions it may wish to take in respect of a break clause that was coming up related to an outsourced contract.

On the proposition of Councillor Gallant, seconded by Councillor Rivett, 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 Paragraphs 3 and 4 of Part 1 of Schedule 12A of the Act.

8 Exempt Minutes

- 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).

9 Proposed Redevelopment off Newcombe Road and Trinity Road, Lowestoft

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

10 Review of Outsourcing Arrangements

- 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.

The meeting concluded at 9.35 pm.

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Chairman

Unconfirmed



Minutes of a Meeting of the **Cabinet** held via Conference Room, Riverside, on **Tuesday, 01 June 2021**
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 James Mallinder, Councillor David Ritchie, Councillor Craig Rivett, Councillor Mary Rudd, Councillor Letitia Smith

Other Members present:

Councillor Paul Ashdown, Councillor David Beavan, Councillor Peter Byatt, Councillor Judy Cloke, Councillor Linda Coulam, Councillor John Fisher, Councillor Tracey Green, Councillor Mark Jepson, Councillor Ed Thompson, Councillor Caroline Topping, Councillor Steve Wiles

Officers present:

Stephen Baker (Chief Executive), Richard Best (Collaboration and Connecting Programme Manager), Kerry Blair (Head of Operations), Karen Cook (Democratic Services Manager), Elliott Dawes (Housing Development Officer), Andrew Jarvis (Strategic Director), Ian Johns (Planner), Nick Khan (Strategic Director), Bridget Law (Housing Programme Manager), Matt Makin (Democratic Services Officer), Elizabeth Martin (Senior Design and Conservation Officer), Andrea McMillan (Principal Planner), Sue Meeken (Labour Political Group Support Officer), Brian Mew (Chief Finance Officer and Section 151 Officer), Agnes Ogundiran (Conservative Political Group Support Officer), Andrew Reynolds (Environmental Protection Manager), Lorraine Rogers (Deputy Chief Finance Officer and Deputy Section 151 Officer), Robert Scrimgeour (Principal Design and Conservation Officer), Anthony Taylor (Senior Planner), Daniel Wareing (Environmental Sustainability Officer), Paul Wood (Head of Economic Development and Regeneration)

Others present:

Dave Fergus (Consultant (item 15 only)), Colin Taylor (Consultant (item 15 only))

1 Apologies for Absence

Apologies for absence were received from Councillors Cackett and Cooper.

2 Declarations of Interest

Councillor Ritchie declared local non pecuniary interests in respect of agenda item 4, Historic Environment Supplementary Planning Document, and agenda item 5, Extensions to Existing North Lowestoft Conservation Area and Proposed Adoption of the North Lowestoft Conservation Area Appraisal, as he lived in a Listed building and he owned a small property in the Wissett Conservation Area.

Councillor Rivett declared a local non pecuniary interest in respect of agenda item 5, Extensions to Existing North Lowestoft Conservation Area and Proposed Adoption of the North Lowestoft Conservation Area appraisal, as he was the Chairman of the Heritage Action Zone.

3 Announcements

The Leader took the opportunity to wish Councillor Kerry, Cabinet Member with responsibility for Housing, a very Happy Birthday.

The Cabinet Member with responsibility for Housing announced that the Housing Team had recently submitted a bid for some rough sleeper funding from Government; he was pleased to announce that the bid had been successful and £878,088 had been secured to spend on homeless and rough sleeping initiatives. Councillor Kerry gave thanks to officers for their work.

The Cabinet Member with responsibility for Resources referred to the last management meeting of the Anglia Revenues Partnership (ARP), where it had been reported that Mr Paul Corney, the Head of ARP, would be retiring in 2022. Since that meeting, a recruitment process had been undertaken and Councillor Cook was delighted to announce that Mr Adrian Mills, the current Strategic Manager (Billing and Benefits), had been appointed to succeed Mr Corney in 2022.

The Cabinet Member with responsibility for Community Health, referring to Covid-19, encouraged everybody to take up vaccines when offered. The Leader also encouraged everybody to carry out lateral flow tests on a regular basis, and he asked members to encourage the community to do the same.

4 Historic Environment Supplementary Planning Document

Cabinet received report **ES/0770** by the Cabinet Member with responsibility for Planning and Coastal Management, who reported that the purpose of the report was to adopt the new Historic Environment Supplementary Planning Document (SPD). The purpose of the SPD was to provide guidance for those who were planning development, repairs, alterations and changes to, or that may affect, the historic environment. This SPD would not create planning policies, but rather would provide guidance to assist with the implementation of the historic environment policies contained within the East Suffolk Council (ESC) - Suffolk Coastal Local Plan (September 2020) and the ESC - Waveney Local Plan (March 2019).

The Cabinet Member with responsibility for Planning and Coastal Management reported that the SPD directly supported the delivery of Strategic Plan priority P03 by seeking to conserve and enhance East Suffolk's unique and diverse historic environment; it also supported the delivery of priority PO1 by providing guidance to support development, where appropriate, in a manner which was appropriate to conserving and enhancing the historic environment. The SPD also supported the delivery of priority PO9 as the historic environment contributed to sense of place and the richness of culture. Conserving, and re-using the historic environment would also support the delivery of priority P21 through the re-use of materials. It also provided guidance relating to installing renewable energy and improving energy efficiency in historic buildings, which would support the delivery of priority P22.

The Leader welcomed the document, stating that it drilled down into really important detail; he was pleased that it looked at the sustainability and the eco footprint of historic building too and provided good advice in that regard.

The Deputy Leader also welcomed the document, he felt that it demonstrated that ESC was able to both celebrate and protect the vital shopfronts as part of the Conservation Area.

The Cabinet Member with responsibility for the Environment gave his support for the document, he particularly welcomed the references to the environment and the leadership by ESC in encouraging all residents to deal with the climate emergency.

Councillor Byatt, after giving his support for the document, and congratulating the Team, referred to paragraph 3.4 of the report and the reference to the Design and Conservation Team intending that a stand-alone local list of historic parks and gardens would be created that would include the relevant background information of the deleted SPG6, and which would be publicly accessible; Councillor Byatt asked if timescales were known. In response, officers confirmed that work was underway and it was hoped that it would be complete by the end of the current calendar year.

Councillor Byatt also referred to paragraph 7.8 of the document itself, and the reference to ESC being supportive of measures to improve the energy efficiency of buildings but there being particular issues relating to the historic environment that property owners needed to be aware of when improving the thermal performance of their property. Councillor Byatt asked if ESC was proactive and made property owners aware of this. In response, officers confirmed that the ESC website contained a lot of information and officers were always available to answer questions and, if required, visit properties. For larger projects, there was also a pre-application service available.

The Deputy Leader referred to the work of the Culture and Heritage Programme Manager, who assisted with work related to the Heritage Action Zone, stating that she was proactive in her role, building relationships with owners of buildings within the Heritage Action Zone so that, hopefully, ESC could prevent non-traditional modifications being made. Furthermore, there were grant schemes available to assist some properties / shopfronts.

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

RESOLVED

1. That the Historic Environment Supplementary Planning Document be adopted.
2. That the Head of Planning and Coastal Management, in consultation with the Cabinet Member for Planning and Coastal Management, be authorised to make any presentational or typographical amendments to the Historic Environment Supplementary Planning Document prior to it being published.

5 Extensions to existing North Lowestoft Conservation Area and Proposed adoption of the North Lowestoft Conservation Area Appraisal

Cabinet received report **ES/0771** by the Cabinet Member with responsibility for

Planning and Coastal Management, the purpose of which was to seek the adoption of the North Lowestoft Conservation Area Appraisal with boundary changes as a Supplementary Planning Document (SPD), and to consider extensions to the Conservation Area. The SPD provided guidance on the historic significance of the area to support decision making in the development management planning process.

The SPD primarily supported T01 Growing Our Economy of the Strategic Plan, priority P03, Maximise and grow the unique selling points of East Suffolk as the document would assist in the delivery of the protection and enhancement of the natural, built and historic environment by guiding development management decisions to preserve or enhance the North Lowestoft Conservation Area.

The SPD also supported T01, Growing Our Economy, priority P01 Build the right Environment for East Suffolk, as it served to support the policies in the up to date local plans proving a strategy for growth and place making and T02, Enabling our communities, priority P09 - Community Pride, as the historic environment contributed to a sense of place and the richness of culture.

The Cabinet Member with responsibility for Planning and Coastal Management referenced the six week consultation exercise that had taken place; he stated that it was not mandatory to have a consultation exercise, but ESC did not wish to impose things on communities without seeking their views; he emphasised that several changes had been made following the consultation exercise.

The Leader, referring in particular to the history of the area, commended the document to Cabinet, and he gave thanks to officers for their work.

The Cabinet Member with responsibility for Communities, Leisure and Tourism, after giving her support for the document, referred to the many fantastic houses within Lowestoft, that were not often recognised for their historical benefit, which drew people to the area, and she welcomed this.

Councillor Coulam made reference to 102-104 High Street, and the related history; it was agreed that officers would liaise with Councillor Coulam following the meeting.

Councillor Byatt, after giving his support for the document, and thanking the Team for its work, referred to the fact that officers had written, on 26 February 2021, to Lowestoft Town Council explaining why it was intended to bring the Denes Oval into the Northern Conservation Area, and he asked if a response had been received; Councillor Byatt also referred to the Jubilee Bridge repairs work that was being undertaken and he asked who would be paying for the work. Finally, Councillor Byatt referred to the Town Hall being a significant building in the town and asked if the Town Council could re-locate there, bringing it back into public use.

The Leader, in response to the points made by Councillor Byatt, made it clear that it would not be correct for anybody present in the meeting to speak on behalf of LTC; he referred to Jubilee Bridge and stated that the negotiations, at this time, were not complete. Adding to that, and in respect of the Town Hall, the Deputy Leader advised that ESC worked closely with LTC; indeed, it was a member of the Heritage Action Zone,

and ESC provided support so that the Town Hall could come back into use as soon as possible and be a community asset and a valuable part of the town.

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

RESOLVED

1. That the North Lowestoft Conservation Area Appraisal Supplementary Planning Document be adopted.
2. That the extension of the North Lowestoft Conservation Area as shown on the map attached at Appendix B of report ES/0771 and including those properties and land included in the schedule attached at Appendix G of report ES/0771 be agreed.
3. That the Head of Planning and Coastal Management, in consultation with the Cabinet Member with responsibility for Planning and Coastal Management, be authorised to make any presentational or typographical amendments to the North Lowestoft Conservation Area Appraisal Supplementary Planning Document prior to it being published.

6 Air Quality Strategy

Cabinet received report **ES/0772** by the Cabinet Member with responsibility for the Environment, the purpose of which was to seek approval for the adoption of an Air Quality Strategy. Councillor Mallinder held up a jar and stated that in the jar he held one of the fundamentals needed for life, ie clean air; Councillor Mallinder added that this was pinched from Aldeburgh, and he commented that Aldeburgh was looking rather splendid at the moment, welcoming visitors and residents alike.

Councillor Mallinder stated that air quality was not just affected by exhaust fumes, but also in rural communities, excessive spraying by farmers could be seen, together with bonfires, removal of trees and hedges, and dust clouds that floated across the landscape.

Councillor Mallinder advised members that air pollution in the UK caused diseases and illness, and also premature death; he believed that every citizen of the planet deserved clean air and he was pleased to confirm that in East Suffolk all minimum national standards were met and the two management areas in Woodbridge and Stratford would be revoked soon.

However, Councillor Mallinder reported, ESC wanted to be better than the minimum and therefore he commissioned the Strategy last year to bring together all policies across different service areas into one coherent document. ESC wanted to build environmentally sustainable communities and air quality was and would always be a consideration of that.

Councillor Mallinder provided a reminder in that a large proportion of East Suffolk was designated as AONB and the Strategy explained how ESC would monitor air quality, ie not standing by an idling car or downloading an app, but correct scientific monitoring along with guiding residents and stakeholders to make the right decision and show leadership to prioritize clean air in policies and initiatives.

Councillor Mallinder reported that ESC would work alongside its partner organisations, businesses, schools, voluntary sectors and the public, with anti idling campaigns, rolling out electric vehicles, thinking about what was being burnt on domestic fires, feeding into the bigger discussions of low emission travel, healthy humanity, promoting environmentally sustainable communities, and never forgetting the smallest of changes in behaviours that would make a difference over time.

In conclusion, Councillor Mallinder reported that the Strategy would be a dynamic document, periodically reviewed to make sure it was fit for purpose, and he took the opportunity to thank officers for their hard work in this regard.

The Cabinet Member with responsibility for Housing welcomed the introduction of an Air Quality Strategy, and he commented on how it would demonstrate to the the public the importance that ESC placed on air quality and how it would protect the environment for everybody.

Councillor Topping, after thanking everybody involved in the production on the Strategy, gave it her full support. Councillor Topping stated that it was a document for the general public and she asked how engagement would take place. Councillor Topping also, referring to page 15 and campaign work with private motorists and the media campaign, referred to the death of Ella Adoo-Kissi-Debrah in 2013; she commented that this was a really serious issue outside of schools, and idling, and she felt that ESC needed to engage fully with members of the public in this regard. Councillor Topping also highlighted that there was a problem, locally, with busses idling. The Leader, referring to the sad death of Ella Adoo-Kiszsi-Debrah, commented that it was a very different location to anywhere in Suffolk; the levels of pollution within that neighbourhood were significantly different to anywhere in Suffolk. Referring to engagement, the Cabinet Member with responsibility for the Environment commented that it should very much be Ward Member involvement through discussions with town and parish councils and communities themselves. Also, through the Greenprint Forum, discussions would take place with schools and Suffolk County Council regarding anti idling etc.

Councillor Byatt, after thanking everybody involved in the production of the Strategy, referred to the ESC Shadow Council and debate about biomass boilers in schools and concerns in this regard and he felt that location of these was crucial. The Leader, in response, commented that it very much depended on the type, model, system etc as to whether there should be concerns.

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

RESOLVED

That the draft Air Quality Strategy set out at Appendix A be approved.

7

Confirm Appointments to Southwold Harbour Management Committee

Cabinet received report **ES/0774** by the Deputy Leader, the purpose of which was

to approve the appointment of members to the Harbour Management Committee.

After the introduction of the report by the Deputy Leader, the Leader gave his thanks to all who had been involved in the work, to put in place a Harbour Management Committee, which had been an ambition of ESC, the former Waveney District Council and Southwold Town Council for a number of years; he was pleased that the work had now come to fruition. The Leader, referring to the recent interviews, stated that he was pleased with the quality of the interviewees for the co-opted members and he reported that the places could have been filled twice-over.

The Cabinet Member with responsibility for Planning and Coastal Management, speaking as a Member that had been involved for many years, stated that he was delighted at the progress that had been made and he gave thanks for all work undertaken in the past.

Councillor Byatt was pleased that the ongoing long terms issues would finally be resolved with the establishment of the Committee; however, he commented that he had looked at the skill sets of the cabinet members and co-optees and he felt there was a gap in respect of expertise of management of marine leisure activities and he wondered if it might be worth considering co-opting another member, perhaps the local ward member, who had a lot of knowledge in this regard, who might be able to help. In response, the Leader commented that the appointees and been thoroughly considered, together with the skills audit that had been carried out, and he did not believe that there were any gaps. The Leader referred to the Stakeholders' Group, which would have the opportunity to feed in local experience and issues to the Management Committee, and perhaps that was a place for local knowledge if it was deemed necessary at the time.

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

RESOLVED

1. That the appointment of Councillor Rivett, Councillor Cook, Councillor Mallinder, Councillor Ritchie and Councillor Smith as the Cabinet Members for the Harbour Management Committee be approved.
2. That the recommendations of the Appointment Panel be approved and Alistair MacFarlane be appointed as a Co-opted Member of the Harbour Management Committee for a term of three years, David Gledhill and Richard Musgrove as Co-opted Members for the term of two years and Mike Pickles as a Co-Opted Member of the Harbour Management Committee for a term of one year.
3. That on the appointment of the above Members, the Harbour Management Committee be hereby established on 1 June 2021 and the terms of office for the Co-opted members referred to in resolution 2 above also commence on the same date.
4. That with effect from 1 June 2021, the Southwold Harbour Lands Joint Committee be disestablished.

**8 Interim review of the response by East Suffolk Council to the Covid-19 pandemic:
Recommendations from Scrutiny Committee**

Cabinet received report **ES/0775** by the Cabinet Members with responsibility for Community Health and Communities, Leisure and Tourism, which included recommendations from the Scrutiny Committee, which asked Cabinet to respond to the recommendations arising from the Scrutiny Committee review of the Council's response to the Covid-19 pandemic.

The Cabinet Members, after giving thanks to the Scrutiny Committee for its work, commented on the fast moving situation in respect of the pandemic and how many people had now received their vaccines. The Leader added that it had been some time since the Scrutiny Committee review had taken place, and the report reaching Cabinet, and he commented that much had changed and much would continue to change going forward; he was grateful for the Committee's work and of course ESC would continue to review its response going forward. The Leader added that he and the Chief Executive were regular attendees of the Local Outbreak Board and, as such, received regular updates on what was happening across the whole system; the Leader stated that he was hugely impressed with the whole system and how it had swung into action, and responded, in a flexible way as required.

Councillor Coulam, speaking as a member of the Scrutiny Committee commented on the excellent work undertaken by various service areas, together with the work of the Leader and the Cabinet Member with responsibility for Community Health, and she gave her thanks for this.

Councillor Topping, commenting how valuable local knowledge was, expressed her disappointment at the low number of people who had not set up their own emergency plans, and she suggested that perhaps ESC should engage with them in this regard. The Leader, after acknowledging the importance of emergency plans and how the Joint Emergency Planning Unit worked hard to support and encourage local town and parish councils to have their own plans, added that clearly, at the moment due to the pressure of other work, the Unit could not focus on that. The Leader did take the opportunity to suggest that ESC ward members, when attending town and parish councils, could encourage the putting together of plans.

Councillor Byatt, speaking as an opposition Leader, took the opportunity to thank the Leader for his work; he also commented that the pandemic had enriched ESC's relationship with the third sector, and he applauded the work of Community Action Suffolk.

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

RESOLVED

That the response to the seven recommendations in the Scrutiny Committee Review of the Council's response to the Covid-19 pandemic be noted.

9 **Work of the Environment Task Group**

Cabinet received report **ES/0776** by the Cabinet Member with responsibility for the Environment, the purpose of which was to advise Cabinet on the recent work of the cross-party Environment Task Group and to request confirmation that the Group was continuing to deliver on the task it was set to investigate ways to cut ESC's carbon and other harmful emissions.

The Cabinet Member with responsibility for the Environment stated that the climate emergency had enhanced ESC's commitment to the environment, with the Task Group not only focussing on carbon neutrality, but also looking at developing policy.

Councillor Mallinder referred to the work of Cabinet Members and officers, and also the work of Councillor Smith-Lyte and Councillor Gooch, working together, and he gave thanks for this. He also commented that he had noticed something quite special happening in East Suffolk; this corner of the UK was clearly focusing on the environment, not as a goal in itself, but by combining the environment into the decision making process.

Councillor Mallinder repeated the words that he often used in that it was not a binary relationship, with a tree being chosen over development, they should work together and ESC had clearly shown strong environment commitment in this regard.

Councillor Mallinder reported that the Task Group was, and would continue to focus on its primary objective of ESC reaching carbon neutrality by 2030.

Councillor Mallinder took the opportunity to highlight the work of his fellow Cabinet Members, related to their own individual portfolios, and he also highlighted the work of ward members, encouraging communities to think about the environment.

After acknowledging that there was still a lot of work to be undertaken, Councillor Mallinder highlighted the many achievements, he felt positive about the future and the differences that could be made.

Cabinet gave its thanks for the work of the Task Group and thanked the Cabinet Member with responsibility for the Environment for his chairmanship thereof. The Deputy Leader, referring to the report and the Strategic Plan, applauded the selection of the priorities which were supported by the work of the Task Group.

After giving thanks for the report, Councillor Byatt referred to paragraph 3.10 and the local energy bill; he referred to Full Council debate and asked for clarification in respect of ESC becoming an energy supplier; Councillor Byatt clarified that the intention was that ESC would become an energy generator, ie encouraging energy generation across East Suffolk. Cabinet noted the comments of Councillor Byatt.

