



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

Cabinet

Members:

Councillor Steve Gallant (Leader)

Councillor Craig Rivett (Deputy Leader and
Economic Development)

Councillor Norman Brooks (Transport)

Councillor Stephen Burroughes (Customer
Services and Operational Partnerships)

Councillor Richard Kerry (Housing)

Councillor James Mallinder (The Environment)

Councillor David Ritchie (Planning & Coastal
Management)

Councillor Mary Rudd (Community Health)

Councillor Letitia Smith (Communities, Leisure
and Tourism)

Members are invited to a **Meeting of the Cabinet**
to be held in the Deben Conference Room, East Suffolk House, Melton
on **Tuesday, 4 February 2020 at 6.30 pm**

An Agenda is set out below.

Part One – Open to the Public

Pages

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

2 Declarations of Interest

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

3 Announcements

To receive any announcements.

4 Minutes

To confirm as a correct record the Minutes of the Meeting held on 3 December 2019

1 - 9**KEY DECISIONS****5 Acceptance of Ministry of Housing, Communities and Local Government (MHCLG) Rough Sleeping Grant Funding ES/0280**

Report of the Cabinet Member with responsibility for Housing

10 - 16**6 Extensions to Existing Conservation Areas and Adoption of New Conservation Area Appraisals and Supplement ES/0292**

Report of the Cabinet Member with responsibility for Planning and Coastal Management

17 - 43**7 Parking Services: Parking Management and CPE ES/0285**

Report of the Cabinet Member with responsibility for Transport

44 - 55**NON-KEY DECISIONS****8 Trends in East Suffolk Town Centres ES/0286**

Report of the Deputy Leader and Cabinet Member with responsibility for Economic Development

56 - 65**9 Draft General Fund Budget and Council Tax Report 2020/21 ES/0287**

Report of the Leader of the Council and Cabinet Member with responsibility for Resources, and the Assistant Cabinet Member for Resources

66 - 110**10 East Suffolk Strategic Plan ES/0291**

Report of the Leader of the Council and Cabinet Member with responsibility for Resources

111 - 121**11 East Suffolk Performance Report - Quarterly Performance Quarter 3 (2019-20) ES/0281**

Report of the Leader of the Council and Cabinet Member with responsibility for Resources

122 - 149

- 12 Public Space Protection Orders - Dog Controls ES/0289** **150 - 182**
Report of the Cabinet Member with responsibility for The Environment
- 13 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 1 and 3 of Part 1 of Schedule 12A of the Act.

Part Two – Exempt/Confidential

KEY DECISIONS

- 14 Lowestoft Infrastructure Review**
- Information relating to the financial or business affairs of any particular person (including the authority holding that information).
- 15 Felixstowe South Seafront Café/Restaurant Build**
- Information relating to the financial or business affairs of any particular person (including the authority holding that information).
- 16 Purchase of Land in Felixstowe**
- Information relating to the financial or business affairs of any particular person (including the authority holding that information).
- 17 Acquisition of Offices in Lowestoft and Leiston**
- Information relating to any individual.
 - Information relating to the financial or business affairs of any particular person (including the authority holding that information).

Close



Stephen Baker, Chief Executive

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Minutes of a Meeting of the **Cabinet** held in the Deben Conference Room, East Suffolk House, on **Tuesday, 03 December 2019 at 6:30 pm**

Members of the Cabinet present:

Councillor Norman Brooks, Councillor Stephen Burroughes, 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 Peter Byatt, Councillor Maurice Cook, Councillor Linda Coulam, Councillor Graham Elliott, Councillor John Fisher, Councillor Mark Jepson

Officers present:

Stephen Baker (Chief Executive), Cairistine Foster-Cannan (Head of Housing), David Howson (Housing Strategy Manager), Andrew Jarvis (Strategic Director), Brian Mew (Interim Finance Manager), Lorraine Rogers (Finance Manager), Simon Taylor (Chief Finance Officer and Section 151 Officer), Paul Wood (Head of Economic Development & Regeneration)

1 Apologies for Absence

Apologies for absence were received from Councillor Cackett and Councillor Cooper.

2 Declarations of Interest

Councillor Rudd declared a Disclosable Pecuniary Interest in respect of agenda item 6, 'London Road', High Street, Lowestoft - Heritage Action Zone, as both she and her son owned property in the area. Councillor Rudd left the meeting for this item.

3 Announcements

There were no announcements.

4a Minutes - 23 September 2019

RESOLVED

That the Minutes of the Meeting held on 23 September 2019 be confirmed as a correct record and signed by the Chairman.

4b Minutes - 5 November 2019

RESOLVED

That the Minutes of the Meeting held on 5 November 2019 be confirmed as a correct record and signed by the Chairman.

KEY DECISIONS

This item is recorded as a separate and confidential Minute

5 Draft Medium Term Financial Strategy 2020/21

Cabinet received report **ES/0203** by the Leader of the Council and the Assistant Cabinet Member with responsibility for Resources which set out an updated Medium Term Financial Strategy (MTFS) for the Council as at November 2019.

The Leader, prior to presentation of the report, thanked the Assistant Cabinet Member with responsibility for Finance, and the Finance Team, for all of their hard work in preparing the report particularly, he stated, in these challenging times.

The Assistant Cabinet Member stated that the MTFS provided a baseline forecast of income and expenditure and looked at the overall financial climate, including public finances and the local government financial environment. The report sets out the current assumptions made in identifying resources for the MTFS. The key feature of the updated MTFS was that with the announcement of a one-year only Government Spending Round and Local Government Settlement for 2020/21, significant reforms to the Local Government Finance System had now been delayed.

The MTFS attached as Appendix A had been revised for updates including those resulting from the 2018/19 outturn position of the predecessor Councils; budget monitoring forecasts; budget review meetings; and the Local Government Finance Settlement technical consultation. The draft MTFS would be continually revised with updates including those resulting from further budget monitoring forecasts; the provisional Local Government Finance Settlement, and the emerging replacement for the East Suffolk Business Plan.

The Assistant Cabinet Member advised that Sections 2 and 3 of the MTFS provided some background on the current economic outlook. Section 4 covered the current local government finance position and the current forecast position on the Council's major income streams for 2020/21.

A technical consultation on the 2020/21 Local Government Finance Settlement was issued on 3rd October 2019. As well as deferring reforms to the system, the proposal for 2020/21 was essentially to roll forward the 2019/20 Settlement with relevant uplifts for inflation. Consequently, the Council was likely to receive Revenue Support Grant and Rural Services Delivery Grant around the current levels. Partly offsetting these elements, the allocations for New Homes Bonus (NHB) for 2020/21 would also be for one year only for 2020/21, rather than for four years. The Government would consult further on incentives to promote housing growth, and indications were that NHB may not continue beyond 2020/21 in its present form. Only business rates pilots in the original "devolution" areas would go ahead in 2020/21, with all other pilots cancelled.

Financially, the most significant issue for the Council arising from this was that it would benefit from an additional year under the current business rates regime. The MTFS went into the position on Business Rates in some detail and illustrated the volatility associated with the current system. The position currently forecast for 2020/21 was significantly better than the scenario previously forecast for next year, which has now been deferred until 2021/22 onwards. Business rates estimates would be revised during December and January when the NNDR1 estimated business rates return needed to be completed for the Government.

Council tax continued to be a stable income stream, and the Council tax base continued to exhibit growth of just over 1% per year. The technical consultation indicated a referendum limit of 2% or £5, as in previous years, and an increase of £4.95 had been included in the updated MTFS forecasts.

In the technical consultation, the position on New Homes Bonus (NHB) was the least positive area, with an allocation of one year only in 2020/21, with no “legacy” payments relating to this allocation – under the current arrangements the allocation would have been paid for an additional three years.

The Assistant Cabinet Member drew Members' attention to tables 5.1 and 5.2 and advised that they shew the summary updated MTFS position and all key movements. The local government finance position for 2020/21, particularly the delays on business rate reforms, now indicated that the Council could be in a balanced budget position in 2020/21, including the ability to contribute to reserves and continue to progress projects and initiatives. However, this favourable one-off position needed to be balanced against an uncertain position from 2021/22 onwards, and the continuation of significant underlying budget gaps.

Section 5 of the MTFS also outlined the key assumptions used in formulation the Council's Budget. A range of key areas, especially Partnerships, still needed to be reviewed before the budget was presented to Cabinet in January 2020 and finalised in February 2020.

Section 6 summarised the position on the Council's Reserves and Balances, taking into account both the outturn positions of Waveney and Suffolk Coastal, and the latest forecasts in the MTFS. Table 6.10 summaries reserves and balances by purpose, project, and initiatives.

Finally, the Assistant Cabinet Member advised that section 7 summarised the latest update of the General Fund Capital Programme, which would be the subject of a separate report in January 2020.

The Cabinet Member with responsibility for the Environment referred to the Council's investments and asked if they were ethical and matched the values of the Council. In response, the Assistant Cabinet Member stated that there were multi asset investments; he said that he could not guarantee that the Cabinet Member with responsibility for the Environment would support all of them, it should be remembered that the reason for these investments was to raise the best possible rate of interest so that all portfolios could spend accordingly. However, he stated, the

Council did have the ability, following any concerns raised by the Council's advisers, to change them.

The Cabinet Member with responsibility for Housing referred to the possible increase in Council Tax and thought that the Council had no choice in this matter; he felt that it would be prudent for Cabinet to make this recommendation to Full Council. The Leader agreed, stating that it was the right thing to do. The Cabinet Member with responsibility for Customer Services and Operational Partnerships added that the Council provided good value to its taxpayers and always took decisions that were well thought through.

The Assistant Cabinet Member with responsibility for Community Health asked how the pension scheme would be supported. The Chief Finance Officer stated that the local government pension scheme fund for East Suffolk, that the Council's fund, was 98% funded as at 31 March. However, since that date the actuaries have confirmed that the Council's pension fund is now 100% funded. Therefore, from a local government pension scheme contributions perspective, the Council would reduce its contributions and there would be a saving to the Council over the next three years.

Councillor Elliott stated that ethical investments were ethical and this did not mean that they had a lesser financial return; in fact, he said, during the banking crisis a lot of the banks came out of it really well. Councillor Elliott asked that the assumption was not made that ethical investment was not a good financial investment; it was both, he said.

Councillor Elliott referred to the demise of the New Homes Bonus, over the next two years, and asked what impact this would have on the Council's enabling communities budgets and community partnerships. The Leader gave an assurance that there would be no impact, saying that both were already fully funded.

Councillor Elliott referred to one of the Council's largest areas of operational expenditure being via the Norse partnership; he asked if any work had been done in respect of the potential financial savings of bringing the work back in house at the end of the contract. The Leader responded, stating that the Council had started work on a review of the Norse contract per se; he said the the contract end was approximately two years away and so now was the right time to start to examine, not only the Norse contract, but all contracts that were coming to an end. The remit of that work was to fully understand exactly what Norse delivered and to ensure the level and quality of service was meeting the needs of the new Council and to ensure what was being delivered was value for money. The Leader made it clear that value for money was not always about money, it was about whether that was the best way to deliver the services, cheapest was not always the best.

Councillor Byatt referred to income to the Council's pension fund and asked how much the Council depended on its external investments. The Chief Finance Officer responded, stating that the Suffolk pension scheme had its own Board and the Council employed fund managers; the purpose of the fund managers was to maximise return; it was very different, he said, to how he would manage the Council's investments; that was what would pay individual pensions.

In response to Councillor Byatt asking if the Council invested in fossil fuel and tobacco companies, it was confirmed that it did; it also invested in the FTSE 100 etc; it tried to stay as ethical as it could.

Councillor Byatt stated that ethical could be about the green agenda but he stated that there were a lot of green energy initiatives happening too; he asked if the Council was going to ensure that it got its slice of that, if it had not already. The Leader responded, referring to investments in green energy, and stated that the Council was looking at every investment that it could potentially make to improve the income for the Council so that it could deliver more. He added, however, that it was not just about money, it was about the right thing to do, so there were a number of options being looked at both through economic development and through the green agenda.

RESOLVED

- 1 That the draft Medium Term Financial Strategy attached as Appendix A.
- 2 That Members and Officers develop proposals to set a balanced budget for 2020/21 and beyond.

6 'London Road' High Street, Lowestoft - Heritage Action Zone

At this point, having declared a Disclosable Pecuniary Interest, Councillor Rudd left the meeting.

Cabinet received report **ES/0204** by the Deputy Leader and Cabinet Member with responsibility for Economic Development, who reported that on 14 September 2019, following a bid submitted by East Suffolk Council, "London Road" Lowestoft was announced as one of 69 successful high streets to move onto the next stage of Historic England's High Street Heritage Action Zone Programme. The confirmation and funding was on an 'in principle' basis following the successful design and submission of a Delivery Plan to Historic England by 20 December 2019. The report requested that Cabinet granted delegated authority to the Head of Economic Development and Regeneration, in consultation with the Cabinet Member for Economic Development and Regeneration, and Heads of Finance and Legal, to agree the submission of the London Road High Street Heritage Action Zone Delivery Plan. The Delivery Plan set out the project management and governance structure in which the outputs would be managed and monitored; the resources required from East Suffolk Council in both financial and staff time; and the specific projects and timetable for the four-year programme.

The Delivery Plan also included details of the proposed grant funding allocation required from Historic England, profiled for the duration of the four-year programme. The Council had yet to receive written confirmation of the grant funding, as this was subject to the Delivery Plan being approved by Historic England in January 2020. The match-funding required from East Suffolk Council was £66,750 Year 1, £84,877 Year 2, £36,059 Year 3 and £151,052 in Year 4, totalling £338,738. The report requested that Cabinet recommended to Full Council that approval of the requested match-funding contribution for the programme be given.

Additional staff resource was required in Planning and Coastal Management for both the existing North Lowestoft Heritage Action Zone and the London Road High Street

Heritage Action Zone to provide an Area Planning Officer (0.5FTE) and a design and Conservation Officer (0.5FTE). The report requested that Cabinet recommended to Full Council that approval be given to the provision of additional budget to provide for extra, fixed-term resource to effectively deliver both Heritage Action Zone's. The amount requested was £181,238 for the two roles, based on starting point of Grade 7, including on-costs over the 4 year period. Additional staff would not be recruited until the funding was confirmed by Historic England.

The Cabinet Member with responsibility for Planning and Coastal Management applauded the good partnership work that had taken place; he emphasised the need to truly value the assets in Lowestoft. He also highlighted the additional staffing requirements in the Planning and Coastal Management Service.

The Assistant Cabinet Member with responsibility for Community Health welcomed the proposals within the report; he asked if there would be outcomes that could be measured. The Deputy Leader, in his response, stated that he was Chairman of the North Lowestoft Heritage Action Zone Board, and the Board would be tracking progress.

Councillor Byatt stated that he was delighted at the proposals within the report; he applauded the involvement of Lowestoft Town Council. Councillor Byatt asked if there would be any objection to ward members contributing to the board meetings. The Leader emphasised the importance of ward members having the ability to input into the work; the Head of Economic Development and Regeneration added that there were and would continue to be a number of engagement mechanisms, as well as sitting on the Board.

Councillor Byatt referred to the Community Partnership Board and asked if there would be interaction between boards; it was confirmed by the Deputy Leader that there would be; he said it would be vital and it was right that everything that was happening in Lowestoft, and there was a lot, was considered. The Deputy Leader stated the need to ensure that work took place at a speed that would meet the ambition of Lowestoft. The Strategic Director stated that the Towns Fund and the High Street Fund had provided a real opportunity to progress this further; however, he said, it was right to pause briefly to ensure that the structures were right; this inclusive piece of work was taking place now. The Leader agreed and stated that it was important that everybody worked together; that way, he said, there would be a much more rounded result. What was encouraging for him, he stated was the positive relationship that East Suffolk Council was forging with Lowestoft Town Council.

In conclusion, Councillor Byatt asked if Lowestoft Rising should have a place on the Board; it was confirmed that Lowestoft Rising was fully involved, and was having an input into the review that was taking place.

RESOLVED

1. That authority be delegated to the Head of Economic Development & Regeneration, in consultation with the Cabinet Member for Economic Development & Regeneration, and Heads of Finance and Legal to agree the submission of the 'London

Road' High Street Heritage Action Zone Delivery Plan. The deadline for submission of the final plan to Historic England is 20th December 2019. The Plan will then be assessed by Historic England during January 2020, with a final decision on the programme and official, written confirmation of the funding expected soon after.

2. That approval of the requested match-funding contribution for the programme be recommended to Full Council. The match-funding required from East Suffolk Council is £66,750 Year 1, £84,877 Year 2, £36,059 Year 3 and £151,052 in Year 4, totalling £338,738.

3. That approval of additional resource in Planning and Coastal Management to provide an additional Area Planning Officer (0.5 FTE) and Design & Conservation Officer (0.5 TE), totalling £181,283 over four years, which will cover both the existing North Lowestoft Heritage Action Zone and the 'London Road' High Street Heritage Action Zone be recommended to Full Council.

7 Housing Asset Management Strategy 2019/2024

Councillor Rudd returned to the meeting.

Cabinet received report **ES/0206** by the Cabinet Member with responsibility for Housing who reported that the Council was a stock holding authority owning nearly 4,500 units of housing which was the largest asset the Council owned, valued last year at £525m. This Housing Asset Management Strategy was important in ensuring that the Council planned for the future with these valuable assets that housed a large number of households in the East Suffolk community. The Strategy was closely aligned with the Housing Revenue Account Business Plan that was approved last year by Cabinet.

The Cabinet Member reported that the Strategy considered the current stock portfolio and provided information on Environmental Sustainability under one heading, outlining the actions the Housing Team had taken over the years to make the stock energy efficient, as well as stating what was planned for the future to meet the Council's environmental objectives.

The Strategy went on to look at the Council's achievements, outlined the financial position and the investment in the stock, discussed new build programme and redevelopments and, not least, the role of tenant engagement. The document finally laid out the Council's priorities for the life of the Strategy and the linked actions were clearly stated at the end to ensure accountability and transparency.

The Cabinet Member for Housing reported that an Equality Impact Assessment had been completed and the Council's investment positively contributed a range of defined groups with no detrimental impact being identified.

The Leader, on behalf of Cabinet, gave thanks for the work in producing the Strategy, he particularly referred to the ambitions of the Council in respect of the green agenda.

The Cabinet Member with responsibility for the Environment thanked the Cabinet Member with responsibility for Housing, and officers, for the work in producing the

Strategy; particularly the environmental aspects. He stated that he thought it was critical that the Council was environmentally friendly in providing the housing and also in helping tenants to make the right decisions. He also commented that it was a clear indication that East Suffolk Council not only talked about the environment, it was doing positive and practical things too. The Cabinet Member with responsibility for Housing, in response, said that officers were very proud that they were the best Council for the green credentials that it had; that work would, he stated, be kept up.

Councillor Elliott stated that he welcomed the emphasis within the Strategy on the green credential and he welcomed the section on passive house standards; he stated that houses were not built to the standards that were suitable for the 21st century currently. Councillor Elliott felt that it was a shame that the Planning system could not enforce that all new housing was built to high environmental standards and he added that the Council should do all that it could in this regard. Councillor Elliott felt it was important that the Council invested in the highest standards of passive housing, or equivalent standards, so that houses were built that did not need retro fitting in a few years time.

The Head of Housing replied, saying that a Housing Development Strategy would be coming forward to Cabinet in January 2020 which would cover new build and new development; she also stated that the Housing and Planning service areas were in discussion regarding potential supplementary planning guidance around this to encourage all new housing in the district to be built to better standards. Also, there were live projects under consideration where the Council was actively seeking specialist architects who could give advice. The Leader felt it was incumbent on all members to promote this message throughout the district.

Following a question from Councillor Elliott regarding land acquisitions, it was confirmed that this would be covered more in the forthcoming Development Strategy.

Councillor Byatt asked what progress was being made with the asset review of the whole of East Suffolk; he also stated that the Council should be looking to its brownfield sites being used first of all, and also to encourage private landlords to bring their properties onto the market; he was worried, he said, that there was a dearth of council housing stock, particularly in the south of East Suffolk.

The Leader confirmed that the asset review was now complete and, as such, the Council had a list of all assets that it possessed. Regarding Councillor Byatt's comments about a dearth of stock in the south of the district, the Leader reminded members that Suffolk Coastal District Council, when it was in existence, had transferred its housing to a housing association and therefore had more relationships with social housing providers. This did not mean, he said, that there was a lack of housing in the south. The Leader stated that the Council did need to look at opportunities to spread the council owned properties right across the area. Regarding Councillor Byatt's comments in respect of private landlords bringing their properties to the market, the Leader agreed and added that one of the ways that the Council could encourage them to invest and bring empty properties back into use and improve their assets was through the regeneration of local areas.

The Cabinet Member with responsibility for Housing advised members that East Suffolk Council had been bidding for houses in the south, but it had to bid against the registered providers in the area and so it was not always successful.

The Strategic Director reported that, through its Housing Revenue Account, the Council had the ability to influence on a number of fronts; he added that he would be going to Planning Committee with sites in the future. He also said that the Council was intervening on empty properties and was looking to bid for Section 106 properties in a way which complimented the market; not to compete, but to bring something extra.

The Head of Housing, commenting on single occupants, said that this was definitely a pressure for the Council and there were incentives available for people to downsize; this was an ongoing piece of work. The Council was looking at all ways possible to add to its housing stock.

RESOLVED

That the Housing Asset Management Strategy 2019-2024, attached as Appendix A, be approved.

8 Exempt/Confidential Items

RESOLVED

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

9 Exempt Minutes - 5 November 2019

RESOLVED

That the Exempt Minutes of the Meeting held on 5 November 2019 be confirmed as a correct record and signed by the Chairman.

The meeting concluded at 7.30 pm

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Chairman



CABINET

Tuesday 4 February 2020

ACCEPTANCE OF MINISTRY OF HOUSING, COMMUNITIES AND LOCAL GOVERNMENT (MHCLG) ROUGH SLEEPING GRANT FUNDING

EXECUTIVE SUMMARY

1. The Homelessness Reduction Act (HRA) 2017 requires local authorities to develop and provide enhanced and tailored housing pathways for groups of people who are more vulnerable to homelessness than others including people with mental health issues, those experiencing domestic abuse, ex-offenders and care leavers. The Government is particularly committed to assisting rough sleepers or people who are at risk of rough sleeping with the goal of halving the numbers of people sleeping rough by 2022.
2. East Suffolk Council was successful in its applications to the Rapid Rehousing Pathway and the Rough Sleeper Initiative Funding programmes for 2019/20. Total funding for the financial year 2019/20 consists of £292,553 from the Rapid Rehousing Pathway and £202,150 from the Rough Sleeping Initiative.
3. In late 2019 the Ministry of Housing, Communities and Local Government (MHCLG) invited local authorities who wish to benefit from further funding to apply again. On this occasion, the previous two funding streams have been combined into one rough sleeping funding pot. Given the short timescale available for placing bids, the Housing Needs Service bid for an additional £698,448 of funding. Decisions regarding funding allocations are anticipated in January 2020.
4. This report seeks Cabinet and potentially Full Council approval (dependent upon the amount received) to accept the grant funding, should an award be made and to use it to deliver the projects and services set out within this report. Approval to receive the funding may be retrospective if the funding is received prior to 4 February 2020 or 26 February 2020.

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| Is the report Open or Exempt? | Open |
| Wards Affected: | All |
| Cabinet Member: | Councillor Richard Kerry Cabinet Member with responsibility for Housing |

| | |
|----------------------------|--|
| Supporting Officer: | <p>Angela Haye Housing Needs Service Manager 01502 523134 angela.haye@eastsoffolk.gov.uk</p> <p>Cairistine Foster-Cannan Head of Housing 01502 523334 cairistine.foster-cannan@eastsoffolk.gov.uk</p> |
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1 INTRODUCTION

- 1.1 In late 2019 the Ministry of Housing, Communities and Local Government (MHCLG) invited local authorities wishing to benefit from further rough sleeping funding to bid in a new round. This new funding stream, to cover the 2020/21 financial year, combines the previous Rough Sleeping Initiative (RSI) and Rapid Rehousing Pathway (RRP) programmes into a single funding programme. The funding is designed to support the establishment or enhancement of co-ordinated local services, based around the Rapid Rehousing Pathway model, for rough sleepers, or those at risk of rough sleeping.
- 1.2 Central to the rough sleeping funding programmes since their launch in 2018 has been a team of expert Specialist Advisors seconded to MHCLG from across the homelessness sector who have worked together with local authorities to develop co-ordinated and responsive local rough sleeping services. This open, collaborative approach based around realistic conversations about the situation in a local area, what has worked well, and how to make critical changes and deliver high quality services has been termed co-production. This approach has been well-received by local authorities across the country and the plans that it has produced together with the tireless work of local authorities and partners, have driven a net 32% reduction in rough sleeping in those areas. All local authorities bidding for this round of funding have co-produced their bids with the relevant Specialist Advisor for their geographical area.
- 1.3 Whilst the Government's underlying approach to ending rough sleeping through the pathways established via the existing rough sleeping funding remains unchanged, they are also seeking proposals that demonstrate an ambitious approach towards:
- a) Prevention. Identifying those who are at risk of rough sleeping early and intervening before crisis stage. This work should be led by local authority housing options teams that are closely integrated, including by co-location, with rough sleeping initiative interventions.
 - b) Recovery. Ensuring that people have support in place to move into sustainable accommodation. A stable home is an essential element in a person's recovery from rough sleeping and needs to go hand in hand with flexible support that is tailored to individual needs.
 - c) Specialist roles and provision. Identifying the needs of the most vulnerable groups, such as women, victims of domestic abuse, those battling drug and alcohol misuse or mental ill-health. Areas should think about targeted workers, personalised budgets, and specific services designed to help those with the most complex needs as well as linking in with prison release and hospital discharge services to join systems up.

2 DETAILS OF EAST SUFFOLK COUNCIL'S BID

- 2.1 The annual 2019 rough sleeper count identified a total of 13 Rough Sleepers in East Suffolk which represents a 41% reduction on the previous year. Although this is a positive position, we need to ensure that this number is not just sustained but further reduced. The challenge in maintaining and improving the performance is the amount of 'hidden' homeless people with at least 150 single households who are either of No Fixed Abode or who remain rough sleeping for various reasons. A further challenge is that once provided with a housing solution, the accommodation needs to be sustained to prevent repeat homelessness.
- 2.2 Council officers have engaged with the MHCLG Specialist Advisor to consider the learning from our current service provision and to co-produce the bid for the future funding, with a view to ensuring that future services provided through the grant funding will meet any identified gaps and deliver enhancements which will improve our offer to rough sleepers.

The areas for improvement and for targeting future funding which have been identified are as follows:

- a) To extend the provision of the current 'Making Every Adult Matter' outreach service with a slight change of emphasis to focus on entrenched rough sleepers and work to a Task and Target Multi-Agency Case Conferencing process. Workers will have a maximum caseload of 20 people per year with a personal budget of £500 per person.
- b) To recruit 2 x FTE Additional Assertive Outreach Workers to intercept and direct people who are sleeping rough into the service. It is intended that if our grant application is successful, we will extend provision into evenings and weekends. Outreach Workers will also be invaluable in gathering information to feed into service design further downstream.
- c) To extend the current Supported Lettings Officers provision and refocus this into upstream prevention work with social housing providers, in-reach hostel homelessness prevention and tenancy sustainment for service users who have been assisted into accommodation in the private rented sector.
- d) To fund the secondment of a Senior Social Worker recruited by Suffolk County Council into the Housing Needs Team to enhance the expertise within the Housing Needs Team relating to adults with complex needs, and to assist with referrals for assessments.
- e) To work with Anglia Care Trust to accommodate 'high risk' rough sleepers by introducing a 'Risk Reduction Fund' specifically for those individuals who have previous arson convictions and/or anti-social behaviour linked to issues around substance misuse and complex needs.
- f) To work with Home Group to deliver a Home Achievement Programme for individuals as part of a resettlement package. This is an online tenancy training programme which is also recognised as a qualification. We are aware that Flagship have used this training programme with tenants who have subsequently accessed apprenticeships, so it can assist with routes into education and employment.
- g) To continue the provision of an 8 bed 'Somewhere Safe to Stay' Hub in Lowestoft for new rough sleepers and to convert the 1 bed Hub in Felixstowe into a longer-term emergency bed for more entrenched rough sleepers. It has been recognised that due to a lack of move-on accommodation in the Felixstowe, it is more appropriate and realistic to convert this bed to longer-term provision with the period of stay being increased to up to 28 days or more if required.
- h) To convert the current Cold Weather Beds (9 bed spaces in Lowestoft and Ipswich) into year-round provision for rough sleepers.

2.3 The Council has also included in the bid the required funding to continue with existing service provision as follows:

- a) An Outreach Worker based in Felixstowe
- b) A Mental Health Practitioner Post for the whole of East Suffolk
- c) A Rough Sleeper Co-ordinator Post

2.4 All partner organisations have confirmed their agreement to continue delivering existing services and the delivery of new initiatives. Those organisations are:

- Notting Hill Genesis Housing Association
- Access Community Trust
- Anglia Care Trust
- Home Group

2.5 The total additional grant funding requested for 2020/21 is £698,448. This funding bid is the required amount to fund all of the services referred to in 2.2, 2.3 and this paragraph. The funding is to cover these services for the period 01.04.20 to 31.03.21. If any element of the bid is unsuccessful, the provisional services will be adjusted accordingly. This amount includes funding for the following elements:

- 8 Bed 'Somewhere Safe to Stay' Hub
- 10 Self Contained supported accommodation 1 Bed Flats
- 10 Short term shared and self-contained emergency beds
- 2.8 FTE Outreach Workers
- 3 FTE Supported Lettings Officers
- 0.5 FTE Supported Lettings Admin Officer
- Risk Reduction Fund
- 3 FTE Rough Sleeper Navigators (Previously MEAM Workers)
- 0.8 FTE Senior Social Worker
- 1 FTE Rough Sleeper Co-ordinator
- 1 FTE Mental Health Practitioner
- Home Achievement Programme

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

3.1 One of the Council's Business Plan's Critical Success Factors is to 'improve access to appropriate housing to meet existing and future needs, including more affordable homes for local people'. This grant funding and the services it will provide will assist some of the most vulnerable members of our community to access and sustain accommodation which is suited to their needs. Assisting people with complex needs to access affordable and appropriate housing remains a challenge and the projects and posts funded by this provision will assist the Council to find housing solutions which are in line with the person's support and care needs and aspirations to live a relatively independent and 'normal' life.

4 FINANCIAL AND GOVERNANCE IMPLICATIONS

4.1 The financial threshold for the Public Contract Regulations which applies to these services is £615,278 (014/24/EU-Provision of services to the Community).

4.2 Although the total grant requested is above the threshold, a significant proportion of the grant requested will be used to extend the fixed-term contracts of officers employed by East Suffolk Council and/or to recruit additional Outreach Workers who will be directly employed by Housing Needs. These employment contracts sit outside the procurement regulations. The total funding required for those posts is £299,579, leaving £398,869 available for the other elements of the bid.

4.3 MHCLG will need to be satisfied there is service continuity for our vulnerable rough sleeping population in East Suffolk. Good partnership working has been built up over the last 4 years between our internal and external colleagues. The timeframe for retendering third sector services could destabilise current service provision in terms of the

uncertainty. It is also debatable whether providers would wish to bid for services with a funding window of operation only being until March 2021.

- 4.4 If the Council receives more than £500,000 in additional funding, as per the Constitution, this report will need to go to Full Council for approval.

5 OTHER KEY ISSUES

- 5.1 An Equality Impact Assessment has been carried out and is available as a background paper. The work described above will have a positive impact on marginalised adults and improving health inequalities arising from rough sleeping. The average life span of a rough sleeper is significantly less than the average person. No negative impacts were identified.

6 OTHER OPTIONS CONSIDERED

- 6.1 ESC considered not applying for this funding, but this would limit the services that could be provided to reduce and relieve rough sleeping.
- 6.2 ESC has considered the option of going out to tender for our current and new external provider contracts however this is not practicable due to the timescale of the bid, the short period of time between the outcome of the bid being published (expected late January 2020) and the start date for delivery of 1 April 2020, and the expectation of seamless continuation of existing services. In addition, due to the one to one contact between providers and service users with special requirements, and the relationships and trust built up between the parties which are integral to the success of the services, a change of service provider was not viable.
- 6.3 The Council could also have decided not to apply for additional funding from MHCLG but, the problem of rough sleeping is ongoing with limited funding to support solutions. Failure to bid would also have resulted in our current services coming to an end during this calendar year. The opportunity to submit a bid was one which could not be overlooked.

7 CONSULTATION

- 7.1 A final grant application meeting was held on 4 December 2019 with MHCLG and ESC Legal and Finance colleagues. All participating organisations have been contacted regarding the objectives of the bid and how they can contribute to our success.

8 REASON FOR RECOMMENDATIONS

- 8.1 Approval of the grant funding will enable the Housing Service to build on and enhance the successful work of the Council and its partners in relation to the reduction and prevention of rough sleeping.

RECOMMENDATIONS

1. That delegated authority be granted to the Housing Service to receive additional rough sleeping grant funding for 2020/21 of up to £698,448.
2. That delegated authority be given to the Housing Service to use the funding to extend and continue with existing services and set up new services and initiatives as set out in this report.
3. That for the reasons given in this report the services provided via this funding be exempted from the Contract Procedure Rules, and that delegated authority be given for the Head of Housing Services in consultation with the Cabinet Member for Housing to negotiate, agree and enter into contracts with current and new service providers identified to deliver the initiatives referred to in paragraphs 2.2 to 2.5 of this report.

APPENDICES – None

BACKGROUND PAPERS

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

| Date | Type | Available From |
|------------|----------------------------|----------------|
| 08/12/2019 | Equality Impact Assessment | Angela Haye |



CABINET

Tuesday 4 February 2020

EXTENSIONS TO EXISTING CONSERVATION AREAS AND ADOPTION OF NEW CONSERVATION AREA APPRAISALS AND SUPPLEMENT

EXECUTIVE SUMMARY

1. Approval of extensions to the existing Conservation Areas of Woodbridge and Yoxford;
2. Adoption of new replacement Appraisals for the Conservation Areas of Felixstowe, Holton, Homersfield, Wisset and Yoxford; and
3. Adoption of a Supplement to the existing Woodbridge Conservation Area Appraisal.

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

| | |
|------------------------|---|
| Wards Affected: | Bungay and Wainford Eastern Felixstowe Halesworth and Blything Kelsale and Yoxford Western Felixstowe Woodbridge |
|------------------------|---|

| | |
|------------------------|--|
| Cabinet Member: | Councillor David Ritchie Cabinet Member with responsibility for Planning and Coastal Management |
|------------------------|--|

| | |
|----------------------------|---|
| Supporting Officer: | <p>Robert Scrimgeour Principal Design and Conservation Officer 01394 444616 Robert.scrimgeour@eastsoffolk.gov.uk</p> <p>Eloise Limmer Design and Conservation Officer 01394 444296 Eloise.limmer@eastsoffolk.gov.uk</p> |
|----------------------------|---|

1 INTRODUCTION

- 1.1 Section 69(2) of the Planning (Listed Buildings and Conservation Areas) Act 1990 states that it is the duty of a local planning authority, from time to time, to review the past exercise of its Conservation Area designation functions under the Act and to determine whether any parts or any further parts of their area should be designated as Conservation Areas; and, if they so determine, they shall designate those parts accordingly.
- 1.2 In the exercise of this statutory duty, the Design and Conservation team of the Planning and Coastal Management department of the Council has undertaken a review of the existing Conservation Areas of Woodbridge and Yoxford. It has determined that there are further parts of these areas that are of special architectural or historic interest, the character of appearance of which it is desirable to preserve or enhance.
- 1.3 This report proposes that it is timely and relevant under section 69(2) of the 1990 Act to consider the extension of the existing Conservation Areas of Woodbridge and Yoxford.
- 1.4 In support of these extensions, a new replacement appraisal for the Yoxford Conservation Area and a Supplement to the existing Conservation Area appraisal for Woodbridge are proposed for adoption.
- 1.5 Additionally, new appraisals for the Conservation Areas of Felixstowe, Holton, Homersfield and Wisset to replace existing old appraisals are proposed for adoption.
- 1.6 The report will provide the background to the proposals; the proposed areas of Conservation Area extensions; a justification; public consultation; consequences of designation; national and local planning policies; and procedures to be taken for formal and informal notification.

2 BACKGROUND – WOODBRIDGE AND YOXFORD CONSERVATION AREA EXTENSIONS

- 2.1 Woodbridge – the Woodbridge Conservation Area was first designated in 1969 and extended in 1975. The existing Conservation Area Appraisal was adopted in 2011 and is considered to provide a comprehensive overview of the special interest of the Conservation Area. In 2014 the Woodbridge Society approached the Design and Conservation Team with suggestions for extending the existing Conservation Area boundary. In 2015 the Design and Conservation Team commissioned a consultant to review the four areas suggested by the Woodbridge Society and one additional area. This report was completed in 2016. The conclusions of the report were reviewed in 2019 and, following discussions with the Woodbridge Society, four extension areas are proposed along with the proposed removal of one small area.
- 2.2 Yoxford – the Conservation Area of Yoxford was one of eight Conservation Areas in the former SCDC area that were appraised in 2010 where no appraisal had been previously conducted. The resultant appraisal was adopted by SCDC that year but the document omitted to identify unlisted buildings that made a positive contribution to the character and appearance of the Conservation Area. An exercise was undertaken in 2017/18 to remedy this omission which was then enlarged to include a complete review and re-write of the existing appraisal, as it was judged, after all, to not reflect the quality of the Yoxford Conservation Area.
- 2.3 At the same time, the Design and Conservation team made a judgment that, as Yoxford's historic epithet is the 'Garden of Suffolk', it was appropriate to consider the inclusion of the three surrounding parklands of Cockfield Hall, Grove Park and Rookery Park within an extended Conservation Area. Yoxford is unique in Suffolk in being surrounded by historic parklands and it is impossible to understand the development of the village without an appreciation of the significance of the parklands and their historic mansions. Their

proposed incorporation within, and protection afforded by, the Conservation Area arises, therefore, from a review of the existing Conservation Area boundary undertaken under the statutory duty referred to above (1.1).

3 WOODBRIDGE – PROPOSED AREAS FOR EXTENSION AND JUSTIFICATION FOR THEIR INCLUSION

- 3.1 The areas proposed for inclusion by extension of the existing Woodbridge Conservation Area are illustrated by map in Appendix A. An area proposed for removal is also illustrated.
- 3.2 A schedule of all properties and land to be included in the proposed Conservation Area extensions is attached at Appendix B. A schedule of the property and land proposed to be removed from the Conservation Area is attached at Appendix C.
- 3.3 The proposed extensions to the Conservation Area total 217 hectares in area. The proposed area to be removed from the Conservation Area totals 0.17 hectares in area.
- 3.4 Area 1: Located to the west of the railway line, the proposed extension area contains the Grade II listed late 17th / early 18th century Kingston Hall, the Kingston Playing Fields to the north east, an avenue of mature beech trees formerly known as Jetty Lane (now known as The Avenue). The Kingston Road Playing Fields are worthy of inclusion in the Conservation Area as they form part of the historic and current setting of the GII listed Kingston Hall and detached barn, as well as for providing a valuable area of open green space and amenity land. The trees either side of The Avenue are also of value as a historic group of carefully planted mature trees in what is predominantly an area lacking such features. It is also proposed that *Nos. 1 and 3 Kingston Road*, and the GII listed *No.34 Kingston Road* and *Nos. 44-48 (even) Station Road* should be included within the existing Character Area 3, Cumberland Road. This would enhance the existing character area as well as affording some protection to the setting of designated assets and some protection to potential non-designated heritage assets.
- 3.5 Area 2: This area looks to link the isolated areas of riverside that fall within the existing Conservation Area to create continuous coverage from south of the Deben Yacht Club to Lime Kiln Quay to the north. The waterfront area, although separated to some extent by quays and areas of inaccessible private land, does retain a coherent and identifiable character. Having sections of the waterfront area in the Conservation Area, but excluding others is inconsistent. Where areas have been included as the setting for a listed structure, then inclusion is understandable, but the riverside area is more than just the setting for isolated designated structures - it forms the foreground to the wider Conservation Area and possesses a strong recreational and commercial character, and special unplanned and understated aesthetic, of its own.
- 3.6 Area 3: This area includes Ipswich Road from its northern termination at Cumberland Street to Sandy Lane. Despite recent infill development Area 3 remains a coherent example of its kind. The majority of the houses were built in the ten years between 1904 and 1914 in a free vernacular style and are by known architects of local stature. Many of the villas were designed by the Suffolk architect JS Corder between 1904 and 1912 and were built using a consistent palette of materials. A considerable number of the properties meet East Suffolk Council's published criteria for being identified as Non Designated Heritage Assets. Their substantial leafy gardens also contribute to both the setting of the individual houses and the area's visual coherence.
- 3.7 Area 4: This is a small extension to take in a terrace of 19th century ironworkers' cottages on the north side of the eastern end of Deben Road. This terrace is visible from the Thoroughfare and makes a positive contribution to the character of the Conservation

Area. Inclusion in the Conservation Area will help to prevent further inappropriate alterations to these houses.

- 3.8 Removal Area 1: We have a duty, when reviewing the conservation area boundary, to consider whether all the areas currently covered by the designation meet current guidelines in terms of good practice. This is to make sure that the concept of conservation is not devalued through the designation of areas that do not have sufficient architectural or historic interest. The garden of 35 Burkitt Road is half inside and half outside of the existing conservation area. The section of garden that is within the Conservation Area is separated from the house. It is not good practice to bisect properties and land and was an error in the original designation. It is, therefore, proposed to remove this section from the Conservation Area. Buttrum's Mill is adjacent to this section of garden; it is a Grade II* listed building. The setting of this Grade II* listed heritage asset is protected through its status as a designated heritage asset. This level of protection is much higher than the protection the Conservation Area provides. Therefore, removing this piece of land from the Conservation Area would not remove protection from the setting of the Grade II* listed building. Its setting is already protected as it contributes to the significance of this very important heritage asset.

4 CONSERVATION AREA APPRAISAL SUPPLEMENT AND PUBLIC CONSULTATION

- 4.1 A Supplement to the existing Conservation Area Appraisal has been prepared containing information about all the proposed extension areas including a description of their special interest and a gazetteer of listed and unlisted structures which make a positive contribution to the character and special interest of the proposed extension area. The Supplement can be viewed via a web link at Appendix E. If adopted, the Supplement will be added to the end of the Conservation Area Appraisal and will be available to view on East Suffolk Council's website.
- 4.2 There is no statutory requirement to consult on Conservation Area appraisals, but it is considered to be good practice to do so and had always been the practice of the former Waveney and Suffolk Coastal District Councils. Accordingly, public consultation took place between 31st May and 12th July 2019. The response to this initial round of consultation was not considered sufficient to demonstrate support of the proposals. A further round of public consultation took place between 2nd September and 1st November 2019. The consultation consisted of:
- Owners and occupiers of each property within the proposed extensions to the Conservation Area were contacted by letter: to inform them of the proposal to extend the Conservation Area; to provide a summary of the consequences of designation (by extension); to provide a link to access the map of the extended areas and the draft Supplement on-line; and to seek their views on the proposals.
 - Owners and occupiers of properties within the rest of the Conservation Area were contacted by letter: to inform them of the proposal to extend the Conservation Area; to

provide a link to access the map of the extended areas and the draft Supplement on-line; and to seek their views on the proposal.

- Also invited to comment were: the Woodbridge Society, Woodbridge Town Council; Suffolk County Council Archaeology; Ward Members; the Council's Landscape and Arboricultural Manager and East Suffolk Council's Asset Management Team.
- Additionally, the draft supplement was placed on the Council's website for viewing and downloading. 733 page views were recorded for the consultation period, and 22 responses through the web form provided, of which 21 were supportive of the proposals.
- A member of the Design and Conservation team hosted an information day at Woodbridge Library on 15th October 2019, presenting the proposals with large scale maps and copies of the draft supplement. 23 people filled in consultation forms during this session of which 22 were supportive of the proposals.
- A total of 70 responses were received by letter or email of which 58 were supportive of the proposals.

4.3 The following amendments were made to the proposal following public feedback:

- The proposed extension area covering the northern side of Pytches Road was removed. Members of the public pointed out that the green character above the northern boundary of the Conservation Area is already well protected with Tree Preservation Orders and policy MEL13 of the Melton Neighbourhood Plan.
- The southern element of Area 2 was altered to remove some agricultural land.

4.4 A number of the negative responses were related to Removal Area 1. Members of the public were concerned that by removing this small section of garden from the Conservation Area, the protection of the setting of Buttrums Mill would be reduced. However, the inclusion of this area was an error in the original designation that needs to be corrected. The setting of this Grade II* listed mill is protected through its status as a designated heritage asset. This level of protection is much higher than the protection the Conservation Area provides. Therefore, removing this piece of land from the Conservation Area would not remove protection from the setting of the Grade II* listed building. The Conservation Area boundary currently cuts across the plot of 35 Burkitt Road with half of the garden within the Conservation Area but the house and the rest of the garden outside the Conservation Area. This is not good practice; Historic England's Advice Note 1 on Conservation Area Designation (Feb. 2016) states that the LPA should ensure that '*in almost all situations the conservation area boundary runs around rather than through a space or plot*'. The garden area has no special architectural or historical interest worthy of Conservation Area designation and neither does the house at 35 Burkitt Road. It should not, therefore, have been included in the original designation and now is the time to rectify this past error.

4.5 A summary of public consultation responses is attached at Appendix D.

5 YOXFORD – PROPOSED AREAS FOR EXTENSION AND JUSTIFICATION FOR THEIR INCLUSION

5.1 The areas proposed for inclusion by extension of the existing Yoxford Conservation Area are illustrated by map at Appendix F.

5.2 A schedule of all properties and land to be included in the proposed Yoxford Conservation Area extensions is attached at Appendix G.

5.3 The proposed extensions to the Conservation Area total 989 hectares in area. They consist of the parklands and mansions and associated buildings and structures of

Cockfield Hall, Grove Park and Rookery Park. They also include some residential properties on Strickland Manor Hill, Little Street and Middleton Road.

- 5.4 Historic England's Advice Note 1 on Conservation Area Designation (*op.cit.*) specifically advises that "*conservation area designation is not generally an appropriate means of protecting the wider landscape...*" (para.12). It is the view of the Design and Conservation team that the three parklands proposed for Conservation Area inclusion represent designed landscapes rather than the wider landscape which can be taken to mean the farmed landscape that surrounds the village and its parklands. The Advice Note confirms that the different types of architectural and historic interest which have led to designation (of a Conservation Area) include historic parks and gardens and other designed landscapes (p3). It is judged that the proposed extensions, therefore, are in compliance with Historic England's guidance.
- 5.5 Please note that the three parklands proposed for Conservation Area inclusion were already identified as Historic Parks and Gardens by SCDC in 1995 and locally listed as such (within Supplementary Planning Guidance 6 – see following link). Their importance has, therefore, already been assessed and recognised. Policy SCLP 11.8 of the emerging Suffolk Coastal Local Plan will 'encourage preservation and enhancement' of these identified parks and gardens (and others). However, inclusion within an extended Conservation Area will ensure that the statutory duty to preserve or enhance the parklands is engaged as a planning test. This is far stronger than simple encouragement. Further, all trees that are not subject to TPOs within these parklands will enjoy protection which the emerging Policy does not and cannot afford (see 7.1, below).

<http://www.eastsuffolk.gov.uk/assets/planning/suffolk-coastal-local-plan/supplementary-planning-guidance/spg6-historic-parks-and-gardens.pdf>

- 5.6 Currently, there are no TPOs in the Rookery Park and Cockfield Hall parklands. A Woodland TPO dating from 1967 (SCDC/67/00074) at Grove Park along its north-eastern boundary with Yoxford village is already included within the existing Conservation Area, except for a short length along High Street that would be included within the extension (see also 7.4, below).
- 5.7 The Yoxford Conservation Area boundary review advocates the inclusion of the three locally listed parklands to Cockfield Hall, Grove Park and The Rookery. These parks and their architecturally important buildings are integral to the historic development and character of Yoxford and lend it a unique and distinctive status - its old epithet as the 'Garden of Suffolk'. Inclusion of the parklands within the Yoxford Conservation Area would provide a strong and coherent designation, fully reflecting the quality and status of Yoxford as one of East Suffolk's most attractive and well conserved villages. The appraisal of the Yoxford Conservation Area has identified that there are now very few settlements in the United Kingdom which retain all their major houses and parks with the degree of intactness that survives at Yoxford. It is timely, therefore, to accord Yoxford's distinctiveness in this respect the acknowledgment of its importance and the protection that it deserves by including all three parklands within a single Conservation Area for the village through the extension of its existing boundaries, as here proposed.

6 PUBLIC CONSULTATION

- 6.1 There is no statutory requirement to undertake consultation on the designation (by extension) of a Conservation Area. However, Historic England's Advice Note on Conservation Area designation (*op.cit.*) states under a heading 'Community and Owner

Consultation and Involvement that “*involving the community at an early stage is advisable*” (para.16).

6.2 Accordingly, the following public consultation took place between 1st February and 29th March 2019, a period of eight weeks:

- Owners and occupiers of each property within the proposed extensions to the Conservation Area were contacted by letter: to inform them of the proposal to extend the Conservation Area; to provide a summary of the consequences of designation (by extension); to provide a link to access the map of the extended areas and the draft Conservation Area appraisal on-line; and to seek their views on the proposal and the draft appraisal.
- Owners and occupiers of properties within the rest of the Conservation Area were contacted by letter: to inform them of the proposal to extend the Conservation Area; to provide a link to access the map of the extended areas and the draft Conservation Area appraisal on-line; and to seek their views on the proposal and the draft appraisal.
- Also invited to comment were: the Ward Member; the parish council; the Suffolk Preservation Society; Suffolk County Council Archaeology Service; Historic England; and the Council’s Landscape and Arboricultural Manager.
- A member of the Design and Conservation Team attended a public meeting of Yoxford Parish Council on 16th February 2019. At this meeting, the draft appraisal was introduced and printed copies provided; and the proposal to extend the Conservation Area explained and justified. An audience of around 70 attended.
- Additionally, the draft appraisal and map of Conservation Area extensions were placed on the Council’s website for viewing and downloading. 79 page views were recorded for the consultation period.
- A total of 20 responses were received by email and letter. This total includes responses from the parish council and the Suffolk Preservation Society. All were in support of the proposal to extend the Conservation Area when commented upon; and none opposed. Crucially, owners of the three parklands proposed for inclusion who responded provided their written support. Indeed, one such landowner asked for a larger area of their landholding to be included for completeness (which has been done).
- A summary of all public consultation responses is attached at Appendix H.
- The draft appraisal was amended in light of comments received including corrections, amendments and additions.

7 CONSEQUENCES OF CONSERVATION AREA DESIGNATION

7.1 The principal consequences of Conservation Area designation (by way, here, of extension) are as follows:

- The Council is under a duty to prepare proposals to ensure the preservation or enhancement of the area;
- Consent must be obtained from the Council for the demolition of any unlisted building or structure in the area larger than 115 cubic metres; and the local authority or the Secretary of State may take enforcement action or institute a criminal prosecution if consent is not obtained;
- It is an offence under section 196D of the Town and Country Planning Act 1990 to undertake ‘relevant demolition’ of an unlisted building in a Conservation Area without the necessary planning permission.
- Special publicity must be given to planning applications for development in the area;

- In carrying out any functions under the planning Acts and, in particular, in determining applications for planning permission and listed building consent, the Council and the Secretary of State are required to pay special attention to the desirability of preserving or enhancing the character or appearance of the area;
- The details as to the limits of what works may be carried out without planning permission are different and are summarised at Appendix O; and
- Six weeks' notice must be given to the Council before works are carried out to any tree in the area that is more than 75mm in diameter measured at 1.5 metres above ground level. The penalties for undertaking works to trees within a Conservation Area within the six-week period are similar to those for undertaking unauthorised works to a tree covered by a tree preservation order (s.211 Town & Country Planning Act 1990).

7.2 Other relevant consequences of designation include:

- The Secretary of State may direct that Section 54 (urgent works) of the 1990 Act shall apply to preserve unoccupied buildings that appear to him or her to be important for maintaining the character or appearance of the area;
- Grants and loans may be made by Historic England for the preservation or enhancement of Conservation Areas;
- The display of advertisements may be more restricted than elsewhere; and
- Historic England must be notified of development affecting the character or appearance of a Conservation Area where the area of the application site is more than 1,000 square metres; or where the construction of any building will be more than 20 metres in height.

7.3 There are no current proposals to introduce additional planning controls within the proposed extensions to the Conservation Areas such as an Article 4 Direction removing certain permitted development rights as there are none in the existing Conservation Areas.

7.4 In respect of the proposed Conservation Area extensions to Woodbridge and Yoxford, it is important to note, in providing all relevant facts before a decision is made, that there exist Tree Preservation Orders which would fall within the proposed extended areas. Clearly, the proposed designation of the extensions to the Conservation Areas will overlap with these TPOs in respect of the control of works to trees. However, it should be noted that for TPOs, only those trees that were alive at the time the Order was made are included. Any that have grown since that date are not included within the TPO but would be protected by the proposed Conservation Area extensions. Please also note that the owner of a tree that is the subject of a TPO within a Conservation Area is required only to make an application for tree works under the TPO and is not required additionally to provide six weeks' notice to the Council (see 7.1, above).

8 NATIONAL AND LOCAL PLANNING POLICIES

8.1 A Conservation Area is a designated heritage asset as defined by the National Planning Policy Framework (NPPF). Section 16: 'Conserving and enhancing the historic environment' of the NPPF and its relevant paragraphs will, therefore, apply to planning applications for development within the extensions to the Woodbridge and Yoxford Conservation Areas.

8.2 Paragraph 186 of the NPPF states that when considering the designation of Conservation Areas Local Planning Authorities should ensure that an area "*justifies such status because of its special architectural or historic interest, and that the concept of conservation is not devalued through the designation of areas that lack special interest*". It is judged by officers that the appraisal/Supplement of the proposed extensions of the Woodbridge and Yoxford Conservation Areas that have been undertaken using guidelines provided by Historic England, demonstrate that there is sufficient special interest in these proposals to justify them.

Without the protection afforded the outstanding and distinctive characters of these further areas in Woodbridge and Yoxford by Conservation Area status it is judged that their quality and that of their setting may erode over time to the detriment overall of the historic environment of the District.

- 8.3 The 1990 Act (*op.cit.*) at section 72 confirms that, in exercise of its planning functions, the planning authority shall pay special attention to the desirability of preserving or enhancing the character or appearance of the Conservation Area.
- 8.4 The relevant policies of the 2013 Suffolk Coastal District Local Plan are Strategic Policy SP15 and Development Management Policy DM21 – Landscape, Townscape and Design: Aesthetics with supporting text on the historic environment. The relevant policies of the emerging Suffolk Coastal area Local Plan are Policies SCLP11.3: Historic Environment and SCLP11.5: Conservation Areas. Although the emerging Local Plan is at an advanced stage in the Plan making process, it is important to be mindful of its ongoing examination which, as the Council has yet to receive the Inspector’s Report, should be approached in a cautionary manner.
- 8.5 Supporting national and local planning policies will be the adopted Yoxford Conservation Area appraisal and Supplement to the Woodbridge Conservation Area Appraisal which provide a clear definition of those elements which contribute to the special architectural or historic interest of the Conservation Areas and their extensions and which provide a robust policy framework for the future management of those areas, against which planning applications can be considered. A link to the Supplement for the proposed Woodbridge Conservation Area extension is included at Appendix E. A link to the replacement Appraisal for the proposed extended Yoxford Conservation Area is included at Appendix I.

9 PROCEDURES TO BE TAKEN FOR FORMAL AND INFORMAL NOTIFICATION

- 9.1 Should the cabinet resolve to extend the Conservation Areas of Woodbridge and Yoxford the designation dates for the extensions will be at the end of the call-in period for Cabinet decisions and will be 15th February 2020.
- 9.2 Following the designation of the extensions to the Conservation Areas the following statutory notifications will take place:
- The new designations will be advertised in the London Gazette;
 - The new designations will be advertised in at least one local newspaper;
 - The Secretary of State will be notified;
 - Historic England will be notified; and
 - The inclusion of a building in a Conservation Area is a ‘Planning Charge’. All properties within the designations will be included in Part 3 of the Local Land Charges Register.

10 CONSERVATION AREA APPRAISALS

- 10.1 A Conservation Area appraisal defines the character of the Conservation Area by identifying the special features, including buildings, trees and open spaces, that make an important contribution to it. Once adopted by the Council the new replacement appraisals will continue guiding future changes to the Felixstowe, Holton, Homersfield, Wissett and Yoxford

Conservation Areas, including how planning applications are considered; and suggest ways in which they can be managed and improved.

- 10.2 The content of appraisals includes sections on history, archaeology, location and setting, architectural quality and built form, materials, open spaces, trees and key views. The appraisals identify unlisted buildings that make a positive contribution to the character and appearance of the Conservation Area and which should be protected from loss, thereby. A single map summarises the special interest of the area and a management plan is incorporated. The appraisals for the large Conservation Areas of Felixstowe and Yoxford are divided into individual Character Areas.

11 BACKGROUND – FELIXSTOWE, HOLTON, HOMERSFIELD, WISSET AND YOXFORD CONSERVATION AREA APPRAISALS

- 11.1 The existing Felixstowe Conservation Area Appraisal Supplementary Planning Guidance dates from 1999 and is 21 years old. It appears to have been written following the extension of the Conservation Area. The general aim of the Design and Conservation team is to update appraisals that are more than ten years old. The Felixstowe appraisal is well out of date and has now been completely re-written to update its content and improve its presentation. The replacement appraisal includes suggestions for boundary changes when these are the subject of a future review, but they do not form part of the proposal here. The new appraisal can be viewed at Appendix J.
- 11.2 The existing Holton, Homersfield and Wissett Conservation Area appraisals date from 2006. Waveney District Council, as was, had put in hand a programme of reviewing appraisals that included the aforementioned alongside Halesworth and Bungay (neither of which are completed). The replacement appraisals for the three villages have now been completely re-written to update their contents. No boundary reviews were undertaken. The new appraisals can be viewed at Appendices K, L and M.
- 11.3 Re-drafted appraisals for the Conservation Areas of Bungay, Halesworth and Thorpeness are underway. Proposals to review the Conservation Areas of Aldeburgh and Southwold will come forward during 2020, subject to capacity. New appraisals and boundary reviews for the North and South Lowestoft Conservation Areas will come forward in due course as part of the approved Heritage Action Zone schemes.

12 PUBLIC CONSULTATION

- 12.1 There is no statutory requirement to consult on Conservation Area appraisals, but it is considered to be good practice to do so and had always been the practice of the former Waveney and Suffolk Coastal District Councils.
- 12.2 The draft Yoxford Conservation Area appraisal was consulted on at the same time as the proposal to extend the Conservation Area and the consultation is summarised above, at paragraph 6. Accordingly, for the replacement appraisals for Felixstowe, Holton, Homersfield and Wissett, the following public consultation took place between 23rd September and 4th November 2019, a period of six weeks:
- Owners and occupiers of each property within the Conservation Areas were contacted by letter: to inform them of the new replacement Conservation Area appraisal; to provide a summary of the appraisal's purpose; and to seek their views on the proposal.
 - Also invited to comment were: the relevant parish/Town councils; Suffolk County Council Archaeology Service; Ward Members; the Council's Landscape and Arboricultural

Manager; and local organisations with an interest including the Felixstowe Society and Felixstowe Town Centre Residents Association.

- Additionally, the draft appraisals were placed on the Council's website for viewing and downloading. 336 page views were recorded for the consultation period, although this figure is for the single webpage that included all four draft appraisals on consultation.
- A total of 51 printed copies of the draft Felixstowe appraisal were sent out on request.
- A member of the Design and Conservation team attended a meeting of the Felixstowe Town Centre Residents Association at its request to discuss the draft Felixstowe Conservation Area appraisal.

12.3 A total of 24 responses were received by email and letter. A summary of all consultation responses is attached at Appendix N. The draft appraisals were amended in light of comments received including corrections, amendments and additions.

13 HOW DOES THIS RELATE TO THE EAST SUFFOLK BUSINESS PLAN?

13.1 Vision: *"Our objective is to achieve the right balance for the area ... protecting and enhancing all that is best and unique about our natural and built environment, whether it is our coastline, our countryside or our traditional villages and market towns"*. It is judged that these proposals will protect and enhance outstanding examples of our market towns and traditional villages.

13.2 Critical success factors: *"Planning: well managed development of sustainable, thriving communities, with the quality facilities and service needed for a growing economy, whilst preserving the historic and natural environment"*. It is judged that these proposals will assist in the protection of the historic environment of the District.

14 FINANCIAL AND GOVERNANCE IMPLICATIONS

14.1 Extension of Conservation Areas will require additional advertising of applications for development within the extended area.

14.2 Given the relatively modest area of the proposed extensions to two Conservation Areas (out of the 52 in the District), it is anticipated that there will be only a small impact on the workload of planning staff in terms of their development management, landscape, tree, enforcement and conservation roles.

15 OTHER KEY ISSUES

15.1 This report has been prepared having taken into account the results of an Equality Impact Assessment which showed that there would be no impacts arising.

16 OTHER OPTIONS CONSIDERED

16.1 There were no other options considered in bringing forward the recommendations of this report.

17 REASON FOR RECOMMENDATIONS

17.1 Section 69(2) of the Planning (Listed Buildings and Conservation Areas) Act 1990 states that it is the duty of a local planning authority, from time to time, to review the past exercise of its Conservation Area designation functions under the Act and to determine whether any parts or any further parts of their area should be designated as Conservation Areas; and, if they so determine, they shall designate those parts

accordingly. The Design and Conservation team of the Planning and Coastal Management department of the Council has undertaken a review of the existing Conservation Areas of Woodbridge and Yoxford. It has determined that there are further parts of the area that are of special architectural or historic interest, the character of appearance of which it is desirable to preserve or enhance. It is judge timely and relevant under section 69(2) of the 1990 Act to consider the extension of the existing Conservation Areas of Woodbridge and Yoxford. In support of these extensions, a new replacement appraisal for the Yoxford Conservation Area and a Supplement to the existing Conservation Area appraisal for Woodbridge are proposed for adoption. Additionally, new appraisals for the Conservation Areas of Felixstowe, Holton, Homersfield and Wissett to replace existing old appraisals are proposed for adoption.

RECOMMENDATIONS

1. That Cabinet agree the changes to the Woodbridge Conservation Area boundary as shown on the map attached at Appendix A and including those properties and land included in the schedules attached at Appendices B and C.
2. That Cabinet agree the adoption of a Supplement to the existing Woodbridge Conservation Area appraisal.
3. That Cabinet agree the extension of the Yoxford Conservation Area as shown on the map attached at Appendix F and including those properties and land included in the schedule attached at Appendix G.
4. That Cabinet agree the adoption of new replacement Conservation Area appraisals for Felixstowe, Holton, Homersfield, Wissett and Yoxford.

APPENDICES

| | |
|-------------------|---|
| Appendix A | Map of Woodbridge Conservation Area with proposed changes |
| Appendix B | Schedule of Properties and Land proposed for inclusion in the extended Woodbridge Conservation Area |
| Appendix C | Schedule of Property and Land proposed for removal from the Woodbridge Conservation Area |
| Appendix D | Summary of Public Consultation responses (Woodbridge) |
| Appendix E | Supplement to the existing Woodbridge Conservation Area appraisal (February 2020) |
| Appendix F | Map of Yoxford Conservation Area with proposed extensions |
| Appendix G | Schedule of Properties and Land proposed for inclusion in the extended Yoxford Conservation Area |
| Appendix H | Summary of Public Consultation responses (Yoxford) |
| Appendix I | Yoxford Conservation Area Appraisal (February 2020) |

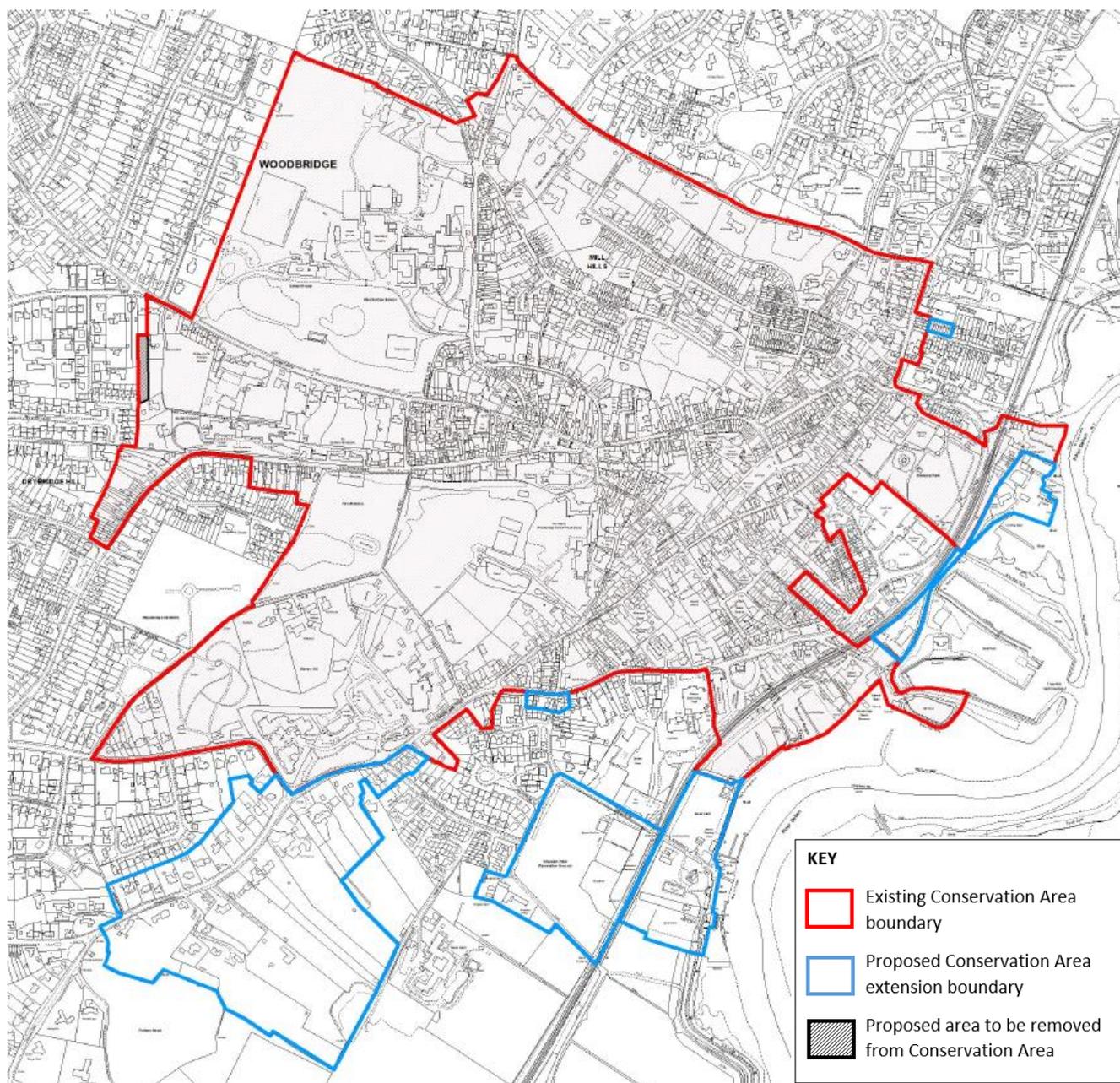
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| Appendix J | Felixstowe Conservation Area Appraisal (February 2020) |
| Appendix K | Holton Conservation Area Appraisal (February 2020) |
| Appendix L | Homersfield Conservation Area Appraisal (February 2020) |
| Appendix M | Wissett Conservation Area Appraisal (February 2020) |
| Appendix N | Summary of Public Consultation responses (Felixstowe, Holton, Homersfield, Wissett) |
| Appendix O | Summary of permitted development rights in a Conservation Area |

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

| Date | Type | Available From |
|-------------------|--------------------------------|--|
| 2016- 2020 | Conservation Area files | Robert Scrimgeour/Eloise Limmer |