After giving thanks to officers for their work, Councillor Topping suggested that perhaps the Task Group should meet on a more regular basis. Councillor Topping also asked if ESC engaged with other councils in respect of good practice. The Cabinet

Member with responsibility for the Environment, referring to the number of meetings, felt that by having quarterly meetings, this focussed the Task Group on the topics to be discussed; Councillor Mallinder also suggested that perhaps less talking enabled more actions to take place in a timely manner; however, extraordinary meetings could, and had, been put in place he added. Regarding good practice, Councillor Mallinder confirmed that reaching out to other councils did take place on a regular basis.

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

RESOLVED

1. That the report from the Environment Task Group be accepted and approved.
2. That it be confirmed that the Environment Task 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.

10 Appointments to Outside Bodies for 2021/22 (Executive)

Cabinet received report **ES/0777** by the Leader of the Council, the purpose of which was to consider Appointments to Outside Bodies (Executive) for the 2021/22 municipal year, as outlined at Appendix A of the report.

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

RESOLVED

1. That Councillors be appointed to those Outside Bodies listed in Appendix A for the 2021/22 Municipal Year.
2. That the Leader of the Council be authorised to fill any outstanding vacancies left unfilled by Cabinet.
3. That the Leader be granted delegated authority to make any necessary changes to the membership of the Outside Bodies for the remainder of the 2021/22 Municipal Year.

11 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 added, 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 reported, Cabinet would be considering four substantive exempt

matters which were outlined in agenda items 12 to 15 on the published agenda. First, The Ness Project – Progress Report, asked Cabinet to consider the updated financial position relating to the project to regenerate the Ness Park, one of Lowestoft's unique, historic sites, to preserve and promote the town's heritage and in this instance the North Lowestoft Action Zone.

Second, Affordable Homes Development – Elim Terrace, Lowestoft, asked Cabinet to consider a proposal to provide six new affordable homes. The tenure and housing mix had been informed by local housing needs data ensuring that ESC was providing the right homes in the right locations to serve its residents.

Third, Financial Services Resourcing, asked Cabinet to consider a proposal to strengthen and increase the resources of the Financial Services Team, which would support the delivery of a wide range of projects within the Strategic Plan, and improve governance, accountability, transparency, and decision making within the Authority.

Fourth, Review of Outsourcing Arrangements, asked Cabinet to consider a Business Case in respect of future operating arrangements of the Council.

On the proposition of Councillor Gallant, seconded by Councillor Rivett, 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 Paragraphs 1, 2, 3 and 4 of Part 1 of Schedule 12A of the Act.

12 The Ness Project - Progress Report

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

13 Affordable Homes Development – Elim Terrace, Lowestoft

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

14 Financial Services Resourcing

- 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).

15 Review of Outsourcing Arrangements

- 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.

The meeting concluded at 9:35 PM

.....
Chairman



CABINET

Tuesday, 13 July 2021

| | |
|---------------------------|---|
| Subject | East Suffolk Council Outturn Report 2020/21 |
| Report by | Councillor Maurice Cook Cabinet Member with responsibility for Resources |
| Supporting Officer | Brian Mew Chief Finance Officer and Section 151 Officer Brian.Mew@eastssuffolk.gov.uk 01394 444571 |

| | |
|-------------------------------|------|
| Is the report Open or Exempt? | OPEN |
|-------------------------------|------|

| | |
|---|----------------|
| 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 provides Cabinet with an overview of the Council's unaudited financial performance for 2020/21 in respect of the General Fund, Reserves, Housing Revenue Account (HRA), the Capital Programme and the Collection Fund.

Specific coverage of the financial implications of the Covid-19 pandemic during 2020/21 is also included in the report.

For 2020/21 the Council's General Fund realised a surplus year end position of £1.107m and this report seeks approval for this to be transferred to the Transformation Reserve. This will provide additional funding to support the delivery of the Strategic Plan. This report also seeks approval of the year end movements to and from reserves as shown in **Appendix C**.

Options:

The year-end outturn surplus could be transferred to a different earmarked reserve. The most suitable alternative would be the In-Year Savings Reserves - its purpose is to provide funding to address future budget pressures. It was anticipated for this reserve to be used (£1.728m) to balance the General Fund budget for the year. However, given the surplus position this was not required, placing the Council in a stronger than expected financial position going into 2021/22. It is therefore considered an opportunity to set aside funds in the Transformation Reserve for projects and initiatives to support the delivery of the Strategic Plan.

Recommendation/s:

Cabinet is recommended to:

1. Note the Council's draft outturn position for 2020/21 together with reserves and balances as at 31 March 2021.
2. Approve the transfers to and from reserves shown in **Appendix C**, including transfer of the £1.107m General Fund outturn surplus to the Transformation Reserve.

Corporate Impact Assessment

Governance:

The process for approval and publication of the Statement of Accounts is set out in the Accounts and Audit Regulations 2015.

Statutory amendments to the process for approval and publication of the Statement of Accounts for 2020/21 have been made in acknowledgement of the impact Covid-19 has had on Local Authorities. The date for signing and dating the draft 2020/21 Statement of Accounts is by 31 July 2021, for publication on 1 August 2021. Under normal circumstances this would have been by 31 May 2021, for publication on 1 June 2021. The deadline for the publication of the final audited accounts is 30 September 2021 (usually 31 July). On completion of the audit, the audited Accounts are reported to the Audit and Governance Committee for its consideration. The Council is currently on course for the

draft Statement of Accounts to be considered by the Audit and Governance Committee on 28 June 2021, and for the accounts to be published on 2 July 2021.

The outturn position will feed into the review and update of the Medium Term Financial Strategy, the Capital Programme and the Housing Revenue Account in the 2022/23 budget process. This will inform decisions for the 2022/23 budget which will be presented to Members for their approval and consideration during 2021/22.

As set out in the Council's Finance Procedure Rules, requests to carry forward an individual revenue budget at the end of the year of up to £0.030m, can be approved by the Chief Finance Officer. Request in excess of £0.030m require Cabinet approval.

ESC policies and strategies that directly apply to the proposal:

- East Suffolk Strategic Plan
- East Suffolk Medium Term Financial Strategy
- Capital Programme
- Housing Revenue Account
- East Suffolk Treasury Management Strategy and Treasury Management Policy
- Annual Governance Statement
- Finance Procedure Rules
- Financial Management Code

Environmental:

There are no environmental implications identified.

Equalities and Diversity:

An Equality Impact Assessment is not required as the recommendations of this report do not require changes in policy and service delivery.

Financial:

The financial implication of the proposal is to increase the funds set aside in the Transformation Reserve by £1.107m. This will provide a balance of £3.327m on this Reserve as at 31 March 2021.

Human Resources:

There are no Human Resource implications identified.

ICT:

There are no ICT implications identified.

Legal:

There are no legal implications identified.

Risk:

There are no risks identified.

| | |
|-----------------------------|-------|
| External Consultees: | None. |
|-----------------------------|-------|

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 type="checkbox"/> |
| P11 | Making best use of and investing in our assets | <input checked="" 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 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 type="checkbox"/> | <input checked="" type="checkbox"/> |
| How does this proposal support the priorities selected? The proposal to transfer the year end surplus into the Transformation Reserve is to ensure funding is available to support the delivery of the Strategic Plan. | | | |

Background and Justification for Recommendation

| 1 Background facts | |
|--------------------|---|
| 1.1 | The Council's accounts for the year ended 31 March 2021 (2020/21 year) have been prepared in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom 2020/21(the Code) issued by the Chartered Institute of Public Finance and Accountancy (CIPFA). In England and Wales, the local authority Code constitutes "proper accounting practice" under the terms of Section 21(2) of the Local Government Act 2003. |
| 1.2 | The Statement of Accounts for 2020/21 is subject to external audit review and therefore the outturn position for the Council as presented in this report is a draft position. The external auditors are due to commence their audit in October 2021. On completion of the audit, the audited Statement of Accounts will be recommended to the Audit and Governance Committee. |
| 1.3 | The Narrative Report which is a key accompanying document to the Council's Statement of Accounts provides an easy-to-follow communicating platform to engage with stakeholders. The Narrative Report assists the Council to demonstrate its achievements over the year and how well the authority is equipped to deal with the challenges and opportunities ahead. The Council's Narrative Report is published as an integral part of the Council's Statement of Accounts, a draft of which will be presented to the Audit and Governance Committee in June 2021. |
| 1.4 | <p>2020/21 has been an unprecedented year due to the Covid-19 pandemic with significant financial demands placed on the Council to support its response to the pandemic and the loss of income. However, due to the level of funding that has been received over the course of the year, the financial net impact has been significantly reduced from original estimates in the first quarter of 2020/21.</p> <p>During the year the Council was responsible for the administration of various grants and relief to business and individuals on behalf of Central Government. The Council was awarded a total of £157.8m for such schemes and paid out a total of £107.5m in 2020/21. For the majority of the schemes, the balance of funding is returned to Central Government once the scheme is closed and reconciled. The Council did also receive funding towards administration of the schemes, which exceeded £0.600m.</p> |
| 1.5 | The careful management of reserves is central to the Council's strategic financial planning process, to be able to manage expected and unforeseen events and circumstances and to ensure adequate balances are in place for East Suffolk Council. |

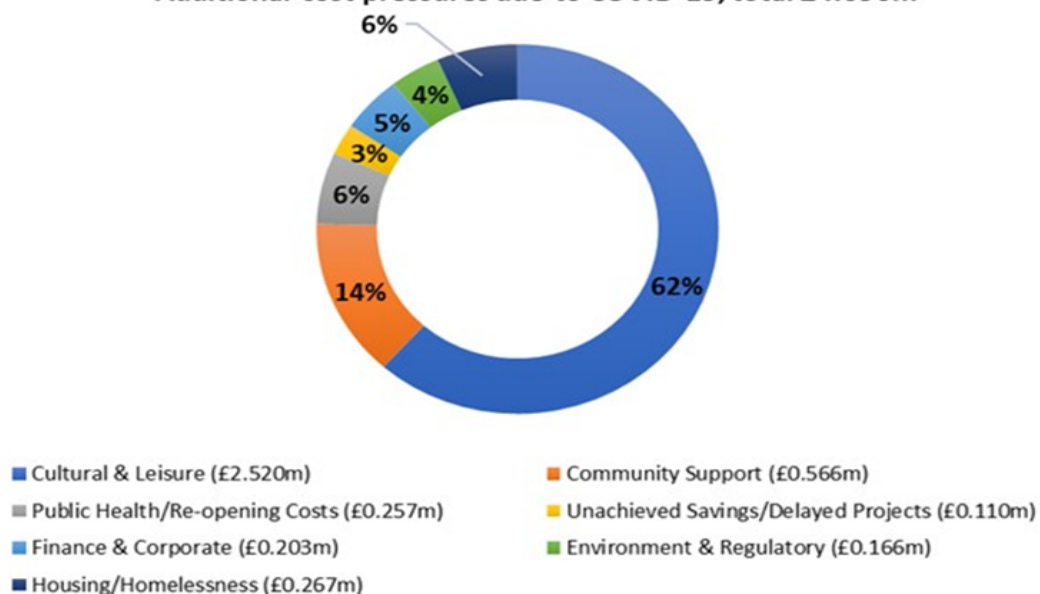
| 2 Current position | |
|--------------------|---|
| 2.1 | <p>General Fund Revenue Outturn 2020/21</p> <p>The General Fund is the main revenue fund from which the Council's services are met. The Council's net expenditure is financed from council tax and business rates income and Government Grants. The table below shows the outturn position for 2020/21, actual compared to the revised budget.</p> |

| | Original Budget 2020/21 £'000 | Revised Budget 2020/21 £'000 | Actual Outturn 2020/21 £'000 | Variance 2020/21 £'000 |
|--|--|---------------------------------------|---------------------------------------|------------------------------|
| Service Area | | | | |
| Senior and Corporate Management | 2,582 | 2,698 | 2460 | (238) |
| Economic Development and Regeneration | 1,777 | 3,638 | 728 | (2,910) |
| Financial Services, Corporate Performance and Risk | 637 | 2,191 | 1,956 | (235) |
| Revenue and Benefits | 2,322 | 2,460 | 690 | (1,770) |
| ICT | 2,596 | 2,894 | 2674 | (220) |
| Internal Audit & Corporate Investigations | 501 | 484 | 430 | (54) |
| Human Resources | 655 | 797 | 771 | (26) |
| Legal and Democratic Services | 2,312 | 2,259 | 1988 | (271) |
| Planning and Coastal Management | 2,659 | 2,585 | 1543 | (1,042) |
| Customer Services, Communications & Marketing | 2,016 | 1,891 | 1725 | (166) |
| Operations | 10,455 | 18,728 | 14,417 | (4,311) |
| Communities | 1,963 | 2,145 | (1,689) | (3,834) |
| Environmental Services and Port Health | 683 | 801 | 29 | (772) |
| Housing Services | 2,893 | 1,662 | 1,520 | (142) |
| Net Cost of Service | 34,051 | 45,233 | 29,242 | (15,991) |
| Non-Cost of Service Expenditure Adjustments | | | | |
| Direct Revenue Financing (DRF) | 1,928 | 5,727 | 4,760 | (967) |
| Revenue provision for the repayment of debt (MRP) | 1,100 | 821 | 821 | 0 |
| Recharges to the Housing Revenue Account (HRA) | (1,377) | (1,337) | (1,337) | 0 |
| Bad Debt Provision | 0 | 5 | 121 | 116 |
| Other Accounting Adjustments | 35 | 25 | 27 | 2 |
| Other Operating Expenditure | | | | |
| Town & Parish Precepts | 6,381 | 6,381 | 6,381 | 0 |
| Levies | 240 | 246 | 252 | 6 |
| Financing and Investment Income and Expenditure | | | | |
| Interest Payable | 363 | 415 | 428 | 13 |
| Interest Receivable | (800) | (800) | (1,151) | (351) |
| HRA Share of Interest Payable & Receivable | (104) | (61) | 7 | 68 |
| Investment Property Income & Expenditure | (139) | (171) | (235) | (64) |
| Other Financing Charges | 450 | 450 | 450 | 0 |
| Non-Specific Grant Income | (7,222) | (31,617) | (25,927) | 5,690 |
| Net Budget Expenditure before Reserve Movements | 34,906 | 25,317 | 13,839 | (11,478) |
| Net Movements on Reserves | 4,126 | 15,139 | 27,300 | 12,161 |
| Net Budget Expenditure After Reserve Movements | 39,032 | 40,456 | 41,139 | 683 |
| Financed By: | | | | |
| Council Tax Income (District Council) | (15,053) | (15,053) | (15,053) | 0 |
| Council Tax Income (Town & Parish Precepts) | (6,381) | (6,381) | (6,381) | 0 |
| Share of (Surplus)/Deficit on Collection Fund - Council Tax | (537) | (537) | (537) | 0 |
| Business Rates Income | (11,308) | (12,732) | (12,872) | (140) |
| Share of (Surplus)/Deficit on Collection Fund - Business Rates | (5,177) | (5,177) | (5,720) | (543) |
| Revenue Support Grant | (328) | (328) | (328) | 0 |
| Rural Services Delivery Grant | (248) | (248) | (248) | 0 |
| Total Financing | (39,032) | (40,456) | (41,139) | (683) |
| 2.2 | <p>The summary in Appendix A provides details of the key budget variances for 2020/21. The movement from the original budget to revised is as reported to Full Council in February 2021. The additional column, shows further movements from revised budget to actual, giving the surplus outturn position of £1.107m.</p> <p>The most significant variance from revised budget to actual is in relation to the financial impacts of the pandemic. This was an area of significant uncertainty and fast moving developments, and was extremely difficult to forecast, especially the economic impact on Council income streams. In addition, these impacts were ultimately significantly alleviated in-year by unprecedented levels of Government</p> | | | |

| | support to businesses, individuals, communities, and local authorities themselves. | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|--|-----------------------|------------------------|----------------------------|--|----------------------------|--------|--------------------------|-------|----------------------------------|--------|---|-------|-------|--------|------------------------|-------|-------------|-------|-------------------------------------|-------|------------------------|-------|---------------------------------|---------------|---------------------|--------------|
| 2.3 | <p>Year End Revenue Budget Carry Forwards</p> <p>For 2020/21 there are no individual revenue budget carry forward requests in excess of £0.030m which require Cabinet approval.</p> <p>Individual carry forward requests of £0.030m or less are approved by the Chief Finance Officer. These total £0.103m for 2020/21 and are detailed in Appendix B for information.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2.4 | <p>General Fund Reserves and Balances</p> <p>The Council holds a number of earmarked revenue reserves which have been established to meet known or predicted commitments, and to hold balances of grants and external funding which is committed to future year spend. The Council reviews these reserves to ensure the levels continue to be appropriate and if no longer required, are returned to the General Fund.</p> <p>The total balance on the Council's General Fund earmarked reserves at 31 March 2021 is £73.814m. This is an increase of £27.3m on the position as of 31 March 2020. However, it should be noted that as part of the year balance on reserves, over £16m has been placed in a Covid Specific Reserve which will be drawn down from 2021/22. The General Fund balance remains at £6m. Reserve balances are summarised below and are shown in more detail in Appendix C.</p> <table> <tr> <th>General Fund Reserves</th><th>31 March 2021 £'000</th></tr> <tr> <td>Earmarked Reserves:</td><td></td></tr> <tr> <td>Business Rate Equalisation</td><td>13,239</td></tr> <tr> <td>Capital Related Reserves</td><td>7,237</td></tr> <tr> <td>Community Projects & Initiatives</td><td>10,902</td></tr> <tr> <td>Corporate - Contingency, Service Requirements</td><td>7,163</td></tr> <tr> <td>COVID</td><td>16,032</td></tr> <tr> <td>Housing & Homelessness</td><td>4,227</td></tr> <tr> <td>Port Health</td><td>5,597</td></tr> <tr> <td>Regeneration & Economic Development</td><td>5,930</td></tr> <tr> <td>Service Transformation</td><td>3,488</td></tr> <tr> <td>Total Earmarked Reserves</td><td>73,815</td></tr> <tr> <td>General Fund</td><td>6,000</td></tr> </table> | General Fund Reserves | 31 March 2021 £'000 | Earmarked Reserves: | | Business Rate Equalisation | 13,239 | Capital Related Reserves | 7,237 | Community Projects & Initiatives | 10,902 | Corporate - Contingency, Service Requirements | 7,163 | COVID | 16,032 | Housing & Homelessness | 4,227 | Port Health | 5,597 | Regeneration & Economic Development | 5,930 | Service Transformation | 3,488 | Total Earmarked Reserves | 73,815 | General Fund | 6,000 |
| General Fund Reserves | 31 March 2021 £'000 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Earmarked Reserves: | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Business Rate Equalisation | 13,239 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Capital Related Reserves | 7,237 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Community Projects & Initiatives | 10,902 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Corporate - Contingency, Service Requirements | 7,163 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| COVID | 16,032 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Housing & Homelessness | 4,227 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Port Health | 5,597 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Regeneration & Economic Development | 5,930 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Service Transformation | 3,488 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total Earmarked Reserves | 73,815 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| General Fund | 6,000 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2.5 | <p>Earmarked Reserves to highlight include:</p> <ul style="list-style-type: none"> • COVID-19 Response Reserve (£16.031m) – Mainly consisting of Section 31 Grants to fund Covid related Business Rate Reliefs, Covid emergency funding, test and trace and various community support funding streams. This reserve will be utilised in 2021/22 to deal with accounting timing differences related to the pandemic, and to fund the ongoing impacts of Covid and recovery initiatives. • Business Rates Equalisation Reserve (£13.239m) – This is income from Business Rates which is set aside to equalise the fluctuations in recognising Business Rate income due to timing differences, in relation to Business Rates appeals and for | | | | | | | | | | | | | | | | | | | | | | | | | | |