Appendix A

Map of Woodbridge Conservation Area with proposed changes



Appendix B

Schedule of Properties and Land proposed for inclusion in the extended Woodbridge Conservation Area

| Property name | Number | Address | Town | Postcode |
|---------------|--------|------------|------------|----------|
| | 1 | Deben Road | Woodbridge | IP12 1AZ |
| | 3 | Deben Road | Woodbridge | IP12 1AZ |
| | 5 | Deben Road | Woodbridge | IP12 1AZ |
| | 7 | Deben Road | Woodbridge | IP12 1AZ |
| | 9 | Deben Road | Woodbridge | IP12 1AZ |
| | 11 | Deben Road | Woodbridge | IP12 1AZ |
| | 13 | Deben Road | Woodbridge | IP12 1AZ |
| | 15 | Deben Road | Woodbridge | IP12 1AZ |

| | | | | |
|--------------------------|---------------|--------------------|------------|----------|
| | 17 | Deben Road | Woodbridge | IP12 1AZ |
| The Bungalow | | Lime Kiln Quay | Woodbridge | IP12 1BD |
| Robertsons Boatyard | Office Unit 1 | Lime Kiln Quay | Woodbridge | IP12 1BD |
| Robertsons Boatyard | Office Unit 2 | Lime Kiln Quay | Woodbridge | IP12 1BD |
| Robertsons Boatyard | | Lime Kiln Quay | Woodbridge | IP12 1BD |
| Cedar House | | Lime Kiln Quay | Woodbridge | IP12 1BD |
| Marine House | Office 1 | Tide Mill Way | Woodbridge | IP12 1AP |
| Marine House | Office 2 | Tide Mill Way | Woodbridge | IP12 1AP |
| Woodbridge Cruising Club | | River Wall | Woodbridge | IP12 4BB |
| Deben Rowing Club | | River Wall | Woodbridge | IP12 4BB |
| Eversons Wharf | | River Wall | Woodbridge | IP12 4BB |
| Deben Watersports Centre | | River Wall | Woodbridge | IP12 4BB |
| Deben Yacht Club | | River Wall | Woodbridge | IP12 4BB |
| Kingston Field | Pavilion | The Avenue | Woodbridge | IP12 4BA |
| Kingston Nettus | | Kingston Farm Road | Woodbridge | IP12 4BD |
| Kingston Barn | | Kingston Farm Road | Woodbridge | IP12 4BD |
| Kingston Hall | | Kingston Farm Road | Woodbridge | IP12 4BD |
| | 1 | Ipswich Road | Woodbridge | IP12 4BJ |
| | 3 | Ipswich Road | Woodbridge | IP12 4BJ |
| | 5 | Ipswich Road | Woodbridge | IP12 4BJ |
| | 7 | Ipswich Road | Woodbridge | IP12 4BJ |
| | 9 | Ipswich Road | Woodbridge | IP12 4BJ |
| | 13 | Ipswich Road | Woodbridge | IP12 4BS |
| | 15 | Ipswich Road | Woodbridge | IP12 4BS |
| | 17 | Ipswich Road | Woodbridge | IP12 4BS |
| | 23 | Ipswich Road | Woodbridge | IP12 4BS |
| | 25 | Ipswich Road | Woodbridge | IP12 4BS |
| Deben House | 29 | Ipswich Road | Woodbridge | IP12 4BS |
| | 31 | Ipswich Road | Woodbridge | IP12 4BT |
| Ridgeway Cottage | 35 | Ipswich Road | Woodbridge | IP12 4BT |
| The Ridgeway | 39 | Ipswich Road | Woodbridge | IP12 4BT |
| The Ridgeway | 41 | Ipswich Road | Woodbridge | IP12 4BT |
| The Ridgeway | 43 | Ipswich Road | Woodbridge | IP12 4BT |
| | 47 | Ipswich Road | Woodbridge | IP12 4BT |
| Riverhill House | 49 | Ipswich Road | Woodbridge | IP12 4BT |
| | 51 | Ipswich Road | Woodbridge | IP12 4BT |
| The White Cottage | 57 | Ipswich Road | Woodbridge | IP12 4BT |
| | 61 | Ipswich Road | Woodbridge | IP12 4BT |
| | 63 | Ipswich Road | Woodbridge | IP12 4BT |
| | 73 | Ipswich Road | Woodbridge | IP12 4BT |
| | 75 | Ipswich Road | Woodbridge | IP12 4BT |
| Saxon House | 83 | Ipswich Road | Woodbridge | IP12 4BT |
| | 71 | Ipswich Road | Woodbridge | IP12 4BT |
| Vale Cottage | 69 | Ipswich Road | Woodbridge | IP12 4BT |
| | 55 | Ipswich Road | Woodbridge | IP12 4BT |
| Rowan Heights | 2 | Ipswich Road | Woodbridge | IP12 4BU |
| | 4 | Ipswich Road | Woodbridge | IP12 4BU |
| Suffolk House | 6 | Ipswich Road | Woodbridge | IP12 4BU |
| | 8 | Ipswich Road | Woodbridge | IP12 4BU |
| | 10 | Ipswich Road | Woodbridge | IP12 4BU |

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|--|-----|--------------|------------|----------|
| | 10A | Ipswich Road | Woodbridge | IP12 4BU |
| | 12 | Ipswich Road | Woodbridge | IP12 4BU |
| | 14 | Ipswich Road | Woodbridge | IP12 4BU |
| | 16 | Ipswich Road | Woodbridge | IP12 4BU |
| Lugano | 18 | Ipswich Road | Woodbridge | IP12 4BU |
| | 20 | Ipswich Road | Woodbridge | IP12 4BU |
| | 22 | Ipswich Road | Woodbridge | IP12 4BU |
| | 22A | Ipswich Road | Woodbridge | IP12 4BU |
| | 24 | Ipswich Road | Woodbridge | IP12 4BU |
| | 26 | Ipswich Road | Woodbridge | IP12 4BU |
| Kingston Field Recreation Ground and allotments = 3.17 hectares in area bounded by The Avenue to the north, Kingston Farm Road to the west and the railway line to the east. | | | | |
| Kingston Dinghy Park = 0.8 hectares in area, bounded by the railway line to the west and the river and Deben Yacht Club to the east | | | | |
| Riverside Recreation Ground = 0.7 hectares in area, bounded by the railway line to the west, river to the east and track leading to The Avenue to the north (incorporating the Model Yacht Pond, Deben Watersports Centre and Bandstand) | | | | |
| Eversons Wharf = 0.9 hectares in area, bounded by the railway line to the west, river to the east and track leading to The Avenue to the south | | | | |

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| Appendix C | Schedule of Property and Land proposed for removal from the Woodbridge Conservation Area |
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| Property name | Number | Address | Town | Postcode |
|----------------|--------|--------------|------------|----------|
| Part Garden of | 35 | Burkitt Road | Woodbridge | IP12 4JJ |

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| Appendix D | Summary of Public Consultation responses (Woodbridge) |
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| Sample of public comments | <ul style="list-style-type: none"> <i>I have long held the belief that the conservation area boundaries in Woodbridge required to be realigned and having given your draft proposed changes due consideration I write now to give my agreement. I also urge the Council to proceed to have these implemented as soon as possible.</i> <i>I was surprised to see that some of the areas now being proposed to be included were not already part of the conservation area. That said I would like to state that I am in favour of all the 4 proposed areas and I would like to thank the council for their detailed report and obvious depth of analysis on this matter. The plan makes perfect sense and links up areas already part of the conservation area. I hope that it will be adopted.</i> <i>I have looked over the report and maps and the proposed extensions seem well reasoned, particularly the areas around Kingston Fields and the waterside which have unlisted buildings and could be subject to inappropriate development.</i> <i>We approve of this extension which should provide some protection to a pleasant part of Woodbridge which is worth preserving for the future. Thank you for asking for</i> |
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| | <p><i>our comments and we hope that the scheme will go ahead.</i></p> <ul style="list-style-type: none"> • <i>The back gardens of the Ipswich Road properties should not be included in the extension because they have no value, only the garden space to the front and immediately to the rear should be included</i> • <i>I would heartily like to offer my support to extending the conservation areas as your proposal in the library shows. I feel this is vital to slowing the building explosion on our waterfront and green spaces!</i> • <i>I was very interested to hear about the history of Deben Road and I would very much be in favour of its inclusion within the new boundary.</i> • <i>I was very interested in the proposed extension especially the Proposed Removal Area 1 . However as the Town Council and Woodbridge Society have approved I, also, am happy for it to go forward.</i> • <i>We are all for it being implemented as soon as possible. We live in area 3 and some previous planning decisions could have done with more scrutiny with the possibility of some improvements being made. However all that is water under the bridge now, we only hope that things will get better if and when the review is implemented. In our area trees are most under threat and seem to be felled almost without a thought of the affect on the overall environment and we were glad to see that there would be some control under this plan.</i> • <i>The conservation area is a valuable tool for protecting and enhancing Woodbridge as a place to live and visit. These appear to be well considered changes and therefore have my support.</i> • <i>The document is admirably clear and the illustrations helpful. I am entirely in favour of what is proposed and I am glad to note that the Woodbridge Society, of which I am a life member, supports you.</i> • <i>I confirm that I fully support the proposed extension of the Woodbridge Conservation Area to cover the important riverfront as well as other areas with properties which show the town’s development and heritage. I hope that you are successful in this endeavour and encouraged to extend the conservation area yet further at a later date to include the area along the riverfront all the way to Kyson Point, as well as properties in Melton Hill.</i> |
| Ward Member | <p><i>Cllr Mapey responded with concern about Removal Area 1 removing protection from Buttrums Mill. As outlined in the main body of the report this part of the proposal is rectifying an historic error and the setting of the mill will still be afforded plenty of protection by virtue of its Grade II* listed status.</i></p> |
| Town Council | <p><i>Woodbridge Town Council are supportive of the proposals and the Mayor co-signed the second consultation letter in an effort to encourage the public to respond to the consultation.</i></p> |
| Other organisations | <p><i>Woodbridge Society: I write to confirm our support to the proposed changes in the</i></p> |

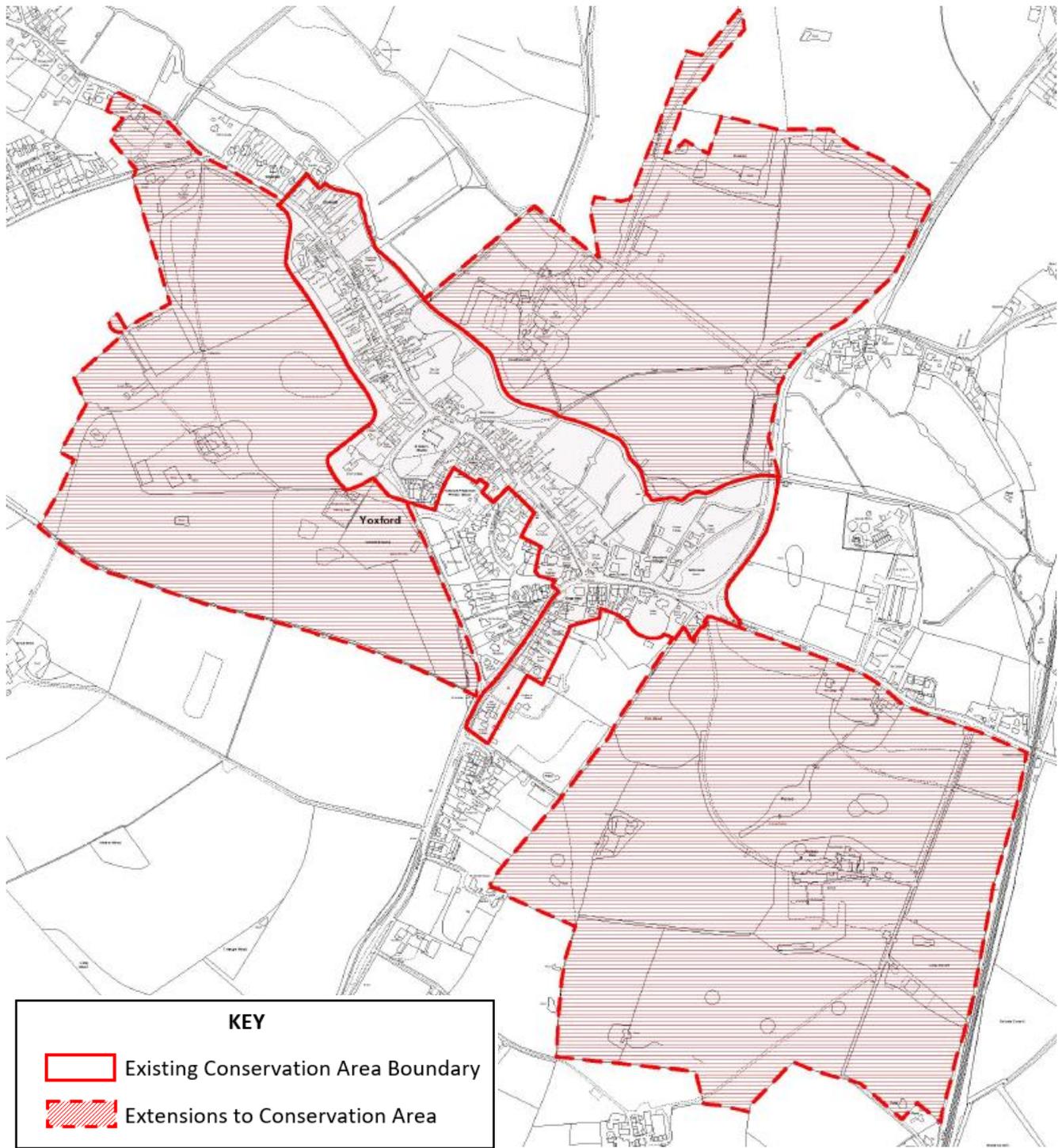
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| | <p><i>conservation area. As you know, we have been closely involved in the formulation of these proposals over a number of years. We consider that these changes will make a significant contribution to the protection of the built environment in Woodbridge. We hope that the proposals will be supported by East Suffolk Council.</i></p> <p><i>River Deben Association: We endorse the proposed extensions since our objectives include the encouragement of proposals to safeguard the river, and to resist proposals having a detrimental impact on the river and its environs. It is hoped that further reviews will take place in the future and, at that time, consideration will be given to extending the conservation area along the river towards Kyson Point</i></p> |
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| Appendix E | Supplement to the existing Woodbridge Conservation Area appraisal (February 2020) |
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Please use this web-link to access the Supplement to the Woodbridge Conservation Area Appraisal:

<http://www.eastsuffolk.gov.uk/planning/design-and-conservation/conservation-areas/conservation-area-appraisals-for-felixstowe-holton-homersfield-wisset-woodbridge-and-yoxford/>

Printed copies can be provided on request to the Design and Conservation 01394 444610
conservation@eastsuffolk.gov.uk



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| Appendix G | Schedule of Properties and Land proposed for inclusion in the extended Yoxford Conservation Area |
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| Property name | Address | Street Town | Postal Town | Postcode |
|------------------------------|-----------------------|-------------|-------------|----------|
| Rookery Park | Middleton Road | Yoxford | Saxmundham | IP17 3LQ |
| Holiday Cottage Rookery Park | Middleton Road | Yoxford | Saxmundham | IP17 3LQ |
| Clock House | Middleton Road | Yoxford | Saxmundham | IP17 3LJ |
| 1 Clock House | Middleton Road | Yoxford | Saxmundham | IP17 3HQ |
| 2 Clock House | Middleton Road | Yoxford | Saxmundham | IP17 3HQ |
| Garden Cottage Rookery Park | Middleton Road | Yoxford | Saxmundham | IP17 3HQ |
| Rookery Cottage | Middleton Road | Yoxford | Saxmundham | IP17 3LF |
| 1 Rookery Cottages | Middleton Road | Yoxford | Saxmundham | IP17 3LG |
| 2 Rookery Cottages | Middleton Road | Yoxford | Saxmundham | IP17 3LG |
| 3 Rookery Cottages | Middleton Road | Yoxford | Saxmundham | IP17 3LG |
| Cockfield Hall | Station Road | Yoxford | Saxmundham | IP17 3ET |
| Dairy Cottage Cockfield Hall | Station Road | Yoxford | Saxmundham | IP17 3ET |
| Lodge Cottage Cockfield Hall | Station Road | Yoxford | Saxmundham | IP17 3ET |
| Grove Park | Strickland Manor Hill | Yoxford | Saxmundham | IP17 3HX |
| The Coach House Grove Park | Strickland Manor Hill | Yoxford | Saxmundham | IP17 3HX |
| Plantation Cottage | Strickland Manor Hill | Yoxford | Saxmundham | IP17 3HZ |
| Lovetts Lodge | Strickland Manor Hill | Yoxford | Saxmundham | IP17 3HZ |
| Yoxford Place | Strickland Manor Hill | Yoxford | Saxmundham | IP17 3HY |
| Elmsley Cottage | Little Street | Yoxford | Saxmundham | IP17 3HY |
| Yoxford Bowls Club | Old High Road | Yoxford | Saxmundham | IP17 3HL |
| Yoxford Cricket Ground | Old High Road | Yoxford | Saxmundham | IP17 3HW |

Land west of Old High Road = 13.8 hectares in area bounded by Old High Road to the east; Yoxford Cricket Ground to the north.

Land south of Grove Park = 100.55 hectares in area bounded by Grove Park to the north; Yoxford Bowls Club to the north; and Yoxford Cricket Ground to the North-east.

Land adjacent Rookery Cottages = 3.8 hectares bounded by Rookery Cottages to the east; Rookery Cottage to the west; and Middleton Road to the north.

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| Sample of public comments | <ul style="list-style-type: none"> • <i>I want to congratulate you on the proposed conservation area extensions in Yoxford. I have long wondered why they were not officially within the existing conservation area. I am completely in favour.</i> • <i>I have read your Draft Conservation Area Appraisal and Boundary Review. It is certainly detailed, interesting and informative, and I congratulate you on your comprehensive review leaving behind a valuable reference document for future reviews ... I agree with your conclusions concerning extending the conservation area to cover the three parks.</i> • <i>I have been very interested to read the Draft Conservation Area Appraisal and Boundary review. It contains a great deal of information about Yoxford and captures the character of the village. I agree with the proposed extension to the conservation area as a means of preserving Yoxford's particular history and character.</i> • <i>Our initial thoughts are very positive.</i> • <i>We agree that these 3 historic parklands make Yoxford special and feel very fortunate to live in part of them. The constraints you list do not seem unduly onerous.</i> • <i>Good job and document. We certainly support your proposals.</i> • <i>It certainly is a very comprehensive and interesting historical document. Well done to all those who compiled it.</i> • <i>I am strongly in favour of expanding and consolidating the conservation areas in and around Yoxford. I am also in favour of establishing and enforcing article 4(2) directions in and around the conservation areas.</i> • <i>It is essential to prevent piecemeal erosion of buildings and structures of major and minor significance. The safeguarding of features such as windows, doors, roofing types and styles, chimneys, garden walls, brickwork bonds, and railings and safeguarding, to some extent, the colour way of buildings is again important.</i> • <i>It is essential to acknowledge the importance of humble dwellings as well as properties of significance, particularly if the integrity of conservation areas are to be maintained.</i> • <i>Thank you for the briefing you gave to the public meeting in Yoxford on 16 February 2019 and the excellent Consultation document, which is a wonderful record and fund of information about our village.</i> • <i>It is an excellent document and I support the proposals.</i> |
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| | <ul style="list-style-type: none"> • <i>We are the owners of ... one of the properties proposed to be included in the extended Conservation Area. Our comments are as follows:</i> • <i>the draft Appraisal is an excellent and comprehensive document and we support its adoption;</i> • <i>we also support the proposed extension of the Conservation Area as proposed in the Appraisal.</i> |
| Ward Member | <i>The Ward member did not respond</i> |
| Parish Council | <i>Yoxford Parish Council support the Yoxford Conservation Area Appraisal and Boundary Review. We think it is an excellent document with lots of useful information about the village and its properties. We would like to thank those involved in its production for a great piece of work. We agree with the proposed changes to the conservation area boundary to include the three historic parklands of Cockfield Hall, Grove Park (including Yoxford Place and Little Street to the west of Yoxford Place) and Rookery Park ... Thank you for the time and effort that has gone into this Conservation Area Appraisal.</i> |
| Historic England | <i>We welcome the updated appraisal of Yoxford conservation area, but owing to existing commitments and deadlines we are unable to provide detailed comments at this time</i> |
| Other organisations | <p><i>Suffolk Preservation Society – We fully support the proposed enlargement of the designation and inclusion of the three parks: Cockfield Hall, Grove Park and Rookery Park ... These historic parklands make an important contribution to the character and setting of the historic village and we commend the proposals to include them with the designated area.</i></p> <p><i>Yoxford Bowls Club - I am happy to inform you that the Yoxford Bowls club welcome the extensions to the proposed conservation area. [For information – the Bowls Club grounds lie within one of the proposed extensions]</i></p> |
| Landscape and Arboricultural Manager's comments | <i>I very much welcome the proposed extensions to the Conservation Area boundary to include the three historic parklands that are associated with the village and which contribute so much to the special character and setting of the village.</i> |
| Suffolk County Council Archaeology Service | <i>SCCAS fully supports the boundary extension to include the parks which surround the village, to support development that has regard for the historic character of the area. Based on information in the HER, I support the extent and detail of the proposed boundary changes.</i> |

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| Appendix I | Yoxford Conservation Area Appraisal (February 2020) |
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Please use this web-link to access the Yoxford Conservation Area Appraisal:

<http://www.eastsuffolk.gov.uk/planning/design-and-conservation/conservation-areas/conservation-area-appraisals-for-felixstowe-holton-homersfield-wisset-woodbridge-and-yoxford/>

Printed copies can be provided on request to the Design and Conservation 01394 444610
conservation@eastsuffolk.gov.uk

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| Appendix J | Felixstowe Conservation Area Appraisal (February 2020) |
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Please use this web-link to access the Felixstowe Conservation Area Appraisal:

<http://www.eastsuffolk.gov.uk/planning/design-and-conservation/conservation-areas/conservation-area-appraisals-for-felixstowe-holton-homersfield-wisset-woodbridge-and-yoxford/>

Printed copies can be provided on request to the Design and Conservation 01394 444610
conservation@eastsuffolk.gov.uk

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| Appendix K | Holton Conservation Area Appraisal (February 2020) |
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Please use this web-link to access the Holton Conservation Area Appraisal:

<http://www.eastsuffolk.gov.uk/planning/design-and-conservation/conservation-areas/conservation-area-appraisals-for-felixstowe-holton-homersfield-wisset-woodbridge-and-yoxford/>

Printed copies can be provided on request to the Design and Conservation 01394 444610
conservation@eastsuffolk.gov.uk

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| Appendix L | Homersfield Conservation Area Appraisal (February 2020) |
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Please use this web-link to access the Homersfield Conservation Area Appraisal:

<http://www.eastsuffolk.gov.uk/planning/design-and-conservation/conservation-areas/conservation-area-appraisals-for-felixstowe-holton-homersfield-wisset-woodbridge-and-yoxford/>

Printed copies can be provided on request to the Design and Conservation 01394 444610
conservation@eastsuffolk.gov.uk

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| Appendix M | Wissett Conservation Area Appraisal (February 2020) |
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Please use this web-link to access the Wissett Conservation Area Appraisal:

<http://www.eastsuffolk.gov.uk/planning/design-and-conservation/conservation-areas/conservation-area-appraisals-for-felixstowe-holton-homersfield-wisset-woodbridge-and-yoxford/>

Printed copies can be provided on request to the Design and Conservation 01394 444610
conservation@eastsuffolk.gov.uk

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| Appendix N | Summary of Public Consultation responses (Felixstowe, Holton, Homersfield, Wissett) |
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|---------------------------|---|
| Sample of public comments | <ul style="list-style-type: none"> • <i>Would it not be possible to have residents only parking, this would certainly help the conservation area (Felixstowe)</i> • <i>As land value increases on our small island. Especially post Brexit. I feel that conservation areas should be protected at all cost.</i> • <i>Having discussed the above document at length at planning at Felixstowe this morning, I just wanted to tell you what a wonderful document it is – and how much I have enjoyed reading it.</i> • <i>I live in Ranelagh rd and my only comments on any proposals would be to try and keep the area in the Victorian style. People taking front gardens out for parking and plastic doors and windows do nothing to improve the look of the area.</i> • <i>First I would like to say how much I appreciate the work that has gone into it, and the fact that the framework for reviewing and maintaining these important structures still exists, in spite of the severe attrition of public services and local government by successive administrations;</i> • <i>Wissett is not one of Suffolk's really pretty villages, but a rather plain one. The conservation area has identified an area that has some attractive and interesting buildings and an atmosphere that is worth preserving, and enhancing.</i> • <i>May I congratulate you on the very impressive consultation document regarding the above? We have reviewed in detail the physical copy that we requested to be sent and think the amount of interesting historic and design information and commentary is first-rate. The quality and variety of the photographs and maps is also extremely illuminating and useful. Thank you for doing this work and for making it available for the public.</i> • <i>It is excellent that planning teams (and developers/architects, etc.) have access to this and</i> |
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| | |
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| | <p><i>hopefully they will adhere to the guidelines and recommendations as consistently as possible, so that the character of our town remains so good.</i></p> <ul style="list-style-type: none"> <i>• We need proper conservation enforcement with stricter monitoring by your officers over what people are ‘getting away with’.</i> <i>• We are delighted and impressed with the Draft Conservation Area Appraisal which when approved will prevent a future unsightly edifice marring the region.</i> <i>• Firstly may we say how interesting and well written the appraisal (is). We have lived in Felixstowe for 9/10 years and love it as a place, its amenities and its people.</i> |
| Ward Members | <i>No Ward members responded</i> |
| Town and Parish Councils | <i>Holton, Homersfield and Wissett Parish Councils did not respond. Felixstowe Town Council provided extensive comments and corrections. FTC stated that its “Planning & Environment Committee welcomed this full, informative and well written Conservation Area Appraisal. Members enjoyed reading the history of Felixstowe, finding the document well-researched and interesting “</i> |
| Other organisations | <p><i>Felixstowe Society – “The Felixstowe Society (FS) considers the Appraisal to be a very commendable report and a tribute to Robert Scrimgeour and his fellow officers. The document not only provides an excellent appraisal of the conservation area, but it also publicises the history and quality of architecture in the town”.</i></p> <p><i>Felixstowe Town Centre Residents Association – “We think it is an excellent production right through. The history of Felixstowe was fascinating to read as there is so much detail”.</i></p> |
| Landscape and Arboricultural Manager’s comments | <i>Tree species capitalisation needs to be corrected throughout the appraisals; the reference to the Special Landscape Area in Homersfield needs to be deleted as there are none in the former WDC area.</i> |
| Suffolk County Council Archaeology Service | <i>Suggests six corrections/amendments/additions to the Felixstowe appraisal; one addition each to the Holton and Homersfield appraisals; and two corrections to the Wissett appraisal.</i> |

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| Appendix O | Summary of permitted development rights in a Conservation Area |
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| <i>Type of Work</i> | <i>Planning application?</i> |
|---|--|
| 1 Demolition of building whose total volume is less than 115 cubic metres as ascertained by external measurement) | Not needed |
| 2 Demolition of any gate, fence, wall or other means of enclosure less than 1 metre high where fronting a highway (including a public footpath or bridleway), waterway or open space; or less than 2 metres high in any other case. | Not needed |
| 3 Demolition of any building erected since 1 January 1914 and in use, or last used, for the purposes of agriculture or forestry | Not needed |
| 4 Demolition works required or permitted under certain legislation | Not needed |
| 5 Demolition of entire building of more than 115 cubic metres in volume | Always needed |
| 6 Demolition of entire building except façade prior to redevelopment | Probably needed (there can be exceptions) |
| 7 Other partial demolition | Needed if the works amount to a building operation |
| 8 External alteration or extension of building (not “permitted development”) | Always needed |
| 9 External alteration or extension building (permitted development) | Not needed except where required by an Article 4 direction or a condition on a previous permission |
| 10 Non-material minor external alteration to building (not “development”) | Not needed |
| 11 Alteration to interior of building | Not needed |
| 12 Erection of new building | Almost always needed (there can be exceptions) |



CABINET

Tuesday 4 February 2020

PARKING SERVICES: PARKING MANAGEMENT AND CPE

EXECUTIVE SUMMARY

1. The Civil Parking Enforcement project has been ongoing since December 2016 and this report updates Cabinet on the progress.
2. The importance of parking demand management in the context of revitalising town centres and CPE administration is discussed.
3. Proposals for a simplified tariff structure that supports the evidence-based parking demand management approach.
4. The primary benefits of the recommended approach for parking services provision and delivery for visitors, businesses and East Suffolk Council are discussed.

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

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| Wards Affected: | All |
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|------------------------|--|
| Cabinet Member: | Councillor Norman Brooks Cabinet Member with responsibility for Transport |
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| | |
|----------------------------|--|
| Supporting Officer: | Lewis Boudville Parking Manager 01394 444223 lewis.boudville@eastsoffolk.gov.uk |
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1. CONTEXT AND SUMMARY

- 1.1 Car parking - its cost and availability - is a hugely important issue to people and it is one of the top five issues which people mention when asked about their visit to towns in the region. Parking is only one consideration for place making and town centre management, and cost and availability are only two component parts in the delivery of an efficient and effective parking service. East Suffolk Council's has completed a thorough review of its parking services and alongside projects its Economic Development service is undertaking, has developed a modern approach to parking services which considers the requirements and travel patterns of visitors, residents and businesses. This report provides some detail of the considerations and data analysed in order to achieve some radical improvements in its parking service delivery. These include:
- Simpler tariff structure which reflects the evidence that people want longer trips for shopping and socialising. This simplified structure removes the disparity and confusion caused by more than fifty price levels in the current system. These changes would see the introduction of three to four basic 'ticket' types.
 - Better use of technology, utilising simple parking apps which direct people to available parking space and allow them to pay easily. This system will also offer other benefits, such as the ability to buy a ticket without needing to use cash – and the ability to top up your ticket without returning to your car.
 - The introduction of a free half hour for parking in many of East Suffolk Council's car parks where on-street parking opportunities are limited. This will be paid for by East Suffolk Council and free parking would no longer need to be subsidised – essentially paid for – by town councils. This tariff level reflects the importance of being able to 'pop in' to town centres, walk a dog or go for a jog without a disproportionate charge.
 - The introduction of on-street enforcement patrols – ending poor parking practices and the current violations of parking management regulations (for example, parking on double yellow lines or in loading bays) which creates huge frustration for residents and businesses.
 - Enforcement will be carried out by a new team of dedicated enforcement officers, whose job is to ensure that our streets are safe – particularly in 'hot spots' such as around schools.
 - A new parking administration system will provide view of where parking problems are occurring – for example, around schools at particular times of the day – so that the enforcement officers can be directed to deal with these problems in an appropriate way.

2 HIGHWAY MANAGEMENT & CIVIL PARKING ENFORCEMENT

- 2.1 In December 2016, Suffolk Coastal District Council and Waveney District Council resolved to adopt Civil Parking Enforcement (CPE) powers (provided by the Traffic Management Act 2004) as and when they are delegated from Suffolk County Council (SCC). Since that time, Suffolk Police and SCC have been liaising with districts across the county about the delegation of CPE powers and the set-up of Parking Services administering CPE.
- 2.2 CPE requires the effective administration of 'parking services' enabling the enforcement of on-street regulations such as 'no stopping', 'no waiting', 'no loading' and kerb-space 'parking' management regulations, which are introduced for 'traffic movement', 'road user safety' and 'balancing parking demand' reasons. CPE powers also extend to the enforcement of ESC's off-street parking places (car parks).

- 2.3 The advantages of ESC administering CPE, from the residents' perspective, include: the ability to address parking related issues caused by inconsiderate parking practices such as 'wheels-up' on footways, obstruction of informal pedestrian crossings, non-residents parking in streets which reduces parking opportunities for residents; and enforcement of regulations introduced for road safety reasons such as 'corner protections' (yellow lines) which preserve visibility and prevent obstruction at junctions.
- 2.4 The challenges for ESC administering CPE include: ensuring the legal documents are in place that provide powers and facilitate effective and efficient service delivery; setting-up a Parking Services operation that optimises service delivery from a business management and customer interface perspective; and ensuring the Parking Services resource is a cost neutral service for ESC in accordance with the relevant Statutory Guidance.
- 2.5 The kerb-space management regulations (para. 1.2) are introduced from the Road Traffic Regulation Act 1984 (RTRA) in order to keep the highway free from obstruction and/or facilitate access to trip attractors, or safely manage the demand for on-street parking on the highway network. The same Act provides regulations for managing car parks.
- 2.6 Parking demand management supports access to 'trip attractors' such as places of education, healthcare, historic interest and leisure including shops; and the delegated CPE powers provided by new legislation for Suffolk requires ESC to develop a new Parking Service delivering parking services beyond simple enforcement. The most important part of the new service is to provide a consistent approach to parking demand management ensuring both on-street and off-street parking places provide parking opportunities for all who choose to access trip attractors by car. This is necessary to ensure CPE is then administered in a fair and reasonable manner because the objective is for drivers to easily understand the rules of parking management and comply, so ESC does not need to serve Penalty Charge Notices (PCNs) (parking fines) in order to encourage compliance.

3 SUFFOLK COUNTY COUNCIL – LEGAL PROCESSES, AGENCY AGREEMENT AND DELEGATION OF POWERS

- 3.1 A Statutory Instrument (SI) must be approved by Parliament in order to provide CPE powers to SCC. Following numerous delays (due to Brexit), the Department for Transport (DfT) laid the SI before Parliament on 9th January 2020 with a commencement date of 6 April 2020.
- 3.2 SCC and ESC officers have developed an Agency Agreement which confirms the 'Functions' to be delegated to ESC enabling CPE administration. It will be supported by other documentation including a Parking Management Plan and a Service Level Agreement that will detail the expected levels of performance to be achieved by both parties. A report regarding the Agency Agreement will be presented to Full Council at its meeting 26th February 2020.
- 3.3 A Traffic Regulation Order (TRO) is the legal document necessary for delivering effective CPE. A TRO details the regulations from the RTRA installed for highway management reasons and includes the rules applicable for regulations balancing parking demand providing the legal basis upon which payment parking and permit schemes can be administered.
- 3.4 An Off-street Parking Places Order (Off-street Order) is the equivalent legal document for managing parking demand by regulation in ESC's car parks and this report details proposals for the same. With reference to paragraph 1.6, the proposed approach to parking demand management must be agreed enabling the development of this legislative compliant Off-street Order in readiness for CPE administration.

4 EAST SUFFOLK COUNCIL

Parking demand management and tariffs

- 4.1 The Off-street Order details the way in which ESC administers permits, exemptions, Season Tickets and cashless payment services in its car parks. There are more than fifty different tariffs in East Suffolk (CAB 41/18) and more than one hundred permits, exemptions and special arrangements and there is much inequality for all users including residents, visitors and organisations. The many different types of payment levels influence how drivers choose to park. For example, drivers may ‘patrol’ a town looking for the cheapest space, negatively impacting the quality of public realm and highway efficiency by increasing traffic flows and noise pollution and reducing air quality; all impacting the quality of place.
- 4.2 The off-street parking places tariffs have been reviewed, rationalised, standardised and reset in the context of place and parking management. ESC’s Economic Development team’s ‘People & Places: Revitalising East Suffolk Towns’ project provides evidence-based place management enabling accessibility and connectivity to be determined and inform how parking management can be used as part of a package of measures to positively influence the economic success of each town.
- 4.3 Cabinet approved the development of a parking tariff structure that will support access to ‘trip attractors’ in a managed way in the context of CPE administration and the delivery of parking provision as a service (CAB 39/18). Rationalising and consolidating more than fifty different tariffs mean some drivers will pay less for their parking and some more. On average 59.0% of the proposed tariff levels are less or the same as in 2019/20.
- 4.4 Cabinet resolved to simplify and align the Suffolk Coastal and Waveney districts’ car park tariffs to enable the creation of a single East Suffolk tariff structure (CAB 41/18 and CAB 04/19). The delivery of this resolution is aligned with the commencement of CPE administration in order to achieve best value in service delivery.
- 4.5 The existing tariffs are overcomplicated because ‘dwell times’ (the length of stay for a particular trip purpose) are typically categorised as one of three and the ‘People & Places’ surveys confirm the same to be true. Therefore, tariffs should be simplified accordingly:
- Quick (/convenience) trips are less than thirty minutes (7.2% of the Council’s registered parking events)
 - Leisure (/shopping) trips are up to four hours depending upon the trip attractors (75.2% of the Council’s registered parking events up to two hours and 93.1% up to four hours)
 - Commuter trips and days out (and local resident demand) are more than four hours (6.9% of the Council’s registered parking events)

- 4.6 In 2018/19, 75.2% of ESC's registered parking events were for up to two hours and this tariff level sees the proposals (at paragraph 3.11) reduce the cost of this time period for 53.3% of the existing tariff levels and a further 20% stay the same. To summarise, the cost for parking events up to two hours will be either £1.00 or £1.50 depending upon the town. This optimises the balance between managing parking demand and offering value for visitors choosing to park in ESC's car parks.
- 4.7 There is a perception that towns 'fail' because of a lack of 'free' parking acting as a barrier to the economic sustainability of many towns. Therefore, free parking (typically one-hour) is often requested by businesses via town and parish councils. Two towns make financial contributions to assist in the delivery of one-hour free parking within respective ESC car parks. However, many towns already offer free parking, albeit in unregulated streets, timed bays on-street and/or car parks provided by other businesses such as supermarkets. Additionally, 27.7% of Excess Charge Notices (parking fines) are served due to expired pay-and-display tickets and this indicates visitors might be trying to 'rush' their trips and failing to complete their intended in the compressed time period. One-hour free parking will also exclude visitors to many businesses such as hair and beauty salons and pubs and restaurants. The significant proportion of parking fines issued suggests the one-hour free parking solution appeals to drivers but places them under pressure to be quick (perhaps limiting trips to only two or three businesses); they receive a parking fine as a consequence when they fail to return to their vehicle in time. This has a negative effect on their shopping/leisure experience and it is recommended town and parish councils do not make financial contributions effecting one-hour free parking solutions in ESC's car parks; instead, ESC will use data to manage parking demand in a fair and consistent manner supporting the localities in which it manages car parks. This enables town and parish councils to fund initiatives (other than 'free-parking') that promote their town's retail and leisure offers.
- 4.8 There can be a role for 'free' parking in balancing parking demand and it is best provided on-street in the form of thirty-minute limited waiting regulations given the convenience afforded by proximity to such trip attractors (e.g. cash points, newsagents, sandwich shops and convenience shops). Car parks provide better service for the longer dwell times (the leisure/shopping and commuter trip purposes). However, some towns and villages can not accommodate on-street parking and where this is the case, the proposed car park tariffs provide a thirty-minute 'free' parking option (managed via the parking app (paragraph 3.12)).
- 4.9 The three million registered parking events observed within ESC's car parks for 2018/19 indicate car parks operate in service of the towns supporting economic sustainability. This is proven further when it is considered that shoppers typically pay less than £3 for parking events up to four hours long and significantly less in some cases. Southwold and Lowestoft are the only exceptions to this, and visitors might pay up to £4. These fees paid only once or twice a week will not be a deterrent for many drivers if the town has an attractive retail and leisure offer. Many of ESC's car parks are gateways to the towns they serve and offer additional services such as public conveniences, recycling and wayfinding to trip attractors in the locality.

Other considerations and their benefits

- 4.10 In addition to demand management, consideration is given to the following when setting tariffs:

Customer service

- Customers achieve the same value for money should they need to extend the duration of their parking event.
- The number of coins per tariff level - multiple coin payments require customers to carry more change in coins of different denominations placing added pressure on customers to pay more should they not have enough coin types.
- Multi-coin tariffs fill up a pay-and-display machine's cash box quicker which often results in a machine going out of service leaving customers with 'payment anxiety' and the fear of receiving a parking fine for non-payment of their parking event (and thirty-three per cent of parking fines are served for this reason).

Environmental

- Standardising tariff levels will encourage drivers to park on the side of the town at which they arrive thereby reducing vehicle miles which positively impacts noise pollution and air quality.
- Cash collections - multiple coin tariffs require machines to be emptied more frequently and this has a negative effect on the environment due to increased vehicle miles. In recognition of ESC's Climate Emergency declaration, simplified tariffs will contribute to a reduction in carbon emissions for its cash collection service which currently completes approximately twenty-five thousand collections each year.
- Removing the one-hour tariff level will help to encourage longer dwell times and drivers may choose to consolidate trip purposes (in addition to a less rushed trip).
- Parking Season Ticket prices should provide improved value (a discount on a five-day working week) and be higher than a season ticket for bus travel in order to encourage travel by the more sustainable mode of transport; or active travel mode (walking or cycling).

Service efficiency

- Banking - approximately fifty per cent of cash is one-pound coins and the rest in silver coins making cash counting, storage and banking an onerous and costly task negatively affecting service efficiency.

4.11 Appendix A lists simply the recommended tariffs for each car park by town.

Resident and customer experience – digital services

4.12 Digital services provide opportunities beyond simply paying for a parking event. The parking app (RingGo) enables prospective visitors to see the locations, tariffs and occupancy of parking places before they travel. The app also provides navigation to their chosen parking place removing the need for 'patrolling' a town for a parking space; and it enables payment once at the parking place which removes the need for finding a pay-and-display machine and carrying the correct change for payment (paras. 3.1 and 3.10). The app also allows drivers to extend their parking event should they need to without returning to their vehicle, thereby avoiding receipt of a parking fine (para. 3.7). A 'convenience fee' of 20 pence per registered parking session is currently paid by the customer, however, it's proposed ESC pay the 'convenience fee' for all users making the RingGo service free for customers choosing to use the app to pay.

- 4.13 Permits, exemptions and special arrangements are currently administered by ESC, Norse, resource centres and third parties in many ways. There are many different types with different rules and some permits and exemptions are printed and some handwritten, but systems' data is limited and confirming the validity of permits/exemptions/special arrangements is difficult. Certainly, the Car Park Inspectors have no access to real-time databases confirming the validity of permits/exemptions/special arrangements and there is anecdotal evidence of permits/exemptions/special arrangements being misused. Additionally, the processes and interfaces for customers applying for permits/exemptions/special arrangements are disparate and confusing.
- 4.14 The current permit and exemption administration services can not operate for CPE. A review of the permits/exemptions/special arrangements is ongoing with the objective to rationalise and simplify. The Agency Agreement delegates the 'function' for permit and exemption administration and ESC will implement a single 'permit management system' providing simplified customer self-serve functionality, as well as real-time validity of permits and exemptions enabling effective and efficient patrols facilitating enforcement where necessary. RingGo will have real-time interfaces with upgraded pay-and-display machines and the enforcement system facilitating the delivery of 'parking as a service'. The provision of RingGo will significantly simplify and enhance the parking experience of the drivers using it and the interfacing of digital systems will help to reduce the number of parking fines issued (for example, drivers using RingGo will no longer need to display a pay-and-display ticket so it can not fall off the dash or blow over and therefore PCNs will not be issued for these reasons (this is approximately twelve hundred parking fines per year, in addition to a proportion of the aforementioned thirty-three per cent)). ESC's focus is the delivery of services that are easy and convenient for drivers to use so that the serving of parking fines is necessary only when drivers deliberately park in contravention of the TRO or Off-street Order.
- 4.15 The systems employed are crucial to ensure the customer experience is much improved by providing 24/7 access to services including applying for permits, season tickets and reviewing PCN evidence with the ability to either pay a PCN or 'appeal' the serving of it.

Parking Services operation

- 4.16 In readiness for CPE administration, it is imperative parking services are well defined so customers can easily access services in order to ensure they are compliant with the rules and regulations for on-street and off-street parking management. To that end, the Council's new Parking Services team will be responsible for providing customers with the correct advice for highway and parking related enquiries; and to undertake the legislative process for the processing of PCNs. This will include:
- enabling customers to easily engage with Parking Services;
 - responding to all communications clearly and precisely within ESC and statutory timescales enabling customers to undertake necessary and appropriate action;
 - processing Permit, Exemption, and Dispensation applications efficiently and effectively;
 - patrolling, and enforcing where necessary, 'no waiting', 'no loading', 'bays' and some 'no stopping' kerb-space management regulations. Enforcement is limited to double and single yellow lines, double and single yellow kerb blips, yellow and white zigzags, bus stop and taxi clearways, loading and parking bays, and specific clearways;
 - ensuring all PCN challenges and representations are dealt with in a fair, reasonable and consistent manner considering the relevant facts and mitigating circumstances where applicable; and
 - understanding how customers perceive the quality of advice and instructions in accordance with relevant legislation.

- 4.17 The serving and processing of PCNs is completed in accordance with the ‘Traffic Management Act 2004’ and ‘The Secretary of State’s Statutory Guidance to Local Authorities on the Civil Enforcement of Parking Contraventions’. The flexibilities and constraints of the legislation, along with the on-street TRO (para. 2.3), the Off-street Order (2.4) and the Notice processing and permit management system (para. 3.12 and 3.13), influence the rules for parking management.
- 4.18 It is recommended Cabinet adopt the approach to parking demand management discussed in paragraphs 3.1 to 3.10 and 3.12 to 3.15.
- 4.19 It is recommended Cabinet approve the proposed tariffs in Appendix A. This is necessary in order that the Off-street Parking Places Order can be drafted, and the configuration of the digital solutions can be completed in readiness for administering parking services upon the delegation of CPE functions.

5 HOW DOES THIS RELATE TO THE EAST SUFFOLK BUSINESS PLAN?

- 5.1 As outlined in Section 2, ESC’s Parking Manager is working with SCC officers in order to deliver action ES29, specifically, “Encourage Suffolk County Council to devolve enforcement of On-street Car Parking to the District Councils”.
- 5.2 As outlined in para. 3.2, ESC officers are co-ordinating to deliver action ES17, i.e. “Increase visitor numbers to East Suffolk outside of the main tourist seasons”.
- 5.3 As discussed in paras. 3.12 to 3.15, ESC officers are liaising to ensure systems have channels to deliver ES21, i.e. “Provide an innovative, more customer friendly, transactional and intuitive Council website”

6 FINANCIAL AND GOVERNANCE IMPLICATIONS

- 6.1 The set-up costs for CPE administration are funded by SCC. Both SCC and ESC’s officers are determining options to ensure systems have the required functionality for CPE and permit administration, and interfaces with third party systems are configured and work successfully in order to deliver effective and efficient CPE administration.
- 6.2 There is statutory guidance for reporting on Parking Services and officers are liaising to set-up accounts enabling financial reporting in the required way.
- 6.3 There are numerous legal documents that must be in place including the DFT’s approval (SI), TROs and the Off-street parking places Order. Additionally, delegation and partnership agreements must be in place prior to CPE administration delivered by the Council’s new Parking Services team. Appropriate advice and ratification are being secured from ESC’s Legal team and others.

7 OTHER KEY ISSUES

- 7.1 This report has been prepared having considered the results of an Equality Impact Assessment. There are no issues for reporting at this stage of the project, but further assessments will take place at appropriate stages of the project.

8 CONSULTATION

- 8.1 Section 5 of ‘The Secretary of State’s Statutory Guidance to Local Authorities on the Civil Enforcement of Parking Contraventions’ applies, and communications will be delivered accordingly.

9 OTHER OPTIONS CONSIDERED

9.1 There is nothing relevant to report at this stage of the project programme.

10 REASON FOR RECOMMENDATION

10.1 The information in this report provides background and context for the following recommendation.

| RECOMMENDATIONS | |
|------------------------|---|
| 1. | That the parking demand management approach discussed in paragraphs 3.1 to 3.10 and 3.12 to 3.15 be approved. |
| 2. | That it be resolved to incorporate the RingGo 20 pence 'convenience fee' in the cost of parking services delivery (paragraph 3.12). |
| 2. | That the proposed tariffs set out in Appendix A be approved. |

| APPENDICES | |
|-------------------|--|
| Appendix A: | The proposed tariff structures for each car park by town |

| BACKGROUND PAPERS | | |
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| <p>Please note that copies of background papers have not been published on the Council's website www.eastsuffolk.gov.uk but copies of the background papers listed below are available for public inspection free of charge by contacting the relevant Council Department.</p> | | |
| Date | Type | Available From |
| 6 November 2018 | Suffolk Coastal: Result of the stakeholder consultation on the draft East Suffolk Area Parking Plan (CAB 39/18) | www.eastsuffolk.gov.uk |
| 6 November 2018 | Suffolk Coastal: Proposed simplification and alignment of the Suffolk Coastal and Waveney District car park tariffs to enable the creation of a single East Suffolk tariff structure (CAB 41/18) | www.eastsuffolk.gov.uk |
| 2 January 2019 | Suffolk Coastal: Proposed new East Suffolk Off-street parking places Order (CAB 04/19) | www.eastsuffolk.gov.uk |

APPENDIX A: THE PROPOSED TARIFF STRUCTURES FOR EACH CAR PARK BY TOWN

| Aldeburgh | Up to 2 hours | Up to 4 hours | All day | Season Ticket |
|----------------------------|---|---------------|---------|---------------|
| Fort Green Car Park | £1.50 | £3.00 | £4.00 | £65.00 |
| King Street Car Park | £1.50 | £3.00 | - | - |
| Oakley Square Car Park | £1.50 | £3.00 | - | - |
| Slaughden Car Park** | £1.50 | £3.00 | £4.00 | £65.00 |
| Slaughden Sea Wall | No charge but designated for cars and motorcycles only. | | | |
| Thorpe Road Car Park | £1.50 | £3.00 | £4.00 | £65.00 |
| Thorpeness Beach Car Park* | £1.50 | £3.00 | £4.00 | £65.00 |

| Beccles ***£1 up to 1 hour where tariff levels apply | Up to 2 hours | Up to 4 hours | All day | Season Ticket |
|--|---|---------------|---------|---------------|
| Blyburgate Car Park*&*** | £1.50 | £3.00 | £4.00 | £65.00 |
| Hungate Car Park*** | £1.50 | £3.00 | - | - |
| Kilbrack Car Park | No charge but designated for cars and motorcycles only. | | | |
| Newgate Car Park*** | £1.50 | £3.00 | - | - |

| Bungay | Up to 2 hours | Up to 4 hours | All day | Season Ticket |
|--------------------------|---|---------------|---------|---------------|
| Boyscott Lane Car Park | No charge but designated for cars and motorcycles only. | | | |
| Nethergate Car Park** | £1.00 | £2.00 | £4.00 | £65.00 |
| Priory Lane Car Park* | £1.00 | £2.00 | - | - |
| Scales Street Car Park | £1.00 | £2.00 | £4.00 | £65.00 |
| Wharton Street Car Park* | £1.00 | £2.00 | - | - |

| Felixstowe | Up to 2 hours | Up to 4 hours | All day | Season Ticket |
|------------------------------|---|---------------|---------|---------------|
| Arwela Road Car Park | £1.50 | £3.00 | £4.00 | £65.00 |
| Beach Station Car Park | £1.50 | £3.00 | £4.00 | £65.00 |
| Brackenbury Fort Car Park* | £1.50 | £3.00 | £4.00 | £65.00 |
| Clifflands Car Park* | £1.50 | £3.00 | £4.00 | £65.00 |
| Convalescent Hill Car Park* | £1.50 | £3.00 | £4.00 | £65.00 |
| Crescent Road Car Park | £1.50 | £3.00 | - | - |
| Felixstowe Pier Car Park* | £1.50 | £3.00 | - | - |
| Garrison Lane Car Park** | £1.50 | £3.00 | £4.00 | £65.00 |
| Golf Road Car Park | £1.50 | £3.00 | £4.00 | £65.00 |
| Highfield Road Car Park | £1.50 | £3.00 | - | - |
| Landguard Car Park* | £1.50 | £3.00 | £4.00 | £65.00 |
| Manor Terrace Car Park*&** | £1.50 | £3.00 | £4.00 | £65.00 |
| Martello Park North Car Park | £1.50 | £3.00 | £4.00 | £65.00 |
| Martello Park South Car Park | £1.50 | £3.00 | £4.00 | £65.00 |
| Ranelagh Road Car Park | £1.50 | £3.00 | £4.00 | £65.00 |
| Spa Pavilion Car Park | £1.50 | £3.00 | - | - |
| The Grove Car Park | No charge but designated for cars and motorcycles only. | | | |
| The Promenade Car Park | £1.50 | £3.00 | £4.00 | £65.00 |
| Undercliff Car Park | £1.50 | £3.00 | - | - |
| Season's Farm Car Park | No charge but designated for cars and motorcycles only. | | | |

| Framlingham | Up to 2 hours | Up to 4 hours | All day | Season Ticket |
|--------------------------|---------------|---------------|---------|---------------|
| Fore Street Car Park* | £1.00 | £2.00 | £4.00 | £65.00 |
| The Elms Car Park*&** | £1.00 | £2.00 | £4.00 | £65.00 |
| Market Hill Car Park*&** | £1.00 | £2.00 | - | - |

| Halesworth | Up to 2 hours | Up to 4 hours | All day | Season Ticket |
|-------------------------|---------------|---------------|---------|---------------|
| Angel (North) Car Park* | £1.00 | £2.00 | £4.00 | £65.00 |
| Angel (South) Car Park* | £1.00 | £2.00 | £4.00 | £65.00 |
| Bridge Street Car Park* | £1.00 | £2.00 | £4.00 | £65.00 |
| Station Road Car Park | £1.00 | £2.00 | £4.00 | £65.00 |
| Thoroughfare Car Park | £1.00 | £2.00 | - | - |

| Kirkley | Up to 2 hours | Up to 4 hours | All day | Season Ticket |
|----------------------------|---|---------------|---------|---------------|
| All Saints Car Park | No charge but designated for cars and motorcycles only. | | | |
| Clifton Road Car Park* | £1.00 | £2.00 | £4.00 | £65.00 |
| Pakefield Cliffs Car Park | No charge but designated for cars and motorcycles only. | | | |
| Pakefield Road Car Park* | £1.00 | £2.00 | £4.00 | £65.00 |
| Pakefield Street Car Park* | £1.00 | £2.00 | £4.00 | £65.00 |

| Leiston | Up to 2 hours | Up to 4 hours | All day | Season Ticket |
|--------------------------|---|---------------|---------|---------------|
| High Street Car Park* | £1.00 | £2.00 | £4.00 | £65.00 |
| Main Street Car Park | No charge but designated for cars and motorcycles only. | | | |
| Sizewell Beach Car Park* | £1.00 | £2.00 | £4.00 | £65.00 |
| Sizewell Road Car Park* | £1.00 | £2.00 | £4.00 | £65.00 |
| Valley Road Car Park | No charge but designated for cars and motorcycles only. | | | |

| Lowestoft | Up to 2 hours | Up to 4 hours | All day | Season Ticket |
|--------------------------------|---|---------------|---------|---------------|
| Adrian Road Car Park | £1.50 | £3.00 | £4.00 | £65.00 |
| Alexandra Road Car Park | £1.50 | £3.00 | £4.00 | £65.00 |
| Battery Green Car Park | £1.50 | £3.00 | - | - |
| Belvedere Road Car Park | £1.50 | £3.00 | £4.00 | £65.00 |
| Britten Centre Car Park* | £1.50 | £3.00 | £4.00 | - |
| Christ Church Car Park | No charge but designated for cars and motorcycles only. | | | |
| Clapham Road Car Park | £1.50 | £3.00 | - | - |
| Claremont Pier Car Park | £1.50 | £3.00 | £4.00 | - |
| Kirkley Cliff Car Park* | £1.50 | £3.00 | £4.00 | £65.00 |
| Mariners Street Car Park | No charge but designated for cars and motorcycles only. | | | |
| Regent Road Car Park | £1.50 | £3.00 | £4.00 | £65.00 |
| Royal Green Car Park* | £1.50 | £3.00 | £4.00 | £65.00 |
| St Peters Street Car Park* | £1.50 | £3.00 | - | - |
| Tennyson Road Car Park | £1.50 | £3.00 | £4.00 | £65.00 |
| Waveney Sports Centre Car Park | No charge but designated for cars and motorcycles only. | | | |
| Whaplod Road Car Park | £1.50 | £3.00 | £4.00 | £65.00 |

| Melton | Up to 2 hours | Up to 4 hours | All day | Season Ticket |
|---------------------------|---|---------------|---------|---------------|
| Melton Riverside Car Park | No charge but designated for cars and motorcycles only. | | | |
| Melton Street Car Park | No charge but designated for cars and motorcycles only. | | | |

| Oulton Broad | Up to 2 hours | Up to 4 hours | All day | Season Ticket |
|-----------------------------|---------------|---------------|---------|---------------|
| Nicholas Everitts Car Park* | £1.00 | £2.00 | £4.00 | £65.00 |
| The Boulevard Car Park | £1.00 | £2.00 | £4.00 | £65.00 |

| Saxmundham | Up to 2 hours | Up to 4 hours | All day | Season Ticket |
|-----------------------|---------------|---------------|---------|---------------|
| Market Place Car Park | £1.00 | £2.00 | £4.00 | £65.00 |

| Southwold | Up to 2 hours | Up to 4 hours | All day | Season Ticket |
|-----------------------------|---|---------------|---------|---------------|
| Ferry Road Car Park* | £1.50 | £3.00 | £4.00 | £65.00 |
| Ferry Road (North) Car Park | No charge but designated for cars and motorcycles only. | | | |
| Harbour East Car Park* | £1.50 | £3.00 | £4.00 | £65.00 |
| Harbour West Car Park | No charge but designated for cars and motorcycles only. | | | |
| Southwold Pier Car Park* | £1.50 | £3.00 | £4.00 | £65.00 |

| Wickham Market | Up to 2 hours | Up to 4 hours | All day | Season Ticket |
|-----------------------|---------------|---------------|---------|---------------|
| Chapel Lane Car Park* | £1.00 | £2.00 | - | - |
| The Village Car Park* | £1.00 | £2.00 | - | - |
| The Hill Car Park | £1.00 | £2.00 | £4.00 | £65.00 |

| Woodbridge | Up to 2 hours | Up to 4 hours | All day | Season Ticket |
|-------------------------|---|---------------|---------|---------------|
| Broomheath Car Park | No charge but designated for cars and motorcycles only. | | | |
| Deben Car Park | £1.00 | £2.00 | £4.00 | £65.00 |
| Hamblin Car Parks* | £1.00 | £2.00 | - | - |
| Lime Kiln Quay Car Park | £1.00 | £2.00 | £4.00 | £65.00 |
| Oak Lane Car Park | £1.00 | £2.00 | - | - |
| The Station Car Park* | £1.00 | £2.00 | £4.00 | £65.00 |
| Theatre Street Car Park | £1.00 | £2.00 | £4.00 | £65.00 |

| Wrentham | Up to 2 hours | Up to 4 hours | All day | Season Ticket |
|-------------------|---|---------------|---------|---------------|
| Wrentham Car Park | No charge but designated for cars and motorcycles only. | | | |

| Others | |
|-----------------------------------|---|
| Bawdsey Quay Car Park | No charge but designated for cars and motorcycles only. |
| Iken Car Park | No charge but designated for cars and motorcycles only. |
| Nacton Shore Car Park | No charge but designated for cars and motorcycles only. |
| Sutton Heath Picnic Area Car Park | No charge but designated for cars and motorcycles only. |
| Sutton Heath Woodland Car Park | No charge but designated for cars and motorcycles only. |
| Upper Hollesley Common Car Park | No charge but designated for cars and motorcycles only. |

*Thirty minute parking tariff (no charge) managed via the RingGo app. Car parks that do not offer this convenience concession have free parking opportunities in the vicinity e.g. on-street limited waiting regulations or un-regulated kerb-space; and/or car parks provided by others.

**Introduction of a tariff



CABINET

Tuesday 4 February 2020

TRENDS IN EAST SUFFOLK TOWN CENTRES

EXECUTIVE SUMMARY

1. Following on from a successful pilot project completed in Southwold in 2018, in January 2019 East Suffolk Council commissioned People & Places to undertake a baseline study of 11 town centres across east Suffolk to determine the challenges and issues these centres face. This involved directly surveying town centre businesses and users to get their views across a number of nationally recognised town centre performance indicators. 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.

2. This research and development activity is important since east Suffolk’s principal town centres perform a vital role for the communities they serve by providing a range of local services. Furthermore, such centres are also local economic drivers providing employment and enterprise opportunities and contributing to the overall economic health of the district. The study has been undertaken against the backdrop of significant decline in town centres across the country and therefore understanding the specific issues locally is crucial in being able to enable local stakeholders to maintain and enhance their town centres.

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

| | |
|------------------------|-----------|
| Wards Affected: | All Wards |
|------------------------|-----------|

| | |
|------------------------|--|
| Cabinet Member: | Councillor Craig Rivett Deputy Leader and Cabinet Member with responsibility for Economic Development |
|------------------------|--|

| | |
|----------------------------|--|
| Supporting Officer: | Paul Wood Head of Economic Development & Regeneration 01394 444249 Paul.wood@eastsoffolk.gov.uk |
|----------------------------|--|

1 INTRODUCTION

- 1.1 In January 2019 ESC Commissioned People and Places (P&P) to undertake research in each of east Suffolk's principal towns (except Southwold as the towns research was completed as a pilot in 2018) to understand the issues, challenges and opportunities they face. This research was undertaken in the context of town centres nationally suffering from decline and the aim was to determine the 'economic health' of east Suffolk town centres.
- 1.2 P&P are a nationally recognised consultancy who have produced national guidance for the LGA on how to revitalise town centres. The aim of the research was to understand the collective and specific issues that each of our key town centres face. The research will be used to support ESC's strategic approach to enabling and supporting town centres. Furthermore, the project was developed in such a way to encourage joined up thinking across all town centre stakeholders and provide an impetus for collaborative working to address issues, challenges and opportunities

2 METHODOLOGY

- 2.1 The research and analysis phase of this initiative has two key elements which were adapted to the needs of the different towns based on the relationships and structures of the various stakeholders:

Analysis of existing strategies and stakeholders

- 2.2 The work commenced in each town with a desktop review and analysis of existing local reports. An initial meeting was arranged with key stakeholders including representatives from the town councils, neighbourhood plan team, business/tourism association/groups which helped to develop the local engagement with businesses and other key stakeholders, plus agreeing the objectives and focus for further joint work.

Town Centre Baseline Survey

- 2.3 People & Places used its national town centre baseline survey process to help understand the role of each east Suffolk town centre as a retail destination and local community hub. The purpose of this survey and monitoring process was to collect standardised key performance indicators (KPIs) to help local organisations and businesses to better understand the function, trends and issues facing a town and its potential relative to similar towns elsewhere. This involved both online surveys and street surveying of both town centres users and businesses.
- 2.4 The KPIs measured as part of this survey work covered a wide range of business and town centre user themes and were both qualitative and quantitative in nature. KPI's included the following:

| The place/ destination | Business & Enterprise |
|--|---|
| Leadership of the place/business community | Business turnover |
| Understand the place – what is the offer/identity? | Customer experiences |
| Marketing the place | Competition |
| Connecting the wider offer of East Suffolk towns | Affordability of doing business |
| Streetscape and Environment | Understanding your market and offer – visitor and/ or tourist |
| Services - town centre’s multi-purpose role | The retail mix |
| Meeting parking needs | Potential for growth areas e.g. food and drink, hospitality |
| Heritage and culture development | |
| Visitor economy development | |
| Events and festival development | |
| Leadership of the place/business community | |

3 HEADLINE TOWN CENTRE TRENDS

3.1 On the headline measure of business performance, turnover, businesses across east Suffolk performed relatively well. Across the principal town centres, they experienced a change in business turnover slightly above the national average with over 70% either experiencing an increase in turnover or staying the same. In terms of other district wide comparisons with the national picture the following were viewed as significantly positive:

- Physical appearance
- Café, pub and restaurant offer
- Servicing tourist customers

Whilst the following were seen as comparatively and significantly negative

- Availability of labour
- Servicing local customers
- Affordable housing

3.2 Unsurprisingly analysis at an individual town level paints a more diverse picture. The table below highlights the key trends over the last 12 months for each of the District’s towns. It is important to note that areas with a larger number of factors identified demonstrates that they reported a larger number of measures that were either strongly positively or negatively perceived/ recorded. Conversely those areas with less measures highlighted reflects that their performance is closer to the district average.

| Town | Headline trends (dates) |
|-------------|---|
| Aldeburgh | <ul style="list-style-type: none"> - 50% of businesses experienced a decrease in turnover - Less confident about turnover in next 12 months - Strong business focus on visitor economy but less so on local customers - Businesses negative about affordability of doing business - Strong food and drink offer (visitor economy driven) - Parking capacity good in winter but under pressure in peak tourism periods |
| Beccles | <ul style="list-style-type: none"> - Joint highest positive customer sentiment - Balanced view from business about servicing the local and tourist market - Strong concern expressed about impact of out of town and online shopping - Weak on food and drink offer - Relatively negative view on public transport provision |
| Bungay | <ul style="list-style-type: none"> - Relatively high decrease in turnover and relative pessimism about the next 12 months - Users experience of town centre significantly worsened in recent years - Balanced view from business about servicing the local and tourist market - Strong concern expressed about impact of out of town and online shopping - Joint worst negative perception on the grocery retail offer - Access to services (libraries, health care, banking, leisure) negatively perceived |
| Felixstowe | <ul style="list-style-type: none"> - Comparatively large decline in business turnover - Relatively high business expectation the decline will continue in the next 12 months - Mixed view on retail offer, largely positive with only fashion/ gifts and market rated negatively |
| Framlingham | <ul style="list-style-type: none"> - Strong food and drink offer - Public transport rated relatively negatively |

| | |
|----------------|--|
| Halesworth | <ul style="list-style-type: none"> - Relatively high decrease in turnover and relative pessimism about the next 12 months - More focussed on servicing visitor economy than local market - Availability of leisure services negatively perceived |
| Leiston | <ul style="list-style-type: none"> - Less confident about business turnover prospects in next 12 months - Users experience of town centre significantly worsened in recent years - Highest negative response about town's physical appearance - Poor food and drink offer - Joint highest negative perception for retail grocery offer - Strong negative sentiment that level of national chains was detrimental |
| Lowestoft | <ul style="list-style-type: none"> - Highest level (60%) of businesses experiencing a reduction in turnover - Most negative response from businesses about physical appearance and cleanliness - Retail offer negatively perceived particularly for groceries, fashion, gifts and market - Independent offer negatively perceived but offset by more positive perceptions for Kirkley and Historic High Street |
| Southwold | <ul style="list-style-type: none"> - Relative decline in business turnover - Pessimistic about turnover for coming next 12 months - Businesses negative about affordability of doing business - Stronger focus on servicing visitor economy rather than local market |
| Wickham Market | <ul style="list-style-type: none"> - Businesses most confident about turnover prospects for next 12 months - Joint most positive sentiment towards changing town centre experience - Stronger focus on local customer base as opposed to tourists - Negative perception regarding access to leisure facilities |

| | |
|------------|--|
| Woodbridge | <ul style="list-style-type: none"> - Markedly negative perception about the affordability of doing business - Relatively negative perception in terms of public transport - Exhibited lowest parking vacancy rate |
|------------|--|

3.3 Businesses within a number of towns stated that the affordability of doing business was a key issue. This was primarily the result of the impact of property costs, lack of available premises, local labour shortages and shortages in affordable housing. This could, however, be seen as a symptom of being a successful town and this assumption is probably borne out since the towns being ranked highest on this measure were Aldeburgh, Southwold and Woodbridge.

3.4 Digital Town Centres

3.5 As part of the baseline survey an initial 'digital diagnosis' was undertaken to understand development challenges and opportunities. This showed that amongst businesses within small towns there was a moderate priority or state of readiness in terms of digital skills development, but this lessened for more advanced digital skills such as using customer data for targeted marketing or providing online sales facilities. Higher levels of priority were given to the development of town wide digital infrastructure such as superfast/ ultrafast broadband and town centre wi-fi.

3.6 Within larger towns, businesses were more focussed on acquiring digital skills to support their use of social media in business and product promotion. Again, there was a strong desire to see the installation of town wide digital infrastructure to support service delivery and the user's town centre experience.

3.7 Amongst town centre users within both small and large towns the survey indicated an even priority for investment in digital services and infrastructure. In particular they wanted more availability from town centre businesses for online sales, 'click and collect' functions and maintenance of websites. Interestingly businesses ranked these functions as their lowest priority.

4 STAKEHOLDER FEEDBACK

4.1 During autumn 2019 each of the towns received initial feedback on the town centre survey work through a series of sessions with local stakeholders and this formed the basis of further local engagement. Each town will also receive a copy of the full report for their town analysing their results in comparison with the east Suffolk average once the action planning phase of the project begins. The reports will draw out the specific challenges, synergies and successes relating to the town centre. The relevant ward members were invited to attend these sessions.