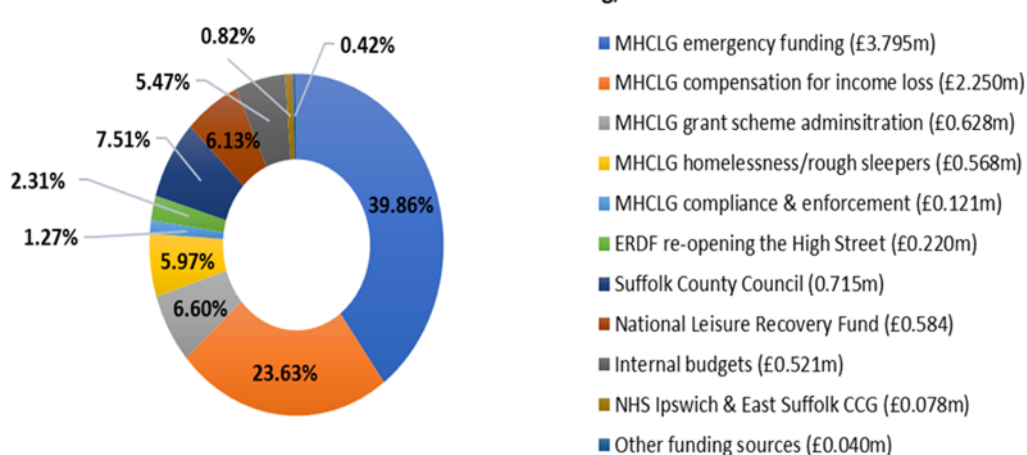
| | <p>year-end surpluses/deficits. This reserve increased by £7.358m, which was assisted by the further delay to the reform of the Business Rate system.</p> <ul style="list-style-type: none">• In-Year Savings Reserve (£4.319m) – This is in-year savings set-aside to support future year budget pressures. £0.6m of the reserve was drawn down this year to support the leisure service contract review.• Business Rate Pilot Reserve (£2.194m) – £0.479m was utilised in-year on various approved projects, notably the Felixstowe south beach & Martello Café project.• Capital Reserve (£6.012m) – This reserve provides a source of funding for capital investment projects. £2.543m was used in 2020/21.• New Homes Bonus Reserve (£6.064m) – The Council received NHB funding of £2.303m and spent £1.681m supporting various community initiatives - enabling communities project and community and strategic partnerships.• Port Health (£5.596m) – This reserve provides a source of finance to support the future investment and development of the authority’s infrastructure at the Port of Felixstowe. Port health underwent significant expansion in preparation for and immediately following the UK’s exit from the EU. The Council received over £1m in Brexit funding which was added to the reserve and will be utilised from next year. £0.8m was drawn down in the year for ICT refresh projects, including the PHILIS system which will generate future revenue from other port authorities. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|----------------------------|---|------------|------------|------------|------------------|---------|-----|--------------------------|---------|-----|-------------------|---------|-----|--------------------|---------|----|----------------------------|---------|----|------------------------|---------|----|--------------------|---------|----|--------|---------|----|-----------|---------|----|
| 2.6 | <p>Financial Impact of Covid-19</p> <p>The following two charts outline the impact of Covid-19 on the Council’s income and the additional cost pressures during the financial year. The Council also redeployed staff from business-as-usual work to assist with activities such as supporting communities and the administration and processing of business grant schemes. The value of this redeployed work is estimated to be in the region of £1m for 2020/21.</p> <div><p style="text-align: center;">ESC 2020/21 Income losses due to COVID-19, total £4.613m</p><table><thead><tr><th>Category</th><th>Value (£m)</th><th>Percentage</th></tr></thead><tbody><tr><td>Parking Services</td><td>£2.240m</td><td>48%</td></tr><tr><td>Environment & Regulatory</td><td>£0.787m</td><td>17%</td></tr><tr><td>Recycling credits</td><td>£0.635m</td><td>14%</td></tr><tr><td>Green Waste Income</td><td>£0.396m</td><td>9%</td></tr><tr><td>Commercial Property Income</td><td>£0.196m</td><td>4%</td></tr><tr><td>Planning & Development</td><td>£0.122m</td><td>3%</td></tr><tr><td>Cultural & Related</td><td>£0.200m</td><td>1%</td></tr><tr><td>Others</td><td>£0.036m</td><td>1%</td></tr><tr><td>Unlabeled</td><td>£0.200m</td><td>4%</td></tr></tbody></table></div> | Category | Value (£m) | Percentage | Parking Services | £2.240m | 48% | Environment & Regulatory | £0.787m | 17% | Recycling credits | £0.635m | 14% | Green Waste Income | £0.396m | 9% | Commercial Property Income | £0.196m | 4% | Planning & Development | £0.122m | 3% | Cultural & Related | £0.200m | 1% | Others | £0.036m | 1% | Unlabeled | £0.200m | 4% |
| Category | Value (£m) | Percentage | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Parking Services | £2.240m | 48% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Environment & Regulatory | £0.787m | 17% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Recycling credits | £0.635m | 14% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Green Waste Income | £0.396m | 9% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Commercial Property Income | £0.196m | 4% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Planning & Development | £0.122m | 3% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Cultural & Related | £0.200m | 1% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Others | £0.036m | 1% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Unlabeled | £0.200m | 4% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

ESC 2020/21
Additional cost pressures due to COVID-19, total £4.090m



Over the course of the year, various funding streams have been made available to the Council from Central Government to support the financial pressures of Covid-19. The Council has received a total of £3.917m (£0.121m in March 2020) of Government emergency funding. Of this, £1.5m has been transferred to the Covid-19 Reserve for use in 2021/22. Over £0.620m of Government funding has been received towards the administration of the various grant schemes the Council has administered on behalf of Government. A further £2.250m has been claimed from Government for compensation for the loss of income from Sales, Fees and Charges. This support is to continue for the first quarter of 2021/22. Funding was also received from other bodies, included Suffolk County Council and Ipswich and East Suffolk Clinical Commissioning Group (CCG). In total, the Council received over £9.5m of funding which is presented in the chart below.

ESC 2020/21
Sources of COVID-19 funding, total £9.520m



Of the above funding received in the year, £2.6m has been carried forward into 2021/22.

| | <p>Savings of over £0.320m have been realised in 2020/21 due to Covid, with £0.293m arising from savings on staff and member mileage and travel costs. Due to the level of funding that has been received, the financial net impact of the pandemic on the Council has been significantly reduced from original estimates in the first quarter of 2020/21, which was in the region of £8.6m. A summary of the overall impact of Covid-19 on the Council is set out in the table below and shows a net impact for the year of £1.461m.</p> <table> <tr> <th>Covid-19 Impact 2020/21</th><th>£'000</th></tr> <tr> <td>Covid funding received for cost and income pressures</td><td>(9,520)</td></tr> <tr> <td>Savings realised</td><td>(322)</td></tr> <tr> <td>Income loss due to Covid</td><td>4,613</td></tr> <tr> <td>Additional expenditure due to Covid</td><td>4,090</td></tr> <tr> <td>Covid ring-fenced funding carried forward to 2021/22</td><td>2,600</td></tr> <tr> <td>Total net impact on the General Fund</td><td>1,461</td></tr> </table> <p>During 2020/21 to date, the financial impact of Covid has been monitored and reported regularly – internally to officers and Members; to central Government via monthly returns; county-wide through the Suffolk Finance Recovery Sub Group; and through information sharing with other Suffolk Local Authorities.</p> | Covid-19 Impact 2020/21 | £'000 | Covid funding received for cost and income pressures | (9,520) | Savings realised | (322) | Income loss due to Covid | 4,613 | Additional expenditure due to Covid | 4,090 | Covid ring-fenced funding carried forward to 2021/22 | 2,600 | Total net impact on the General Fund | 1,461 |
|--|--|--------------------------------|--------------|--|---------|------------------|-------|--------------------------|-------|-------------------------------------|-------|--|-------|---|--------------|
| Covid-19 Impact 2020/21 | £'000 | | | | | | | | | | | | | | |
| Covid funding received for cost and income pressures | (9,520) | | | | | | | | | | | | | | |
| Savings realised | (322) | | | | | | | | | | | | | | |
| Income loss due to Covid | 4,613 | | | | | | | | | | | | | | |
| Additional expenditure due to Covid | 4,090 | | | | | | | | | | | | | | |
| Covid ring-fenced funding carried forward to 2021/22 | 2,600 | | | | | | | | | | | | | | |
| Total net impact on the General Fund | 1,461 | | | | | | | | | | | | | | |
| 2.7 | <p>Capital Programme 2020/21 – General Fund</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. Costs of maintaining assets (repairs and maintenance) are funded through the General Fund revenue expenditure.</p> <p>The General Fund Capital Programme outturn and financing for 2020/21 is summarised below. Internal borrowing was the main source of financing in 2020/21, providing over half the funding required.</p> | | | | | | | | | | | | | | |

| General Fund Capital Programme Outturn | | | | |
|--|--|---------------------------------------|-----------------------------|------------------------------|
| Service Area | 2020/21 Original Budget £'000 | 2020/21 Revised Budget £'000 | 2020/21 Outturn £'000 | 2020/21 Variance £'000 |
| Economic Development & Regeneration | 0 | 518 | 468 | (50) |
| Environmental Services & Port Health | 11 | 200 | 454 | 254 |
| Financial Services, Corporate Performance & Risk Mgt | 5,000 | 7,400 | 3,630 | (3,770) |
| Housing Improvements | 1,716 | 1,000 | 1,101 | 101 |
| ICT Services | 400 | 785 | 329 | (456) |
| Operations | 19,889 | 9,166 | 6,297 | (2,869) |
| Planning & Coastal Management | 14,552 | 8,093 | 9,832 | 1,739 |
| Total General Fund Capital Expenditure | 41,568 | 27,162 | 22,111 | (5,051) |
| Financed By: | | | | |
| <u>External:</u> | | | | |
| Grants | 16,940 | 10,191 | 6,845 | (3,346) |
| Contributions | 0 | 0 | 0 | 0 |
| Borrowing | 1,000 | 0 | 0 | 0 |
| <u>Internal:</u> | | | | |
| Capital Receipts | 0 | 785 | 193 | (592) |
| Borrowing | 21,422 | 11,269 | 10,313 | (956) |
| Reserves | 2,206 | 4,917 | 4,760 | (157) |
| Total General Fund Capital Financing | 41,568 | 27,162 | 22,111 | (5,051) |
| 2.8 | Capital budgets are approved for the life of the project which can span more than one financial year. Any capital budgets for a project that remain unspent at the end of the financial year are carried forward to the following year. Similarly, with projects that are ahead of the original profile, budgets can be brought forward. The key variances on the General Fund Capital Programme (actual compared to the revised budget) are set out in the table below. | | | |

| | <table><tr><th colspan="5">General Fund Capital Programme 2020/21</th></tr><tr><th colspan="5">Summary of Key Variances</th></tr><tr><td></td><td></td><td></td><td></td><td>£'000</td></tr><tr><td colspan="5"><u>Economic Development & Regeneration</u></td></tr><tr><td colspan="4">Ness Point Regeneration Project - additional works 21/22</td><td>(50)</td></tr><tr><td colspan="4"></td><td>(50)</td></tr><tr><td colspan="5"><u>Environmental Services</u></td></tr><tr><td colspan="4">Port Health Dunlin House brought forward</td><td>254</td></tr><tr><td colspan="4"></td><td>254</td></tr><tr><td colspan="5"><u>Financial Services, Corporate Performance and Risk Management</u></td></tr><tr><td colspan="4">Commercial Investment- uncommitted budget</td><td>(3,770)</td></tr><tr><td colspan="4"></td><td>(3,770)</td></tr><tr><td colspan="5"><u>Housing Improvement</u></td></tr><tr><td colspan="4">Disabled Facilities Grants (DFG's) Improvements - additional works</td><td>101</td></tr><tr><td colspan="4"></td><td>101</td></tr><tr><td colspan="5"><u>ICT Services</u></td></tr><tr><td colspan="4">Corporate IT - rephasing to 2021/21</td><td>(577)</td></tr><tr><td colspan="4">Parking Services IT set up</td><td>121</td></tr><tr><td colspan="4"></td><td>(456)</td></tr><tr><td colspan="5"><u>Operations</u></td></tr><tr><td colspan="4">Bungay Leisure Centre -slippage to 2021/22</td><td>(306)</td></tr><tr><td colspan="4">Cemeteries - budget rephased - slippage to 2021/22</td><td>(395)</td></tr><tr><td colspan="4">East Point Pavilion - slippage to 2021/22</td><td>(678)</td></tr><tr><td colspan="4">Former Deben High School - slippage to 2021/22</td><td>(600)</td></tr><tr><td colspan="4">Lowestoft Beach Huts - slippage to 2021/22</td><td>(260)</td></tr><tr><td colspan="4">Norse Vehicles - slippage to 2021/22</td><td>(456)</td></tr><tr><td colspan="4">Other minor variations - slippage to 2021/22</td><td>(174)</td></tr><tr><td colspan="4"></td><td>(2,869)</td></tr><tr><td colspan="5"><u>Planning and Coastal Management</u></td></tr><tr><td colspan="4">Lowestoft Flood Risk Management Project - advanced expenditure</td><td>1,739</td></tr><tr><td colspan="4"></td><td>1,739</td></tr><tr><td colspan="4">Total Variance on the General Fund Capital Programme (underspend) / overspend</td><td>(5,051)</td></tr></table> | General Fund Capital Programme 2020/21 | | | | | Summary of Key Variances | | | | | | | | | £'000 | <u>Economic Development & Regeneration</u> | | | | | Ness Point Regeneration Project - additional works 21/22 | | | | (50) | | | | | (50) | <u>Environmental Services</u> | | | | | Port Health Dunlin House brought forward | | | | 254 | | | | | 254 | <u>Financial Services, Corporate Performance and Risk Management</u> | | | | | Commercial Investment- uncommitted budget | | | | (3,770) | | | | | (3,770) | <u>Housing Improvement</u> | | | | | Disabled Facilities Grants (DFG's) Improvements - additional works | | | | 101 | | | | | 101 | <u>ICT Services</u> | | | | | Corporate IT - rephasing to 2021/21 | | | | (577) | Parking Services IT set up | | | | 121 | | | | | (456) | <u>Operations</u> | | | | | Bungay Leisure Centre -slippage to 2021/22 | | | | (306) | Cemeteries - budget rephased - slippage to 2021/22 | | | | (395) | East Point Pavilion - slippage to 2021/22 | | | | (678) | Former Deben High School - slippage to 2021/22 | | | | (600) | Lowestoft Beach Huts - slippage to 2021/22 | | | | (260) | Norse Vehicles - slippage to 2021/22 | | | | (456) | Other minor variations - slippage to 2021/22 | | | | (174) | | | | | (2,869) | <u>Planning and Coastal Management</u> | | | | | Lowestoft Flood Risk Management Project - advanced expenditure | | | | 1,739 | | | | | 1,739 | Total Variance on the General Fund Capital Programme (underspend) / overspend | | | | (5,051) |
|--|--|--|-----------------------------|------------------------------|--|--|--------------------------|--|---------------------------------------|-----------------------------|------------------------------|-----------------|-------|-------|-------|-------|---|-------|-----|-----|---|--|-------|-------|-------|-------|--------------------------------------|---------------|--------------|--------------|--------------|--------------------------------------|--|--|--|--|--|---|---|-----|-----|------------------------|-----|-----|-----|-------|---|--------|-------|-------|-------|---|---------------|--------------|--------------|--------------|--|--|--|--|---------|-----------------------------------|--|--|--|--|--|--|--|--|-----|--|--|--|--|-----|----------------------------|--|--|--|--|-------------------------------------|--|--|--|-------|----------------------------|--|--|--|-----|--|--|--|--|-------|--------------------------|--|--|--|--|--|--|--|--|-------|--|--|--|--|-------|---|--|--|--|-------|--|--|--|--|-------|--|--|--|--|-------|--------------------------------------|--|--|--|-------|--|--|--|--|-------|--|--|--|--|---------|---|--|--|--|--|--|--|--|--|-------|--|--|--|--|-------|--|--|--|--|----------------|
| General Fund Capital Programme 2020/21 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Summary of Key Variances | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | £'000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <u>Economic Development & Regeneration</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Ness Point Regeneration Project - additional works 21/22 | | | | (50) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | (50) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <u>Environmental Services</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Port Health Dunlin House brought forward | | | | 254 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | 254 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <u>Financial Services, Corporate Performance and Risk Management</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Commercial Investment- uncommitted budget | | | | (3,770) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | (3,770) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <u>Housing Improvement</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Disabled Facilities Grants (DFG's) Improvements - additional works | | | | 101 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | 101 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <u>ICT Services</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Corporate IT - rephasing to 2021/21 | | | | (577) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Parking Services IT set up | | | | 121 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | (456) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <u>Operations</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Bungay Leisure Centre -slippage to 2021/22 | | | | (306) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Cemeteries - budget rephased - slippage to 2021/22 | | | | (395) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| East Point Pavilion - slippage to 2021/22 | | | | (678) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Former Deben High School - slippage to 2021/22 | | | | (600) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Lowestoft Beach Huts - slippage to 2021/22 | | | | (260) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Norse Vehicles - slippage to 2021/22 | | | | (456) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Other minor variations - slippage to 2021/22 | | | | (174) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | (2,869) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <u>Planning and Coastal Management</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Lowestoft Flood Risk Management Project - advanced expenditure | | | | 1,739 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | 1,739 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total Variance on the General Fund Capital Programme (underspend) / overspend | | | | (5,051) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2.9 | <p>Capital Programme 2020/21 - Housing Revenue Account (HRA)</p> <p>A summary of the HRA Capital Programme for 2020/21 is provided in the table below. The largest area of variance against budget was in respect of the new build programme due to delays with the development of sites and the purchase of sites for development.</p> <table><tr><th colspan="5">Housing Capital Programme Outturn</th></tr><tr><th></th><th>2020/21 Original Budget £'000</th><th>2020/21 Revised Budget £'000</th><th>2020/21 Outturn £'000</th><th>2020/21 Variance £'000</th></tr><tr><td>Housing Repairs</td><td>2,865</td><td>1,574</td><td>1,693</td><td>119</td></tr><tr><td>Housing Project Development</td><td>3,967</td><td>860</td><td>866</td><td>6</td></tr><tr><td>New Build Programme</td><td>6,535</td><td>2,100</td><td>1,593</td><td>(507)</td></tr><tr><td>Total HRA Capital Expenditure</td><td>13,367</td><td>4,534</td><td>4,152</td><td>(382)</td></tr><tr><td colspan="5">HRA Capital Financing</td></tr><tr><td>Capital Receipt</td><td>0</td><td>0</td><td>987</td><td>987</td></tr><tr><td>Grants & Contributions</td><td>909</td><td>661</td><td>207</td><td>(454)</td></tr><tr><td>Revenue / Revenue Reserves</td><td>12,458</td><td>3,873</td><td>2,958</td><td>(915)</td></tr><tr><td>Total HRA Capital Financing</td><td>13,367</td><td>4,534</td><td>4,152</td><td>(382)</td></tr></table> | Housing Capital Programme Outturn | | | | | | 2020/21 Original Budget £'000 | 2020/21 Revised Budget £'000 | 2020/21 Outturn £'000 | 2020/21 Variance £'000 | Housing Repairs | 2,865 | 1,574 | 1,693 | 119 | Housing Project Development | 3,967 | 860 | 866 | 6 | New Build Programme | 6,535 | 2,100 | 1,593 | (507) | Total HRA Capital Expenditure | 13,367 | 4,534 | 4,152 | (382) | HRA Capital Financing | | | | | Capital Receipt | 0 | 0 | 987 | 987 | Grants & Contributions | 909 | 661 | 207 | (454) | Revenue / Revenue Reserves | 12,458 | 3,873 | 2,958 | (915) | Total HRA Capital Financing | 13,367 | 4,534 | 4,152 | (382) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Housing Capital Programme Outturn | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 2020/21 Original Budget £'000 | 2020/21 Revised Budget £'000 | 2020/21 Outturn £'000 | 2020/21 Variance £'000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Housing Repairs | 2,865 | 1,574 | 1,693 | 119 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Housing Project Development | 3,967 | 860 | 866 | 6 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| New Build Programme | 6,535 | 2,100 | 1,593 | (507) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total HRA Capital Expenditure | 13,367 | 4,534 | 4,152 | (382) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| HRA Capital Financing | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Capital Receipt | 0 | 0 | 987 | 987 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Grants & Contributions | 909 | 661 | 207 | (454) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Revenue / Revenue Reserves | 12,458 | 3,873 | 2,958 | (915) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total HRA Capital Financing | 13,367 | 4,534 | 4,152 | (382) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2.10 | Key variances on the HRA Capital Programme are set out below. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| HRA Capital Programme 2020/21 Summary of Key Variances | | £'000 |
|---|---|--------------|
| | Housing Repairs | |
| | Bathrooms variance | 10 |
| | Central Heating - boilers | 160 |
| | Demolitions | (40) |
| | Disabled adaptations variance | 56 |
| | Door Entry | (30) |
| | Energy efficiency works variance | 16 |
| | Kitchen replacement variance | 73 |
| | Other small variances | (18) |
| | Re-roofing variance | 44 |
| | Re-wiring | 34 |
| | St Peters Court variances | (186) |
| | | 119 |
| | Housing Project Development | |
| | Minor small variance | 6 |
| | | 6 |
| | New Build Programme | |
| | Rephasing of a development site | (507) |
| | | (507) |
| | Total Variance on the HRA Capital Programme (underspend) / overspend | (382) |
| 2.11 | Housing Revenue Account (HRA) 2020/21 The HRA is the statutory account to which the revenue costs of providing, maintaining, and managing the Council dwellings are charged. The HRA is financed by rents charged to tenants and charges for related services and facilities. The table below summarises the HRA outturn position for the year against the revised budget. The financial position of the HRA was generally impacted less by the Covid -19 pandemic than the General Fund, although rent arrears at year end have shown an increase compared with 2019/20. | |

| Housing Revenue Account Outturn Summary | | | | |
|---|-------------------------------------|------------------------------------|-----------------------------|------------------------------|
| | 2020/21 Original Budget £'000 | 2020/21 Revised Budget £'000 | 2020/21 Outturn £'000 | 2020/21 Variance £'000 |
| Income | | | | |
| Dwelling rent | (19,157) | (19,237) | (19,284) | (47) |
| Non-dwelling rents | (175) | (178) | (183) | (5) |
| Service charges and facilities | (1,239) | (1,265) | (1,242) | 23 |
| Leaseholders charges for services | (10) | (14) | (14) | 0 |
| Contributions towards expenditure | (34) | (48) | (48) | 0 |
| Reimbursement of costs | (285) | (341) | (341) | 0 |
| Interest income | (106) | (133) | (201) | (68) |
| Total Income | (21,006) | (21,216) | (21,313) | (97) |
| Expenditure | | | | |
| Repairs & maintenance | 4,318 | 4,889 | 4,969 | 80 |
| Supervision and management | 3,456 | 3,123 | 3,037 | (86) |
| Special services | 2,109 | 2,034 | 1,990 | (44) |
| Rents, rates and other charges | 102 | 141 | 146 | 5 |
| Movement in bad debt provision | 37 | 254 | 189 | (65) |
| Contribution to CDC* | 87 | 95 | 99 | 4 |
| Capital charges | 3,539 | 3,495 | 3,457 | (38) |
| Interest charges | 2,265 | 2,194 | 2,180 | (14) |
| Revenue contribution to capital | 5,410 | 1,743 | 1,159 | (584) |
| Transfers to earmarked reserves | 0 | 2,500 | 3,300 | 800 |
| Total Expenditure | 21,323 | 20,468 | 20,526 | 58 |
| Net movement on the HRA for the year | 317 | (748) | (787) | (39) |
| * Corporate and Democratic Core (CDC) | | | | |

| | |
|------|---|
| 2.12 | The Housing Revenue Account has ended the year with a £0.039m net movement to the HRA working balance. The key variances on the HRA are provided below. |
|------|---|

| Housing Revenue Account 2020/21 Summary of Key Variances | | £'000 |
|--|--|-------------|
| Description | | |
| Rephasing on the housing development programme - Direct Revenue Financing (DRF) | | (584) |
| Reduced number of dwelling rent debts written off (dwelling rents) | | (99) |
| Reduced consultancy costs relating to the development programme (special services) | | (90) |
| Reprofiling of IT consultancy fees (supervision and management) | | (87) |
| Increased return on investment income | | (67) |
| Increase to the bad debt provision was not necessary | | (64) |
| Decreased depreciation charge (capital charges) | | (30) |
| Saving on interest payable and similar charges | | (14) |
| Additional income for other rents and wayleaves (Non dwelling rents) | | (6) |
| Additional income for Gains and Losses (Capital Charges) | | (5) |
| Other minor variances (supervision and management/special services) | | (1) |
| Transfer to the Debt Repayment Reserve | | 500 |
| Transfer to new housing development reserve for rephased development programme | | 300 |
| Material cost for repair and maintenance services *1 | | 80 |
| Reduced income on dwelling rents (dwelling rent/service charges) | | 58 |
| Increased utility charges on sheltered schemes (special services) | | 30 |
| Reduced income on RTB sales (dwelling rents/service charges) | | 23 |
| Redundancy costs | | 12 |
| Increased rents, rates and other charges | | 5 |
| Total variance to in-year forecast | | (39) |

*1 The increased costs relate to unrecoverable cost relating to COVID.

| 2.13 | <p>The below table, supported by Appendix C, provides the HRA Reserve balances as at the 31 March 2021.</p> <table border="1"> <thead> <tr> <th data-bbox="288 255 459 286">HRA Reserves</th><th data-bbox="1018 219 1134 324">31 March 2021 £'000</th></tr> </thead> <tbody> <tr> <td data-bbox="288 340 603 371">HRA Earmarked Reserves:</td><td></td></tr> <tr> <td data-bbox="288 383 496 414">Hardship Reserve</td><td data-bbox="1107 383 1134 414">500</td></tr> <tr> <td data-bbox="288 425 592 456">Debt Repayment Reserve</td><td data-bbox="1070 425 1134 456">12,500</td></tr> <tr> <td data-bbox="288 468 683 499">Impairment/Revaluation Reserve</td><td data-bbox="1107 468 1134 499">255</td></tr> <tr> <td data-bbox="288 510 895 542">Municipal Mutual Insurance Limited (MMI) Reserve</td><td data-bbox="1107 510 1134 542">60</td></tr> <tr> <td data-bbox="288 553 715 584">Acquisition & Development Reserve</td><td data-bbox="1070 553 1134 584">6,300</td></tr> <tr> <td data-bbox="288 595 603 627">Total Earmarked Reserves</td><td data-bbox="1066 595 1134 627">19,615</td></tr> <tr> <td data-bbox="288 674 443 705">HRA Balance</td><td data-bbox="1082 674 1134 705">6,021</td></tr> </tbody> </table> | HRA Reserves | 31 March 2021 £'000 | HRA Earmarked Reserves: | | Hardship Reserve | 500 | Debt Repayment Reserve | 12,500 | Impairment/Revaluation Reserve | 255 | Municipal Mutual Insurance Limited (MMI) Reserve | 60 | Acquisition & Development Reserve | 6,300 | Total Earmarked Reserves | 19,615 | HRA Balance | 6,021 |
|--|--|--------------|---------------------------|--------------------------------|--|------------------|-----|------------------------|--------|--------------------------------|-----|--|----|-----------------------------------|-------|---------------------------------|---------------|--------------------|--------------|
| HRA Reserves | 31 March 2021 £'000 | | | | | | | | | | | | | | | | | | |
| HRA Earmarked Reserves: | | | | | | | | | | | | | | | | | | | |
| Hardship Reserve | 500 | | | | | | | | | | | | | | | | | | |
| Debt Repayment Reserve | 12,500 | | | | | | | | | | | | | | | | | | |
| Impairment/Revaluation Reserve | 255 | | | | | | | | | | | | | | | | | | |
| Municipal Mutual Insurance Limited (MMI) Reserve | 60 | | | | | | | | | | | | | | | | | | |
| Acquisition & Development Reserve | 6,300 | | | | | | | | | | | | | | | | | | |
| Total Earmarked Reserves | 19,615 | | | | | | | | | | | | | | | | | | |
| HRA Balance | 6,021 | | | | | | | | | | | | | | | | | | |
| 2.14 | <p>Collection Fund 2020/21</p> <p>The Collection Fund records the income from business rates and council tax and its distribution, net of an allowance for cost of collection paid to the Billing Authority (East Suffolk Council).</p> <p>Council Tax</p> <p>Council tax income finances the expenditure of Suffolk County Council, the Police and Crime Commissioner for Suffolk, East Suffolk Council and its Town and Parish Councils. During 2020/21, the in-year movement on the Council Tax Collection Account was a deficit of £4.903m. The balance on the Council Tax Collection Account as of 31 March 2021 was a deficit of £1.498m (Surplus of £3.405m in 2019/20). Central government created a Hardship Fund to provide council tax relief to vulnerable people and households to help those affected most by the economic impact of the pandemic. This relief was granted under S13A discretionary reliefs and ESC was given a Hardship Grant to compensate for the relief granted. The impact of the pandemic on local council tax reduction scheme reliefs and the council tax base has not been as great as originally estimated, and it is currently forecast that the council tax deficit position will be recovered in 2021/22.</p> <p>Business Rates</p> <p>The Council as the Billing Authority collects all non-domestic rates from local businesses and distributes these to Central Government (50%), Suffolk County Council (10%) and East Suffolk Council (40%).</p> <p>Each year, the Council must make several assumptions in January to produce the National Non-Domestic Rate (NNDR1) return, which provides an estimate for the forthcoming year. Key assumptions in arriving at the estimated amounts include the value of outstanding appeals and forecasts of growth or reduction in the business rates base of the area.</p> <p>During 2020/21 the in-year movement on the Business Rate Collection Account was a deficit of £40.997m, changing the brought forward surplus of £6.866m to a deficit of £34.131m (including the Central Government and SCC shares) as of 31 March 2021. These extremely large movements resulted from the introduction of</p> | | | | | | | | | | | | | | | | | | |

| | |
|--|---|
| | <p>very significant business rate reliefs by the Government in response to the impacts of the pandemic on businesses, particularly in respect of the retail, hospitality, and leisure sectors. The cost of these reliefs to ESC and SCC are funded by way of Section 31 Grant. Due to accounting timing differences, this funding is being carried forward in the Covid-19 Response Reserve referred to above, which will enable the Collection Fund deficits in 2021/22 to be met.</p> <p>To reduce the amounts paid as levies to Government, all the Suffolk councils have entered a pooling arrangement allowing them to retain a larger proportion of growth by reducing their individual rate of levy. For 2020/21, the benefit to the Council of participating in the Suffolk Business Rates Pool was £1.75m.</p> |
|--|---|

3 How to address current situation

| | |
|-----|---|
| 3.1 | The surplus year end position for 2020/21 needs to be transferred to a reserve. In previous years, a surplus position has been transferred to the In-Year Savings Reserve, to provide funding for future year budget gaps. In 2020 the Council launched the first Strategic Plan for East Suffolk Council, and the availability of financial resources will be fundamental to support its delivery across the five key themes. The proposal to transfer the £1.107m year-end surplus to the Transformation Reserve will assist with building a reserve for this purpose, and replenishing the reserve in respect of some significant use in 2020/21 which will generate leisure partnerships savings in the medium and long term. |
| 3.2 | The carry forward of revenue budgets will enable services to have sufficient budget available in the new financial year for commitments made in 2020/21. Revenue budget carry forward requests approved by the Chief Finance Officer will be transferred to a specific reserve to enable closer monitoring of their use throughout the year. Requests no longer required are released back to the General Fund. |
| 3.3 | The outturn position will feed into the review and update of the Medium Term Financial Strategy, Capital Programme and the Housing Revenue Account in the 2022/23 budget process. This will inform decisions for the 2022/23 budgets which will be presented to Members for their approval and consideration during 2021/22. |

4 Reason/s for recommendation

| | |
|-----|--|
| 4.1 | To give Cabinet an update on the unaudited 2020/21 outturn for the Council's revenue and capital accounts, before the audited accounts are submitted for approval to the Audit and Governance Committee. |
| 4.2 | To provide members with financial information on the Council's reserves and balances to assist in formulating budget policies for 2022/23 and beyond. |

Appendices

Appendices:

| | |
|-------------------|--|
| Appendix A | Summary of Key Budget Variances 2020/21 |
| Appendix B | Individual revenue budget carry forward requests up to £0.030m |
| Appendix C | Movement on Reserves and Balance 2020/21 |

Background reference papers:

| Date | Type | Available From |
|-------------|---|-------------------------|
| June 2021 | Final Accounts Working Papers for 2020/21 | Financial Services Team |

Summary of Key Movements 2020/21 – Original to revised Budget and revised Budget to Actual

| | Original to Revised Budget £'000 | Revised Budget to Actual £'000 | Details |
|--|---|---|--|
| <u>Operational Requirements</u> | | | |
| 2020/21 pay award | 180 | 0 | 2.75% pay award. 0.75% above original budget assumption. |
| Minimum Revenue Provision | (280) | 0 | To reflect changes to the capital programme. |
| Other net changes | 342 | (466) | various. |
| Total of key movements for operational requirements | 242 | (466) | |
| <u>Additional Income</u> | | | |
| Interest Receivable | 0 | (351) | Interest rates on short term investments and dividend income from asset investment portfolios performed better than anticipated. |
| | 0 | (351) | |
| Review of Partnership | 185 | 0 | |
| <u>Impact of Covid-19</u> | | | |
| Cost pressures | 4,940 | (1,862) | Covid-19 impact on Leisure centres was over estimated at revised budget. |
| Savings | (310) | (12) | Mainly savings on travel and mileage costs of staff and Members. |
| Income losses - sales, fees & charges | 3,584 | 197 | Loss on Parking Services income was slightly up but this was compensated by the loss on Planning income not as high as originally predicted. |
| Income losses - other income | 1,306 | (474) | Housing Benefit Enforcement income was claimed via the ARP Partnership. |
| Covid-19 funding received | (7,736) | (1,784) | Additional funding received for Leisure Centre closures, administration of Grant Schemes and Community Support. |
| Funding carried forward to 2021/22 | 0 | 2,600 | Funding carried forward to 2021/22. |
| Total net impact of Covid-19 | 1,784 | (1,335) | |
| Business Rates Income | (483) | (683) | |
| <u>Reserve Use</u> | | | |
| Use of In-Year Savings reserve to balance the budget | (1,728) | 1,728 | Planned use of In-Year Savings Reserve to balance the budget was not required. |
| Net Outturn Position (Surplus)/Deficit | 0 | (1,107) | Proposed to transfer outturn surplus to the Transformation Reserve. |

ESC Carry Forward Requests 2020/2021 to 2021/2022 - Amounts up to £30,000 approved by the CFO (as per the Constitution)

| Description | Department name | Comments/Reason for Carry Forward | Carry Forward Request (£) |
|------------------------------------|--------------------------------------|--|----------------------------------|
| System Audit Fees | Internal Audit and Assurance | ESC utilises the services of the Ipswich BC Computer Auditor. This role has been vacant all year but the work still needs to be done when the role is filled. This carry forward is required to address the backlog of work to be delivered in 2021/22. | 30,000 |
| External Printing | Communications and Marketing | Communications and public engagement activity deferred as a result of the pandemic. | 25,000 |
| Grants & Contributions Expenditure | Development Management - Specialists | Grants and Contributions budget committed to a listed building at risk repair project which has been delayed due to Covid restrictions. Completion expected during 2021/22. | 3,000 |
| Out of hours underspend | Environmental Protection Staffing | The underspend from the 2020/21 overtime budget has arisen as a result of the Covid19 restrictions. This has constrained visits and investigations relating to ongoing noise and other types of nuisance behaviour during 2020. A small backlog of out-of-hours work has accumulated relating to noise from domestic premises which will place additional call on staffing. The carry forward will also be | 15,000 |
| Other External Provided Services | Customer Services Operations | Customer Survey for 2021 delayed until 2021/22. | 20,000 |
| Civic Receptions | Committee Administration | Cancellation of events in 2019/20 and 2020/21 due to Covid-19. This carry forward is to cover the cost of a combined events to be held in 2021/22, requiring increased capacity. | 3,000 |
| Civic Events | Committee Administration | Covid Restrictions caused a cancellation of events in 1920 and 2021. This carry forward is to cover the cost of a combined events to be held in 2021/22, requiring increased capacity. | 900 |
| Other Civic Expenses | Committee Administration | Covid Restrictions caused a cancellation of events in 2019/20 and 2020/21. This carry forward is to cover the cost of a combined event to be held in 2021/22. | 1,100 |
| Technical Training | Member Expenses | Slippage in Member training due to Covid restrictions. Accelerated training to be delivered in 2021/22. | 5,000 |
| Total | | | 103,000 |

GENERAL FUND AND HOUSING REVENUE ACCOUNT(HRA) EARMARKED RESERVE SUMMARY 2020/21

| | Balance 31 March 2019 | Transfers Out 2019/20 | Transfers In 2019/20 | Balance 31 March 2020 | Transfers Out 2020/21 | Transfers In 2020/21 | Balance 31 March 2021 | Purpose of the Earmarked Reserve |
|--|--------------------------|--------------------------|-------------------------|--------------------------|--------------------------|-------------------------|--------------------------|--|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | |
| General Fund: | | | | | | | | |
| Actuarial Contributions | 637 | - | 863 | 1,500 | (1,500) | - | - | - Financing pension strain budget pressures. |
| Additional Disabled Facilities Grant(DFG) funding (Non-Ringfenced) | 8 | - | 21 | 29 | (17) | - | 12 | External funding supporting additional Disabled Facilities Grant works above standard DFG. |
| Air Quality | 97 | (23) | 12 | 86 | (2) | - | 84 | Funding for Air Quality Management Areas by DEFRA. |
| Better Broadband | 36 | (24) | - | 12 | (5) | 500 | 507 | External funding received to support Broadband delivery. |
| Brexit | 35 | (35) | 55 | 55 | (61) | 150 | 144 | External funding received to finance Brexit cost pressures. |
| Budget Carry Forwards | 212 | (211) | 202 | 203 | (114) | 109 | 198 | Unspent revenue budgets carried forward to fund approved requests. |
| Building Control | 519 | (4) | - | 515 | - | - | 515 | Statutory fund to smooth Building Control expenditure and income over a rolling annual period. |
| Business Incentive | 97 | (95) | - | 2 | - | - | 2 | External Funding to support economic development. |
| Business Rates Equalisation | 7,880 | (4,651) | 2,652 | 5,881 | (14) | 7,372 | 13,239 | Business rates income set aside to equalise business rate income fluctuations and accounting timing differences. |
| Business Rates Pilot | 3,011 | (499) | 161 | 2,673 | (479) | - | 2,194 | Business rate retention pilot scheme income (2018/19) set aside to fund agreed projects. |
| Capital Reserve | 3,761 | (1,743) | 5,932 | 7,950 | (2,543) | 605 | 6,012 | Source of finance for capital investment plans. |
| Climate Change (includes Suffolk Energy Link) | 58 | (20) | 40 | 78 | (1) | 3 | 80 | Additional source of finance for initiatives to reduce climate change. |
| Coastal Management - Revenue Works | 222 | (56) | - | 166 | - | 144 | 310 | Funding of coastal defence revenue expenditure. |
| Coastal Protection - Capital Works | 176 | - | - | 176 | - | - | 176 | Funding of coastal defence capital expenditure. |
| Communities | 899 | (771) | 54 | 182 | (52) | 3,025 | 3,155 | External Funding for community initiatives. |
| Community Health | 35 | (35) | - | - | - | - | - | - Delivery of Community Health projects. |
| Community Housing Fund | 2,191 | (57) | - | 2,134 | (53) | - | 2,081 | Enabling local community groups to deliver affordable housing units. |
| Contractual Liability | - | - | - | - | - | 500 | 500 | Supporting any third party contractual issues. |
| County Sports Partnership | 761 | (19) | 123 | 865 | (152) | 76 | 789 | Delivery of the County Sports Partnership. |
| COVID-19 Response | - | - | 99 | 99 | (2,368) | 18,301 | 16,032 | Government funding received in response to the COVID-19 pandemic. |
| Customer Services | 156 | - | - | 156 | - | 90 | 246 | Funding project support and implementation costs. |
| Deployment of Flood Barrier | 88 | - | - | 88 | - | - | 88 | Meeting Lowestoft flood barrier deployment costs. |
| District Elections | 403 | (323) | - | 80 | - | 60 | 140 | Supporting costs of future elections. |
| Domestic Violence Support Funding | 53 | - | 93 | 146 | (83) | - | 63 | Funding domestic violence support schemes. |
| East Suffolk Partnership | 123 | (123) | - | - | - | - | - | - Funding to support East Suffolk Partnership projects and initiatives. |
| Economic Development | 99 | (16) | 572 | 655 | (55) | 521 | 1,121 | Funding to support Economic Development projects. |
| Economic Regeneration | 153 | (56) | 172 | 269 | (148) | 60 | 181 | Post 2013 flooding Lowestoft Seafront recovery activity. |
| Empty Properties & Houses in Disrepair | 190 | (57) | - | 133 | - | 2 | 135 | Assisting bringing empty properties back into use. |
| Enterprise Zone | 684 | (669) | 625 | 640 | (474) | 381 | 547 | Enterprise Zone retained business rates income pending distribution. |
| Environmental Protection | - | - | - | - | - | 151 | 151 | Sizewell funding for Environmental Protection staffing. |