5 NEXT STEPS

5.1 The proposed next phase is to work collaboratively with each town centre stakeholder group to determine if there is the appetite and capacity to move to the action planning phase. It is important to note that this is a 'bottom up' approach and the priorities towns want to pursue either individually or collectively will be led by local stakeholders. ESC's role is to enable and facilitate stakeholders in developing their approach to progressing their priorities.

5.2 The success of this approach to increasing the resilience, sustainability and vibrancy of town centre is demonstrated through the People & places pilot project which took place in Southwold in 2018. This developed a robust evidence base which the town stakeholder

group then used to develop its priorities for enhancing the centre. This has subsequently led to 4 successful funding applications securing £1.2m worth of investment in the town.

- 5.3 In order to move to the action planning phase some initial capacity building activity needs to be undertaken in some towns to develop the skills and capacity within these local groups. People and Places will provide an experienced independent perspective, that will assist in developing local partnerships through a series of steps involving: Local stakeholder representative interviews, review of existing activities and analysis, consultation & town team forward planning.
- 5.4 The town centre action plan phase will support the development of the project planning process & stakeholder groups. This will facilitate the project planning process in-line with partnership capacity, survey findings and agreed objectives. People & Places will assist in action planning through facilitating iterative steps with local stakeholder groups. Over a series of up to 3 facilitated partnership meetings, organised locally with support from EDO's, People & Places will help agree an outline action plan comprising:
- objectives
 - responsibilities
 - defined outputs/outcomes
 - indicative budgets
 - measurable indicators of success
- 5.3 Phase 2 of the People and Places work is expected to run over a 12 month period. A matrix is currently being drawn up to prioritise those towns that can go straight to the action planning phase and also identify the level of capacity building required in other towns. Once this matrix is agreed towns will be approached to discuss if the timings of their interventions work with their current town plans. This work will cost up to £2k per town however Southwold has already completed this process as part of the initial pilot project in 2018.
- 5.4 Through engagement with the town centre stakeholder groups the following areas are emerging as a focus for the action planning phase:
- Streetscape and public realm
 - Business support initiatives focussed on town centre businesses
 - Place Branding and marketing
 - Digital connectivity
 - Effective consultation with town centre businesses on town centre policies
- 5.5 In order to support initial activity in the action planning phase it is proposed that a seed fund of £128k is established. This funding will be sourced from existing ED budgets and subject to Cabinet approval, the ESP underspend which has been transferred into Council reserves.
- 5.6 There are two other district wide Council led initiatives which directly and indirectly focus on east Suffolk's town centres which align and strongly complement the People & Places work. Firstly, the Smart Towns initiative which following the successful pilot in Framlingham will begin to be rolled out across key towns in the District and as referred to earlier this aligns strongly with the digital development priorities identified through the town centre research. This close alignment is demonstrated through the research from

the digital theme from the P&P work being incorporated into the Smart Towns application to New Anglia LEP's Innovation Fund.

- 5.7 The Community Partnership programme whilst operating on a wider geography will have very close links to any future delivery based on the town centres work. Town centres function as the service centre for their local communities providing a wide range of services and the enhancement of these services will support the delivery of some of the priorities identified within the CP areas.
- 5.8 The outcomes of the P&P work are also informing other areas of ESC activity such as the Towns Fund, town centre masterplan, Heritage Action Zone initiatives in Lowestoft, Felixstowe Business Improvement District, the car parking review and planning policy development, implementation and monitoring.

6 HOW DOES THIS RELATE TO THE EAST SUFFOLK BUSINESS PLAN?

- 6.1 The outcomes and potential application of the P&P work supports all three strategic pillars within the current East Suffolk Business Plan. It supports economic growth by providing a rich evidence base on the current state of all east Suffolk's principal towns which will be used to develop an evidence led approach to enable greater resilience, sustainability and growth. Furthermore, it has the potential to support delivery against the priorities identified through the Community Partnership initiative thereby supporting the Enabling Communities pillar. Finally, more vibrant town centres will increase business rate receipts supporting the financial self-sufficiency strategic pillar.
- 6.2 The outcome of this work also addresses the following specific Business Plan action: *Support local business associations and partner organisations to create vibrant market towns which are attractive to residents, businesses and visitors.*
- 6.3 Town centres have a key role to play in community wellbeing providing services which facilitate and promote good mental and physical health. Town centres provide a range of employment and enterprise opportunities thereby implementing measures to improve the vibrancy of such centres aligns strongly with the inclusive growth agenda.

7 FINANCIAL AND GOVERNANCE IMPLICATIONS

- 7.1 If Cabinet provide approval the next phase in this programme is the development of town centre action plans. In order to support this work financially it is proposed that ESC invest £128k in a seed fund, the 'East Suffolk Towns Centres Fund' to provide initial match funding for project activity. The funding consists of £98k within the existing Economic Development budget and a further £30k from the ESP underspend, which has been ringfenced by Finance for this work, within ESC reserves. This will be administered as a grant programme that is evidence led and driven by the town action plans. Funding will be accessed in line with criteria set and monitored in line with the ESC grants programmes.
- 7.2 The governance for this programme will consist of local town centre stakeholder groups who have already been engaged as part of the survey and analysis phase. This will include representatives from town and parish Councils, business associations, town centre partnerships/ BIDs and tourism groups. In addition, due to the strong alignment with both the Community Partnership initiative and the Smart Towns programme there will be

full engagement and collaborative working with the relevant governance structures supporting these initiatives.

8 OTHER KEY ISSUES

- 8.1 This report has been prepared having taken into account the results of an Equality Impact Assessment.

9 CONSULTATION

- 9.1 The development of the survey and analysis phase of the People and Places work was primarily based on engagement and consultation with town centre businesses and users. Furthermore, Towns and Parish Councils, business associations, town centre partnerships / BIDs and tourism groups across the 12 towns will be comprehensively consulted on the findings of this initial phase to inform the next phase of the programme.

10 OTHER OPTIONS CONSIDERED

- 10.1 No other options were considered for the future of this initiative as it was always designed as a two-stage process with funding already committed from the Economic Development budget for the action planning phase. If Cabinet do not approve the additional ringfenced £30k it will limit ESC's ability to enable towns centres to progress their priorities, however some interventions will still be able to take place.

11 REASON FOR RECOMMENDATION

- 11.1 Town centres across the country have been in decline for a number of years and without undertaking an evidence-based approach to fully identify the specific drivers of this and subsequently putting in place interventions based on this evidence, this decline will likely continue. The P&P work has already completed the first phase of this process and this recommendation is focused on supporting the next, action planning, phase. Town centres are vital to our communities as they provide a wide range of local services, if we are to preserve and enhance this role, as an enabling Council, we need to be able to facilitate local stakeholders to support the enhancement of these centres.

RECOMMENDATIONS

1. That Cabinet support the approach so far taken through the People and Places work to support and enhance east Suffolk's town centres and approves the next, action planning phase.
2. That Cabinet approves the allocation of £30k from ESC reserves, which has been ringfenced to support the action planning phase of the town centres work and will form part of £128k seed fund budget to support towns to develop and address their priorities in this next phase.

APPENDICES - None

BACKGROUND PAPERS

<http://fred2/sites/teams/EconDev/Economic/SCDC%20Documents/People%20and%20Places>



CABINET

Tuesday 4th February 2020

DRAFT GENERAL FUND BUDGET AND COUNCIL TAX REPORT 2020/21

EXECUTIVE SUMMARY

1. The draft Medium Term Financial Strategy (MTFS) considered by the Cabinet on 3rd December 2019 provided a baseline forecast of income and expenditure and looks at the overall financial climate. It provides a framework within which the Council's overall spending plans will be developed.
2. Overall, this period and the long-term Local Government financial picture continues to be characterised by an increased shift towards locally generated resources, with an accompanying transfer of both risk and opportunity. The Government has been working towards significant reform of the Local Government Finance System from 2020/21. However, with the announcement of a one-year only Government Spending Round and Local Government Settlement for 2020/21, these reforms have now been delayed until 2021/22. Consequently, whilst this brought a significant degree of certainty for next year, there is considerable uncertainty for the Council going forward in the MTFS period. This report sets out the assumptions made in identifying resources for the MTFS.
3. The predecessor Councils had signed up to a four-year Local Government Finance Settlements for the period 2016/17 – 2019/20 (with East Suffolk receiving the final year of the settlement), covering the elements of Revenue Support Grant, Transitional Grant, and Rural Services Delivery Grant. To take advantage of this offer each authority needed to submit an Efficiency Plan. Although not required in respect of the one-year 2020/21 Settlement, an updated Efficiency Plan will be produced during the year as the East Suffolk Strategic Plan is finalised.
4. A technical consultation on the 2020/21 Local Government Finance Settlement was issued on 3rd October 2019. As well as deferring reforms to the system, the proposal for 2020/21 was essentially to roll forward the 2019/20 Settlement with relevant uplifts for inflation. These proposals were included in the Provisional Local Government Finance Settlement issued on 20th December 2019. Consequently, the Council will receive Revenue Support Grant and Rural Services Delivery Grant and will also benefit financially from an additional year under the Business Rates Retention system in its present form. Partly offsetting these elements, the allocations for New Homes Bonus (NHB) for 2020/21 will also be for one year only for 2020/21, rather than for four years. The Government will consult further on

incentives to promote housing growth, and indications are that NHB may not continue beyond 2020/21 in its present form. Council tax referendum principles will remain the same as in previous years. Only business rates pilots in the original “devolution” areas will go ahead in 2020/21, with all other pilots cancelled.

5. The draft MTFS has been continually revised with updates including those resulting from budget monitoring forecasts; and the emerging replacement for the East Suffolk Business Plan.
6. At the end of the 2020/21 budget process, in February 2020, the Council is required to approve a balanced budget for the following financial year and set the Band D rate of Council Tax. This report sets out the context and initial parameters in order to achieve that objective and contribute towards a sustainable position going into the major changes now planned for the medium term.
7. Cabinet is asked to consider and make recommendations to Council regarding the:
 - proposed Budget for 2020/21, and to note the position with regard to future years;
 - assessment of reserve and balance movements;
 - Council Tax Base for 2020/21 (for noting);
 - proposed Band D Council Tax for East Suffolk Council of £171.27 for 2020/21, an increase of £4.95 or 2.98%.

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

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| Wards Affected: | All Wards in East Suffolk |
|------------------------|---------------------------|

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| Cabinet Member: | <p>Councillor Steve Gallant Leader of the Council and Cabinet Member with responsibility for Resources</p> <p>Councillor Maurice Cook Assistant Cabinet Member for Resources</p> |
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| | |
|----------------------------|---|
| Supporting Officer: | <p>Simon Taylor Chief Finance Officer and Section 151 Officer 01394 444570 simon.taylor@eastsoffolk.gov.uk</p> <p>Lorraine Rogers Finance Manager and Deputy Section 151 Officer 01502 523667 lorraine.rogers@eastsoffolk.gov.uk</p> <p>Brian Mew Finance Consultant 01394 444571 Brian.Mew@eastsoffolk.gov.uk</p> |
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1 INTRODUCTION

1.1 The **Medium Term Financial Strategy** (MTFS) sets the strategic financial direction for the Council and is regularly updated as it evolves and develops throughout the year to form the framework for the Council's financial planning. To ensure Members have a sound basis for planning and decision making, the MTFS is reviewed and updated at key points in the year these are:

- October/November – as a framework for initial detailed budget discussions for the forthcoming financial year;
- January – an update to include additional information received at a national level and corporate issues identified through service planning and the detailed budget build; and
- February – with the final Budget for the new financial year.

1.2 The purpose of the MTFS is to set out the key financial management principles, budget assumptions and service issues. It is then used as the framework for the detailed budget setting process to ensure that resources are managed effectively and can deliver the aspirations of the Council as set out in the Business Plan, over the medium term.

2 MEDIUM TERM FINANCIAL STRATEGY

2.1 The draft MTFS for this period is attached as Appendix A. This incorporates the Draft General Fund Budget and Council Tax proposals for 2020/21, reflecting the detailed budget process. In the MTFS, the key uncertainties over this period relate to the proposed reforms to the Local Government finance system – Business Rates Retention and the Fair Funding Review – that have now been deferred until 2021/22.

2.2 The MTFS includes a number of Appendices that form part of the Council's Budget, including the Council Tax Base, budget summary by Head of Service and a summary of Reserves and Balances.

2.3 The Business Rates NNDR1 return for 2020/21 has now been prepared, and Business Rates income has been updated in the Budget and MTFS. These estimates are still subject to final confirmation, and one estimate that may be revised is the estimated Pooling Benefit from the Suffolk Business Rates Pool. This is dependent on the NNDR1 returns being prepared by the Suffolk Councils and then collated by Suffolk County Council.

2.4 The key remaining area of uncertainty in the 2020/21 Budget and the MTFS at this stage is the charges from Norse for a range of Council services. The current position in respect of this is referred to in more detail in the MTFS in Appendix A.

2.5 The table below outlines the updated MTFS Forecasts for 2019/20 to 2023/24. These indicate a balanced position for 2020/21 but underlying budget gaps from 2021/22 onwards. However, there is a high degree of uncertainty over this period.

| MTFS Forecast - East Suffolk | 2019/20 £'000 | 2020/21 £'000 | 2021/22 £'000 | 2022/23 £'000 | 2022/24 £'000 |
|-------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| February 2019 | 0 | 3,841 | 3,849 | 3,872 | 3,872 |
| November 2019 | 0 | 0 | 3,212 | 2,981 | 2,547 |
| January 2020 | 0 | 0 | 3,483 | 3,847 | 3,898 |

- 2.6 The proposed Capital Programme for 2019/20 to 2023/24 was considered by the Cabinet on 7th January 2020 and Council on 22nd January 2020.
- 2.7 Attached as **Appendix B** is the Council's draft Efficiency Strategy for 2020/21. The Efficiency Strategy is produced annually for the period 2016/17 to 2021/22, and is approved by Full Council as part of approval of the Council's Budget. The Efficiency Strategy is produced to enable the Council to potentially take advantage of the flexibility to local authorities to use capital receipts to fund the revenue set up and implementation costs of projects designed to generate ongoing revenue savings. To date there has been no use of capital receipts to fund one-off revenue costs, and no use of this flexibility is currently proposed in respect of projects in 2020/21. The Efficiency Strategy will be revised during the course of 2020/21 to reflect the new Plan for East Suffolk.

3 LOCAL COUNCIL TAX REDUCTION SCHEME (LCTRS) AND COUNCIL TAX DISCOUNTS AND PREMIUMS

- 3.1 The consideration of an annual review and potential proposed changes to the LCTRS scheme is a statutory requirement under the Local Government Finance Act 2012 which brought in the provisions for localisation of council tax support in April 2013. Cabinet on 7th January 2020 recommended to Full Council on 22nd January 2020 that the Council retains the current Local Council Tax Reduction Scheme for 2020/21 as the 8.5% benefit scheme, i.e. the maximum benefit to working age claimants is 91.5%. Cabinet also recommended to Full Council that the Council introduces a tolerance to the treatment of Universal Credit income in the Local Council Tax Reduction Scheme.
- 3.2 In addition to LCTRS, the Council has the discretion to set its own policy on Council Tax Discounts and Premiums. It is a statutory requirement for the Council to set and review annually its Discretionary Council Tax Discounts. It is recommended that no changes be made to the Council Tax discounts to be applied from 1st April 2020, which were approved by the Shadow Council at its meeting on 3rd December 2018 (REP 9(SH)).
- 3.3 At its meeting on 28th February 2019, the East Suffolk Shadow Council approved Council Tax Long Term Empty Property Premiums as follows:
- 100% premium on Long Term Empty properties, empty for more than two years, raising the Council Tax to 200% from 1st April 2019,
 - 200% premium on Long Term Empty properties, empty for longer than five years, raising the Council Tax to 300% from 1st April 2020, and
 - 300% premium on Long Term Empty properties, empty for longer than 10 years, raising the Council Tax to 400% from 1st April 2021

4 RISK ASSESSMENT AND REPORT OF THE CHIEF FINANCIAL OFFICER

- 4.1 Part of the process of delivering a robust medium term strategy to enable the Council to manage its affairs soundly, is to have regard to both external and internal risks, and to identify actions to mitigate those risks. MTFS key principles and a risk analysis together with mitigating actions are provided in **Appendix A1** of the MTFS.
- 4.2 Section 25 of the Local Government Act 2003 places a personal duty on an authority's "Chief Financial Officer" to make a report to Council about the robustness of the estimates made for the purposes of the council tax calculations and the adequacy of financial reserves and

balances. The Act also requires the Council to have regard to the report before it makes its budget and council tax decisions.

4.3 In relation to the statutory duty under the Act, the Chief Financial Officer considers that the estimates are robust, the General Fund Balance is within the guideline levels established as part of the Medium Term Financial Strategy and the contributions to and use of earmarked reserves will assist the Council to deliver its required changes in this period of uncertainty.

4.4 The Chief Finance Officer will make this statement to Full Council when it considers the budget for 2020/21 on 26th February 2020. The statement will clearly set out the budget assumptions used to arrive at the final recommendations

5 HOW DOES THIS RELATE TO THE EAST SUFFOLK BUSINESS PLAN?

5.1 The MTFS sits beneath the East Suffolk Business Plan in the Council's hierarchy of plans and strategies and is effectively the mechanism by which the key Business Plan objective of Financial Self-Sufficiency will be delivered over the medium term.

6 FINANCIAL AND GOVERNANCE IMPLICATIONS

6.1 All Financial and Governance implications are contained within the MTFS documents.

7 OTHER KEY ISSUES

7.1 This report has been prepared having taken into account the results of an Equality Impact Assessment.

8 CONSULTATION

8.1 The Council has consulted on its strategy and detailed financial plans for the coming year with staff, residents, partners, and business through a variety of methods. Business Plan and Budget briefings were held with stakeholders including Town and Parish Councils in Lowestoft and Melton on 13th and 14th January respectively. Scrutiny Committee considered the Draft General Fund Budget and Council Tax report at its meeting on 23rd January 2020.

9 OTHER OPTIONS CONSIDERED

9.1 The MTFS is an essential element in achieving a balanced budget and a sustainable medium term position, whilst setting a balanced budget for the coming year is a statutory requirement. Consequently, no other options are appropriate in respect of this.

10 REASON FOR RECOMMENDATION

10.1 To bring together all the relevant information to enable Members to review, consider and comment upon the Council's General Fund revenue budgets before making recommendations to Council on 26th February 2020.

10.2 To seek wider Member consideration of the forward budgets beyond 2020/21, and Council Tax proposals in this report to balance the budget for 2020/21 and future years.

RECOMMENDATIONS

To recommend that Council:

1. Approves the General Fund Revenue Budget as set out in this report and summarised in **Appendix A5** and notes the budget forecast for 2021/22 and beyond;
2. Approves the Reserves and Balances movements as presented in **Appendix A6**;
3. Approves that no further changes are made to Council Tax Discounts and Premiums for 2020/21;
4. Approves the Efficiency Strategy attached as **Appendix B**;
5. Note the Council Tax Base of 87,888.87 for 2020/21; and
6. Approve a Band D Council Tax for 2019/20 of £171.27.

APPENDICES

| | |
|--------------------|--|
| Appendix A | Medium Term Financial Strategy |
| Appendix A1 | MTFS Key Principles and Risk Analysis |
| Appendix A2 | East Suffolk Council Tax Base 2020/21 |
| Appendix A3 | NHB Reserve 2019/20 – 2023/24 |
| Appendix A4 | MTFS Key Movements |
| Appendix A5 | General Fund Revenue Budget Summary 2019/20 to 2023/24 |
| Appendix A6 | General Fund Reserves Summary 2019/20 to 2023/24 |
| Appendix B | Efficiency Strategy |

BACKGROUND PAPERS

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

| Date | Type | Available From |
|---------------|--|--------------------|
| October 2019 | 2020/21 Local Government Finance Settlement Technical Consultation | Financial Services |
| November 2019 | Equality Impact Assessment | Financial Services |
| December 2019 | Provisional Local Government Finance Settlement 2020/21 | Financial Services |



EAST SUFFOLK COUNCIL

**MEDIUM TERM FINANCIAL STRATEGY
2020/21 – 2023/24**

JANUARY 2020

1 INTRODUCTION

1.1 The **Medium Term Financial Strategy** (MTFS) sets the strategic financial direction for the Council and is regularly updated as it evolves and develops throughout the year to form the framework for the Council's financial planning. This ensures Members have a sound basis for planning and decision making, the MTFS is reviewed and updated at key points in the year:

- October/November – as a framework for initial detailed budget discussions for the forthcoming financial year;
- January – an update to include additional information received at a national level and corporate issues identified through service planning and the detailed budget build; and
- February – with the final Budget for the new financial year.

1.2 The purpose of the MTFS is to set out the key financial management principles, budget assumptions and service issues. It is then used as the framework for the detailed budget setting process to ensure that resources are managed effectively and are able to deliver the aspirations of the Council as set out in the Business Plan, over the medium term.

1.3 The vision of the East Suffolk Business Plan is to “Maintain and sustainably improve the quality of life for everybody growing up, living in, working in and visiting East Suffolk”. The Council is currently developing a brand new plan and vision for East Suffolk, focussing on the five key themes of:

- Economic Growth
- Enabling Communities
- Financial Sustainability
- Digital Transformation
- The Environment

As the plan develops, the MTFS will be revised to reflect this.

1.4 The MTFS provides an integrated view of the Council's finances, recognising that the allocation and management of its human, financial and physical resources play a key role in delivering its priorities and ensuring that the Council works effectively with its partners locally, regionally and nationally.

1.5 The key underlying principles of the MTFS are:

- securing a balanced budget with reduced reliance on the use of reserves and general balances to support its everyday spending;
- setting modest increases in Council Tax when appropriate; and
- delivering service efficiencies and generating additional income where there are opportunities to do so.

1.6 Part of the process of delivering a robust MTFS to enable the Council to manage its affairs soundly, is to have regard to both external and internal risks, and to identify actions to mitigate those risks. MTFS key principles and a risk analysis together with mitigating actions are provided in **Appendix A1**.

- 1.7 Sections 2 to 4 provide an update on the financial challenge facing the Council, taking into account economic factors, the local government finance environment, and the Council’s key funding streams. Sections 5 to 7 outline how the Council will respond to the challenge, as expressed in terms of its Budget and strategies towards reserves and capital.

2 PUBLIC FINANCES

- 2.1 The Government’s Autumn Budget to Parliament normally provides a formal update on the state of the economy, responds to new economic and fiscal forecasts from the Office for Budget Responsibility (OBR) and sets out fiscal measures for the following year. The Autumn Budget was cancelled, and following the General Election, the Spring Budget which is expected to cover similar areas is now scheduled for 11th March 2020.

3 ECONOMIC INDICATORS

- 3.1 The national economic background affects the costs the Council incurs, the funding it receives, and contributes to the demand for services as residents are affected by economic circumstances. The inflation rate impacts on the cost of services the Council purchases, as the Council delivers much of its service provision through contractual arrangements where inflationary pressures have to be negotiated and managed. Specific contractual inflation has been incorporated into the Council’s financial position, where appropriate, based on the actual contractual indices.

Gross Domestic Product (GDP)

- 3.2 The Bank of England’s overall forecast for growth in Gross Domestic Product as outlined in its November 2019 Monetary Policy Report, are shown below.

| Bank of England - November 2019 | | | |
|--|------|------|------|
| Gross Domestic Product (GDP) Forecasts | | | |
| 2019 | 2020 | 2021 | 2022 |
| 1.0% | 1.6% | 1.8% | 2.1% |

Consumer Pricing Index (CPI)

- 3.3 Inflation as measured by CPI, was 1.3% for December 2019, 0.2% lower than in November 2019, and below the Bank of England target rate of 2%. September CPI was 1.7%, which is of particular importance as it is used as the basis for indexed increases in a number of areas in the Local Government Finance system, including Business Rates. The Bank of England’s latest forecast (as at November 2019) is set out below.

| Bank of England - November 2019 | | | |
|--|------|------|------|
| Consumer Pricing Index (CPI) Inflation Forecasts | | | |
| 2019 | 2020 | 2021 | 2022 |
| 1.4% | 1.5% | 2.0% | 2.2% |

Bank Interest Rate

- 3.4 At its December 2019 meeting, the Bank of England Monetary Policy Committee (MPC) voted by a majority of 7-2 to maintain the bank rate at 0.75%. The Bank of England MPC's new projections for activity and inflation are based on the assumption of an orderly transition to a deep free trade agreement between the United Kingdom and the European Union. The MPC is projecting a reduction in bank rate to 0.5% during the course of 2020.

4 LOCAL GOVERNMENT FINANCE

- 4.1 The introduction of the Local Business Rates Retention System in 2013/14, together with the Government's programme of fiscal consolidation since 2010, have combined to both reduce the level of funding available to the Council, and to shift the balance of funding significantly away from central to local sources.
- 4.2 The Final Local Government Finance Settlement 2019/20 announced on 29th January 2019 was the last year of the Four-year settlement period that started in 2016/17.
- 4.3 On 13th December 2018 the Government launched a further consultation '*A review of local authorities relative needs and resources*', which sought views on the approach to measuring the relative needs and resources of local authorities, with the aim of determining new baseline funding allocations for local authorities in England in 2020/21.
- 4.4 The 2019 Spending Review was intended to confirm overall local government resourcing from 2020/21, and the Government has been working towards significant reform in the local government finance system in 2020/21. This includes an updated, more robust and transparent distribution methodology to set baseline funding levels and resetting business rates baselines.
- 4.5 However, it was announced in September that the 2019 Spending Round would be for one year only in respect of 2020/21. The Spending Round announcement covered the following key areas for local government:
- Additional £3.5bn to Local Government;
 - Core Spending Power increased by £2.9bn – 4.3% real terms increase;
 - £1bn grant funding for social care and £200m through Adult Social Care council tax precept;
 - Business Rates Retention and Fair Funding reforms delayed until 2021/22; and
 - Technical consultation due on Local Government Finance settlement.
- 4.6 Subsequently, a technical consultation on the 2020/21 Local Government Finance Settlement was issued on 3rd October 2019. The technical consultation covered the following key points, and subsequent sections of the MTFs contain more information on these aspects of the consultation and the implications for the Council:
- 2019/20 Settlement "rolled forward" into 2020/21.
 - Settlement Funding assessment updated in line with September 2019 CPI.
 - Government likely to pay off Negative RSG in 2020/21.
 - Council Tax referendum principle for Shire Districts likely to be 2% or £5, whichever is greater.

- New Homes Bonus (NHB) to be funded at £900m using current arrangements. 2020/21 “legacy” payment not carried forward into 2021/22. Future position is uncertain.
- Rural Services Delivery Grant will continue with allocations unchanged.
- Business Rates Retention and Fair Funding reforms delayed until 2021/22. Strong commitment to resetting baselines.
- Only original Devolution Business Rates Pilots will proceed in 2020/21.

4.7 The Provisional Local Government Finance Settlement was issued on 20th December 2019 following the General Election and included these proposals. Consequently, the Council will receive Revenue Support Grant and Rural Services Delivery Grant and will also benefit financially from an additional year under the Business Rates Retention system in its present form. Partly offsetting these elements, the allocations for New Homes Bonus (NHB) for 2020/21 will also be for one year only for 2020/21, rather than for four years. Although the Final Local Government Finance Settlement for 2020/21 is yet to be issued, no changes are expected from the Provisional Settlement.

Revenue Support Grant (RSG) and Rural Services Delivery Grant

4.8 RSG has been substantially reduced in recent years. RSG for 2019/20 as confirmed in the Final Local Government Finance Settlement is £323k. The MTFs has previously assumed that 2019/20 will be the final year of RSG. However, in the one-year settlement the position for 2020/21 will now be the 2019/20 allocation uplifted by inflation as shown below:

| Revenue Support Grant (RSG) | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
|------------------------------------|----------------|----------------|----------------|----------------|
| | £'000 | £'000 | £'000 | £'000 |
| East Suffolk | (323) | (328) | 0 | 0 |

4.9 The Government’s approach to Negative RSG in 2019/20 was to eliminate it in full via forgone business rates receipts, and this approach has been adopted again in the Provisional Settlement for 2020/21.

4.10 The Rural Services Delivery Grant is a Government grant recognising cost pressures associated with service delivery in rural sparse areas. The Final Finance Settlement provided for the grant to continue for East Suffolk in 2019/20, at a level of £248k. As with RSG, it has previously been assumed in the MTFs that this grant would not be received after 2019/20. In the Provisional Settlement, the 2019/20 allocations of Rural Services Delivery Grant will now be rolled forward to 2020/21. 2019/20 allocations were distributed to the top quartile of local authorities on the basis of the ‘super-sparsity’ indicator, which ranks authorities by the proportion of the population which is scattered widely, using Census data and weighted towards the authorities with the sparsest populations. It is assumed in the MTFs that RSDG will not be received from 2021/22 onwards in the current form, as sparsity is expected to be an area considered as part of the Fair Funding reforms.

Business Rates – Business Rates Retention and Fair Funding Review

4.11 In its 2015 Spending Review, the Government announced proposals for Councils to retain all locally raised business rates by the end of the decade, and to end the distribution of core grant from central Government. Originally, this was planned to begin in 2019/20, but has been subject to delay, the most recent being as a result of the one year Spending

Round. However, the Government continues to be committed to give local government greater control over the money it raises and to address concerns about the fairness of current funding distributions.

- 4.12 To complement the changes to Business rates, the Government announced a Fair Funding Review in February 2016, which will affect how funding is allocated and redistributed between local authorities. Implementation of this review has now also been delayed until 2021/22. The Government is continuing to work with the Local Government Association (LGA) and local authority representatives to develop the new system. Indicative numbers for funding allocations to individual councils are now expected to be available by spring-summer 2020/21, with the review to be implemented in April 2021 via the Local Government Finance Settlement process.
- 4.13 In December 2017, the Government announced proposals for the proportion of business rates income to be retained by the local authority sector to be increased from the current 50% to 75% from April 2020, a development which does not require primary legislation, unlike the move to 100% local retention. As referred to above, this has now been delayed to April 2021.
- 4.14 The new system of 75% rate retention will consist of a 'reset', which will involve assigning a new baseline funding level and subsequent new tariff or top-up values. Reset of the system and the establishment of new funding formulae could result in East Suffolk losing the financial advantage that it has under the current system - Suffolk Coastal benefited from actual business rates income being significantly above the baseline, which was set at a low level in 2013/14. As a result of the delay in implementing the Business Rate reforms, in 2020/21 the Council will benefit from another year under the current regime, which has a significant impact on the MTFS position for 2020/21 compared with previous forecasts.
- 4.15 General grants, e.g. RSG and the Rural Services Delivery Grant, will be few and far between after 2021, because the proportion of local business rate retention will rise. It is not yet clear whether any of these grants will be abolished when 75% retention is introduced, but a cautious approach has been adopted in the MTFS. Local authorities have expressed the view that the additional revenue available with 75% retention should be available to meet existing spending pressures, instead of being matched with new responsibilities or being offset by the removal of grant funding. The sector will not initially, at least, have more funding. Over the longer term that will depend on whether business rates grow faster or slower than local authority service demands and costs.
- 4.16 In 2017/18 local authorities in England were invited to bid to pilot the 100% Business Rates Retention scheme in 2018/19 and to pioneer new pooling and tier-split models. Suffolk was one of ten successful bids with its "Inclusive Growth" focus. The Suffolk Pilot resulted in significantly more retained business rate income for Suffolk, with East Suffolk's share in the region of £3.9m.
- 4.17 In July 2018, the Government invited local authorities in England to apply for a 75% business rates retention pilot scheme for 2019/20. Suffolk submitted an application for the 2019/20 pilot but was unsuccessful. In the Technical Consultation, the Government has announced that only the original Devolution Business Rates Pilots will proceed in 2020/21, with all other pilots being cancelled.

Business Rates

- 4.18 Since 2013/14, business rates income has tended to be characterised by a high degree of volatility and uncertainty. Variances between estimated and actual business rate income are realised in the form of deficits or surpluses on the business rates element of the Collection Fund. For each year, the amount of business rates income credited to the General Fund is the amount estimated on the National Non Domestic Rate (NNDR1) return to Government submitted in January in the preceding year, including a calculation of the estimated Collection Fund deficit or surplus to be charged to the General Fund. As a result, in practice, variances between business rates estimates and actual figures are reflected as an element of the Collection Fund deficit or surplus two years after they take place.
- 4.19 The impact of appeals by businesses against their rating valuations has been the main cause of this volatility in recent years, particularly where the financial impact of these has been backdated. Since April 2017, there has been a new regime for appeals entitled “Check, Challenge, Appeal”. This change has been introduced at the same time as the 2017 Revaluation has come into effect. Over the past two years, data has increasingly emerged that the “Check, Challenge, Appeal” regime has very significantly reduced the level of appeals compared with the previous regime. Consequently, the estimation of the provisions that are required to be made in respect of the potential financial impact of appeals have been reviewed for both the year-end figures for 2018/19 and 2019/20 resulting in very large variances as referred to below.
- 4.20 **2018/19 Actuals** – The methodology for estimating the appeals provision has been revised at year end, enabling appeals provision to be released and income increased, a change that was particularly advantageous given the 100% Suffolk Business Rates Pilot. However, increased income results in the payment of a higher levy paid on additional income, which impacted in 2018/19. As referred to above, due to accounting timing differences, the impact on the Collection Fund deficit/surplus is not reflected in General Fund budget setting until 2021. A net transfer from the Business Rates Equalisation Reserve of £5.797m was made in 2018/19 to finance this temporary shortfall in Business Rates income.
- 4.21 **2019/20 Revised Forecast** – The methodology for estimating the appeals provision has also been reviewed in-year. A lower contribution to the appeals provision than estimated on the NNDR1 will be required and income will increase. This movement will primarily be reflected in the estimated Collection Fund surplus used in 2020/21 budget setting. However, as in 2018/19, a higher levy will need to be paid so net income will be down for year.
- 4.22 **Renewables** – the current Business Rates regime allows billing authorities to retain 100% of the rating income from eligible new renewal energy projects, rather than the usual 40%. A number of renewable energy hereditaments came into the rating list in 2017/18 and 2018/19 but were not identified as being eligible in the system. Officers asked Anglia Revenues Partnership to undertake a complete review of all energy hereditaments, and this has resulted in significant adjustments to the levels of retained income in respect of both the previous year and the current year, as shown in the table below. In addition, income for 2020/21 is estimated to be around £450k higher than previously estimated. It should be noted that the Council was always collecting rating income from these hereditaments and was accounting for its normal share – these adjustments mean that it is now effectively benefitting from what would have been Central Government’s share.