GENERAL FUND AND HOUSING REVENUE ACCOUNT(HRA) EARMARKED RESERVE SUMMARY 2020/21

GENERAL FUND AND HOUSING REVENUE ACCOUNT(HRA) EARMARKED RESERVE SUMMARY 2020/21

| | Balance 31 March 2019 | Transfers Out 2019/20 | Transfers In 2019/20 | Balance 31 March 2020 | Transfers Out 2020/21 | Transfers In 2020/21 | Balance 31 March 2021 | Purpose of the Earmarked Reserve |
|--|--------------------------|--------------------------|-------------------------|--------------------------|--------------------------|-------------------------|--------------------------|--|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | |
| General Fund: | | | | | | | | |
| Felixstowe Forwards | 33 | (7) | 7 | 33 | (3) | 1 | 31 | External funding received to fund projects in Felixstowe. |
| Flood Prevention | 12 | (6) | - | 6 | - | - | 6 | Funding for flood prevention assistance. |
| Great Places | 13 | (13) | - | - | - | - | - | - Funding new ways of working, building capacity, research, consultations and developing partnerships within Lowestoft. |
| Green Homes Funding | - | - | - | - | - | 18 | 18 | External funding received to facilitate greener home initiatives. |
| Growth Programme | 184 | (44) | - | 140 | (72) | - | 68 | External funding received to fund work on Suffolk Design Concepts. |
| Gypsy & Traveller | - | (2) | 27 | 25 | - | 29 | 54 | Fund for macerator at Kessingland site and external funding to find a new suitable site. |
| Heritage Action Zone North | - | - | 30 | 30 | (2) | 1 | 29 | Funding received to deliver the North Heritage Action Zone project. |
| Homelessness Prevention | 313 | (191) | 316 | 438 | (151) | 284 | 571 | Homelessness prevention revenue grants received in advance to be matched with expenditure in subsequent years. |
| Homes & Communities Agency (HCA) - Area Action Plan (AAP) Land Contamination Grant | 162 | - | - | 162 | - | - | 162 | To fund site investigative works covering the Area Action Plan in Lowestoft. Externally funded with conditions attached. |
| Homes & Communities Agency (HCA) Development Grant | 75 | - | - | 75 | - | - | 75 | Funding received for the Adastral Park development. |
| Housing and Planning Delivery | 182 | (182) | - | - | - | - | - | - To provide a source of finance to fund service improvements in these service areas. |
| Housing Benefit (HB) Subsidy | 352 | (52) | - | 300 | - | - | 300 | Meeting budget pressures due to fluctuations with HB subsidy and implementation/changes due to Government legislation. |
| Housing Condition Survey & Improvements | 97 | (6) | - | 91 | (46) | - | 45 | To meet the cost of the periodic survey of Private Sector Housing within the district. |
| Individual Electoral Registration | 266 | - | 112 | 378 | - | 140 | 518 | To meet the additional cost for administration of Individual Electoral Registration. |
| Indoor Leisure | 120 | (120) | 50 | 50 | - | - | 50 | Providing a source of finance to support the closure cost of Deben Leisure Centre during refurbishment. |
| Insurance | 166 | - | - | 166 | - | 5 | 171 | To provide a source of finance for any uninsured losses. |
| In-Year Contingency | 400 | (400) | - | - | - | - | - | - To provide in-year contingency provision. |
| In-Year Savings | 5,606 | (686) | - | 4,920 | (600) | - | 4,320 | In-Year savings set aside to support future year budget gaps. |
| Key Capital Programme | 200 | (18) | - | 182 | - | - | 182 | To provide a source of finance to support the revenue costs associated with the delivery of key capital projects. |
| Land Charges | 372 | (222) | - | 150 | - | - | 150 | To support the General Fund from losses in future Land Charges income. |
| Landguard | - | - | 16 | 16 | (6) | 8 | 18 | Funding for the Landguard Governance review. |
| Local Development Framework | 477 | (472) | - | 5 | - | - | 5 | To meet the costs arising from the periodic preparation and adoption of the Local Development Framework. |
| Lowestoft Rising | 90 | (24) | 35 | 101 | (44) | 1 | 58 | Funding received to deliver earmarked work under the Lowestoft Rising project. |
| Modular Ramps - DFG | - | - | - | - | - | - | - | - DFG funding for the removal of temporary ramps when no long required. |
| New Homes Bonus | 4,594 | (1,560) | 2,408 | 5,442 | (1,681) | 2,303 | 6,064 | Supporting community initiatives across East Suffolk. |

GENERAL FUND AND HOUSING REVENUE ACCOUNT(HRA) EARMARKED RESERVE SUMMARY 2020/21

| | Balance 31 March 2019 | Transfers Out 2019/20 | Transfers In 2019/20 | Balance 31 March 2020 | Transfers Out 2020/21 | Transfers In 2020/21 | Balance 31 March 2021 | Purpose of the Earmarked Reserve |
|--|--------------------------|--------------------------|-------------------------|--------------------------|--------------------------|-------------------------|--------------------------|---|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | |
| General Fund: | | | | | | | | |
| Next Step Accomodation Programme | - | - | - | - | - | 36 | 36 | External funding to help Rough Sleepers get off the streets and into accomodation. |
| Planning | - | (65) | 465 | 400 | - | - | 400 | To provide a source of finance for planning appeals, local plans and planning challenges. |
| Planning & Building Control | 51 | (51) | - | - | - | - | - | - To provide a source of finance for professional training and development needs of the service. |
| Planning Legal | - | - | 200 | 200 | - | 200 | 400 | To provide for legal costs in respect of planning appeals. |
| Planning Policy | 255 | (255) | - | - | - | - | - | - To support development work and audit of the Local Plan. |
| Port Health | 4,623 | (101) | 659 | 5,181 | (789) | 1,205 | 5,597 | Supporting the future investment and development of the Authority's infrastructure at the Port of Felixstowe. |
| Private Sector Housing | 41 | - | 13 | 54 | - | 18 | 72 | Grants repaid to be set aside for empty property/home improvement initiatives. |
| Private Sector Housing Renovation Grants | 872 | (62) | - | 810 | (67) | - | 743 | Grants repaid set aside to fund future renovation works. |
| Rent Guarantee Scheme | 15 | - | - | 15 | - | - | 15 | To provide a source of finance for landlord claims. |
| Revenue & Benefits Administration | 191 | - | 52 | 243 | - | - | 243 | To provide a source of finance for budget pressures on the administration of Revenues & Benefits. |
| S106 Interest | - | - | 30 | 30 | - | - | 30 | Contingency related to Affordable Housing S106 should conditions not be met. |
| Short Life Assets | 588 | (784) | 596 | 400 | (144) | 618 | 874 | To fund the purchase of short life assets. Any capital funding will be repaid from revenue budgets. |
| Southwold Beach Huts | 175 | - | - | 175 | - | - | 175 | Receipt of monies from letting of new beach hut sites in Southwold in 2014/15 approved to be used within Southwold. |
| Stepping Homes | 68 | (53) | 47 | 62 | (47) | 1 | 16 | External funding received to support hospital patients to return home (Stepping Home project). |
| Strategic Plan Delivery | 234 | - | 16 | 250 | - | - | 250 | Facilitating the delivery of the Council's Strategic Plan, including any emerging priorities. |
| Transformation | 1,322 | (185) | - | 1,137 | (1,683) | 3,784 | 3,238 | To provide funding for efficiency (invest to save) initiatives and to support the delivery of the Strategic Plan. |
| Warmer Homes Healthy People | 36 | (17) | 46 | 65 | (26) | 80 | 119 | To provide a source of finance to fund grants towards heating of homes. |
| Youth Leisure | 10 | - | - | 10 | - | - | 10 | Project funding received to support Active Leisure for young people. |
| Total General Fund | 44,779 | (15,065) | 16,801 | 46,515 | (13,482) | 40,782 | 73,815 | |

GENERAL FUND AND HOUSING REVENUE ACCOUNT(HRA) EARMARKED RESERVE SUMMARY 2020/21

| | Balance 31 March 2019 | Transfers Out 2019/20 | Transfers In 2019/20 | Balance 31 March 2020 | Transfers Out 2020/21 | Transfers In 2020/21 | Balance 31 March 2021 | Purpose of the Earmarked Reserve |
|--|--------------------------|--------------------------|-------------------------|--------------------------|--------------------------|-------------------------|--------------------------|---|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | |
| General Fund: | | | | | | | | |
| Housing Revenue Account: | - | | | | | | | |
| Hardship Reserve | 500 | - | - | 500 | - | - | 500 | Providing financial help to tenants who find themselves in financial hardship. |
| Debt Repayment Reserve | 10,000 | - | 1,000 | 11,000 | - | 1,500 | 12,500 | Set aside funds to meet future liabilities for repaying the Self-Financing debt. |
| Impairment/Revaluation Reserve | 255 | - | - | 255 | - | - | 255 | Providing for potential impairment and revaluation losses to HRA assets due to changes in Accounts and Audit Regulations. |
| Municipal Mutual Insurance Limited (MMI) Reserve | 66 | (6) | - | 60 | - | - | 60 | To provide for potential liabilities relating to Municipal Mutual Insurance Limited (MMI). |
| Acquisition & Development Reserve | 1,500 | - | 3,000 | 4,500 | - | 1,800 | 6,300 | Funding for the Housing development programme. |
| Total Housing Revenue Account | 12,321 | (6) | 4,000 | 16,315 | - | 3,300 | 19,615 | |



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CABINET**Tuesday, 13 July 2021**

| | |
|----------------------------|--|
| Subject | Review of Place-Based Initiatives |
| Report by | <p>Cllr Craig Rivett Deputy Leader and Cabinet Member with responsibility for Economic Development</p> <p>Cllr Letitia Smith Cabinet Member with responsibility for Communities, Leisure and Tourism</p> |
| Supporting Officers | <p>Nicole Rickard Head of Communities Nicole.rickard@eastsuffolk.gov.uk 07766 998074</p> <p>Paul Wood Head of Economic Development & Regeneration Paul.wood@eastsuffolk.gov.uk 07798 797275</p> |

| | |
|-------------------------------|------|
| Is the report Open or Exempt? | OPEN |
|-------------------------------|------|

| | |
|---|----------------|
| 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 Council has provided financial, and staff support to Place-Based Initiatives (PBIs) for the past fifteen years, beginning with Felixstowe Futures in 2006. The existing funding agreements are due to expire at the end of December 2021 for the current initiatives in Felixstowe and Leiston. This presents an opportunity to review the Council's approach to supporting such initiatives, and place-based working more generally. This paper sets out ESC's current support for PBIs and their impact to date, outlines the wider context of our place-based working and presents a range of options for Cabinet to consider on the Council's future support of such partnerships, including a preferred option.

Whilst there are currently two clearly defined PBIs receiving a range of support from ESC, plus Lowestoft Rising which is a key multi-agency partnership in the district, the Council is also engaged in a much wider approach to place-specific working and the options presented in this paper reflect this. Six options are presented and are set out below, these range from the continuation of funding for some of the existing PBIs, expanding the number of PBIs based on strong evidence of need and opportunity, allowing areas to bid for place-based resources, establishing a team of Change Managers who would be deployed on a short-term basis, moving to a town centre manager model or to cease all funding of PBIs in December 2021.

Options:

Option 1 - Continue to fund Leiston Together at the current level (it having already been agreed by Cabinet that Felixstowe Forward would end in December 2021 given the new Felixstowe BID, Felixstowe Peninsular Community Partnership and Visit Felixstowe). This option would cost approximately £38,000 per annum.

Option 2 - Draw up an evidence-based list of target locations for an expanded Place Based Initiative programme for the next three years. This option would cost approximately £135,000 per annum for 3 Change Managers and £91,000 for 2 Change Managers.

Option 3 - Make a pot of funding available and ask the 12 Towns to submit a funding proposal – potentially funding up to 4 towns per year with match-funding to be provided by the Town Council. This option would cost approximately £120,000 per annum

Option 4 – Establish a small team of ESC Change Managers to be deployed where there is short or medium- term needs identified. This option would cost approximately £110,000 for 2 Change Managers/£175,000 for 3 Change Managers per annum.

Option 5 - Move away from the PBI model and instead fund Town Centre Managers. This option would cost approximately £150,000 per annum for 3 Town Centre Managers per annum.

Option 6 – Cease funding all Place Based Initiatives in East Suffolk on 31st December 2021 / 31st March 2021. This option would cost nothing.

See Appendix A for a more detailed analysis of the above options, including the rationale, advantages, disadvantages and Strategic Plan implications.

Recommendation/s:

1. That Cabinet approves the continuation of funding for Lowestoft Rising for a further three years from New Homes Bonus at a total cost of £60,000 or £20,000 per annum
2. That Cabinet approves the implementation of option 4 i.e. establish a small team of ESC Change Managers to be deployed where there are short or medium-term needs identified.
3. That Cabinet approves the extension of ESC's financial support for Leiston Together by one year until December 2022
4. That Cabinet approves a budget of £421k over two years from January 2022 to deliver option 4, provide an operational budget for this option and to cover the extension to the Leiston Together funding agreement.
5. That this budget be funded from the Business Rates Equalisation Reserve, with this reserve being subsequently replenished from additional funds arising from the Suffolk Business Rates Pool in respect of the Suffolk Public Sector Leaders' pot.

Corporate Impact Assessment

Governance:

All the existing Place-Based Initiatives have their individual governance structures which include ESC members and senior officers alongside other local partners (see section 2 below). An appropriate form of governance will be established dependent on the option chosen by Cabinet, and ESC will continue to have Councillor and senior level representation within this structure reflecting the Council's financial and other contributions.

ESC policies and strategies that directly apply to the proposal:

East Suffolk Strategic Plan

Enabling Communities Strategy

East Suffolk Economic Growth Plan

Environmental:

No specific impacts.

Equalities and Diversity:

An equality impact assessment has been undertaken and for all but one of the protected characteristics the proposed option has no impact. In the case of relative deprivation and socio-economic disadvantage the recommended option will have a positive impact since its focus is to enable inclusive growth and enhance community development.

Financial:

The proposed preferred option will result in a cost to the Council of £385k over two years. In addition, the extension to the Leiston Together funding agreement will cost a further £38k. In the Budget and MTFS report to Full Council on 24 February 2021 it was reported that for 2021/22 only, Suffolk Public Sector Leaders (SPSL) have agreed that their share of pooling benefit from the Suffolk Business Rates Pool will be distributed to the pool

members using the same methodology as for the normal distribution. In addition, in the MTFS it was indicated that there was an option to transfer what would have been the SPSL element into a more specific community-focussed earmarked reserve. The preferred option in this report fits this criterion. Pending realisation of this SPSL share, it is proposed that this option be initially funded from the Business Rates Equalisation Reserve that currently contains accumulated Pooling Benefit.

It is proposed that the three-year extension of funding for Lowestoft Rising be funded through the Council's New Homes Bonus at a total cost for the three-year period of £60,000.

Human Resources:

The adoption of the preferred option will result in the creation of three new Change Manager posts. These posts will be fixed-term for two years commencing in January 2022.

ICT:

No specific impacts.

Legal:

No specific impacts

Risk:

There is a low degree of risk that project activity will not be sufficiently identified to justify the creation of the new Change Manager posts. This, however, is strongly mitigated by ongoing work such as ESC's Town Centre programmes and the Community Partnerships both of which has identified significant need and opportunity as well as a willingness amongst local partners to work collaboratively with ESC in addressing these.

External Consultees:

Initial discussions have been held with the partners that are part of the Leiston Together PBI. Leiston Town Council have made strong representations that Leiston Together should continue in the context of Sizewell C and the ambitions set out in the revised partnership work plan.

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 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 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 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 checked="" 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 type="checkbox"/> | <input type="checkbox"/> |

How does this proposal support the priorities selected?

Growing Our Economy

Build the right environment for East Suffolk: The preferred option focuses strongly on supporting investment in place to strengthen local economies and communities. The overriding aim is to deliver inclusive growth and development which will benefit all members of the local community.

Attract and stimulate inward investment: the targeted approach to enabling improvements in place from the preferred option will increase their attractiveness to potential business investors thereby increasing inward investment into ES towns and villages.

Maximise and grow the USPs of East Suffolk: a key part of the investment and development in the local economy and community will be building on the existing strengths in the areas where activity is taking place.

Business Partnerships: to deliver the economic objectives related to the preferred option ESC will work with existing business partnerships building on the work of the Towns Programmes and support the creation of such partnerships where there is a need, and they don't currently exist.

Support and deliver infrastructure: the delivery of the economic and community objectives related to this proposal will enable infrastructure investment such as new business space, improved public realm and local digital developments.

Enabling Our Communities

Community Partnerships – the Change Managers would support delivery of Community Partnership priorities where they relate to the Town Centres – both economic and community needs would be identified and met

Taking positive action on what matters most – the Change Managers would be responsive to needs identified through a range of sources, including data and local intelligence, via the other Place-Based working initiatives led by ESC, through the Town and Parish Councils and through the eight Community Partnerships

Maximising health, well-being and safety in our District – this approach would support the delivery of a wide range of priorities across our Town Centres, including health and wellbeing and community safety, depending on the needs identified for each place

Community Pride – the Change Managers would enable a wide range of delivery, much of which will increase community pride in their place

Delivering Digital Transformation

Effective use of data: the local priorities that the new Change Managers will address will be evidence led and make effective use of available socio-economic data. For example the Communities Team have undertaken extensive deprivation analysis and the ED team have commissioned town centre survey work and the intelligence resulting from these will inform the development and delivery of local projects.

Maintaining Financial Sustainability

Optimising our financial investments and grant opportunities: the delivery of interventions by the Change Managers will involve making effective use of external funding.

District wide digital infrastructure: the work of the Change Managers will support the Smart Towns programme and will enable local communities and businesses in getting the most from the new digital infrastructure that is currently being installed across all of East Suffolk's principal towns.

Background and Justification for Recommendation

| 1 Background facts | |
|--------------------|--|
| 1.1 | ESC has provided financial and staff resources for Place-Based Initiatives since 2006. Such support has always been predicated on defined/ evidenced needs and opportunities in relation to community and economic priorities that require additional resources above and beyond the 'business as usual' delivery of Council teams. The willingness of local partners, principally town councils, to work collaboratively to deliver these priorities within an agreed strategy has also been a key feature of the PBIs, as has the willingness of Town Councils to jointly fund the partnerships. |
| 1.2 | The PBIs have to date demonstrated a successful track record of delivery against agreed objectives and beyond this have developed stronger partnership working between ESC, the respective Towns Councils and other stakeholders. ESC wishes to build on the success of this approach but evolve it further and this is reflected in |

| | |
|--|-----------------------------------|
| | the options set out in section 3. |
|--|-----------------------------------|

2 Current position

2.1 ESC currently funds Lowestoft Rising, which is equally funded by five organisations (ESC, Suffolk County Council, Lowestoft Town Council, Norfolk and Waveney CCG and Suffolk Police) and two Place-Based Initiatives in Felixstowe (Felixstowe Forward) and Leiston (Leiston Together). The rationale for the Council's support for these PBIs is based on these areas having particular challenges, such as economic and social deprivation, as well as significant opportunities which support the Council's Strategic Plan priorities. A further major factor in establishing these partnerships was the desire of local partners to work collaboratively to address both the needs and opportunities of their towns and to work in partnership to agree a strategy to deliver the associated interventions.

The following provides a brief description of each of the current ESC funded PBIs.

Felixstowe Forward

Established in April 2015 by the then Suffolk Coastal District Council and Felixstowe Town Council as place-based enabling body focusing on local economic and community development. This partnership developed the Felixstowe Town Improvement Plan which focusses on delivering:

- Business & town centre enablement/ engagement
- Community enablement/ engagement
- Resort promotion
- Strategic support for wider, predominantly physical developments e.g. Martello Café, Beachfront Activity Area
- Management and development of the Landguard Peninsula

Felixstowe Forward has a wider partnership board, the Sponsor Group, comprising Suffolk CC, Port of Felixstowe, Chamber of Trade and Community Action Suffolk. The initiative was originally funded for three years, 2015 – 18, and received a further 3-year funding agreement covering the 2018-21 period following approval from both Councils. In February 2021 ESC's Cabinet agreed a short-term funding extension until the end of 2021 – see **Cabinet Report ES/0661**. This extension was agreed on the basis that Felixstowe Forward had successfully achieved the majority of its original objectives but required a further 9 months to effectively transfer any ongoing responsibilities to successor bodies (where appropriate) and complete the enabling work outlined above.