Procedures have been implemented to improve identification of eligible hereditaments, including improved liaison with the Valuation Office Agency (VOA), who both value the hereditaments, and, in some cases, determine and certify eligibility. The position on Renewables for 2021/22 is subject to the same uncertainty as the rest of the Business Rates, and it is possible that the hereditaments currently eligible for this incentive may be brought into the normal rating income as part of a reset. In addition, there is no indication as yet as to whether new projects after the reset of the system would be subject to any incentives in the system. Consequently, at this stage, the MTFS takes a cautious view that no incentivised income will be received from Renewables.

4.23 **Suffolk Pool** – In order to reduce the amounts paid to Government in levy, in 2012, all Suffolk Councils agreed to enter a pooling arrangement which would allow them to retain a larger proportion of their share of growth by reducing their individual rate of levy. Based on current monitoring of the Pool, the Pooling Benefit for 2019/20 is estimated to be £1.922m. The estimated Pooling benefit for 2020/21 is dependent on all the NNDR1 returns being prepared by the Suffolk Councils and then collated by Suffolk County Council (SCC) in January.

4.24 **2020/21 Estimates** - The Business Rates NNDR1 return for 2020/21 has now been prepared, and Business Rates income has been updated in the Budget and MTFS. These estimates are still subject to final confirmation, and one estimate that may be revised is the estimated Pooling Benefit from the Suffolk Business Rates Pool, as referred to above. As detailed earlier in the report, the Business Rates system is now to be reformed from 2021/22, including a resetting of the Business Rates Baseline. Due to the uncertainty this reform will have on the income to the Council, the Council has taken a prudent approach with the estimates for future years. The income figures included for 2021/22 and beyond, are based on the current Business Rates system and only include estimates of Baseline income, which is approximately £7m, plus S31 Grant. The updated MTFS now includes the following estimates for Business Rates income and related S31 Grant. In 2020/21, the first call on the Business Rates Collection Fund Surplus should be to reverse the transfer from the Business Rates Equalisation Reserve of £5.797m made in 2018/19, to ensure that this reserve is in place to deal with both uncertainty in the new Business rates and funding regimes, and the uncertainty inherent in the Business Rates system.

| Business Rates Income Jan 2020 NNDR1 | 2019/20 Budget £'000 | 2019/20 Revised £'000 | 2020/21 MTFS £'000 | 2020/21 Budget £'000 | 2021/22 MTFS £'000 | 2022/23 MTFS £'000 | 2023/24 MTFS £'000 |
|---|-----------------------------|------------------------------|---------------------------|-----------------------------|---------------------------|---------------------------|---------------------------|
| Net Business Rates Income | (8,002) | (7,010) | (7,018) | (8,504) | (7,229) | (7,446) | (7,669) |
| Section 31 Grant | (4,557) | (4,838) | (2,782) | (4,861) | (2,865) | (2,951) | (3,039) |
| Renewables | (544) | (1,509) | | (1,011) | | | |
| Pooling Benefit | (1,623) | (1,922) | | (1,600) | | | |
| Total Business Rates Income | (14,726) | (15,279) | (9,800) | (15,976) | (10,094) | (10,397) | (10,708) |
| Collection Fund Surplus | (416) | (416) | | (5,177) | | | |
| Total inc Collection Fund | (15,142) | (15,695) | (9,800) | (21,153) | (10,094) | (10,397) | (10,708) |

Council Tax

- 4.25 Council Tax is one of the Council's most important and stable income streams, funding approximately 50% of the net budget requirement of the Council. In the Provisional Settlement the Council Tax increase referendum limits will continue as at present, i.e. shire districts in two-tier areas will be able to increase Council Tax by a maximum of £5.00 or 2%, whichever is the higher. An increase of £5.00 for East Suffolk would equate to an increase of 3% on the current District Band D Council Tax of £166.32. It is worth noting that in its assessment of the Core Spending Power of local authorities, the Government assumes that councils increase council tax at the maximum permitted levels.
- 4.26 There will be no referendum principles for Town and Parish Councils in 2020/21 but the Government will continue to keep this area under review.
- 4.27 **Council Tax Base** – The CTB1 Council tax base return was submitted to Government on 11th October 2019. Growth in the tax base for East Suffolk is 1,133.73 Band D equivalent properties, increasing the overall tax base for East Suffolk from 86,755.14 to 87,888.87 Band D equivalents for 2020/21. This equates to around £189k of additional Council Tax income to the Council based on the current District Band D Council Tax of £166.32. The estimated Council Tax Base for East Suffolk parish by parish is shown in **Appendix A2**.
- 4.28 **District Band D Council Tax 2020/21** – An increase of £4.95 for 2020/21 would equate to a District Band D Council Tax for East Suffolk of £171.27. An increase of £4.95 would generate £435k of income for East Suffolk in 2020/21, and overall Council Tax income for East Suffolk for 2020/21 based on a Band D equivalent of £171.27 is £15.053m.
- 4.29 Based on the above data, the table below sets out the estimated Council Tax income and assumptions on Council Tax as included in the latest update of the MTFs for East Suffolk.

| Council Tax Income | 2019/20 £'000 | Estimate 2020/21 £'000 | Estimate 2021/22 £'000 | Estimate 2022/23 £'000 | Estimate 2023/24 £'000 |
|----------------------------------|------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| Council Tax Income – Base | (13,890) | (14,429) | (15,053) | (15,643) | (16,243) |
| Growth in Tax Base | (188) | (189) | (151) | (156) | (162) |
| Council Tax Increase | (351) | (435) | (439) | (444) | (448) |
| Total Council Tax Income | (14,429) | (15,053) | (15,643) | (16,243) | (16,853) |
| | | | | | |
| Council Tax Band D | £166.32 | £171.27 | £176.22 | £181.17 | £186.12 |
| | | | | | |
| Council Tax Base | 86,755.14 | 87,888.87 | 88,767.76 | 89,655.44 | 90,551.99 |
| Growth in Tax Base % | 1.36% | 1.31% | 1.00% | 1.00% | 1.00% |
| Council Tax Increase £ | £4.05 | £4.95 | £4.95 | £4.95 | £4.95 |
| Council Tax Increase % | 2.50% | 2.98% | 2.89% | 2.81% | 2.73% |

- 4.30 **Council Tax Collection Fund** – The Collection Fund is monitored closely throughout the financial year. No Council Tax Collection Fund Surplus was declared last year, and the residual surplus for 2018/19 feeds into the surplus to be declared for 2019/20. An overall estimated surplus of £3.961m has been declared, resulting in a surplus to East Suffolk of around £537k.

New Homes Bonus (NHB)

- 4.31 The Government established the New Homes Bonus in 2011 to provide an incentive for local authorities to encourage housing growth in their areas. Over £7.9 billion has been allocated to local authorities through the scheme to reward additional housing supply.
- 4.32 NHB is funding allocated to councils based on the building of new homes and bringing empty homes back into use. The intention for the New Homes Bonus is to ensure that the economic benefits of growth are returned to the local authorities and communities where growth takes place. Over the past few years, NHB has become an extremely important source of incentivised income.
- 4.33 The NHB allocations for 2017/18 (Year 7) reflected a previous Government consultation which had the objectives of diverting at least £800m of funding to Social Care (the Better Care Fund), and of sharpening the incentives for authorities. Although the Bonus has been successful in encouraging authorities to welcome housing growth, it has not rewarded those authorities who are the most open to growth, and in December 2016 the Government announced reforms to the system. The key features in the new NHB allocations included:
- The allocation period being reduced from six to four years in 2018/19, with 2017/18 as a transition year with a five year allocation; and
 - The introduction of a national baseline for housing growth was set at 0.4% of Council Tax base growth (weighted by band) for 2017/18 and remained at this level for 2018/19 and 2019/20. The purpose of the baseline is to remove “deadweight” growth that would occur normally without active delivery by councils – councils will only receive NHB for new properties above this level.
- 4.34 **NHB 2020/21** – As part of the roll-forward settlement the Government will retain the £900 million top-slice of Revenue Support Grant to fund NHB payments in 2020/21. In addition to funding legacy payments associated with previous allocations, there is a new round of allocations for 2020/21.
- 4.35 As the roll forward is for one year, with any funding beyond 2020/21 subject to the 2020 Spending Review and potential new proposals, any new allocations in 2020/21 will not result in legacy payments being made in subsequent years on those allocations. The payment of an allocation for one year instead of four years has a significant impact on NHB funding availability, as current annual allocations amount to over £500k per year.
- 4.36 The Government will be consulting in the Spring on incentivising housing growth as referred to in the Provisional Settlement: “This will include moving to a new, more targeted approach that rewards local authorities where they are ambitious in delivering the homes we need, and which is aligned with other measures around planning performance.” Combined with a one-year allocation and no legacy payments, this indicates that NHB may be phased out more rapidly than previously anticipated and may be abolished altogether in its current form.
- 4.37 **NHB Allocation** – The Council Tax Base return to Government (CTB1) provides the basis for calculating the NHB allocation each year, and the Council also receives payment for each affordable home completed (80% of £350 per property), based on housing statistics. Based

on the Provisional Settlement and the Technical Consultation, the total NHB allocation for East Suffolk for 2020/21 and forecasts for subsequent years are shown in the table below.

| NHB | 2019/20 £'000 | 2020/21 £'000 | 2021/22 £'000 | 2022/23 £'000 | 2023/24 £'000 |
|-----------------------------|------------------|------------------|------------------|------------------|------------------|
| Year 6 | (770) | 0 | 0 | 0 | 0 |
| Year 7 | (565) | (565) | 0 | 0 | 0 |
| Year 8 | (548) | (548) | (548) | 0 | 0 |
| Year 9 | (525) | (525) | (525) | (525) | 0 |
| Year 10 | 0 | (665) | 0 | 0 | 0 |
| Forecast October 2019 | (2,408) | (2,303) | (1,073) | (525) | 0 |
| MTFS Forecast February 2019 | (2,408) | (2,163) | (2,124) | (2,102) | 0 |
| Forecast Change in NHB | 0 | (140) | 1,051 | 1,577 | 0 |

- 4.38 Prior to 2019/20 the approach to using NHB funding differed between Suffolk Coastal and Waveney. Suffolk Coastal used NHB funding to support specific community related projects and initiatives, whereas Waveney used the income as part of its core funding to support the General Fund budget. After consideration by the relevant Member Working Groups for the East Suffolk project, a modified version of the Suffolk Coastal approach was adopted for East Suffolk. This approach provides an expansion to supporting community initiatives across East Suffolk, balanced against the overriding need to retain financial sustainability. **Appendix A3** outlines the position on the NHB Reserve and proposed use of NHB funding for East Suffolk over the MTFS period, and this is summarised in the table below.

| | 2019/20 £'000 | 2020/21 £'000 | 2021/22 £'000 | 2022/23 £'000 | 2023/24 £'000 |
|--------------------------|------------------|------------------|------------------|------------------|------------------|
| Opening Balance | (4,594) | (4,263) | (5,005) | (4,253) | (3,666) |
| Add: Allocation Received | (2,408) | (2,303) | (1,073) | (525) | 0 |
| Less: Proposed Use | 2,739 | 1,561 | 1,825 | 1,112 | 1,058 |
| Closing Balance | (4,263) | (5,005) | (4,253) | (3,666) | (2,608) |

5 MEDIUM TERM FINANCIAL POSITION

MTFS Forecasts 2020/21 to 2023/24

- 5.1 The Finance team works with Service Areas to review their budget requirements and budget monitoring is an ongoing process between Finance, Service Areas and the Corporate Management Team. This work leads to continual updating of the MTFS for the Council. As at January 2020, the key areas of the budget that are yet to be finalised include business rates retention estimates (as referred to above); payments to Norse (see below); and the movement in reserves that ultimately reflects the final approved budget.
- 5.2 **Norse Partnership** - Initial proposed budgets have been received from Norse in respect of the services that they provide to the Council. Although some elements of these proposals have already been incorporated into the draft Budget and MTFS forecasts, overall, these proposals indicate potential levels of expenditure over the MTFS period considerably above current budgeted levels, arising from a number of factors such as the National Living Wage. At the upper end of the scale, these could entail a potential total increase of around £1.2m in 2020/21, rising to around £2.3m in 2023/24. Obviously increases of this

magnitude potentially have a very significant impact on the Council's financial position. Consequently, these proposals need to be challenged and reviewed in detail, and are the subject of ongoing challenge, discussion, and negotiation with Norse, including Director level meetings. The Cabinet, and the final Budget report to Council, will be updated further on this position as this review and negotiations progress.

- 5.3 The MTFS was updated in February 2019 when the first budget for East Suffolk was set and in November 2019. A summary of analysis of the key movements as at January 2020 is shown in the following table. This table is supported by **Appendix A4** and **Appendix A5**. As noted in paragraph 5.1 above, there is continual updating of the MTFS and there are key areas of the budget still to be finalised which are not included in the updated MTFS position as set out in this report.

| MTFS Updates - January 2020 | 2019/20 £'000 | 2020/21 £'000 | 2021/22 £'000 | 2022/23 £'000 | 2022/24 £'001 |
|------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Key Budget Movements: | | | | | |
| Additional Income | (411) | (407) | (407) | (407) | (407) |
| Operational Savings | (868) | (1,131) | (1,311) | (1,153) | (909) |
| Operational Requirements | 2,021 | 1,216 | 997 | 1,356 | 2,084 |
| Reduced Income | 429 | 379 | 379 | 379 | 379 |
| Section 31 Grant (Business Rates) | (281) | (2,079) | 0 | (57) | (145) |
| Reserve Movements | (457) | 8,610 | 0 | 0 | 0 |
| Funding: | | | | | |
| Rural Services Delivery Grant | 0 | (248) | 0 | 0 | 0 |
| Revenue Support Grant (RSG) | 0 | (328) | 0 | 0 | 0 |
| Council Tax Income | 0 | (42) | (24) | 2 | (608) |
| Council Tax Surplus | 0 | (537) | 0 | 0 | 0 |
| Business Rates | (272) | (9,274) | 0 | (145) | (368) |
| Business Rates Pilot | (161) | | | | |
| Net Total of Updates | 0 | (3,841) | (366) | (25) | 26 |

- 5.4 The summary MTFS position resulting from these movements as at January 2020 is shown in the table below.

| MTFS Forecast - East Suffolk | 2019/20 £'000 | 2020/21 £'000 | 2021/22 £'000 | 2022/23 £'000 | 2022/24 £'000 |
|-------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| February 2019 | 0 | 3,841 | 3,849 | 3,872 | 3,872 |
| November 2019 | 0 | 0 | 3,212 | 2,981 | 2,547 |
| January 2020 | 0 | 0 | 3,483 | 3,847 | 3,898 |

- 5.5 There are a number of key features in the latest MTFS position as at January 2020 resulting from the roll forward of the 2019/20 Local Government Finance Settlement to 2020/21 and the delay in the Business Rate Retention and Fair Funding reforms until 2021/22. East Suffolk is in an advantageous position under the current Business Rates Retention system and deferral of the reforms will enable the council to benefit from another year of the current regime. Combined with the roll forward of Revenue Support Grant and Rural Services Delivery Grant, this has created a favourable position for 2020/21. Effectively, the significant underlying budget gap previously forecast in the MTFS for East Suffolk has been deferred until 2021/22. Although valuable work has been done in identifying over £1.7m of operational savings, these have been largely offset by other operational and income pressures, and there are also potentially other large increases in operational expenditure

over the MTFFS period. The period from 2021/22 onwards is extremely uncertain, and the position forecasted represents a likely base scenario in terms of external funding, assuming business rates income at the current baseline level. In addition, from 2021/22, there are indications that NHB will significantly reduce as a funding source and will probably be phased out completely in its current form.

- 5.6 Consequently, budget setting for 2020/21 needs to balance the favourable one-off position that the Council finds itself in with the pressures and uncertainties of the medium term, and the underlying budget gap that needs to be addressed. It is important that the Council's policy towards its reserves and balances, and towards income streams such as Council Tax, seeks to provide some contingency against these future pressures, and ensures the continuation of valuable programmes and initiatives, particularly those currently funded from NHB.

Budget Planning Assumptions

- 5.7 **Goods & Services** - The Council's financial strategy assumes that any inflationary pressures incurred on goods and services expenditure are contained within existing budgets, or through more efficient spending. This will be kept under review to ensure this planning assumption remains adequate. This does not impact on inflation for specific contracts where the budget planning assumptions reflect specific contract increases.
- 5.8 Contracts have been inflated based on the specified inflation indices within each individual contract. Additional negotiation has taken place with contractors to determine how these cost increases can be reduced where possible. This negotiation and retendering of contracts is part of the Council's strategy for cost reduction and will continue over the medium-term.
- 5.9 **Fees and Charges** are based on the Council's agreed principles of increasing existing fees and charges on a market forces basis whilst having regard to the Council's policies and objectives. As a minimum, fees and charges should be increased by price inflation. The Council will also review opportunities to introduce new fees as appropriate. Proposed fees and charges were considered by the Cabinet on 7th January 2020.
- 5.10 **Public Sector Pay** – April 2020 is the end of the two year pay award covering the period 1st April 2018 to 31st March 2020, which included a 2% increase in 2018/19 and 2019/20. The opening MTFFS position for East Suffolk had assumed a 2% pay award increase per annum for 2020/21 onwards, and this assumption remains unchanged. The national pay award for 2020/21 is now likely to be determined in January. In addition to pay increases, pay costs include incremental progression and on-costs such as employer national insurance and pension contributions. A 1% pay awards equates to approximately £230k including on-costs.
- 5.11 **Actuarial Valuation** - The latest triennial actuarial valuation of the assets and liabilities of the Suffolk County Pension Fund was completed on 31st March 2019. The Council has been advised that its share of the pension fund was 98% fully funded at this date. The proposed employers pension contribution rate for 2020/21, 2021/22 and 2022/23 is 34%, 33% and 32% and is a reduction on the current rate for East Suffolk of 35.4%. The current rate is based on a Primary Rate of 22.8%, plus a deficit payment of £2.6m at 12.6%. For 2020/21 to 2022/23 onwards there will not be a deficit payment, and instead it is incorporated into the primary rate.

5.12 In formulating its detailed spending plans, the Council has also taken account of past performance and the previous year's outturn position.

5.13 The Council's financial planning assumptions are summarised below:

| Budget Area | Assumption |
|-------------------------------|--|
| Inflation | |
| <i>Goods & Services</i> | Met within existing budgets (exception is contract) |
| <i>Utilities</i> | 4.4% RPI (utilities) September 2019 |
| Fees & Charges | 2.9% RPI June 2019 |
| Staffing Costs | 2% per annum plus incremental progression |
| In-Year Vacancy Saving | £300k per annum |
| Investment Income | 0.91% Term Investments (average) 0.4% Call Accounts 4.35% Property Fund (as at December 2019) 3.20% Multi Asset Fund (as at December 2019) |
| Interest Payable | 0.5% every 6 months |

5.14 **Other Pressures** – Ranging from increased demand for services or changes in national policy, the Council's MTFS will be adjusted to reflect the financial implications of these changes. The budget monitoring work is ongoing with the Finance Team working with service areas to review their budget requirements.

6 RESERVES AND BALANCES

6.1 In order to manage its financial affairs soundly, the Council needs to hold an appropriate level of reserves and balances. These allow it to:

- a) manage its cash flows economically and avoid temporary borrowing pending receipt of income due during the year;
- b) deal promptly and efficiently with emergencies if they occur, as this year;
- c) take previously unseen opportunities to secure benefits that may arise during the year;
- d) mitigate reliance on volatile sources of funding;
- e) set money aside for known events but where the timing or precise amount required is not yet certain; and
- f) accumulate monies to meet costs that it would be unreasonable for taxpayers to meet in a single year.

6.2 In addition to the General Fund Balance, the Council keeps a number of earmarked reserves on the Balance Sheet. Some are required to be held for statutory reasons, some are needed to comply with proper accounting practice, and others have been set up voluntarily to earmark resources for future spending plans or potential liabilities.

6.3 The Council has continued to develop its prudent financial management arrangements, through the development of earmarked reserves to mitigate potential future risks. As

issues arise, the potential requirement for an earmarked reserve is considered. New earmarked reserves are formally considered as part of the detailed budget process, to ensure that risks identified are adequately mitigated, and throughout the annual budget monitoring process as risks arise or become clearer.

General Fund Balance and Earmarked Reserves

- 6.4 The detailed budget process includes an assessment of risk, the adequacy of General Fund Reserves and a review of earmarked reserves. This review evaluates the need to create and/or change earmarked reserve levels and to also release reserves which are no longer required, thereby becoming a one-off resource for the Council. A risk assessment of the General Fund Balances informs the Chief Finance Officer's view of the adequacy of reserves to provide assurance to the budget. Having regard to the financial risks surrounding the budget planning process; the Council maintains the level of General Fund balances at around 3%-5% of its budgeted gross expenditure (in the region of £120m for East Suffolk). This would equate to maintaining a General Fund balance for East Suffolk, in the region of between £4.0m and £6.0m. As at 1st April 2019, the opening General Fund balance of East Suffolk stood at £8.0m
- 6.5 The General Fund Balance and Earmarked Reserves position for East Suffolk as at 1st April 2019 has been informed by the outturn positions of Suffolk Coastal and Waveney for 2018/19.
- 6.6 Key features of the 2018/19 outturn position for Suffolk Coastal are noted below:
- General Fund – surplus of £639k transferred to in-year savings reserve, in addition to planned transfer of £1.3m.
 - Earmarked reserves increased by £2.4m to £33.1m.
 - General Fund balance maintained at £4m.
 - Capital Programme spend of £6.7m, underspent by £2.2m – largely rephased to 2019/20.
- 6.7 Key features of the 2018/19 outturn position for Waveney are noted below:
- General Fund – surplus of £94k transferred to in-year savings reserve.
 - Earmarked reserves increased by £0.7m to £12.2m.
 - General Fund balance maintained at £4m.
 - General Fund Capital Programme spend of £3.2m, and HRA Capital Programme spend of £7m – underspends mainly rephased to 2019/20.
- 6.8 £2.0m of the General Fund Balance is being transferred to the earmarked Capital Reserve in 2019/20, to set aside additional revenue funding for the capital programme. Further use of the General Fund balance will be evaluated against an assessment of risk, to ensure financial sustainability for the Council is maintained, whilst supporting the strategy direction and ambitions of the Council.
- 6.9 One of the key underpinning financial principles of the MTFs is to not use the Council's Reserves (and other one-off resources) as a primary method to balance the ongoing pressures in the budget. Earmarked reserves are used for specific one-off purposes to support the delivery of corporate objectives and to mitigate risks.

6.10 The current projected position on Reserves and Balances for East Suffolk is summarised in the following table and shown in more detail in **Appendix A6**.

| Reserves | Actual April 2019 £'000 | MTFS April 2020 £'000 | MTFS April 2021 £'000 | MTFS April 2022 £'000 | MTFS April 2023 £'000 | MTFS April 2024 £'000 |
|---|----------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| General Fund | 8,000 | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 |
| Earmarked Reserves: | | | | | | |
| Business Rate Equalisation | 8,476 | 7,005 | 12,802 | 12,666 | 12,578 | 12,388 |
| Capital | 4,700 | 6,615 | 5,846 | 5,658 | 6,050 | 6,472 |
| Community Projects & Initiatives | 6,765 | 5,321 | 5,767 | 4,734 | 4,147 | 3,089 |
| Corporate - Contingency, Service Requirements | 8,751 | 8,563 | 9,690 | 9,620 | 9,630 | 9,400 |
| Housing & Homelessness | 4,128 | 4,012 | 2,388 | 1,475 | 1,262 | 1,125 |
| Port Health | 4,623 | 4,784 | 5,069 | 5,271 | 5,448 | 5,587 |
| Regeneration & Economic Development | 6,319 | 4,056 | 3,092 | 2,907 | 2,923 | 2,939 |
| Service Transformation | 1,556 | 1,257 | 2,687 | 2,687 | 2,687 | 2,687 |
| Total Earmarked Reserves | 45,318 | 41,613 | 47,341 | 45,018 | 44,725 | 43,687 |

7 CAPITAL STRATEGY

7.1 The Capital Strategy gives a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services in East Suffolk, along with an overview of how associated risk is managed and the implications for future financial sustainability. The Capital Strategy for the period 2020/21 to 2023/24 was considered by the Audit and Governance Committee on 6th January 2020 and Full Council on 22nd January 2020. Capital planning is about financial investment on the purchase of new assets, the creation of new assets and enhancing and/or extending the useful life of existing assets. The Council's approach is being enhanced with the aim of achieving the optimum balance between the future needs of East Suffolk (including the need to drive growth) and the ongoing challenge of public sector austerity. Key principles include:

- Developing asset and capital strategies that facilitate a long-term approach to decision-making;
- Ensuring that assets are only held as needed to achieve Council objectives;
- Maximising efficiency in the management and use of assets;
- Ensuring that pressure to achieve short-term savings does not compromise the value of assets through lack of investment; and
- Ensuring that capital investment is targeted where it will achieve the greatest long-term benefit.

7.2 Enhancing the management of the Council's existing asset base and looking beyond the traditional medium-term financial planning horizon is a major priority. An updated Asset Management Strategy was approved in July 2019, broken down into four key components:

- Administrative Improvements
- Compliance and Sustainability

- A strategic approach to assets
- Reducing expenditure and increasing income

- 7.3 For the purposes of setting the budget for 2020/21 and medium-term financial planning, the current rolling Capital Programme is being updated to reflect existing projects and the latest capital investments plans for the period 2019/20 to 2023/24.
- 7.4 The Capital Programme including both General Fund and HRA elements is subject to the scrutiny process and formally adopted by Full Council each year and the decision to accept individual projects onto the Programme is driven by the overriding requirement to support the priorities communicated in the East Suffolk Business Plan.
- 7.5 As well as adequately maintaining the asset base, a range of other important factors also have to be considered, especially when deciding upon the allocation of General Fund resources. Notably:
- Legislation – the need for capital investment due to changes in legislation, including those with health and safety implications, is given due priority; and
 - Resource Availability – the sustainability of the Capital Programme is a primary consideration and integral to the MTFS.
- 7.6 Where required, capital projects are supported by a detailed business case, which demonstrates a set of clear objectives and measurable benefits, as well as detailed financial implications. This includes the on-going revenue implications of a capital project, to ensure these are built into the MTFS revenue assumptions.
- 7.7 Major capital projects are delivered by dedicated project managers, with leadership and oversight provided by the Senior Management Team.
- 7.8 The 2020/21 Capital Programme was considered by the Scrutiny Committee, the Cabinet, and Full Council at their respective meetings on 16th December 2019, 7th January 2020, and 22nd January 2020. The updated Capital Programme is shown below:

| SUMMARY - GENERAL FUND PROGRAMME | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2019/20 to 2023/24 |
|--------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-----------------------|
| | £000 | £000 | £000 | £000 | £000 | |
| | Revised Budget | Revised Budget | Revised Budget | Revised Budget | Revised Budget | Total |
| Capital Expenditure | | | | | | |
| Economic Development & Regeneration | 830 | 0 | 0 | 0 | 0 | 830 |
| Environmental Services & Port Health | 50 | 11 | 30 | 0 | 0 | 91 |
| Financial Services | 5,380 | 5,300 | 600 | 0 | 0 | 11,280 |
| ICT Services | 670 | 400 | 50 | 50 | 50 | 1,220 |
| Operations | 11,056 | 19,611 | 11,370 | 1,405 | 6,725 | 50,167 |
| Planning & Coastal Management | 6,302 | 14,602 | 21,729 | 23,384 | 13,995 | 80,012 |
| Housing Improvement | 2,148 | 1,716 | 1,716 | 1,716 | 1,716 | 9,012 |
| Total Capital Expenditure | 26,436 | 41,640 | 35,495 | 26,555 | 22,486 | 152,612 |
| Financed By:- | | | | | | |
| External: | | | | | | |
| Grants | 9,150 | 15,440 | 23,245 | 25,000 | 21,461 | 94,296 |
| Contributions | 50 | 50 | 50 | 50 | 50 | 250 |
| Borrowing | 0 | 12,800 | 10,400 | 0 | 0 | 23,200 |
| Internal: | | | | | | |
| General Fund Capital Receipts | 70 | 0 | 0 | 0 | 0 | 70 |
| Borrowing | 12,004 | 11,422 | 925 | 900 | 400 | 25,651 |
| Reserves | 5,162 | 1,928 | 875 | 605 | 575 | 9,145 |
| Total Financing | 26,436 | 41,640 | 35,495 | 26,555 | 22,486 | 152,612 |

EAST SUFFOLK MEDIUM TERM FINANCIAL STRATEGY - KEY PRINCIPLES

1 PRIORITIES, AIMS AND OBJECTIVES

- 1.1 The **East Suffolk Business Plan** provides the overarching vision for East Suffolk. In fulfilment of the Plan, the Council makes use of significant resources to achieve its aims including money, people, property and technology. In order to allocate resources to competing demands, achieve effective and efficient use of its resources, best value and ultimately achieve its vision, the Council has several strategies and plans which give a clear sense of direction and underpin the deployment of those resources. The **Medium Term Financial Strategy** sits under the **Efficiency Plan**, and combined with other strategies and plans, they support and embrace the strategic direction of East Suffolk.

2 STRATEGY OBJECTIVES

- 2.1 The Council's MTFS aims to ensure the provision of the best quality services possible within the resources available. To do so it must maximise the use of its resources to ensure they are used efficiently and effectively to support the development of longer term sustainable objectives.
- 2.2 The specific objectives of the MTFS are to:
- a) ensure that the Council sets a balanced, sustainable budget year by year, so that forecast spending does not exceed forecast resources available to it;
 - b) plan for a level of Council Tax that the Council, its residents and Government see as necessary, acceptable and affordable to ensure that it has the financial capacity to deliver the Council's policies and objectives;
 - c) redirect resources over time to adequately support and resource the priorities of the both the Council and the wider community; and
 - d) maintain sufficient reserves and balances to ensure that the Council's long term financial health remains sound.

3 STRATEGY PRINCIPLES

- 3.1 The principles set out below provide a framework within which the Council will develop its detailed financial plan over the medium term.

General

There are a number of overarching principles that will apply across the Council's detailed financial accounting, planning and monitoring:

- a) that the Council's budgets, financial records and accounts will be prepared and maintained in line with approved Accounting Standards, the CIPFA Code of Practice on Local Government Accounting, the CIPFA Prudential Code and the relevant sections of the Council's Constitution and Finance Procedure Rules;
- b) prior to setting a budget, the Council will always analyse potential risks and ensure these are minimised in line with its Risk Management Strategy;

- c) that the Council's Corporate Management Team will review the budget proposals for reasonableness and adherence to corporate policies and objectives prior to the budget being submitted to Cabinet;
- d) the Council will monitor its revenue and capital budgets effectively. Monitoring will be undertaken monthly by Heads of Service together with their portfolio holders, and integrated quarterly monitoring reports will be reported to Cabinet. In cases where significant financial and service performance deviates from that planned, action plans setting out corrective action will be drawn up by Heads of Service / Portfolio Holders and reported to Cabinet as appropriate;
- e) that the Council's Corporate Management Team will take appropriate steps to continue to maintain and improve the accuracy and quality of data that it uses throughout the Council thereby ensuring that budget and other decisions are taken on a sound basis; and
- f) the Council will seek to maximise external contributions towards revenue and capital spending for example through bidding for specific grants, attracting levered funding, participating in new funding streams and engaging in further strategic partnering opportunities where appropriate.

General Fund (Revenue)

3.2 In relation to its revenue budgets the Council will:

- a) set a balanced budget each year that will be constructed to reflect its objectives, priorities and commitments. In particular, the budget will influence and be influenced by the Business Plan, the Organisational and Development Strategy, Capital and Asset Management Strategies, the Risk Management Strategy, its Comprehensive Equality Scheme and its Consultation and Engagement Strategies;
- b) within the constraints of the resources available to it, set a sustainable budget each year that meets on-going commitments from on-going resources. The Council will continue to aim to maintain its level of general balances when it sets its revenue budget each year now that a prudent level of balances has been achieved;
- c) seek to identify annual efficiency savings through business process improvement, shared service initiatives, service best value reviews and benchmarking and strategic partnering opportunities within and across county borders;
- d) review the appropriateness of service delivery between the Council, parishes and other partners;
- e) increase existing fees and charges on a market forces basis whilst having regard to the Council's policies and objectives. As a minimum fees and charges should be increased by price inflation. The Council will also review opportunities to introduce new fees as appropriate; and
- f) within Government guidelines, set a level of Council Tax that the Council, its residents and Government see as necessary, acceptable and affordable to deliver the Council's policies and objectives.

Capital

- 3.3 When considering its capital investment the Council will:
- a) maximise the generation of capital receipts and grants to support its planned investment programmes;
 - b) enhance its capital investment by applying specific grants and contributions, capital receipts, earmarked reserves and revenue contributions, with any balance being met by external borrowing;
 - c) not recognise capital receipts until there is certainty that the receipt will materialise, and will not be earmarked against specific developments without express Cabinet approval;
 - d) allocate its capital resources in line with its Capital Strategy and Asset Management Plan whilst recognising that other priorities may emerge that may require those plans to be amended and resources to be diverted;
 - e) annually review and prioritise capital schemes in accordance with Council objectives having regard to:
 - f) the business case for any given project; asset management planning; and
 - g) affordability in line with the application of the Prudential Code.

Balances and Reserves

- 3.4 In relation to its balances and earmarked reserves, the Council will:
- each year maintain the level of General Fund balances at around 3% - 5% of its budgeted gross expenditure. This would lead the Council to maintain a General Fund balance in a range of around £4m to £6m.
 - have regard to the financial risks surrounding the budget planning process, including those associated with the structural deficit, inflationary pressures, interest rates, partnerships, the treatment of savings, new burdens and demand led expenditure.
 - review its earmarked reserves, which have been established to meet known or predicted liabilities, to ensure that the level of those reserves are still appropriate; and
 - return reserve balances no longer required to the General Fund as appropriate.