The current funding agreement includes a £106k pa contribution from ESC matched by £20k pa from Felixstowe Town Council. Since its inception ESC has contributed £626k towards Felixstowe Forward and the Town Council £135k. This funding primarily covers the staffing costs of Felixstowe Forward which includes a Change Director, Change Co-ordinator and Marketing & Events Officer.

Key achievements included:

- developed and established Felixstowe's first ever Business Improvement District (BID) resulting in a £600k+ investment by business in town centre / resort priorities over five years. This will also provide access to many new external funding opportunities.
- supported the establishment of the Felixstowe Peninsula Community Partnership
- achieving Coastal Community Team status and associated funding
- securing £168k in external funding
- Led ESC's engagement with PAFL, Felixstowe Pier operator, supporting the £5m pier head and pier plaza redevelopment project to be delivered on time and within budget.
- hosting annual engagement events with over 100 participants to identify priorities, undertake community consultation and showcase achievements directly leading to delivering new initiatives such as the BID
- Developed and established strong links with businesses, community organisations and visitor attractions
- Establishing the Felixstowe Integrated Neighbourhood Team as an effective partnership
- Revamped the Visit Felixstowe brand to become a regionally recognised tourism promotional brand resulting supporting a year on year increase in visitor numbers and visitor spend
- Completion of Felixstowe Seafront Gardens project including delivery of an activity plan and final evaluation report (cited as exemplary by the HLF).
- Secured Green Flag and Green Heritage Awards for the town further supporting the local visitor economy
- Established two Visitor Information beach huts welcoming 10,000 visitors annually
- Achieved 'Rising Star' award in 2016 British High Street Awards
- Established Felixstowe as a dementia friendly town

Leiston Together

Leiston Together was established in January 2017 by the then Suffolk Coastal District Council and Leiston-cum-Sizewell Town Council. A three-year funding agreement with funds being made available by the District and Town Councils expired in December 2019, however in October 2019 a further two-year extension was agreed by Cabinet (Cabinet Report ES/0158) due to the significant progress made by the partnership and how the initiative was regarded by all partners and the local community.

The current funding agreement includes a £36k pa contribution from ESC matched by a £4k pa contribution from the Town Council. The Council has invested a total of £162,000 to date in the partnership which has been match-funded by a total of £17,000 from Leiston Town Council.

The Leiston Together board was also established in January 2017 and provides strategic direction for the PBI's activities. The board comprises representation from ESC, Leiston TC, Leiston Community Land Trust, Alde Valley Academy and Community Action Suffolk.

Leiston Together have produced a Strategic Plan to guide its activities in the following areas:

- Destination Leiston
- Leiston People
- Leiston Means Business
- Leiston Future
- Digital Leiston
- Greener Leiston

These priorities align strongly with and contribute to ESC's Strategic Plan. The Leiston Together board appointed a Change Manager to oversee and manage the day-to-day delivery of the Leiston Strategic Plan and this Change Manager currently spends 50% of her time supporting the Community Land Trust with its town centre regeneration ambitions.

The Leiston PBI has made good progress against its objectives in the following areas:

Town Centre Regeneration (CLT)

- Ambitious vision for Town Centre developed
- Independent Housing Needs Survey undertaken
- Leiston CLT formally constituted as a Community Benefit Society with a Board of Trustees and over 160 members working to a vision for the town centre regeneration.
- Completion of externally funded Town Centre Regeneration Study following a successful funding application to MHCLG
- In December 2019, ESC purchased empty retail properties on the High street - Leiston CLT is now occupying one of these units in order to engage with the public on the regeneration scheme plans
- Working with the CLT to progress the Phase 1 Church Square

Health and Wellbeing

- Secured £35k for the Leiston Links Social Prescribing Project in 2018. The success of this pilot project led to its adoption as part of the new Connect for Health project
- Establishment of and/or support for the Good Neighbour Scheme, Worry Tree Café and Dementia Support project, with Leiston approved as working towards being a Dementia Friendly Town
- Launch of the Sizewell Park Run
- Community Matters four week pop up public engagement event to offer residents the opportunity to access information, support and workshop sessions

Effective Covid response, including funding and support for a range of local organisations including the Food Bank, Citizens Advice, Good Neighbour Scheme, CYDS, Dementia project

Business Support

- re-establishing a Business Association and held a Business Fair
- Survey of local businesses to provide a formal response to the Sizewell C stage 3 public consultation

| | <ul style="list-style-type: none">- Creation of Leiston Events Group with local events such as the Leiston Big Weekend and Leiston on Ice- Leiston Pocket Guide and Maps produced- £44k secured from the Coastal Revival Funding to create a new Information Point in the town for residents and visitors hosted by Leiston Film Theatre, the location is ideal for promoting Leiston as a tourist destination. Work with individual businesses to improve shop fronts and signs <p>Local Provision for Young People</p> <ul style="list-style-type: none">• Launch of Suffolk New College On the Coast provision in Leiston for post 16 year olds in September 2019 following significant engagement with and support from the Board• Joint working with EDF Energy to identify a practical transport led solution to support young people accessing skills and training opportunities in Ipswich.• Closer links established between LT partners and Alde Valley Academy e.g. games workshops, Crucial Crew Plus, Careers sessions to ensure school is an integral part of the community, new library project <p>The partnership also provides an important forum for considering the local community and economic impacts, both positive and negative, associated with the proposed Sizewell C development.</p> <p>Table 1: Summary of current Place-Based Initiatives</p> <table><tr><th></th><th>Felixstowe Forward</th><th>Leiston Together</th></tr><tr><td>ESC Funding (p.a.)</td><td>£106k</td><td>£36k</td></tr><tr><td>Partner Funding (p.a.)</td><td>£20k</td><td>£4k</td></tr><tr><td>Staff Resources</td><td>2.5 FTEs</td><td>0.6 FTE</td></tr><tr><td>Partners</td><td>ESC, Felixstowe TC, SCC, Port of Felixstowe, Chamber of Trade, Community Action Suffolk (CAS)</td><td>ESC, Leiston TC, Community Land Trust, Alde valley Academy, CAS</td></tr><tr><td>Action Plan</td><td>Felixstowe Town Improvement Plan</td><td>Leiston Strategic Plan</td></tr></table> | | Felixstowe Forward | Leiston Together | ESC Funding (p.a.) | £106k | £36k | Partner Funding (p.a.) | £20k | £4k | Staff Resources | 2.5 FTEs | 0.6 FTE | Partners | ESC, Felixstowe TC, SCC, Port of Felixstowe, Chamber of Trade, Community Action Suffolk (CAS) | ESC, Leiston TC, Community Land Trust, Alde valley Academy, CAS | Action Plan | Felixstowe Town Improvement Plan | Leiston Strategic Plan |
|------------------------|---|---|---------------------------|-------------------------|--------------------|-------|------|------------------------|------|-----|-----------------|----------|---------|----------|---|---|-------------|----------------------------------|------------------------|
| | Felixstowe Forward | Leiston Together | | | | | | | | | | | | | | | | | |
| ESC Funding (p.a.) | £106k | £36k | | | | | | | | | | | | | | | | | |
| Partner Funding (p.a.) | £20k | £4k | | | | | | | | | | | | | | | | | |
| Staff Resources | 2.5 FTEs | 0.6 FTE | | | | | | | | | | | | | | | | | |
| Partners | ESC, Felixstowe TC, SCC, Port of Felixstowe, Chamber of Trade, Community Action Suffolk (CAS) | ESC, Leiston TC, Community Land Trust, Alde valley Academy, CAS | | | | | | | | | | | | | | | | | |
| Action Plan | Felixstowe Town Improvement Plan | Leiston Strategic Plan | | | | | | | | | | | | | | | | | |
| 2.2 | <p>Wider context</p> <p>In addition to the Place-Based Initiatives, ESC is engaged in many other forms of place specific activity, projects and programmes. This includes programmes focussing on all the District’s key towns as well as initiatives which are specific to one particular area. The following summaries these wide-ranging place specific activities.</p> <p>Community Partnerships</p> | | | | | | | | | | | | | | | | | | |

ESC has established eight Community Partnerships covering the District. The two PBIs sit within (and cover a smaller area than) the Felixstowe Peninsular Community Partnership and Aldeburgh, Leiston, Saxmundham and villages Community Partnership. Each Community Partnership has identified three key priorities based on a data led workshop held in late 2019. These are as follows:

Aldeburgh, Leiston, Saxmundham and villages:

- Education, Opportunities and Aspirations
- Reduce social isolation and loneliness – particularly carers, older people, and men 40+
- Encourage and enable everyone to be more physically active and healthy

N.B. Priorities were revised in light of the pandemic and were originally Transport and Access to Services, Economic Regeneration and Housing that meets local needs

Felixstowe Peninsular

- Tackle social isolation and loneliness
- Improve physical and mental health and wellbeing
- Education – aspirations, ambitions, and standards

N.B. Priorities were revised in light of the pandemic and originally included Community Spaces and Physical Enhancements

East Suffolk Towns Initiative (ESTI)

ESC has been working closely with Town Councils, businesses, business groups and town centre users in all the District's twelve principal towns to identify the challenges and opportunities to ensure sustainable and vibrant high streets. The aim of this work is to understand current trends in the performance of these centres and thereby inform future partnership work and project development between the Council and local stakeholders. This has involved establishing town centre groups comprising these stakeholders and commissioning research on the town's priorities which then inform individual town action plans. Seed funding of £128k has been made available through the Economic Development and East Suffolk Partnership budgets to support the delivery of these plans which has now begun. As well as helping to kickstart projects this funding, as is shown by the experience in Southwold, will better enable towns to access external funding e.g. Coastal Communities Fund.

Oversight for the ESTI programme is provided the Cabinet and deputy Cabinet members for ED alongside officers from this team.

Smart Towns

Closely linked to the ESTI programme is the Smart Towns initiative which is working with the same key towns and delivering the digital transformation element of the town revitalisation strategy. The programme involves working closely with Town Councils and local stakeholders to implement digital

infrastructure such as free wi-fi and anonymised visitor monitoring technology to enable Town Councils and local businesses to improve services and the offer to residents and visitors alike, with the ultimate aim of increasing footfall and maintaining the vibrancy and sustainability of the District's high streets.

A further element of the Smart Towns programme is the Digital Advice Service, which provides digital diagnostics, coaching and support, workshops and training to businesses in the same principal towns. Following a successful pilot involving 90 businesses the initiative will be fully launched during 2021 as a two-year programme to provide extensive digital business support.

This programme is supported by the Smart Towns Project Board comprising Cabinet members and senior officers from SMT, ED and Digital teams. It will result in a total investment of £1.15m in digital business support and infrastructure across all East Suffolk's market towns. Of this £1.15m, £450k was the result of successful external funding bids.

Lowestoft Town Investment Plan

In 2019 ESC was invited to bid, on behalf of Lowestoft, to the Government's Towns Fund initiative to develop and deliver a number of transformative capital regeneration projects. These projects sit within a wider 10 year, £0.5bn Town Investment Plan for the town. The bid was successful and resulted in a £24.9m award to deliver five significant capital projects to revitalise the town centre and resort in line with the recently completed town centre masterplan.

The Lowestoft Place Board was established to oversee and provide strategic direction to facilitate delivery of the Towns Fund and Investment Plan. The board comprises stakeholders from the private, public and voluntary sectors at the local, regional and national level. The board also includes representation from the Lowestoft Place-Based Initiative, Lowestoft Rising.

This work is being led by the Council's Regeneration Team which has a number of place-specific roles dedicated to delivering the five-year Towns Fund programme and longer-term investment plan. Delivery is already under way as part of this wider investment plan and includes the £146m Gullwing Bridge, the £1.3m redevelopment of East Point Pavilion, £2.3m Jubilee Terrace contemporary beach huts development, £1.4m Ness park scheme and almost £4m of investment through the Heritage Action Zones which includes the Town Hall refurbishment project.

Lowestoft Rising

Lowestoft Rising was established in 2015 by five strategic partners – Waveney District Council, Suffolk County Council, Great Yarmouth and Waveney CCG, Suffolk Police and the Police and Crime Commissioner – in response to the findings of a peer review of partnership working in the town. All partners are equal funding partners although for the last two years the Police and PCC have contributed one quarter between them. From January 2021, Lowestoft Town Council has joined the partnership as a funding partner.

Lowestoft Rising is led by a Sponsor Group consisting of senior level representatives from the five organisations, plus Access Community Trust and Community Action Suffolk. The Sponsor Group is chaired by the ESC Chief Executive, Stephen Baker.

The funding supports a Change Manager and project activity. The priorities for Lowestoft Rising are:

- Mental Health and Wellbeing
- Pride in Lowestoft
- Aspiration and Potential
- Vulnerability
- Integration and Collaboration

Since 2015, partner funding of £450,000 has attracted more than £2.8 million investment in the town. Therefore, ESC investment of £80,000 in total has had a return rate of 1:35 in five and a half years. Particular progress has been made in relation to:

- vulnerable residents, including rough sleepers with the Thin Ice programme and three MEAM (Making Every Adult Matter) workers
- mental health and wellbeing, including a mental health ambassador and trauma related mental health conference
- work with schools around culture – a £600k cultural programme delivered in schools through the Cultural Education Partnership
- aspiration, including Youth Take Over Days and a mentoring programme
- a ground-breaking Collaboration Academy with over 100 local staff trained
- Involvement in the First Light Festival
- A new Food Waste network and Community Pantry projects

Felixstowe Vision

The Felixstowe Vision document sets out the priority places in the town where development and investment are / planned to take place. These comprise:

- The seafront
- Town centre
- Landguard peninsula and the Port of Felixstowe
- North Felixstowe Garden Neighbourhood

The developments are predominantly leisure/ tourism, town centre, heritage and housing led, and the overall programme is governed by the Felixstowe Growth & Development Board which is chaired by the Cabinet member for Economic Development. There are two dedicated (1.2 FTE) staff focussed on co-ordinating and delivering the programme who are supported by a wide range of individuals from Felixstowe Forward, Planning, Housing, Leisure, Economic Development teams. The ongoing programme of developments will also work closely with the Felixstowe Forward successor bodies such as the Felixstowe Business Improvement District.

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| | <p>Sizewell C</p> <p>The proposed Sizewell C new nuclear power station is a huge development with a forecast capital investment of c£20bn and a ten-year plus build programme. As a result, it will have a wide range of impacts, both positive and negative, on the surrounding local communities. Alongside a focus on transport, environment, coastal processes and accommodation there will be strong economic development and communities programmes to ensure any potential local benefits are maximised e.g. employment creation, supply chain opportunities, upskilling, funding for infrastructure and physical regeneration projects and anticipated negative impacts e.g. impact on tourism, economic displacement, community safety, community cohesion, gangs and county lines are minimised and/ or mitigated, including through the Community Fund.</p> <p>The activity associated with delivering these objectives represents a further example of place-specific partnership working and one that will potentially be in place for up to twelve years. Governance structures are currently being developed with EDF Energy which will support the delivery of enhancement and mitigation strategies and dedicated roles will form part of these programmes. These include the Socio-Economic Review Group, Community Safety Partnership and health related governance structures. It is worth noting that as a result of its broader partnership approach, Leiston Together currently has a role as a partnership forum for consideration of Sizewell C related neighbourhood level impacts.</p> <p>Communities and Economic Development teams</p> <p>ESC's Communities and Economic Development teams also have a place specific focus, based on the eight current Community Partnership areas. The Communities Team co-ordinates the enabling of priorities identified by these partnerships whilst the ED team is aligned around the business needs and opportunities in the CP areas and where CP priorities identified are economic in nature the ED team will lead. In terms of staffing there are eight Communities Officers and one Support Officer and five ED roles with a place specific focus.</p> <p>Both these teams also provide direct support to the existing Place-Based Initiatives and ensure the plans developed by these partnerships align with and complement wider programmes operating in the District such as the East Suffolk Towns Initiative.</p> |
| | |

3 How to address current situation

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| 3.1 | <p>An options appraisal is provided at Appendix A and a summary of these options is included in the 'Purpose & High-Level Overview' section of this report. Based on this analysis and consultation the preferred option is Option 4: Establish a small team of ESC Change Managers to be deployed where there is short or medium-term needs identified. This option would cost approximately £110,000 for 2 Change Managers/£175,000 for 3 Change Managers per annum.</p> |
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The rationale for this choice is based on the flexibility it provides in addressing local economic and community priorities across the whole District. Under the current PBI model the Change Manager has a fixed geography for a fixed duration which has its benefits in terms developing and delivering a longer-term programme however, it also presents ESC with a key disadvantage i.e. the Council are only able to apply these additional resources in a very small number of areas.

The implementation of option 4 will allow the Council to take a more agile approach in enabling local areas to address their local economic and community development priorities. For example, all the Change Managers may be deployed on developing and delivering a project in one area simultaneously due to the intense, short-term nature of the work involved whilst at other times they may be working in separate areas developing and delivering separate projects. Clearly option 4 also allows multiple permutations in joint and individual working in one or many areas.

Option 4 will also allow the Council to better support existing place-based working which is taking place across the District. For example, the Towns Programmes currently being delivered across all East Suffolk's twelve principal towns requires capacity to fully implement the action plan phase. By having a flexible resource which can be deployed in different towns at different times will support effective implementation of specific projects in these town action plans. The Team would also be able to support delivery of Town Centre focussed actions that have been identified by the eight Community Partnerships.

In addition to implementing option 4 it is also recommended that ESC extends its funding of Leiston Together for a further year until December 2022. ESC funding supports the Change Manager, which provides a project management function for both Leiston Together and Leiston Community Land Trust (CLT). The rationale for this extension is that there a number of areas of activity within the Leiston Strategic Plan and CLT Business Plan that require a continuation of the Change Manager resource to ensure that Leiston Together fully delivers on its community and economic development enabling priorities.

Furthermore, the Sizewell C project will potentially be entering its delivery phase in 2022 and the development will clearly have significant impacts on the economy and community of Leiston. The Leiston Together partnership provides a ready-made forum which can identify these local impacts, support the development of interventions to address them and enable the collaborative delivery of such interventions. Clearly the impacts and measures to mitigate them will continue beyond the proposed twelve-month extension however, once the delivery phase of Sizewell C begins a Community Impact fund will become operational which may be able to fund the continuation of the partnership resource. ESC is developing strong working relationships with both Leiston Together and Community Land Trust partners and therefore there is likely to be a negative response to support for either or both initiatives ending in December 2021.

As a result of the recommendation to extend ESC's funding of the Leiston Change Manager it is proposed that under the preferred option two Change Managers are initially appointed for two years from January 2022 and then a third is recruited for

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| | one year from January 2023. Since there will be existing Change Manager capacity in Leiston in place until December 2022 it is felt that there is not a requirement for all three Change Managers to be in place until the beginning of 2023. |
|--|---|

| 4 Reason/s for recommendation | |
|-------------------------------|---|
| 4.1 | <p>The implementation of option 4 will provide much greater flexibility for the Council in supporting local economic and community enabling priorities across the whole District. It will result in the creation of a small team of agile Change Managers who can be deployed to support multiple locally identified priorities in multiple locations with a particular focus on the District's market towns. It will also strongly complement existing community and economic development programmes which are currently being delivered and need additional capacity but at different stages and for different periods of time.</p> <p>The additional investment would enable staff to be deployed when specific needs are identified by the Council and local partners, including through the Community Partnerships and the Council's Town Development Programmes. The Team would work with the partnerships and these programmes to enable delivery of a wide range of projects for example the development of a business association, local business support programmes, enhanced digital connectivity, supporting external funding bids, tourism campaign, shop front refurbishment programme, dementia friendly town campaign or smart tech pilot. The ultimate aim being that the towns have a more sustainable and vibrant economy that builds on existing strengths which enables an enhanced quality of life for the local community.</p> <p>The twelve-month extension of the Leiston Together funding agreement will allow the effective delivery of a number of outstanding enabling actions that have been locally identified as priorities for development, including implementation of the CLT Plan. It will also provide local capacity to support the partnership in its response to the anticipated impacts of the proposed Sizewell C development at a critical phase of the programme i.e. the transition from planning to delivery.</p> |
| 4.2 | |

Appendices

Appendices:

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| Appendix A | Place-Based Initiatives Future Options |
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Background reference papers: None

| Option | Rationale | Cost/Duration | Advantages | Disadvantages | Strategic Plan impacts |
|---|---|--|---|--|---|
| Option 1 - Continue to fund Lowestoft Rising and Leiston Together | It has already been agreed by Cabinet that Felixstowe Forward should end in December 2021 given the emerging BID and Visit Felixstowe. Lowestoft Rising is partnership funded, with the District Council contributing one-fifth of the total cost alongside the CCG, SCC, Police and Town Council. Leiston Together is important in the context of Sizewell C and is part-funded (10%) by Leiston cum Sizewell TC | £20,000 for Lowestoft Rising and £38,000 for Leiston Together (both slightly increased to allow for additional staffing increments) = £58,000 p.a. Could be funded for 1, 2 or 3 years | <ul style="list-style-type: none"> Both partnerships have a strong track record of delivery which would be maintained There is still significant need for this focussed resource in both places Continuing Leiston Together provides a channel to co-ordinate the community dimensions/mitigation of Sizewell C The Place Board in Lowestoft oversees the economic activity in the town and Lowestoft Rising and the Community Partnership oversee community and health activity between them (with the CP focussed on a wider area) Lowestoft still includes a number of LSOAs in the most deprived 10% nationally and is likely to be impacted more than anywhere else in the District by the Covid-19 | <ul style="list-style-type: none"> No opportunity to apply the PBI ethos and associated funding in additional places in the District Both partnerships have been funded for at least five years by the Council already | 2 places: <ul style="list-style-type: none"> ✓ P01 Build the right environment for East Suffolk ✓ P03 Maximise and grow the unique selling points of East Suffolk ✓ P04 Business partnerships ✓ P07 Taking positive action on what matters most ✓ P08 Maximising health, well-being and safety in our District ✓ P09 Community Pride ✓ P21 Minimise waste, reuse materials, increase recycling ✓ P22 Renewable energy ✓ P23 Protection, education and influence |

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| | | | <p>pandemic</p> <ul style="list-style-type: none"> • Good level of commitment from funding partners | | |
| Option 2- Draw up an evidence-based list of target locations for an expanded Place Based Initiative for the next three years | This list would include Leiston and Lowestoft, given the ongoing need in both locations, but could also include places like Saxmundham, Halesworth and possibly Bungay. Combined resource could be used for Leiston/Saxmundham and Halesworth/Bungay as they would not require a full time Change Manager. | <p>Up to 3 Change Managers at a maximum cost of £180,000 however the Town Councils would be asked to contribute 25% of the costs = Total cost to ESC would be £135,000 p.a.</p> <p>3 year programme</p> | <ul style="list-style-type: none"> • Evidence based and needs -led (based on CP data packs and People and Places work) • Oversight of the posts remains with ESC i.e. they are ESC employees • Builds on and expands the existing work and partnerships in Lowestoft and Leiston • Would continue to support Sizewell C activity and mitigation work | <ul style="list-style-type: none"> • It would be difficult not to include Lowestoft and Leiston on a need-based list and therefore this option is an expansion of the existing PBI programme with additional costs • Felixstowe is not included • Needs may change and with this model there is limited flexibility • If the Town Council does not want to match fund does that mean that we don't work there even though a need has been identified? | <p>5 places:</p> <ul style="list-style-type: none"> ✓ P01 Build the right environment for East Suffolk ✓ P03 Maximise and grow the unique selling points of East Suffolk ✓ P04 Business partnerships ✓ P07 Taking positive action on what matters most ✓ P08 Maximising health, well-being and safety in our District ✓ P09 Community Pride ✓ P21 Minimise waste, reuse materials, increase recycling ✓ P22 Renewable energy ✓ P23 Protection, education and influence |
| Option 3 - Make a pot of funding available and | Make available a fixed pot of funding and ask the 12 Towns to make a case for additional Place Based | Total Funding Pot of £160,000 p.a. = total ESC | <ul style="list-style-type: none"> • Ownership and responsibility would sit with the Town Councils – more of a grant funding | <ul style="list-style-type: none"> • The resource would be managed by the individual towns and therefore the Council | <p>4 places p.a.:</p> <ul style="list-style-type: none"> ✓ P01 Build the right environment for East Suffolk |

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| ask the 12 Towns to submit a funding proposal – could fund up to 4 per year | resource – and provide match-funding on a 75%/25% basis. They could bid for this resource for 1, 2, or 3 years. | contribution of £120,000 p.a. to be match funded by the bidding towns Duration – up to 3 years per target town | arrangement and staff would be managed by them <ul style="list-style-type: none"> Provides a more flexible resource in terms of location/ duration & potentially benefits more of the District | would have less influence over activities <ul style="list-style-type: none"> Resource is likely to be directed to places where the Town Council is a) pro-active and b) prepared to contribute 25% of the funding – these might not be the places with the highest levels of need e.g. Southwold already have a 100% Town Council funded Town Centre Manager If all initial awards were made for the full three-year period there is no flexibility to work in additional places in Years 2 and 3 – work would need to be project based but this would be outside our control | <ul style="list-style-type: none"> ✓ P03 Maximise and grow the unique selling points of East Suffolk ✓ P04 Business partnerships ✓ P07 Taking positive action on what matters most ✓ P08 Maximising health, well-being and safety in our District ✓ P09 Community Pride ✓ P21 Minimise waste, reuse materials, increase recycling ✓ P22 Renewable energy ✓ P23 Protection, education and influence |
| Option 4 – Small team of ESC Change Managers deployed where there is | Flexible team of staff who work in different places in the District depending on where need is identified. This could be on a short or medium- term basis, with | 2 x B7 Officers would cost approx. £110,000 p.a. 3 x B7 Officers would cost | <ul style="list-style-type: none"> Flexible model, needs-led and responsive to change Capacity would supplement the resources available in the Communities and | <ul style="list-style-type: none"> Moving between locations may be less attractive to some staff depending on their home location and personal | <p>At least four places p.a.:</p> <ul style="list-style-type: none"> ✓ P01 Build the right environment for East Suffolk ✓ P03 Maximise and |

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| short or medium term need identified | the average duration being 3-6 months | approx. £175,000 p.a. Duration – 2- or 3-year posts | Economic Development Teams <ul style="list-style-type: none"> • Ability to work in more places within a three-year period • More attractive to certain staff due to variety in the role and breadth of experience offered • Activity would be more project focussed with clearly defined start and finish, timelines and outcomes • This option could also include smaller settlements who need targeted change support • May motivate Towns to fund longer-term dedicated capacity e.g. Southwold Town Centre Manager | circumstances <ul style="list-style-type: none"> • No match funding given the need to be responsive and deploy resource quickly • Potential for duplication • Likely to reduce significantly the capacity in Lowestoft and Leiston | grow the unique selling points of East Suffolk <ul style="list-style-type: none"> ✓ P04 Business partnerships ✓ P07 Taking positive action on what matters most ✓ P08 Maximising health, well-being and safety in our District ✓ P09 Community Pride ✓ P21 Minimise waste, reuse materials, increase recycling ✓ P22 Renewable energy ✓ P23 Protection, education and influence |
| Option 5 - Move away from the PBI model and instead fund Town Centre Managers | Fund 3 Town Centre Managers supporting clusters of towns across 10 of the 12 Towns (Beccles, Bungay, Halesworth, Southwold, Aldeburgh, Leiston, Saxmundham, Framlingham, | 3 x B6 posts = £150,000 p.a. | <ul style="list-style-type: none"> • Sustained focus on Town Centres and implementation of the People and Places recommendations/ action plans • Clear response to addressing impact of Covid on high streets, | <ul style="list-style-type: none"> • Loss of focus on community issues as emphasis on town centre and economic development • This model does not include resource for Lowestoft and Felixstowe, however | 10 places p.a. <ul style="list-style-type: none"> ✓ P01 Build the right environment for East Suffolk ✓ P03 Maximise and grow the unique selling points of East Suffolk ✓ P04 Business |

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| | Woodbridge, Wickham Market) in 5 Community Partnership areas (not Lowestoft and Felixstowe as they have BIDs) | | building on recent initiatives such as Welcome Back <ul style="list-style-type: none"> • Links to the Smart Towns programme | they do have BIDs which could cover this remit | partnerships |
| Option 6 – Cease funding all Place Based Initiatives on 31 st December 2021 / 31 st March 2021 | Funding for Leiston Together is in place until December 2021 and for Lowestoft the partners have agreed funding until March 2022. Would revert back to ongoing place-based support via Communities and ED teams. | No cost | <ul style="list-style-type: none"> • No further demand on New Homes Bonus funds • No perceived bias in terms of favouring one area over another | <ul style="list-style-type: none"> • Loss of momentum in terms of place-based working in Leiston and Lowestoft • Loss of strong partnership working in these two towns that has been built up over many years • Could impact significantly in terms of maximising community benefit from Sizewell C and community input into the Lowestoft Place Board • No opportunity to expand our PBI approach | None |



CABINET

Tuesday, 13 July 2021

| | |
|---------------------------|---|
| Subject | Results of the Task and Finish Group on Procurement |
| Report by | Councillor Steve Wiles Assistant Cabinet Member for Economic Development |
| Supporting Officer | Mark Fisher Procurement Manager Mark.fisher@eastsuffolk.gov.uk 01502 523671 / 07766 938554 |

| | |
|-------------------------------|------|
| Is the report Open or Exempt? | OPEN |
|-------------------------------|------|

| | |
|---|----------------|
| 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 inform members of the findings of the Task and Finish Group and agree the recommendations set out in the Procurement Strategy Document

Options:

The Task and Finish Group (T&F Group) was duly formed and met for the first time in August 2020. Over the subsequent months the group discussed (amongst other topics); current procurement processes and works already in progress, alternative models of procurement, social value, and procurement legislation.

It was identified that despite pockets of good practice current processes did not go far enough and an East Suffolk Model of Procurement was required.

The T&F Group therefore identified four themes with which the requirements set out in the motion could be met:

- Supporting the Local Economy
- Measuring Outcomes
- Partners
- East Suffolk Commissioning

The attached report of the group findings identifies the status of the Council on each of these themes currently and the future status we aspire to deliver. This is further supported by the action plan for each theme identified in appendix 1 at the back of the report document providing more detail into activities to improve procurement processes.

The options around this therefore are:

Option 1: maintain the current position with a mainly traditional procurement process with ad hoc pockets of innovation, Social Value, and integration with Strategic Aims.

Option 2: Move to the East Suffolk Procurement model as outlined in the T&F Group report, and fully integrate procurement with the Business Strategic Aims and deliver a more strategic procurement approach that will encourage other Public and Private bodies work with us.

Recommendation/s:

Officers recommend the adoption of Option 2

That Cabinet approve the recommendations of the Member and Officer based T&F Group from the attached report, which are:

- 1) Approving the action plan and outcomes in T&F group Report (Appendix 1)
- 2) Creating a cross departmental project – to include consultation with members - to produce:
 - a) Revised procurement processes that support the new policy
 - b) a Social Value and Sustainable Procurement Policy linked to our Strategic Plan to embed social value as a keystone to all council activity and
 - c) implement the action plan attached to the report
- 3) That as part of the work of the project group, a social value calculator tool is identified

and purchased to inform decision making, with a maximum budget of £50k

4) That ESC commissions work from the East of England LGA to carry out a review of procurement processes, and a 'health check' to identify any changes that need to be made to implement the new policy.

Corporate Impact Assessment

Governance:

A project board will be formed and will report back to members.

ESC policies and strategies that directly apply to the proposal:

- Contract Procedure Rules
- ESC Constitution

Environmental:

The adoption of processes by their nature will improve the Authority's environmental position through improved contractual relations etc.

Equalities and Diversity:

Whilst improved procurement processes won't affect standard terms of equality and diversity it will create a more level and open supply base with opportunities for all which is in keeping with E&D principles

Financial:

Contractual and procurement improvements will likely have a positive financial impact to the authority however there will be a cost to some of the purchases and implementations required which are yet to be defined

Human Resources:

The action plan from the report identifies a possible staff implication in the changes suggested which could be staff increases or restructures which will need an HR input

ICT:

Some of the changes have an ICT impact although these should be minimal as they are primarily software as a service and remotely hosted via cloud solutions

Legal:

Changes to the Contract procedure rules may be required which could have Legal service impact.

Legal will also need to be involved in the setting of policies to ensure they meet the legal frameworks relevant in this area

Risk:

Specific Risks will be managed and identified as part of a project/programme of work However the greater risk to the authority is in not making the changes outlined and thereby continuing with potentially inefficient processes and unmaximized potential for the east Suffolk Area

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| External Consultees: | N/a |
|----------------------|-----|

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 type="checkbox"/> |
| P05 | Support and deliver infrastructure | <input type="checkbox"/> | <input 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 type="checkbox"/> |
| <p>How does this proposal support the priorities selected?</p> <p>A defined strategic direction 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</p> | | | |

our Communities and, **Caring for Our Environment**, activities in these area were seen as being a by-product of the proposed changes in procurement

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 In the Summer of 2020, a Motion was passed at a meeting of East Suffolk's Full Council regarding how the authority procures goods, works, and services. The wording of the Motion was as follows:
- "In addition to modifying or enhancing the three priorities in the current East Suffolk Economic Growth Plan that facilitate and signpost businesses towards their own economic growth or encourage inward investment, East Suffolk Council, as an anchor institution, has the opportunity in its revised Delivery Plan to kick start economic recovery through its own procurement policies and via its purchasing decisions to encourage/support local economic recovery and to build overall community wealth within the community through its significant purchasing power.*
- Keeping money in the local economy as a way of driving positive economic and social outcomes is not new and has been championed and promoted by Preston Council since 2012 ('The Preston Model'). Its progressive procurement is now being followed by other councils throughout the UK and the Welsh Government. At its heart is inclusive economic growth. By encouraging anchors, such as Councils, to spend their money locally and socially, the concept of Community Wealth Building has:*
- Developed the skills of local people within Preston and the wider Lancashire area,*
 - Created stable, well-paying jobs,*
 - Reduced levels of in-work poverty,*
 - Kept money circulating in the local economy, and*
 - Demonstrated the power of anchor institutions to realise good local economies for people and place.*
- Therefore, this Motion calls on East Suffolk Council to:*
- 1. Convene a cross party Member/Officer Task and Finish Group, chaired by the Deputy Leader/Cabinet Member with responsibility for Economic Development, and to task it with Investigate Community Wealth Building and embed it into our policies to enhance the quality of life and opportunities for people in East Suffolk*
 - 2. Instigate new procurement policies that drive local economic growth within its Economic Growth and Recovery Delivery Plan and which Identifying where the council spends its budget procuring goods and services, money and how much is leaking out of East Suffolk.*
 - Researching procurement and community wealth building best practice nationally. Reviewing the Council's procurement policies and*

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| | <p><i>practice,</i></p> <ul style="list-style-type: none"> • <i>Developing proposals for new procurement policies that will deliver a fully compliant procurement service leveraging maximum economic and social benefit for the Council and for residents and businesses of East Suffolk,</i> • <i>Reporting back to Cabinet.</i> • <i>Leverage maximum local and economic benefit from East Suffolk's spend on goods and</i> • <i>services, shifting spend on local and socially responsible suppliers.</i> • <i>Encourage and monitor the percentage of suppliers that pay at least or more than the</i> • <i>national living wage.</i> • <i>Develop the capacity of local business if local suppliers are limited in number.</i> • <i>Map where suppliers are located with ward level deprivation data and</i> • <i>Develop a social value framework to procurement that promotes local training and</i> • <i>employment; supports the long-term sustainability of the VCSE sector; includes democratic forms of ownership such as co-operatives and promotes environmental</i> • <i>sustainability.</i> <p>3. <i>Inspire other authorities in Suffolk to take up a similar stance</i></p> <p>4. <i>Encourage other anchor institutions within East Suffolk such as Scottish Power Renewables, EDF Energy, Felixstowe Port etc. to adopt similar this first steps to deliver on a community wealth building approach for long term social and economic gain throughout the District region."</i></p> |
| 1.2 | <p>To respond to the motion, a cross-party task and finish group was commissioned.</p> <p>The work of the group mainly focussed on sections 2 and 3 in the list in section 1.1.</p> <p>The group was made up of members from across East Suffolk, and supported by officers from the procurement, and economic development functions within the council.</p> |
| 1.3 | <p>The group met regularly – and reviewed several areas, including:</p> <ul style="list-style-type: none"> • Social value models and how they can be used to understand the impact of the council's spending. • The main features of The Preston Model • Current procurement practises at East Suffolk Council • Legislation relating to procurement – and potential changes in legislation currently undergoing consultation. |
| 1.4 | <p>Based on these meetings, a report and a set of proposals was drafted – and these are attached to this report.</p> |

2 Current position

2.1

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| | The Task and Finish Group identified that whilst some of the activities and outcomes outlined in the motion above are happening in East Suffolk, they are ad hoc, informal and benefits were not consistently delivered or recorded. |
| 2.2 | <p>Procurement within East Suffolk currently is currently a 'transactional' process – with a focus on purchasing an item at the point of need, rather than identifying ways in which the item could be procured to deliver the council's wider strategy.</p> <p>An example of this is where there is a focus on price. This might mean that a contract is awarded to a bidder from another part of the UK – who succeeded in producing the lowest bid. However, there may be benefits to the local economy of working with a regional supplier (for example, job creation) that outweigh the benefits of a marginal price difference.</p> |
| 2.3 | <p>Consideration was also given to the time given under the current system to carry out a procurement. At present, contract tendering might only commence just before an existing contract expires.</p> <p>This late involvement of procurement, or other stakeholders, means that the procurement function could achieve more in terms of meeting the strategic aims of the authority as set out in the Strategic Plan</p> |
| 2.4 | <p>Whilst it is inevitable that there will be occasions where the council needs to procure in short timeframes, a more proactive approach is required, that gives the council time to try new approaches, and design more strategic procurement exercises.</p> <p>It is also recognised that procurements carried out by the authority are not as innovative as they could be relying heavily on traditional processes.</p> |
| 2.5 | There has also been a new corporate Strategic Plan for East Suffolk developed, which has themes with significant overlap with social value which is not formally integrated into procurement processes in anything but an ad hoc fashion |
| 2.6 | The attached report outlines a new approach to procurement in East Suffolk. A series of actions to implement this approach have been attached to the report as an appendix. |

3 How to address current situation

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| 3.1 | <p>The Task and Finish Group have identified four key themes which will improve the procurement offer:</p> <p>Supporting the Local Economy – challenging how to better engage the local supply chain and provide opportunities where they can bid more effectively</p> <p>Measuring Outcomes – Ensuring we not only have a better of our suppliers and spend but also how suppliers are performing and the value we are achieving.</p> <p>Partners – how we can work better with the public, private and third sectors for example standardised policies or documentation, better commercial thinking, use of innovative processes and community led solutions.</p> |
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| | East Suffolk Commissioning - a new way of procuring that is less linear and time driven and more proactive, with greater emphasis on aspects such as whole life-costing, social value generation, better performance management and in contract innovation. |
| 3.2 | A programme of work as defined by the action plan in the attached report has identified tasks required to deliver the suggested improvements, along with measurements to check and measure success. |
| 3.3 | Due to the corporate nature of the changes required the suggestion of the Task and Finish Group is that a project board be set up, with a cross departmental project team to deliver the actions identified. |

| 4 Reason/s for recommendation | |
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| 4.1 | Better use of added value, procurement processes, social value and local supply chains could improve the opportunities for those living and working in East Suffolk. |
| 4.2 | As a major spender in the local economy, the Council has an ability to local benefit in a way that is not currently fully understood or measured. The proposals in this paper would ensure that this local benefit can be maximised. |
| 4.2 | Proposed changes will ensure that local suppliers are able to bid more easily for work with East Suffolk Council. |
| 4.4 | A social value measurement tool – such as the Social Value Calculator – will enable ESC to measure the wider benefit of it's spending in areas such as the local economy, and the environment. |
| 4.5 | Working with internal and external stakeholders – including members – in a more proactive way, and starting earlier on procurement processes, means that the procurement process will help the council deliver its strategic objectives more easily. |
| 4.6 | A cross departmental project will improve the communication between teams, and encourage a more collaborative approach to procurement |

Appendices

Appendices:

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| Appendix A | Task and Finish Group Report |
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Background reference papers: None

East Suffolk Council

Procurement Task and Finish Group

Findings Report



Introduction:

In the Summer of 2020, a motion was raised at a meeting of East Suffolk’s Full Council regarding how the authority procures goods, works and services. The details of the motion are as follows.

“In addition to modifying or enhancing the three priorities in the current East Suffolk Economic Growth Plan that facilitate and signpost businesses towards their own economic growth or encourage inward investment, East Suffolk Council, as an anchor institution, has the opportunity in its revised Delivery Plan to kick start economic recovery through its own procurement policies and via its purchasing decisions to encourage/support local economic recovery and to build overall community wealth within the community through its significant purchasing power.