Treasury Management and Investment

- 3.5 The Council will:
- a) having regard to risk, maximise investment income and minimise borrowing costs within the overall framework set out in the Council's annual Treasury Management and Investment Strategy; and
 - b) secure the stability of the Council's longer term financial position rather than seeking to make short-term one-off gains which may lead to higher costs in the long term.

- c) having regard to risk, seek to diversify its investment portfolio; maximise investment income; and deliver economic development objectives through the Asset Investment Strategy (in development).

4 OTHER CONSIDERATIONS

4.1 The Council's spending will have regard to:

- a) the base budget position for the current financial year, adjusted for in year grant changes;
- b) the Council's medium term priorities;
- c) the refocusing of service expenditure through transactional, shared services and other efficiencies to support the achievement of its medium term priorities and satisfy Government funding changes;
- d) demographic and welfare changes;
- e) consultation outcomes; and
- f) fiscal matters including:
- price inflation;
 - the effect on the level of General Fund balances and reserves;
 - the impact of any changes to the capital programme on the potential costs of borrowing;
 - triennial revaluation of the pension fund;
 - ongoing commitments, arising in part, from initiatives that have previously been funded from specific grants;
 - achieving budgeted savings from outsourcing, shared services and service reviews; and
 - the likely passporting of some Government departmental savings targets to councils.

| RISKS | PROBABILITY HIGH (H) MEDIUM (M) LOW (L) | IMPACT HIGH (H) MEDIUM (M) LOW (L) | MITIGATING ACTIONS |
|--|---|---|--|
| <p align="center">Strategic Risks</p> <p>The absence of a robust Medium Term Financial Strategy could adversely affect the Council’s budget and resource planning and projections.</p> <p>Failure to understand changing community needs and customer expectations can result in the Council providing levels of service which are not appropriately aligned to the needs of communities and customers.</p> <p>Local Government funding is under continuous pressure and review. Failure to respond to these funding pressures may adversely impact on the Council’s ability to service delivery.</p> <p>Budget pressures arising from housing and economic growth and other demographic changes.</p> | <p align="center">L</p> <p align="center">L</p> <p align="center">M</p> <p align="center">H</p> | <p align="center">H</p> <p align="center">H</p> <p align="center">H</p> <p align="center">H</p> | <p>Continually monitor and refine the strategy in line with changing influences. Update Corporate Management Team and Cabinet.</p> <p>Continuously engage with key stakeholders and take advantage of existing consultation methodologies. Continue to monitor and more closely align service levels to demand and need.</p> <p>Take advantage of the Council’s growth opportunities to reduce dependency on government funding. Align service delivery to funding levels, improve exist strategy to minimise risk.</p> <p>Take advantage of technological advancements to understand and reduce unit costs, monitor demand for services and proactively manage resourcing requirements, invest in schemes to promote skills and developments.</p> |
| <p align="center">Financial</p> <p>Uncertain medium term sustainability of incentivised income areas subject to Government policy, economic factors, and revaluation e.g. Brexit, business rates and New Homes Bonus.</p> | <p align="center">H</p> | <p align="center">H</p> | <p>Constantly monitor information and update risk appraisals and financial projections. Provide timely briefings and updates to Members/ key stakeholders to facilitate decision making. Adopt prudent budgeting approach not placing undue reliance on uncertain funding sources.</p> |

| | | | |
|---|-----------------|-----------------|--|
| <p>Uncertainty surrounding the Government's change agenda including, business rates and welfare reform over the medium term.</p> | <p>H</p> | <p>H</p> | <p>Constantly monitor information from Government and update risk appraisals and financial projections. Provide timely briefings and updates to Members/ key stakeholders to facilitate decision making. Lobby through the LGA as appropriate.</p> |
| <p>Budget pressures from demand led services and income variances reflecting the wider economy.</p> | <p>M</p> | <p>M</p> | <p>Monitor pressures throughout the budget process and take timely actions.</p> |
| <p>Costs arising from the triennial review of the Local Government Pension Scheme.</p> | <p>H</p> | <p>M</p> | <p>Review and monitor information from Government and actuaries. Update forecasts as necessary.</p> |
| <p>Interest rate exposure on investments and borrowing.</p> | <p>L</p> | <p>L</p> | <p>Review cash flows, ensuring the Council has a flexible and forward looking Treasury management policy.</p> |
| <p style="text-align: center;">Information</p> | | | |
| <p>The Council itself has no influence over the outcome of some of the other bigger assumptions such as formula grant, national pay awards, interest rates, inflation and statutory fees and charges.</p> | <p>L</p> | <p>M</p> | <p>Key assumptions made are regularly reviewed from a variety of sources. Forecasts are updated as necessary.</p> |
| <p style="text-align: center;">Operational</p> | | | |
| <p>The Council has entered into a number of strategic partnerships and contracts and is therefore susceptible to price changes.</p> | <p>M</p> | <p>H</p> | <p>Effective negotiation, sound governance arrangements and regular reviews of performance and partnership risks.</p> |
| <p>There is a potential risk to the Council if there is a financial failure of an external organisation, providing services to the public on behalf of the Council.</p> | <p>L</p> | <p>H</p> | <p>Ensure rigorous financial evaluations are carried out at tender stage. Consideration of processes to ensure annual review of the successful organisation and review any external auditor comments.</p> |
| | | <p>96</p> | |

| | | | |
|--|----------|----------|---|
| <p style="text-align: center;">People</p> <p>Loss of key skills, resources and expertise.</p> | M | L | <p>Continue to invest in staff developments, service continuity measures. Monitor succession planning. Keep staff consulted and informed. Ensure employment terms and conditions are competitive and development needs identified through 'My Conversation' programme with staff are satisfied.</p> |
| <p style="text-align: center;">Regulatory</p> <p>Changes of responsibility from Government can adversely impact on service priorities and objectives.</p> | L | L | <p>Sound system of service and financial planning in place. Lobby as appropriate.</p> |
| <p style="text-align: center;">Reputation</p> <p>Loss of reputation if unforeseen resource constraints result in unplanned service reductions.</p> | L | H | <p>Identify and implement robust solutions in response to changes. Consult widely. Seek to achieve a prudent level of balances and reserves.</p> |

Agenda Item 9

East Suffolk Council Council Taxbase by Parish 2020/21

Appendix A2
ES/0287

| Parish Area | 2019/20 Taxbase | 2020/21 Taxbase | Parish Area | 2019/20 Taxbase | 2020/21 Taxbase |
|--|--------------------|--------------------|---|--------------------|--------------------|
| Aldeburgh | 1,869.81 | 1,883.62 | Leiston | 1,702.25 | 1,777.07 |
| Alderton | 177.28 | 174.22 | Letheringham | 40.95 | 42.82 |
| Aldringham-Cum-Thorpe | 576.82 | 575.43 | Levington & Stratton Hall | 127.01 | 125.62 |
| All Saints & St. Nicholas, St. Michael and St. Peter S E | 101.25 | 102.49 | Little Bealings | 212.78 | 213.74 |
| Badingham | 219.72 | 224.14 | Little Glemham | 67.32 | 67.14 |
| Barnby | 214.49 | 217.09 | Lound | 118.75 | 117.41 |
| Barsham and Shipmeadow | 130.74 | 129.08 | Lowestoft | 12,554.29 | 12,682.12 |
| Bawdsey | 188.48 | 188.02 | Marlesford | 88.61 | 87.42 |
| Beccles | 3,198.11 | 3,206.36 | Martlesham | 2,301.57 | 2,296.38 |
| Benacre | 34.33 | 33.97 | Melton | 1,744.44 | 1,822.60 |
| Benhall & Sternfield | 288.33 | 290.55 | Mettingham | 81.68 | 82.10 |
| Blaxhall | 109.76 | 112.44 | Middleton | 191.13 | 198.64 |
| Blundeston and Flixton | 446.39 | 456.35 | Mutford | 183.55 | 185.31 |
| Blyford and Sotherton | 72.39 | 71.01 | Nacton | 341.44 | 344.26 |
| Blythburgh | 187.24 | 191.21 | Newbourne | 106.28 | 107.22 |
| Boulge | 13.91 | 14.85 | North Cove | 148.71 | 149.89 |
| Boyton | 61.21 | 59.66 | Orford & Gedgrave | 398.50 | 394.25 |
| Bramfield & Thorington | 190.65 | 191.03 | Otley | 289.69 | 288.92 |
| Brampton with Stoven | 145.21 | 148.52 | Oulton | 1,411.47 | 1,463.43 |
| Brandeston | 144.24 | 146.11 | Oulton Broad | 3,240.96 | 3,250.37 |
| Bredfield | 149.29 | 147.28 | Parham | 122.53 | 120.08 |
| Brightwell, Foxhall & Purdis Farm | 984.12 | 985.21 | Peasenhall | 235.03 | 232.77 |
| Bromeswell | 157.31 | 154.82 | Pettistree | 87.00 | 87.15 |
| Bruisyard | 65.85 | 66.12 | Playford | 110.05 | 112.89 |
| Bucklesham | 200.26 | 200.74 | Ramsholt | 13.02 | 12.77 |
| Bungay | 1,628.79 | 1,631.58 | Redisham | 51.57 | 52.13 |
| Burgh | 81.11 | 79.37 | Rendham | 127.47 | 129.57 |
| Butley, Capel St Andrew & Wantisden | 112.68 | 113.32 | Rendlesham | 936.97 | 939.42 |
| Campsea Ashe | 147.02 | 155.05 | Reydon | 1,176.73 | 1,192.36 |
| Carlton Colville | 2,652.40 | 2,657.67 | Ringsfield and Weston | 219.71 | 221.44 |
| Charsfield | 146.41 | 145.84 | Rumburgh | 119.15 | 119.50 |
| Chediston, Linstead Magna & Linstead Parva | 154.35 | 158.06 | Rushmere | 32.78 | 33.07 |
| Chillesford | 63.34 | 63.35 | Rushmere St Andrew | 2,560.08 | 2,573.67 |
| Clopton | 144.54 | 145.80 | Saxmundham | 1,520.55 | 1,566.89 |
| Cookley & Walpole | 151.90 | 153.33 | Saxtead | 125.30 | 126.06 |
| Corton | 554.75 | 567.16 | Shadingfield, Sotterley, Willingham and Ellough | 171.96 | 180.14 |
| Covehithe | 10.41 | 10.84 | Shottisham | 84.23 | 84.33 |
| Cransford | 65.34 | 67.42 | Sibton | 93.24 | 94.89 |
| Cratfield | 147.65 | 148.76 | Snapes | 323.12 | 329.04 |
| Cretingham, Hoo & Monewden | 200.37 | 207.77 | Somerleyton, Ashby & Herringfleet | 161.52 | 164.18 |
| Dallinghoo | 82.52 | 84.77 | Southwold | 1,052.55 | 1,094.99 |
| Darsham | 177.51 | 181.67 | Spexhall | 84.31 | 85.38 |
| Debach | 32.22 | 32.01 | St. Andrew Ilketshall | 113.36 | 110.89 |
| Dennington | 234.56 | 232.70 | St. James South Elmham | 88.84 | 87.83 |
| Dunwich | 88.91 | 86.20 | St. John Ilketshall | 20.30 | 20.38 |
| Earl Soham | 198.87 | 202.46 | St. Lawrence Ilketshall | 61.52 | 61.77 |
| Easton | 151.37 | 163.04 | St. Margaret Ilketshall | 70.13 | 69.38 |
| Eyke | 149.69 | 154.63 | Stratford St Andrew and Farnham | 139.34 | 138.50 |
| Felixstowe | 8,324.16 | 8,474.25 | Sudbourne | 175.83 | 184.58 |
| Flixton, St. Cross S E & St. Margaret South Elmham | 162.58 | 165.31 | Sutton | 138.26 | 142.39 |
| Framlingham | 1,391.92 | 1,492.68 | Sutton Heath | 320.82 | 327.25 |
| Friston | 207.09 | 211.74 | Sweffling | 95.54 | 96.45 |
| Frostenden, Uggheshall and South Cove | 169.39 | 164.76 | Swilland & Witnesham | 391.91 | 398.60 |
| Gisleham | 245.15 | 248.05 | Theberton | 150.53 | 152.35 |
| Great Bealings | 127.85 | 132.25 | Trimley St Martin | 719.86 | 731.42 |
| Great Glemham | 101.44 | 103.37 | Trimley St Mary | 1,247.84 | 1,267.47 |
| Grundisburgh & Culpho | 631.37 | 634.94 | Tuddenham St Martin | 164.51 | 164.05 |
| Hacheston | 159.33 | 159.69 | Tunstall | 236.97 | 264.01 |
| Halesworth | 1,695.51 | 1,719.61 | Ubbeston | 43.27 | 42.45 |
| Hasketon | 172.61 | 175.12 | Ufford | 358.42 | 382.86 |
| Hemley | 26.08 | 25.33 | Walberswick | 377.68 | 388.72 |
| Henstead with Hulver Street | 138.42 | 139.22 | Waldringfield | 251.81 | 249.75 |
| Heveningham | 64.21 | 65.50 | Wangford with Henham | 248.23 | 249.08 |
| Hollesley | 469.73 | 475.97 | Wenhaston with Mellis Hamlet | 411.58 | 417.09 |
| Holton | 303.11 | 308.32 | Westerfield | 231.48 | 234.74 |
| Homersfield | 59.44 | 59.30 | Westhall | 129.95 | 130.45 |
| Huntingfield | 76.31 | 78.65 | Westleton | 298.94 | 308.52 |
| Iken | 62.83 | 63.31 | Wickham Market | 814.49 | 818.13 |
| Kelsale-cum-Carlton | 398.23 | 406.67 | Wissett | 120.79 | 123.66 |
| Kesgrave | 4,782.80 | 4,788.23 | Woodbridge | 3,121.95 | 3,149.75 |
| Kessingland | 1,422.07 | 1,427.93 | Worlingham | 1,278.44 | 1,289.04 |
| Kettleburgh | 108.42 | 109.66 | Wrentham | 368.67 | 382.53 |
| Kirton & Falkenham | 545.10 | 554.01 | Yoxford | 342.12 | 343.31 |
| Knodishall | 312.46 | 315.05 | | | |
| | | | Total Taxbase - Band D | 86,755.14 | 87,888.87 |

| NHB Reserve | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|---|----------------|----------------|----------------|----------------|----------------|
| | Revised Budget |
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| NHB Reserve Balance Brought Forward | (4,594) | (4,263) | (5,005) | (4,253) | (3,666) |
| NHB In-Year Funding | (2,408) | (2,303) | (1,073) | (525) | 0 |
| Total NHB Funding in Reserve | (7,002) | (6,566) | (6,078) | (4,778) | (3,666) |
| Application of NHB | | | | | |
| Enabling Communities Budget | | | | | |
| 55 Councillors * £7.5k | 413 | 413 | 413 | 413 | 413 |
| | 413 | 413 | 413 | 413 | 413 |
| Community Partnerships | | | | | |
| 8 Partnership * £25k each | 80 | 200 | 200 | 200 | 200 |
| Resourcing & Engagement | | | | | |
| CP Manager | 57 | 61 | 62 | 62 | 64 |
| Communities Officer | 20 | 20 | 20 | 20 | 20 |
| Funding Officer | 20 | 20 | 20 | 20 | 20 |
| Venues for meetings | 3 | 3 | 3 | 3 | 3 |
| Contribution to Suffolk Association Local Councils | 10 | 10 | 10 | 10 | 10 |
| Contribution to Community Action Suffolk | 10 | 10 | 10 | 10 | 10 |
| | 200 | 324 | 325 | 325 | 327 |
| Strategic Community Partnerships (£200k per annum) | 150 | 300 | 300 | 300 | 300 |
| Exemplar Grants | 160 | 0 | 0 | 0 | 0 |
| WIFI Implementation on Market Towns | 200 | 0 | 0 | 0 | 0 |
| ESP | 100 | 0 | 0 | 0 | 0 |
| Lowestoft Full Fibre project | 568 | 0 | 576 | 56 | 0 |
| UCI World Masters Cycle Cross Championships | 0 | 8 | 8 | 0 | 0 |
| Commitments Pre 2019/20 | | | | | |
| Tour of Britain - Womens Tour 2019 & 2020 | 63 | 75 | 0 | 0 | 0 |
| Housing Enabling Support | 19 | 26 | 22 | 0 | 0 |
| Better Broadband Suffolk | 111 | 0 | 0 | 0 | 0 |
| Community Enabling (locality budget) | 3 | 0 | 0 | 0 | 0 |
| Economic Development Major Projects | 22 | 0 | 0 | 0 | 0 |
| Landguard | 18 | 18 | 18 | 18 | 18 |
| | 236 | 119 | 40 | 18 | 18 |
| Place Based initiatives | | | | | |
| Felixstowe Forwards | 106 | 106 | 0 | 0 | 0 |
| Leiston Together | 26 | 39 | 31 | 0 | 0 |
| Lowestoft Rising | 20 | 8 | 0 | 0 | 0 |
| | 152 | 153 | 31 | 0 | 0 |
| Total NHB Earmarked for Community Initiatives | 2,179 | 1,317 | 1,693 | 1,112 | 1,058 |
| Set Aside to Support the Budget | | | | | |
| <i>To Support Transition of NHB use to East Suffolk</i> | 560 | 244 | 132 | 0 | 0 |
| <i>% of In Year NHB allocation</i> | 23% | 11% | 12% | 0% | |
| Total NHB use for the Year | 2,739 | 1,561 | 1,825 | 1,112 | 1,058 |
| NHB Reserve Balance Carried Forward | (4,263) | (5,005) | (4,253) | (3,666) | (2,608) |

MTFS KEY MOVEMENTS

Agenda Item 9

ES/0287

| | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|--|-----------------|-----------------|-----------------|-----------------|-----------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| Net Budget Expenditure After Reserve Movements - February 2019 | 25,585 | 25,870 | 26,697 | 27,418 | 27,418 |
| Growth to Budget | | | | | |
| Roll forward of salary budgets to 2023/24 | 0 | 0 | 0 | 0 | 600 |
| 18/19 green waste scheme contribution paid to SCC (funded from reserves £400k) | 468 | 0 | 0 | 0 | 0 |
| Bungay Leisure Centre development | 344 | 0 | 0 | 0 | 0 |
| Car Park Enforcement | 94 | 237 | 266 | 274 | 274 |
| East Suffolk Council vehicle re-branding (funded from reserves £74k) | 74 | 0 | 0 | 0 | 0 |
| Green Waste - operational costs of scheme | 66 | 37 | 37 | 37 | 37 |
| HRA share of interest income and payable | 64 | 73 | 86 | 89 | 102 |
| Leiston leisure centre closure costs (funded from reserves £120k) | 152 | 0 | 0 | 0 | 0 |
| Lloyds bank charges | 150 | 100 | 100 | 100 | 100 |
| Match funding for HAZ project. As per Cabinet report 11th April 2018 | 30 | 60 | 60 | 0 | 0 |
| Melton Hill vacant costs | 0 | 248 | 0 | 0 | 0 |
| Norse: Increase in MRF gate fee | 170 | 170 | 170 | 170 | 170 |
| Norse Partnership | 0 | 0 | 0 | 0 | 0 <i>Note 1 below</i> |
| Revenue costs associated with capital programme | (14) | 245 | 278 | 328 | 358 |
| Tree management to check all Tree Preservation Orders | 70 | 0 | 0 | 0 | 0 |
| Other | 353 | 46 | 0 | 358 | 443 |
| | 2,021 | 1,216 | 997 | 1,356 | 2,084 |
| Reduced Income | | | | | |
| Jubilee Parade - overnight stay beach hut project did not progress | 355 | 305 | 305 | 305 | 305 |
| Southwold Caravan park project delayed (additional static sites) | 74 | 74 | 74 | 74 | 74 |
| | 429 | 379 | 379 | 379 | 379 |
| Additional Income | | | | | |
| Car parking income | (106) | (74) | (74) | (74) | (74) |
| Investment income due to better deals and rates | (200) | (250) | (250) | (250) | (250) |
| Total from Head of Service meetings | (105) | (83) | (83) | (83) | (83) |
| | (411) | (407) | (407) | (407) | (407) |
| Operational Savings | | | | | |
| Anglia Revenue Partnerships contribution | 0 | (145) | (171) | (122) | (122) |
| External audit fee reduction | (134) | (134) | (134) | (134) | (134) |
| Finance lease interest | (49) | (67) | (87) | (108) | (131) |
| PWLB Interest savings | (80) | (125) | (125) | (125) | (125) |
| Reduction to employer pension contribution rate | (260) | (260) | (260) | (260) | 0 |
| Savings on insurance premium | (208) | (201) | (194) | (187) | (180) |
| Total from Head of Service meetings | (137) | (199) | (217) | (217) | (217) |
| Other | 0 | 0 | (123) | 0 | 0 |
| | (868) | (1,131) | (1,311) | (1,153) | (909) |
| Non-Specific Grant Income - Section 31 Grant Business Rates | (281) | (2,079) | 0 | (57) | (145) |
| Variance on Reserve Movements | | | | | |
| Planning related reserve balances released to the General Fund | (568) | 0 | 0 | 0 | 0 |
| Transfer to Actuarial reserve | 864 | 0 | 0 | 0 | 0 |
| Transfer to In Year Savings reserve | 0 | 1,197 | 0 | 0 | 0 |
| Transfer to Transformation reserve | 0 | 1,500 | 0 | 0 | 0 |
| Transfer to Business Rates Equalisation reserve | (322) | 5,913 | 0 | 0 | 0 |
| Use of In Year Savings reserve | 163 | 0 | 0 | 0 | 0 |
| Use of reserves to fund some growth items above | (594) | 0 | 0 | 0 | 0 |
| Net Budget Expenditure After Reserve Movements | 26,018 | 32,458 | 26,355 | 27,536 | 28,420 |
| Financed By: | | | | | |
| Revenue Support Grant | (323) | (328) | 0 | 0 | 0 |
| Rural Services Delivery Grant | (248) | (248) | 0 | 0 | 0 |
| Council Tax | (14,429) | (15,053) | (15,643) | (16,243) | (16,853) |
| Council Tax Surplus | 0 | (537) | 0 | 0 | 0 |
| Business Rates | (10,857) | (16,292) | (7,229) | (7,446) | (7,669) |
| Business Rates Pilot | (161) | 0 | 0 | 0 | 0 |
| | (26,018) | (32,458) | (22,872) | (23,689) | (24,522) |
| Budget Gap - January 2020 update | 0 | 0 | 3,483 | 3,847 | 3,898 |

Note 1: Norse charges to be reviewed. See MTFS Appendix A paragraph 5.2

General Fund Revenue Budget Summary

Agenda Item 9

| Head of Service | Original | Revised | MTFS | MTFS | ES/0287 | |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | Budget | Outturn | | | MTFS | MTFS |
| | 2019/20 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
| | £ | £ | £ | £ | £ | £ |
| Head of Service | | | | | | |
| Customer Services, Communications & Marketing | 2,006,000 | 1,900,200 | 2,028,900 | 2,063,300 | 2,091,400 | 2,131,900 |
| Communities | 1,938,200 | 2,476,900 | 1,963,500 | 2,017,500 | 1,713,700 | 1,724,800 |
| Economic Development & Regeneration | 1,384,500 | 2,938,300 | 1,752,300 | 1,927,600 | 1,250,200 | 1,329,400 |
| Environmental Services & Port Health | 733,800 | 337,400 | 682,600 | 778,700 | 863,600 | 936,200 |
| Financial Services, Corporate Performance & Risk Management | 863,300 | 815,600 | 446,600 | 453,400 | 470,600 | 796,400 |
| Housing | 1,583,100 | 1,429,000 | 2,910,000 | 2,269,100 | 1,577,400 | 1,530,000 |
| ICT Services | 2,420,900 | 2,560,100 | 2,582,700 | 2,618,700 | 2,651,800 | 2,686,800 |
| Internal Audit | 491,400 | 426,500 | 501,200 | 519,700 | 535,800 | 549,900 |
| Legal & Democratic Service | 2,466,900 | 2,523,200 | 2,416,500 | 2,422,700 | 2,448,000 | 2,750,100 |
| Operations | 7,522,600 | 9,732,600 | 8,675,900 | 8,519,500 | 8,603,000 | 8,723,700 |
| Planning & Coastal Management | 2,031,000 | 1,622,200 | 2,607,800 | 2,537,900 | 2,679,400 | 2,818,800 |
| Revenue & Benefits | 1,892,100 | 2,050,900 | 2,344,700 | 2,459,900 | 2,575,200 | 2,651,500 |
| Senior & Corporate Management | 2,929,500 | 3,333,700 | 3,293,600 | 3,249,800 | 3,305,400 | 3,365,300 |
| Net Cost of Service | 28,263,300 | 32,146,600 | 32,206,300 | 31,837,800 | 30,765,500 | 31,994,800 |
| Non-Cost of Service Expenditure Adjustments | | | | | | |
| Direct Revenue Financing (DRF) | 6,418,000 | 5,162,000 | 1,928,000 | 875,000 | 605,000 | 575,000 |
| Revenue provision for the repayment of debt (MRP) | 830,100 | 816,000 | 1,100,000 | 1,360,000 | 1,410,000 | 1,440,000 |
| Superannuation Backfunding | 3,000,000 | 2,600,000 | 0 | 0 | 0 | 0 |
| Recharges to the Housing Revenue Account (HRA) | (1,869,900) | (1,925,200) | (1,376,700) | (1,472,900) | (1,497,800) | (1,526,300) |
| Other Accounting Adjustments | 34,500 | 34,500 | 34,500 | 34,500 | 34,500 | 34,500 |
| Other Operating Expenditure | | | | | | |
| Town & Parish Precepts | 6,066,300 | 6,066,300 | 6,066,300 | 6,066,300 | 6,066,300 | 6,066,300 |
| Levies | 236,800 | 236,800 | 239,500 | 240,000 | 241,900 | 244,500 |
| Financing and Investment Income and Expenditure | | | | | | |
| Interest Payable | 463,000 | 458,000 | 413,000 | 413,000 | 413,000 | 413,000 |
| Interest Receivable | (550,000) | (750,000) | (800,000) | (800,000) | (800,000) | (800,000) |
| HRA Share of Interest Payable & Receivable | (148,900) | (84,900) | (104,100) | (103,700) | (94,500) | (81,500) |
| Investment Property Income & Expenditure | (153,000) | (139,200) | (139,000) | (138,700) | (138,300) | (138,000) |
| Other Financing Charges | 517,300 | 468,700 | 450,200 | 430,300 | 409,100 | 386,300 |
| Non-Specific Grant Income | | | | | | |
| New Homes Bonus | (2,408,000) | (2,408,000) | (2,302,700) | (1,073,000) | (525,000) | 0 |
| S31 Grant | (4,557,700) | (4,838,400) | (4,860,600) | (2,865,200) | (2,951,000) | (3,039,000) |
| Capital Grants | (113,900) | (54,000) | (58,200) | (59,300) | (43,000) | (44,900) |
| Net Budget Expenditure before Reserve Movements | 36,027,900 | 37,789,200 | 32,796,500 | 34,744,100 | 33,895,700 | 35,524,700 |
| Net Movements on Reserves (Appendix A6) | | | | | | |
| General Fund Balance | (2,000,000) | (2,000,000) | 0 | 0 | 0 | 0 |
| Revenue Earmarked Reserves | (6,777,700) | (5,620,300) | 6,497,000 | (2,134,700) | (685,200) | (1,460,400) |
| Capital Reserves | 4,400,600 | 1,915,000 | (769,000) | (188,000) | 392,000 | 422,000 |
| Net Budget Expenditure After Reserve Movements | 31,650,800 | 32,083,900 | 38,524,500 | 32,421,400 | 33,602,500 | 34,486,300 |
| Financed By: | | | | | | |
| Council Tax Income (District Council) | (20,495,300) | (14,429,000) | (15,053,000) | (15,643,000) | (16,243,000) | (16,853,000) |
| Council Tax Income (Town & Parish Precepts) | 0 | (6,066,300) | (6,066,300) | (6,066,300) | (6,066,300) | (6,066,300) |
| Council Tax Surplus | 0 | 0 | (537,400) | 0 | 0 | 0 |
| Business Rates Income* | (10,584,900) | (10,857,100) | (16,292,000) | (7,228,900) | (7,446,200) | (7,669,200) |
| Business Rates Pilot Income | 0 | (160,900) | 0 | 0 | 0 | 0 |
| Revenue Support Grant | (322,500) | (322,500) | (327,700) | 0 | 0 | 0 |
| Rural Services Delivery Grant | (248,100) | (248,100) | (248,100) | 0 | 0 | 0 |
| Total Financing | (31,650,800) | (32,083,900) | (38,524,500) | (28,938,200) | (29,755,500) | (30,588,500) |
| Budget Shortfall / (Surplus) - January 2020 | 0 | 0 | 0 | 3,483,200 | 3,847,000 | 3,897,800 |

*It should be noted that the Business Rates income for 2021/22 onwards is based on the current system. Due to the high degree of uncertainty regarding the future reform of the Local Government Financing System, income above the baseline has not been included at this time.

GENERAL FUND RESERVE SUMMARY

APPENDIX A6

| | 2019/20 | | | 2020/21 | | | 2021/22 | | | 2022/23 | | | 2023/24 | | | |
|--|-----------------|-------------------|-------------------|-------------------------|-------------------|-------------------|-------------------------|-------------------|-------------------|-------------------------|-------------------|-------------------|-------------------------|-------------------|-------------------|-------------------------|
| | Opening Balance | Revised Transfers | Revised Transfers | Revised Closing Balance | Revised Transfers | Revised Transfers | Revised Closing Balance | Revised Transfers | Revised Transfers | Revised Closing Balance | Revised Transfers | Revised Transfers | Revised Closing Balance | Revised Transfers | Revised Transfers | Revised Closing Balance |
| | 01/04/19 | In | Out | 31/3/20 | In | Out | 31/3/21 | In | Out | 31/3/22 | In | Out | 31/3/23 | In | Out | 31/3/24 |
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Revenue Balances: | | | | | | | | | | | | | | | | |
| General Fund | 8,000 | 0 | (2,000) | 6,000 | 0 | 0 | 6,000 | 0 | 0 | 6,000 | 0 | 0 | 6,000 | 0 | 0 | 6,000 |
| General Fund Balance | 8,000 | 0 | (2,000) | 6,000 | 0 | 0 | 6,000 |
| Earmarked Reserves - Revenue: | | | | | | | | | | | | | | | | |
| Community Projects & Initiatives | | | | | | | | | | | | | | | | |
| Better Broadband | 36 | 0 | (36) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Climate Change | 51 | 0 | (21) | 30 | 0 | 0 | 30 | 0 | 0 | 30 | 0 | 0 | 30 | 0 | 0 | 30 |
| Communities | 899 | 0 | (607) | 292 | 0 | (20) | 272 | 0 | (4) | 268 | 0 | 0 | 268 | 0 | 0 | 268 |
| Community Health | 35 | 0 | (25) | 10 | 0 | 0 | 10 | 0 | 0 | 10 | 0 | 0 | 10 | 0 | 0 | 10 |
| County Sports | 761 | 34 | (149) | 646 | 24 | (243) | 427 | 23 | (300) | 150 | 22 | (22) | 150 | 20 | (20) | 150 |
| East Suffolk Partnership | 123 | 0 | (123) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Felixstowe Forwards | 33 | 0 | (29) | 4 | 0 | 0 | 4 | 0 | 0 | 4 | 0 | 0 | 4 | 0 | 0 | 4 |
| Great Places | 13 | 0 | (4) | 9 | 0 | 0 | 9 | 0 | 0 | 9 | 0 | 0 | 9 | 0 | 0 | 9 |
| Indoor Leisure | 120 | 0 | (120) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Lowestoft Rising | 90 | 0 | (33) | 57 | 0 | (57) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| New Homes Bonus (NHB) | 4,594 | 2,408 | (2,739) | 4,263 | 2,303 | (1,561) | 5,005 | 1,073 | (1,825) | 4,253 | 525 | (1,112) | 3,666 | 0 | (1,058) | 2,608 |
| Youth Leisure | 10 | 0 | 0 | 10 | 0 | 0 | 10 | 0 | 0 | 10 | 0 | 0 | 10 | 0 | 0 | 10 |
| Corporate - Contingency, Service Requirements | | | | | | | | | | | | | | | | |
| Actuarial Contributions | 637 | 863 | 0 | 1,500 | 0 | 0 | 1,500 | 0 | 0 | 1,500 | 0 | 0 | 1,500 | 0 | 0 | 1,500 |
| Air Quality | 97 | 12 | (13) | 96 | 0 | 0 | 96 | 0 | 0 | 96 | 0 | 0 | 96 | 0 | 0 | 96 |
| Budget Carry Forward Requests | 212 | 0 | (113) | 99 | 0 | 0 | 99 | 0 | 0 | 99 | 0 | 0 | 99 | 0 | 0 | 99 |
| Brexit | 35 | 10 | (35) | 10 | 0 | (10) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Customer Services | 156 | 0 | 0 | 156 | 0 | 0 | 156 | 0 | 0 | 156 | 0 | 0 | 156 | 0 | 0 | 156 |
| District Elections | 404 | 60 | (240) | 224 | 60 | 0 | 284 | 60 | 0 | 344 | 60 | 0 | 404 | 60 | (240) | 224 |
| Deployment of Flood Barrier | 88 | 0 | (38) | 50 | 0 | 0 | 50 | 0 | 0 | 50 | 0 | 0 | 50 | 0 | 0 | 50 |
| Housing Benefit (HB) Subsidy | 352 | 0 | 0 | 352 | 0 | 0 | 352 | 0 | 0 | 352 | 0 | 0 | 352 | 0 | 0 | 352 |
| Individual Electoral Registration (IER) | 266 | 0 | (50) | 216 | 0 | (50) | 166 | 0 | (50) | 116 | 0 | (50) | 66 | 0 | (50) | 16 |
| Insurance | 166 | 0 | 0 | 166 | 0 | 0 | 166 | 0 | 0 | 166 | 0 | 0 | 166 | 0 | 0 | 166 |
| In-Year Contingency | 400 | 0 | (400) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| In-Year Savings | 5,547 | 0 | (227) | 5,320 | 1,197 | 0 | 6,517 | 0 | 0 | 6,517 | 0 | 0 | 6,517 | 0 | 0 | 6,517 |
| Key Capital Programme | 200 | 0 | (19) | 181 | 0 | 0 | 181 | 0 | 0 | 181 | 0 | 0 | 181 | 0 | 0 | 181 |
| Revenues & Benefits Administration | 191 | 0 | (28) | 163 | 0 | (70) | 93 | 0 | (80) | 13 | 0 | 0 | 13 | 0 | 0 | 13 |
| S106 Interest | 0 | 30 | 0 | 30 | 0 | 0 | 30 | 0 | 0 | 30 | 0 | 0 | 30 | 0 | 0 | 30 |