Keeping money in the local economy as a way of driving positive economic and social outcomes is not new and has been championed and promoted by Preston Council since 2012 (‘The Preston Model’). Its progressive procurement is now being followed by other councils throughout the UK and the Welsh Government.

At its heart is inclusive economic growth. By encouraging anchors, such as Councils, to spend their money locally and socially, the concept of Community Wealth Building has:

- *Developed the skills of local people within Preston and the wider Lancashire area,*
- *Created stable, well-paying jobs,*
- *Reduced levels of in-work poverty,*
- *Kept money circulating in the local economy, and*
- *Demonstrated the power of anchor institutions to realise good local economies for people and place.*

Therefore, this Motion calls on East Suffolk Council to:

- 1. Convene a cross party Member/Officer Task and Finish Group, chaired by the Deputy Leader/Cabinet Member with responsibility for Economic Development, and to task it with Investigate Community Wealth Building and embed it into our policies to enhance the quality of life and opportunities for people in East Suffolk*
- 2. Instigate new procurement policies that*
 - a. drive local economic growth within its Economic Growth and Recovery Delivery Plan*
 - b. Identifying where the council spends its budget procuring goods and services, money and how much is leaking out of East Suffolk;*
 - c. Researching procurement and community wealth building best practice nationally.*
 - d. Reviewing the Council's procurement policies and practice, developing proposals for new procurement policies that will deliver a fully compliant procurement service leveraging maximum economic and social benefit for the Council and for residents and businesses of East Suffolk,*
 - e. Reporting back to Cabinet Leverage maximum local and economic benefit from East Suffolk's spend on goods and services, shifting spend on local and socially responsible suppliers,*
 - f. Encourage and monitor the percentage of suppliers that pay at least or more than the national living wage,*
 - g. Develop the capacity of local business if local suppliers are limited in number,*
 - h. Map where suppliers are located with ward level deprivation data*
 - i. Develop a social value framework to procurement that*
 - i. promotes local training and employment,*
 - ii. supports the long-term sustainability of the VCSE sector,*
 - iii. includes democratic forms of ownership such as co-operatives and promotes environmental sustainability.*
- 3. Inspire other authorities in Suffolk to take up a similar stance*
- 4. Encourage other anchor institutions within East Suffolk such as Scottish Power Renewables, EDF Energy, Felixstowe Port etc. to adopt similar this first steps to deliver on a community wealth building approach for long term social and economic gain throughout the District region."*

The Task and Finish Group:

In response to the motion, a cross-party group chaired by the Deputy Leader of the Council was created and met for the first time in October.

In that group, discussions were held on the motion, including the suitability of the Preston Model as the basis for a procurement strategy in East Suffolk. Over several months the group focussed on developing an “East Suffolk Model” to develop a strategy for procurement for a modern East Suffolk that would deliver on several important aspirations of the council:

- **Social value:** Economic, community and environmental concerns
- **Local supply chains** and how to support and engage them better
- Potential Requirements of a **Post-Covid 19, Post-Brexit** world
- Understanding the **positive impact** of our spending within communities
- **Allowing stakeholders to be more involved** in the design of outcomes

Procurement at East Suffolk: Where are we now?

Whole life

The focus on time makes the process a very linear one, with limited member oversight beyond the point of cabinet approval:



Procurement may often not be involved in this process until the final stage ('purchase' in the diagram above). Members involvement comes only as a sign off with limited discussion or input on how the project could be procured and with no feedback on the outcome of the tender process

Indeed, success or additional value can often be lost or not go unmeasured. With this linear process even where these are measured there is no feedback to inform members of the success of any decisions.

The other focus of procurement exercises is best value. Whilst we have moved away from price being the main factor by using a price/quality split that often favours quality, price is still the main factor in qualifying end value. Social Value and Local value are not often included in any procurements other than where we are legally obliged to consider it.

The challenge laid down by the council motion was to develop a procurement strategy that dealt with these issues and allowed the council to ensure that the money spent by the authority maximises benefit within East Suffolk.

What is Social Value?

Social value as a measure was established in the Public Services (Social Value) Act 2012 (the Social Value Act) and has gained more traction in the last five years as councils seek to maximise the impact of the money they spend within their communities. Social Value is identified as *'value delivered, additional to that provided by the subject of the contract, that improves either the Social, Economic, or Environmental aspects of the community in which it is carried out'*. The Social Value Act requires contracting authorities, before starting certain procurement procedures, to consider how the services they propose to procure might improve these well-being factors (social, economic or environmental) within the area in which the services are to be provided

One of the main reasons this has been difficult to deliver has been due to quantifying the value of these offers. Standard metrics such as the National TOMS (Themes, Outcomes and Measures) from the Social Value Portal aimed to codify and quantify outputs and were made available free to the public sector.

Examples of additional social benefits of a procurement include leaving a skills legacy by employing locally and creating sustainable apprenticeships; boosting local small, medium and micro businesses and social enterprises by ensuring that they form a core part of the supply chain; reducing air pollution, maximising green space and ensuring the value of materials is optimised through a circular economy

Using metrics these can give a quantifiable proxy financial value to activities – for example, a supplier taking on a local apprentice in a deprived area could be helping support a wider social value with a value of around £35,000, when compared with typical outcomes for those young people not in work in that community.

Some local authorities are using social value calculators to quantify that social value saving – and factoring this into their decision making when carrying out a procurement.

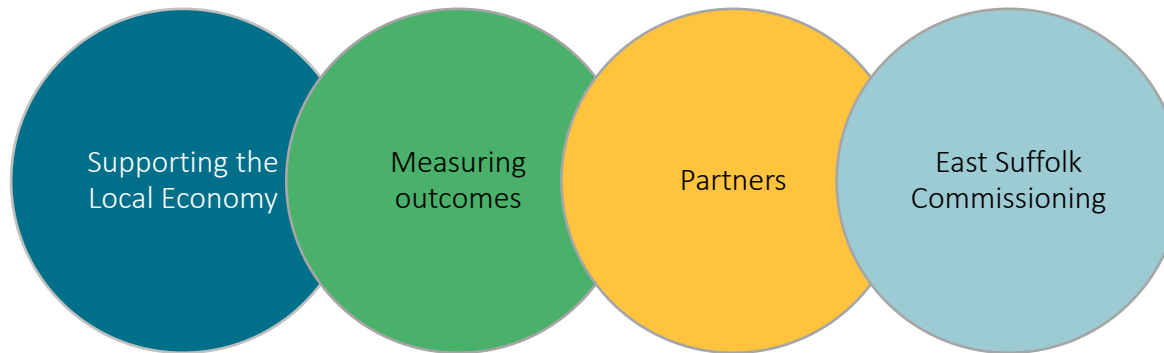
Social value, therefore, represents an area where additional community benefits can be derived. It allows councils to understand the wider benefit of the money they spend each year and provides them with the opportunity to look beyond the financial cost of a contract and consider how the services they commission and procure throughout all operational and service departments might improve the economic, social and environmental well-being of their community

More recently software systems have arisen to assist in automating what is an intensive manual process for suppliers and buyers in setting up relevant social value metrics, evaluating offers that go beyond just the core contract requirements and managing their delivery. These systems are defined here as Social Value Calculator Tools.

An East Suffolk Model

These sessions identified four themes under which the ambitions of the motion raised could be grouped.

These are:



Supporting the Local Economy

Where are we now?

Procurement regulations have always made it difficult to design procurements which support local businesses; frameworks tend to be national contracts to favour aggregation of pricing on the widest scale. EU regulations on procurement have meant tendering has to be advertised at the national and the EU level. These legislative issues have meant that it is difficult to design a specifically local solution.

This is starting to change. More recently use of certain procurement, processes have begun to set up more localised approaches. For example, Dynamic Purchasing Systems such as our own agreement for disabled adaptation used by housing created with localised “lotting” to break the work down geographically across the district and encourage local bidders to work in their own areas.

Localisation has been further modified by a change to UK procurement regulations since leaving the EU that allows some contracts to be specifically advertised at county level rather than nationally or pan-european. Whilst not perfect, it does increase the degree of flexibility that the authority has in designing a procurement.

In this regard, it's also worth noting that major UK procurement reform is anticipated later this year: we are awaiting a draft Procurement Bill and the government's response to the green paper consultation. This is likely to result in a more flexible set of procurement guidelines which this project needs to take advantage of.

Talking to the market, feedback from Chamber of Commerce members has indicated that often local businesses feel at a disadvantage to larger national companies when bidding for work with local authorities.

Suppliers also find public procurement processes complex – comparative to those with private sector equivalents. Large amounts of red tape, overly complex procedures, use of Jargon and complex language rather than plain English all deter their desire to engage.

What could an East Suffolk Model look like?

Whilst we would still be bound to meet any legislative requirements, education on how to bid more effectively, better publication of opportunities and more active engagement with suppliers would demonstrate our commitment to local supply chains and actively engage them in the bidding process.

This would be combined with simplified processes, and documentation to reduce the supplier resource on bidding (as well as our own)

More thought in the pre-procurement planning stages would produce procurements that can be designed so local supply chains are able engage with the authority.

Embedding social value in the built environment, for example during Lowestoft's Town Fund planned construction, means finding ways to add value across the full project process from early commissioning and investment decisions, through design, planning, and construction, into long-term operation.

Measuring Outcomes

Where are we now?

Current systems mean very labour-intensive processes to produce simple spend data, while more complex data is required to benchmark our current position and show improvement on the targets outlined in the motion which is just not available at present.

Contract management and use of performance data is not universal through the authority – operationally contracts are managed regarding day-to-day performance in a tactical manner, but the strategic aspects of contracts are often neglected. This means the true added value within contracts through proposed efficiencies, innovative processes, collaborative working, and added social value (that is not linked to operational performance) may not be delivered.

What could an East Suffolk Model look like?

By using systems more effectively we would have more robust data, enabling better upfront decisions and allowing procurement to provide insight into spend trends and patterns, where to concentrate efforts for best returns etc and to design better procurements in terms of pricing matrices etc.

Establishing KPI data which is collected regularly (and checked) delivers effective *strategic* contract management in terms of performance and contractual requirements being delivered.

Knowing how things are performing will ensure the delivery of innovation in contract for areas which can be improved, or efficiencies identified and will also ensure the delivery of promised social value

By having this data benchmarking against external sources becomes possible allowing us to demonstrate the success of the East Suffolk Model.

Partners

Where are we now?

The group identified both public and private sector partners having roles within achieving our aims but currently this is not a proactive as it could be

Our large private sector partners delivering, grounds maintenance, leisure and other services have dedicated contract managers working with them and agreements are being redrawn at contract review points to make sure working with them aids in achieving the council's strategic

goals. This is not ideal as in contract changes which do not benefit the supplier often come at a high cost. Similarly, not all key contracts have managers assigned to them

Similarly, as the Preston Model outlines, public sector “Anchor” institutions will have similar goals regarding use of local supply chains and social values to our own. This means there will be opportunities to collaborate with them on procurements and policies that are mutually beneficial which due to the time restrictions identified earlier and lack of data do not happen regularly

What could an East Suffolk Model look like?

Closer working with our commercial partners will create relationships that are genuinely symbiotic in nature thus better guaranteeing improvements in contract will be improvements for both parties. Coupled with improved performance data and clearer documents we can actively work with key suppliers regarding our long-term direction together for mutual benefit.

Regular conversations with other public sector entities will enable more collaboration, reduce the workload on any one procurement department, delivering better consolidated market power, create simplified procurement trends across a wider area and allow us to identify good practice we can share with others as well as absorbing it where appropriate.

By setting good examples with the partners we have in both public and private sector areas we can set an example to the wider supply chain that can help make broader change in the area.

East Suffolk Commissioning – a new approach

Where are we now?

Many procurement requirements emerge too late for procurement processes to influence them positively. If time is the major driver in a procurement, then this means both quality and price can both be negatively affected.

Insufficient time also stifled the opportunity for creative solutions or alternative delivery methods to be looked at as well as creating silo agreements which often mean the same resources are being procured multiple times a year by various departments or teams rather than a more inclusive approach that could reduce inefficiencies.

What could an East Suffolk Model look like?

The group recognised that with any project good planning and involvement from key stakeholders at an early stage could not only manage risk better but yield better results and make managing the resulting contract much easier.

Additionally, it was recognised procurement outcomes should be aligned not only to the service requirement but also the East Suffolk Strategic Plan and encourage bidders to show how they will help us achieve our aims.

To this end a model for commissioning was designed, moving from a linear process to a more cyclical one (see diagram below right)focussing on more outcome driven working and endorsing early understanding of local markets, thought-out processes, and give genuinely best value. Best value quality as social value is introduced finance don't balance but the and enable members to evidence of the considerations are listed in specifications and collaborative stakeholder supplier engagement. It will allow better allow a more engaged supply chain, better members reassurance that procurements are will cease to be purely based on cost versus there could be scenarios where on paper the social benefit means it's the right course of action to the public the basis for those decisions. Some diagram 2.

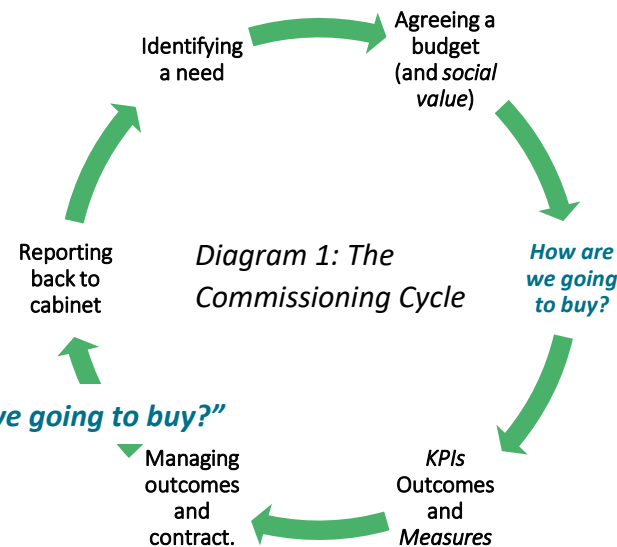


Diagram 2: Detail behind “How are we going to buy?”

| Strategic fit | Social value calculator | Measurements and KPIs | Supplier engagement | Stakeholder conversations |
|--|--|--|---|---|
| <ul style="list-style-type: none"> What can this procurement deliver against the five themes? | <ul style="list-style-type: none"> What are we buying – and what is it's value? | <ul style="list-style-type: none"> How will we measure the success of this service? | <ul style="list-style-type: none"> Open days? Dialogue? Workshops? | <ul style="list-style-type: none"> Councillors. Teams. Communities |

It is worth recognising that not all procurements will require the full commissioning process. Simple purchases, for example off the shelf items may require much less discussion and involvement, particularly where the cost of the activity outweighs the cost of the requirement, and we'd expect a reduced process to be employed in these cases.

Outputs

The result of this change will mean procurements which are much more transparent, simplified in terms of red tape, open to all (to encourage Micro and SME bidders locally), and more attractive to the market, with reduced risk of Project failure or increasing costs, which should lead to better outcomes.

Recommendations

It is suggested that members approve the following recommendations to enable the changes:

- 1) Approving the action plan and outcomes in T&F group Report (Appendix 1)*
- 2) Creating a cross departmental project – to include consultation with members - to produce:*
 - a) Revised procurement processes that support the new policy*
 - b) a Social Value and Sustainable Procurement Policy linked to our Strategic Plan to embed social value as a keystone to all council activity and*
 - c) implement the action plan attached to the report*
- 3) That as part of the work of the project group, a social value calculator tool is identified and purchased to inform decision making, with a maximum budget of £50k*
- 4) That ESC commissions work from the East of England LGA to carry out a review of procurement processes, and a 'healthcheck' to identify any changes that need to be made in order to implement the new policy.*

Appendix 1

| Ref | Theme | Output | Actions | Measurement | Owners | Timescale |
|-----|----------------------------|--|--|---|--|-----------|
| A | Additional Requirements | Having a procurement department able to meet the needs of the business | Design and Deliver a procurement department capable of delivering the required outcomes Restructuring of existing staff. Recruitment of any missing resource required. | | Procurement manager and Operations Manager | TBC |
| 1 | East Suffolk Commissioning | Making it easy to bid | Clear specifications and clear procurement plans | Number/Type of Bidders Added Value Achieved Positive feedback | Authority Wide | TBC |
| 2 | East Suffolk Commissioning | Basing our scoring on our Strategic Plan | Strategic plan link in all tenders Produce a range of tools to include in evaluation to assess the relevant strategies for each opportunity (similar to that in Forward plan items) | Supplier Returns in line with our directions Added Value Achieved | Procurement Team | TBC |

| | | | | | | |
|---|----------------------------|---|---|---|---------------------------------------|-----|
| 3 | East Suffolk Commissioning | Designing the service that we are going to buy | Stakeholder identification/plan as part of procurement Use Market engagement 'How we are procuring' - sessions with members/ stakeholders | Number/Type of bidders Capture feedback Successful delivery of specified outcomes Improved specifications | Authority Wide | TBC |
| 4 | East Suffolk Commissioning | The commissioning process – designing the service with the market | Identify the desired outcomes. Work with bidders to design a service through market engagement events, or the competitive negotiation route Use relevant procurement routes to achieve outcomes | Designing a process that enables East Suffolk to have a dialogue with bidders and encourages innovative delivery models. | Procurement Team | TBC |
| 5 | East Suffolk Commissioning | Feedback: Closing the loop with cabinet | Regular reporting on outcomes | Cabinet/Full council feedback on reporting | Procurement Team or Contract Managers | TBC |
| 6 | Supporting Local Business | Raising awareness of opportunities for local bidders | Engage with local supply chain to raise awareness of future procurements. Create "Doing business with East Suffolk", supplier engagement video | Volume of local suppliers signed up (% of whole) including break down of SME and Not for Profit sectors. Number of local suppliers bidding for work. | Procurement Team | TBC |

| | | | | | | |
|----|---------------------------|--|---|---|---|-----|
| | | | | Number of views on engagement video | | |
| 7 | Supporting Local Business | Improved support for local suppliers | <p>ESC to run events to coach suppliers on how to work with the East Suffolk Council and our ambitions regarding our wider economic, social and environmental priorities.</p> <p>Engage with third sector to support the development of community based solutions</p> | <p>Number/Types of local suppliers bidding</p> <p>Number of Local suppliers winning work.</p> <p>Surveys of local supplier awareness</p> <p>Number of suppliers trained</p> | Procurement Team and Economic Development | TBC |
| 8 | Supporting Local Business | Making it easier to bid | Produce simple, streamlined tender opportunities. | <p>Supplier Feedback on documentation</p> <p>Reduction in queries/ clarifications</p> <p>Increase in number of bidders per procurement</p> | Procurement Team | TBC |
| 9 | Improved Data | Better understanding of the impact of the money that we are spending | <p>Start using a social value calculator to show the wider value of our procurements.</p> <p>Use the tool to set out the secondary outcomes that we are seeking to procure</p> | <p>We have a working social value calculator and use it to score our procurements</p> <p>KPIs based on the calculator</p> | Authority Wide | TBC |
| 10 | Improved Data | Understanding the benefit to the local economy of our spending | ED to produce a set of measures showing the benefit to the economy of local procurement | Index of measures - for example, GVA data, economic performance profile, local enterprise culture, skills and qualifications, labour market data, prosperity and deprivation, | Authority wide but especially: Economic Development | TBC |

| | | | | | | |
|----|-----------------------|--|--|---|------------------------------|-----|
| | | | | health data (reduction in health inequalities), environmental enhancements etc An annual review of economic and community impact. | and Communities | |
| 11 | Improved Data | Better information on what we are spending | Produce clear financial data on the council's spend to inform better decision making. | Financial dashboard Spend data and invoice analysis | Procurement Team and Finance | TBC |
| 12 | Improved Data | Better information on performance | Produce clear contract performance data to manage the delivery and achieve added value. | KPI Performance Active Contract Management | Authority Wide | TBC |
| 13 | Working with partners | Working with other public bodies | Identify opportunities to collaborate with other public sector organisations to secure best value. | Records of joint working projects and outcomes Minutes of cross sector meetings. | Authority Wide | TBC |
| 14 | Working with partners | Working with the private sector | Identify activities which could be done collaboratively with The private sector to improve local value | Reports on projects which have made improvements as added value to the community to be used as case studies in supply chain forums where good practice is shared. | Authority Wide | TBC |