GENERAL FUND RESERVE SUMMARY

APPENDIX A6

| | 2019/20 | | | 2020/21 | | | 2021/22 | | | 2022/23 | | | 2023/24 | | | |
|--|-----------------|-------------------|-------------------|-------------------------|-------------------|-------------------|-------------------------|-------------------|-------------------|-------------------------|-------------------|-------------------|-------------------------|-------------------|-------------------|-------------------------|
| | Opening Balance | Revised Transfers | Revised Transfers | Revised Closing Balance | Revised Transfers | Revised Transfers | Revised Closing Balance | Revised Transfers | Revised Transfers | Revised Closing Balance | Revised Transfers | Revised Transfers | Revised Closing Balance | Revised Transfers | Revised Transfers | Revised Closing Balance |
| | 01/04/19 | In | Out | 31/3/20 | In | Out | 31/3/21 | In | Out | 31/3/22 | In | Out | 31/3/23 | In | Out | 31/3/24 |
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Housing & Homelessness | | | | | | | | | | | | | | | | |
| Homes and Communities Agency (HCA) - Area Action Plan (AAP) land contamination grant | 162 | 0 | 0 | 162 | 0 | 0 | 162 | 0 | 0 | 162 | 0 | 0 | 162 | 0 | 0 | 162 |
| Additional Disabled Facilities Grant(DFG) funding (Non-Ringfenced) | 8 | 0 | (8) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Community Housing Fund | 2,191 | 0 | (60) | 2,131 | 0 | (1,056) | 1,075 | 0 | (622) | 453 | 0 | 0 | 453 | 0 | 0 | 453 |
| Domestic Violence Support Funding | 53 | 72 | 0 | 125 | 0 | (125) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Empty Properties and Houses in Disrepair | 190 | 0 | (86) | 104 | 85 | (6) | 183 | 0 | (42) | 141 | 0 | (6) | 135 | 0 | (6) | 129 |
| Gypsy and Traveller Macerator | 0 | 37 | 0 | 37 | 14 | 0 | 51 | 15 | 0 | 66 | 15 | 0 | 81 | 15 | 0 | 96 |
| HCA Development Grant | 75 | 0 | 0 | 75 | 0 | 0 | 75 | 0 | 0 | 75 | 0 | 0 | 75 | 0 | 0 | 75 |
| Homelessness - Flexible Homelessness Grant | 151 | 119 | 0 | 270 | 0 | (68) | 202 | 0 | (46) | 156 | 0 | (47) | 109 | 0 | (48) | 61 |
| Homelessness - Mortgage Rescue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Homelessness New Burdens | 43 | 0 | (43) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Homelessness Prevention | 117 | 0 | (91) | 26 | 0 | (24) | 2 | 18 | 0 | 20 | 26 | 0 | 46 | 25 | 0 | 71 |
| Homelessness- Rough Sleeper | 2 | 9 | 0 | 11 | 0 | (11) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Housing Condition Survey and Improvements | 97 | 0 | (15) | 82 | 0 | (67) | 15 | 0 | (15) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Private Sector Housing | 41 | 0 | 0 | 41 | 0 | 0 | 41 | 0 | 0 | 41 | 0 | 0 | 41 | 0 | 0 | 41 |
| Renovation Grants | 872 | 0 | (150) | 722 | 0 | (200) | 522 | 0 | (200) | 322 | 0 | (200) | 122 | 0 | (122) | 0 |
| Rent Guarantee Scheme | 15 | 0 | (2) | 13 | 0 | 0 | 13 | 0 | 0 | 13 | 0 | 0 | 13 | 0 | 0 | 13 |
| SEAL | 7 | 3 | 0 | 10 | 0 | (1) | 9 | 0 | (1) | 8 | 0 | (1) | 7 | 0 | (1) | 6 |
| Stepping Home | 68 | 10 | 0 | 78 | 0 | (58) | 20 | 0 | (20) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Somewhere safe to stay (RRP) | 0 | 65 | 0 | 65 | 0 | (65) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Supported Lettings (RRP) | 0 | 42 | 0 | 42 | 0 | (42) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fuel Payments | 1 | 0 | 0 | 1 | 0 | 0 | 1 | 0 | 0 | 1 | 0 | 0 | 1 | 0 | 0 | 1 |
| Warmer Homes Healthy People | 31 | 0 | (14) | 17 | 0 | 0 | 17 | 0 | 0 | 17 | 0 | 0 | 17 | 0 | 0 | 17 |
| Warmer Homes Healthy People (WHHP) - RAD | 4 | 0 | (4) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Regeneration & Economic Development | | | | | | | | | | | | | | | | |
| Building Control | 519 | 0 | (4) | 515 | 0 | (12) | 503 | 0 | (19) | 484 | 0 | (19) | 465 | 0 | (19) | 446 |
| Business Incentive | 97 | 0 | (97) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Business Rates Pilot | 3,011 | 161 | (1,503) | 1,669 | 0 | (792) | 877 | 0 | (160) | 717 | 0 | 0 | 717 | 0 | 0 | 717 |
| Coastal Management | 222 | 0 | 0 | 222 | 0 | 0 | 222 | 0 | 0 | 222 | 0 | 0 | 222 | 0 | 0 | 222 |
| Economic Development | 99 | 0 | (26) | 73 | 0 | (47) | 26 | 0 | 0 | 26 | 0 | 0 | 26 | 0 | 0 | 26 |
| Economic Regeneration | 153 | 0 | (32) | 121 | 0 | 0 | 121 | 0 | 0 | 121 | 0 | 0 | 121 | 0 | 0 | 121 |
| Enterprise Zone | 684 | 0 | (59) | 625 | 0 | (72) | 553 | 0 | (41) | 512 | 0 | 0 | 512 | 0 | 0 | 512 |
| Flood Prevention | 12 | 0 | (6) | 6 | 0 | (6) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Growth Programme | 184 | 0 | (114) | 70 | 0 | (70) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Land Charges | 372 | 0 | (222) | 150 | 0 | 0 | 150 | 0 | 0 | 150 | 0 | 0 | 150 | 0 | 0 | 150 |
| Local Development Framework | 477 | 0 | (472) | 5 | 0 | 0 | 5 | 0 | 0 | 5 | 0 | 0 | 5 | 0 | 0 | 5 |
| Planning | 0 | 465 | (65) | 400 | 100 | (65) | 435 | 100 | (65) | 470 | 100 | (65) | 505 | 100 | (65) | 540 |

GENERAL FUND RESERVE SUMMARY

APPENDIX A6

| | 2019/20 | | | 2020/21 | | | 2021/22 | | | 2022/23 | | | 2023/24 | | | |
|---|-------------------|-------------------|-------------------|-------------------------|-------------------|-------------------|-------------------------|-------------------|-------------------|-------------------------|-------------------|-------------------|-------------------------|-------------------|-------------------|-------------------------|
| | Opening Balance | Revised Transfers | Revised Transfers | Revised Closing Balance | Revised Transfers | Revised Transfers | Revised Closing Balance | Revised Transfers | Revised Transfers | Revised Closing Balance | Revised Transfers | Revised Transfers | Revised Closing Balance | Revised Transfers | Revised Transfers | Revised Closing Balance |
| | 01/04/19 £'000 | In £'000 | Out £'000 | 31/3/20 £'000 | In £'000 | Out £'000 | 31/3/21 £'000 | In £'000 | Out £'000 | 31/3/22 £'000 | In £'000 | Out £'000 | 31/3/23 £'000 | In £'000 | Out £'000 | 31/3/24 £'000 |
| Planning Delivery | 182 | 0 | (182) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Planning Legal | 0 | 200 | 0 | 200 | 0 | 0 | 200 | 0 | 0 | 200 | 0 | 0 | 200 | 0 | 0 | 200 |
| Planning Policy | 255 | 0 | (255) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Planning Training | 52 | 0 | (52) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Service Transformation | | | | | | | | | | | | | | | | |
| Business Plan Delivery | 234 | 16 | 0 | 250 | 0 | 0 | 250 | 0 | 0 | 250 | 0 | 0 | 250 | 0 | 0 | 250 |
| Transformation | 1,322 | 0 | (315) | 1,007 | 1,500 | (70) | 2,437 | 0 | 0 | 2,437 | 0 | 0 | 2,437 | 0 | 0 | 2,437 |
| Earmarked Reserves - Revenue sub-total | 27,519 | 4,616 | (8,926) | 23,209 | 5,283 | (4,868) | 23,624 | 1,289 | (3,490) | 21,423 | 748 | (1,522) | 20,649 | 220 | (1,629) | 19,240 |
| Earmarked Reserves - Business Rates | | | | | | | | | | | | | | | | |
| Business Rate Equalisation | 8,476 | 2,472 | (3,943) | 7,005 | 5,913 | (116) | 12,802 | 0 | (136) | 12,666 | 0 | (88) | 12,578 | 0 | (190) | 12,388 |
| Earmarked Reserves - Port Health: | | | | | | | | | | | | | | | | |
| Port Health | 4,623 | 211 | (50) | 4,784 | 296 | (11) | 5,069 | 232 | (30) | 5,271 | 177 | 0 | 5,448 | 139 | 0 | 5,587 |
| Earmarked Reserves - Capital: | | | | | | | | | | | | | | | | |
| Capital | 3,761 | 5,932 | (3,932) | 5,761 | 605 | (1,292) | 5,074 | 39 | (320) | 4,793 | 379 | (80) | 5,092 | 379 | (50) | 5,421 |
| Coastal Protection | 176 | 0 | 0 | 176 | 0 | 0 | 176 | 0 | 0 | 176 | 0 | 0 | 176 | 0 | 0 | 176 |
| Short Life Assets | 588 | 596 | (681) | 503 | 618 | (525) | 596 | 618 | (525) | 689 | 618 | (525) | 782 | 618 | (525) | 875 |
| Southwold Beach Front | 175 | 0 | 0 | 175 | 0 | (175) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Earmarked Reserves - Capital sub-total | 4,700 | 6,528 | (4,613) | 6,615 | 1,223 | (1,992) | 5,846 | 657 | (845) | 5,658 | 997 | (605) | 6,050 | 997 | (575) | 6,472 |
| Total Earmarked Reserves | 45,318 | 13,827 | (17,532) | 41,613 | 12,715 | (6,987) | 47,341 | 2,178 | (4,501) | 45,018 | 1,922 | (2,215) | 44,725 | 1,356 | (2,394) | 43,687 |

EFFICIENCY STRATEGY 2016/17 – 2021/22**1 BACKGROUND**

- 1.1 The predecessor Councils first Efficiency Strategies were produced in response to the Statutory Guidance on the Flexible Use of Capital Receipts issued by the Ministry of Housing, Communities and Local Government (MHCLG), formerly the Department for Communities and Local Government (DCLG).
- 1.2 The Guidance provides the flexibility to local authorities to use capital receipts to fund the revenue set up and implementation costs of projects designed to generate ongoing revenue savings.
- 1.3 This Strategy forms part of the delivery of the East Suffolk Business Plan and particularly supports the overall objective of Financial Self-Sufficiency.
- 1.4 The Council is currently developing a brand new plan and vision for East Suffolk, focussing on the five key themes of:
- Economic Growth
 - Enabling Communities
 - Financial Sustainability
 - Digital Transformation
 - The Environment
- 1.5 As the plan is developed, new projects will be identified to deliver on these key themes and included in an updated Efficiency Strategy if eligible.

2 OBJECTIVES

- 2.1 The Guidance enables authorities to use capital receipts to fund one-off revenue costs associated with projects intended to produce ongoing revenue savings. The Guidance does not enable ongoing revenue costs to be funded by this method. The Guidance originally applied to capital receipts and projects over the period 2016/17 to 2018/19, but in the 2018/19 Provisional Local Government Finance Settlement it was announced that:

“Local government operates in a society that is constantly changing. To meet the challenges of the future, the Communities Secretary confirmed that the flexibility to use capital receipts to help meet the revenue costs of transformation will be extended for a further 3 years to April 2022”.

- 2.2 The objectives of this Strategy are to:
- Outline the methodology and criteria for projects that might be eligible for capital receipts funding;
 - Identify projects that are considered to be eligible and which may be funded by this method;

- Report on the progress of projects approved in previous years.

3 METHODOLOGY

- 3.1 The Efficiency Strategy is produced annually for the period 2016/17 to 2021/22, and is approved by Full Council as part of approval of the Council's Budget. If required, a revised Strategy is prepared during the course of the year to reflect significant changes to both the range and potential funding value of eligible projects. This is the fifth annual Efficiency Strategy prepared since the guidance was issued.

- 3.2 Key Financial Self-Sufficiency projects will be project managed by the Strategic Management Team (SMT).
- 3.3 To make use of this flexibility, capital receipts must arise in the period 2016/17 to 2021/22, and qualifying expenditure must take place in the same period. For example, a capital receipt realised in 2016/17 could finance a project in 2021/22, but not in 2022/23. Capital receipts realised before 2016/17 cannot be used.
- 3.4 If projects are identified in the Strategy, they can still be financed in whole or in part from other sources, e.g. revenue budgets. The Council is not obliged to fund these projects from capital receipts, and new capital receipts might not necessarily be available during the period of the Strategy. It is essential that eligible projects should identify alternative sources of funding to enable them to proceed, as capital receipts cannot necessarily be relied upon. In addition, the decision to use capital receipts to fund these projects needs to be taken in the context of the Council's overall capital financing requirements.
- 3.5 If appropriate, the Council will approve the budgeted funding of the projects in the strategy when approving the Capital Programme for the year, and will determine the actual financing when approving the Council's Capital Programme outturn and financing for the year.
- 3.6 There is no formal check by MHCLG on the eligibility of projects to be classified as qualifying expenditure, nor is the Strategy specifically reviewed by external audit.

4 ELIGIBLE PROJECTS AND USE OF CAPITAL RECEIPTS 2020/21

- 4.1 The decision to use capital receipts to fund transformation projects needs to be taken in the context of the Council's overall capital financing requirements, and in the event all of these capital receipts will be required to fund the Council's Capital Programme. Consequently, no use of this flexibility is currently proposed in respect of projects in 2020/21. Funding of the one-off revenue costs of the identified projects will be made from other sources, e.g. existing revenue resources.
- 4.2 To date there has been no use of capital receipts to fund one-off revenue costs.

5 ELIGIBLE EFFICIENCY STRATEGY PROJECTS

- 5.1 A brief summary of the projects identified from the East Suffolk Business Plan included in this Strategy as being eligible for capital receipts funding are summarised below, with a description of the project and project objectives.

| Project | Project Description | Project Objectives | Project Progress |
|---|--|--|---|
| <p>ES4: TRANSFER OF AMENITY AND COMMUNITY ASSETS TO TOWN AND PARISH COUNCILS</p> | <p>To empower local town and parish councils by continuing to transfer amenity and community assets.</p> | <p>To achieve ongoing savings to the Council’s budget and potential efficiencies and strengthened third-tier service delivery.</p> | <p>The Council has been working with the Town and Parish Councils to increase their role in influencing and delivering local services. As part of this process, many of the Town and Parish Councils expressed a desire to play a more active role in the provision of local discretionary services, such as public conveniences, parks and play areas, and the Council recognises that they are often best placed to deliver these services on behalf of their local community. By transferring responsibility for assets it not only helps to generate pride in a local area, but often secures a service that might otherwise have been at risk.</p> <p>Around 70 assets have been transferred to local Town and Parish Councils, including Waveney Meadow to Beccles Town Council, a boating lake to Southwold Town Council, allotments to Felixstowe Town Council and Oak Meadow to Kesgrave Town Council.</p> <p>A good example of this in 2020/21 is the potential transfer of assets to Melton Parish Council, which is estimated to save East Suffolk Council running costs of around £6k per annum, as well as enabling the enhancement of amenities in the parish.</p> |
| <p>ES8: LONG TERM EMPTY PROPERTIES</p> | <p>To continue to reduce the number of long term empty properties.</p> | <p>To achieve additional New Homes Bonus (NHB) income and potential additional council tax income.</p> | <p>Work to identify empty homes and bring them back into use has seen the number of empty properties across East Suffolk reduce. The Council has also introduced a new streamlined process for dealing with empty homes and has begun purchasing its long term empty homes in order to bring them back into use.</p> |

| ES15: LEISURE SERVICES FINANCIAL SELF-SUFFICIENCY | To pursue service developments and initiatives intended to reduce costs and / or increase income. | Increased access to quality leisure, cultural facilities and activities. Achieving a substantial reduction in the net cost of Leisure Services. | The Council is undertaking a five year programme to improve leisure facilities. The Deben Leisure Centre has been completed and work is also underway on the £3.5million refurbishment of Leiston Leisure Centre and a business case for the redevelopment of the Bungay Leisure Centre. |
|--|--|---|--|
| Project | Project Description | Project Objectives | Project Progress |
| ES20: RECYCLING PROMOTION | Promotion of Recycling and reduction of net expenditure through reducing costs and / or increasing income. | To continue to promote and encourage recycling across East Suffolk through a financially sustainable service. | <p>The Suffolk Waste Partnership (SWP), of which the Council is a member, continues to promote recycling services (including home composting) across Suffolk, using a variety of communication campaigns and medias, jointly supported by equal funding from all SWP member authorities. The SWP has recently secured funding from DEFRA for 15 'smart' litter bins to be installed on the county's trunk roads in an effort to reduce littering.</p> <p>The Council continues to facilitate the Greenprint Forum with the focus on plastics, with funding secured to develop and run a programme of activities relating to understanding the plastics industry in our area, reducing plastic waste and promoting effective waste management and recycling behaviours. To date the Council has engaged key stakeholders, including the Marine Conservation Society and the Environment Agency, taken part in 15 public events (8 of which were litter picks), and undertaken litter surveys in both Lowestoft and Felixstowe to identify the key items of litter to enable targeted messaging and campaigns.</p> |
| ES23: COASTAL MANAGEMENT | Development of a shared coastal management service for East Anglia. | Integrate coastal management expertise with other local authorities to ensure | Coastal Partnership East is working across four local authorities to effectively utilise our collective resources to deliver not only a £150m capital investment plan (Inc. Lowestoft £63m scheme) but also coastal adaptation at numerous locations along the Norfolk and Suffolk |

| | | | |
|--|--|--------------------------------|--|
| | | most effective local delivery. | coastline. There are significant benefits of scale and expertise being derived from being in this partnership. |
|--|--|--------------------------------|--|

| Project | Project Description | Project Objectives | Project Progress |
|---|---|---|--|
| ES26: BUILDING CONTROL | Development of a Suffolk-wide commercial Building Control service. | Achieve a resilient and competitive Building Control service increasing net income. | There is now growing momentum within Suffolk to share mutual support within Building Control services in order to create capacity for the service developments the Council needs to undertake. The Council has secured funding of £140,000 to support a shared development and implementation plan. This proposal is integral to our Suffolk-wide approach to developing common services that support good growth. Effective implementation of the approach will inform joint development on areas of common interest/concern, often working with a sector that goes beyond boundaries and helps support stronger and more resilient services across the county. |
| ES28: FURTHER TRANSFORMATION IN EAST SUFFOLK | Explore the options for further integration for more streamlined and resilient district services, and evaluate the potential for greater East Suffolk autonomy. | Achievement of further efficiencies and resilience. | The creation of East Suffolk Council from 1 st April 2019 will provide greater resilience and sustainability in the longer term and will allow the Council to withstand significant reductions in central government funding. As a single council, the Council will be able to continue to protect and deliver the best possible services for local people, as well as having a stronger voice at regional and national level (and greater leverage) in order to deliver its ambitions in terms of growth, infrastructure and housing. |



CABINET

Tuesday 4 February 2020

EAST SUFFOLK STRATEGIC PLAN

EXECUTIVE SUMMARY

1. This report sets out the Council’s Strategic Plan for the period to 2024
2. Cabinet is asked to review the content of the plan and proposed governance structure and recommend its approval.

| | |
|-------------------------------|------|
| Is the report Open or Exempt? | Open |
| Wards Affected: | All |

| | |
|------------------------|--|
| Cabinet Member: | Councillor Steve Gallant Leader of the Council and Cabinet Member with responsibility for Resources |
|------------------------|--|

| | |
|-----------------------------|--|
| Supporting Officers: | Stephen Baker Chief Executive 01394 444378 stephen.baker@eastsoffolk.gov.uk Sandra Lewis Business Solutions Manager 01394 444205 sandra.lewis@eastsoffolk.gov.uk |
|-----------------------------|--|

1 INTRODUCTION

- 1.1 The Local Government Act 2000 and associated guidance and regulations give the Council responsibility for approving the Budget and Policy Framework.
- 1.2 The Strategic Plan makes up part of the Council's Budget and Policy Framework, contained within Section B Paragraph 3 of the Constitution.
- 1.3 A new Strategic Plan is proposed for East Suffolk Council as part of its formation as a new Council on 1 April 2019, to set out the strategic aims and objectives of the Council for the period 2020 to 2024.

2 THE STRATEGIC PLAN

- 2.1 The proposed Strategic Plan covers five main themes, following on from the robust direction of the previous business plan:
 - Growing our economy
 - Enabling our communities
 - Financial sustainability
 - Digital transformation
 - Our environment
- 2.2 The plan is written as a strategic-level document, showing the aims and objectives of the Council at a high level, to steer both the organisation's decision making and day to day management of services. It has a sub-heading of 'Our Compass' because of this reason, not only because the East Suffolk logo is in fact a compass point, but because it will steer us in the right direction.
- 2.3 All five themes are connected, they are overarching principles for the way in which the authority will work as a whole – rather than being seen in isolation, the plan aims to present the themes and priorities as the ethos under which decisions will be made and the direction the authority will travel over the next four years.
- 2.4 Within each theme, our priorities are identified. These statements guide what is important to us and provide a steer on the areas we will focus on within each theme.
- 2.5 Against each priority, there are points listed to show how we will know if we are delivering to the priority over the coming four years. These points, again at a strategic level, will form the basis of the performance reporting presented to Cabinet, to show at a strategic level whether the authority is moving in the right direction on the areas identified to focus on.
- 2.6 Many services, teams or individuals may contribute to the priorities listed in the plan, this is part of the strategy in that the steer is shown at the top and fed right through the organisation to enable everyone to contribute to many areas of the overall plan.
- 2.7 Being a strategic level document means that the detail, 'how' it will be delivered, sits below the Strategic Plan within action plans from the appropriate Service Areas, and a governance arrangement has been proposed to manage this going forward, detailed below in paragraph 4.
- 2.8 The proposed Strategic Plan can be found at Appendix A to this report – please note that this is presented as content only, the Communications Team will produce the final branded version for publication and approval at Full Council.
- 2.9 Cabinet is asked to review the content of the plan and proposed governance structure with a view to recommending its approval to Full Council.

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

- 3.1 This proposal is for a new Strategic Plan for East Suffolk Council, the existing Business Plan was created in 2015 for the former partnership of Suffolk Coastal and Waveney District Councils and will replace that plan.

4 FINANCIAL AND GOVERNANCE IMPLICATIONS

- 4.1 In order to govern the direction of the authority, using the Strategic Plan as the steering document, a change to the way we work has been proposed.
- 4.2 A Governance Board will report to Cabinet, this board will be responsible for overseeing the delivery of the plan, including strategic risks and performance. The performance reporting framework will feed into this board, with the Strategic Performance Report being the output to Cabinet.
- 4.3 Feeding into the Governance Board are five programmes, based on the five themes. The programme in place for each theme will manage the detailed plans from Service Areas and projects delivering to the priorities of the Strategic Plan. There will be one or more responsible Heads of Service overseeing each programme in consultation with the appropriate Portfolio Holders.
- 4.4 All Service Plans and projects will feed into the five programme themes, with planned workshops to identify how each team contributes to the overall Strategic Plan.
- 4.5 A governance diagram for the delivery of the Strategic Plan is shown at Appendix B.

5 OTHER KEY ISSUES

- 5.1 This report has been prepared having taken into account the results of an Equality Impact Assessment – no negative impact on any of the characteristics protected under the Equality Act 2010 are identified as a result of the new Strategic Plan, the plan aims for inclusion and equality in our workplace and communities.

6 CONSULTATION

- 6.1 The creation of the proposed Strategic Plan has been a collaborative effort. Service Areas and Members have been invited to contribute and play a part in the formation of the plan, using their local knowledge, key data and service delivery experience to form a complete view.
- 6.2 Staff from all service areas were initially consulted during the formation of the new Council in January/February 2019 and again in September 2019 once the Council had been in operation for six months.
- 6.3 In October 2019, a three-day hothouse event was held at BT Adastral Park, with a combined total of 81 attendees made up of Members and staff, including CMT and SMT. Partners were also invited to the event. The truly collaborative atmosphere of the hothouse enabled a fully rounded picture to be formed for the new plan, and it is the output from the hothouse which has created the proposed Strategic Plan as presented with this report.
- 6.4 Evidence and data presented and available at the hothouse included demographic data to inform areas of need within the district and other areas of expertise were also available to inform the work being produced out of the three-day event.

7 OTHER OPTIONS CONSIDERED

- 7.1 The development of the Strategic Plan included a rigorous process of option appraisal, collaboration and consultation in its creation.

8 REASON FOR RECOMMENDATION

- 8.1 Approval of a Strategic Plan is required as part of the Budget and Policy Framework.

RECOMMENDATIONS

That the East Suffolk Strategic Plan be recommended for approval by Full Council.

APPENDICES

| | |
|-------------------|-----------------------------|
| Appendix A | East Suffolk Strategic Plan |
| Appendix B | Governance diagram |

BACKGROUND PAPERS

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

| Date | Type | Available From |
|-------------|----------------------------|--|
| 20 Dec 2019 | Equality Impact Assessment | sandra.lewis@eastsuffolk.gov.uk |

APPENDIX A

Please note; this document is for review of content only.
The compass idea will remain, however Comms will be developing the overall style and branding for publication.



We are East Suffolk

We are proud of East Suffolk and we know you are too.

Our aim is to deliver the highest quality of life possible for everyone who lives in, works in and visits East Suffolk. To help us achieve this, we will use this strategic plan as our compass to guide all our decision making,

Within the compass, our five key themes show the direction we will take. All themes are interconnected and complement each other.

GROWING OUR ECONOMY - Let's build a strong sustainable economy for our future; we want our district to achieve its maximum potential, for the good of everyone in the area.

ENABLING OUR COMMUNITIES – Working together, we will enable our communities to identify opportunities and challenges, we will empower them to make a difference; we will support our communities to enhance the places we live and work for the well-being of all.

FINANCIAL SUSTAINABILITY - We will grow and prosper as a council; we will ensure we are well-run; provide value for money and strive for excellence.

DIGITAL TRANSFORMATION - Digital technology can transform the way we work and live; we will use technology to make services efficient and easily accessible to all and assist our communities to embrace and access new technologies.

OUR ENVIRONMENT - We know you are concerned about our environment; we are too, so we will put the environment at the heart of everything we do.

GROWING OUR ECONOMY

DIRECTION: we want our district to achieve its maximum potential, for the good of everyone in the area

OUR PRIORITIES

Build the right environment for East Suffolk

We will maintain and grow a vibrant and sustainable economy, investing in our places and taking an inclusive approach in shaping communities to continue delivering economic growth and regeneration. We will ensure we have the right supply of housing and mix of business space in the right places.

Attract and stimulate inward investment

We will seek to maximise inward investment, encourage business start-ups, support entrepreneurs, stimulate larger commercial investment and encourage industry to address gaps in our market. We will take advantage of opportunities for securing external funding.

Maximise and grow the unique selling points of East Suffolk

We know we have some very special features in East Suffolk – such as our agriculture and energy sectors; our marine/coastal environments; our beautiful natural, built and historic landscape; and internationally significant economic assets. We will use these to our advantage by promoting our district to attract sustainable investment, business growth, tourism and innovation.

Business partnerships

We will develop business partnerships that connect people and places, encouraging established businesses to invest and grow, linking challenges with solutions, promoting skills development and relationships with local schools and colleges for career and apprenticeship opportunities.

Support and deliver infrastructure

We will work with our partners to support and deliver the right infrastructure investment in the district for healthy and sustainable economic growth.

HOW WE WILL KNOW IF WE ARE DELIVERING

- Up to date local plans providing a strategy for growth and place making
- Supply of housing and business infrastructure to enable growth
- Town centre enhancement and regeneration through place-based initiatives

- Growth in inward investment
- Securing external funding

- Employment and business growth in key business sectors
- Growth in innovation incubation centres
- Protection and enhancement of the natural, built and historic environment

- Workforce skills development to support economic growth
- Apprenticeships and opportunities for young people

- Evidence based CIL spend to support the right infrastructure
- Key infrastructure is delivered
- East Suffolk infrastructure projects prominent in regional plans
- Improved accessibility to jobs, training and markets

ENABLING OUR COMMUNITIES

DIRECTION: we will support our communities to enhance the places we live and work for the well-being of all

OUR PRIORITIES

Community Partnerships

We will facilitate community partnerships, to connect people and places at a local level, encourage collective problem solving and ensure a needs-based approach to delivering local solutions to local issues, building upon local assets. We will enable all East Suffolk voices to be heard.

Taking positive action on what matters most

We will use data and community intelligence as the basis for working with communities and partners to do the right things in the right places. This will mean less duplication, shared resources and a better experience for individuals, families and communities. We will take a targeted, place-based approach to tackling deprivation, hidden needs and the challenges of rural areas, helping communities to access the tools to identify and tackle their own needs.

Maximising health, well-being and safety in our District

We will provide the environment and opportunities for everyone to lead healthy, active, fulfilling and safe lives. We will connect people and communities together and help individuals and families to be more resilient, achieve their full potential and age well. We will ensure that our communities are safe, helping communities to address issues as early as possible.

Community pride

We want everyone to be proud of where they live and we will support this by helping communities come together around a shared sense of purpose, responsibility, place, care and respect for each other. We will support places to be culturally rich.

HOW WE WILL KNOW IF WE ARE DELIVERING

- Evidence based local project delivery addresses local priorities
- Successful delivery of Community Partnership projects and budgets
- Additional funding secured for East Suffolk communities
- Positive action reduces deprivation, including rural deprivation, and addresses hidden needs
- Equality of opportunity for individuals and communities
- Shared resources and delivery models with partners
- Community led housing and planning
- Improvement in mental and physical health and wellbeing
- Reduced social isolation and loneliness
- Improved resilience of individuals and families
- Housing needs are addressed
- Public health and safety is protected, including through regulatory services
- Increased involvement, participation and positive action by individuals and communities
- Successful events and activities to celebrate our diverse heritage and cultures

FINANCIAL SUSTAINABILITY

DIRECTION: we will ensure we are well-run; provide value for money and strive for excellence

OUR PRIORITIES

Organisational design and streamlining services

We will ensure our organisation is able to deliver the right services to the right places. This is linked to our digital theme, by regularly reviewing services and adopting evidence-based management, ensuring we are skilled to deliver our priorities in the most cost-effective way with a resilient and flexible workforce.

Making best use of and investing in our assets

Efficient use of our assets is essential. We will maximise and invest in our assets for the benefit of all, to ensure they are financially effective and aligned to our other key themes.

Being commercially astute

We will take opportunities where appropriate to generate and collect income to boost our financial sustainability and invest in services.

Optimising our financial investments and grant opportunities

We will invest to save, maximise the return on the investments we make and make best use of all grants and funding opportunities available to us.

Review service delivery with partners

We will ensure the services we deliver through partnership and outsourcing arrangements are the most cost effective and streamlined way of delivering the service.

HOW WE WILL KNOW IF WE ARE DELIVERING

- Savings generated by redesigning services and processes
- Financial benchmarking against comparators

- Increased financial returns on our assets
- Sustainable asset transfer to communities

- Income collected
- Commercial ventures are performing against targets

- Return on investment
- Grants and funding received

- Major contracts reviewed for cost efficiency
- Services delivered through partners are performing against targets

We are East Suffolk

DIGITAL

DIRECTION: we will use technology to make services efficient and easily accessible to all

OUR PRIORITIES

Digital by default

We have a digital vision for everything we do, without excluding those who cannot access digital technology. We will ensure we have a robust, modern and safe digital environment in which to do business.

Lean and efficient streamlined services

We will make our processes lean and efficient, through a culture of continuous improvement, using digital solutions to optimise the way we work.

Effective use of data

We will be data-led in our decision making and the way we manage services, ensuring we are delivering evidence-based targeted solutions in everything we do.

Skills and training

We will improve the knowledge and skills of our workforce, partners, residents and businesses by investing in the skills we need to realise the full potential of the digital world.

District-wide digital infrastructure

We will champion better connectivity for everyone in the district, eradicating not-spots in broadband and mobile availability to enable staff, residents, businesses and visitors to access digital services when they need them.

HOW WE WILL KNOW IF WE ARE DELIVERING

- The use of up to date technology
- A secure and robust network
- All services are managed digitally

- Efficiencies are generated by service and process reviews
- Customer satisfaction levels
- Demand reduction

- Decisions are backed by robust evidential data
- Services are driven by data
- Projects and campaigns deliver targeted solutions where they matter

- Digitally competent and aware officer and member workforce
- Digitally smart partners
- Digitally enabled residents and businesses

- % broadband and fibre coverage in district
- Full fibre projects are delivered
- Number of smart place initiatives with targeted benefits

We are East Suffolk

OUR ENVIRONMENT

DIRECTION: we will put the environment at the heart of everything we do

OUR PRIORITIES

Lead by example

We have pledged to become a carbon neutral council by 2030, which means we will look for environmental benefit in everything we do – this includes radical changes to our vehicle fleets and mileage usage, council buildings and new build housing stock to ensure they contribute to our carbon neutral aims. We will work with communities to establish opportunities for biodiversity and will promote digital solutions to minimise our carbon footprint.

Minimise waste, reuse materials, increase recycling

We will minimise waste generated throughout the district, encourage the reuse of materials and increase our recycling rates.

Renewable energy

We will explore new ways of encouraging and investing in the use of renewable energy, both in terms of our own consumption as a council and the ways we can offer support to our residents and businesses as part of addressing climate change.

Protection, education and influence

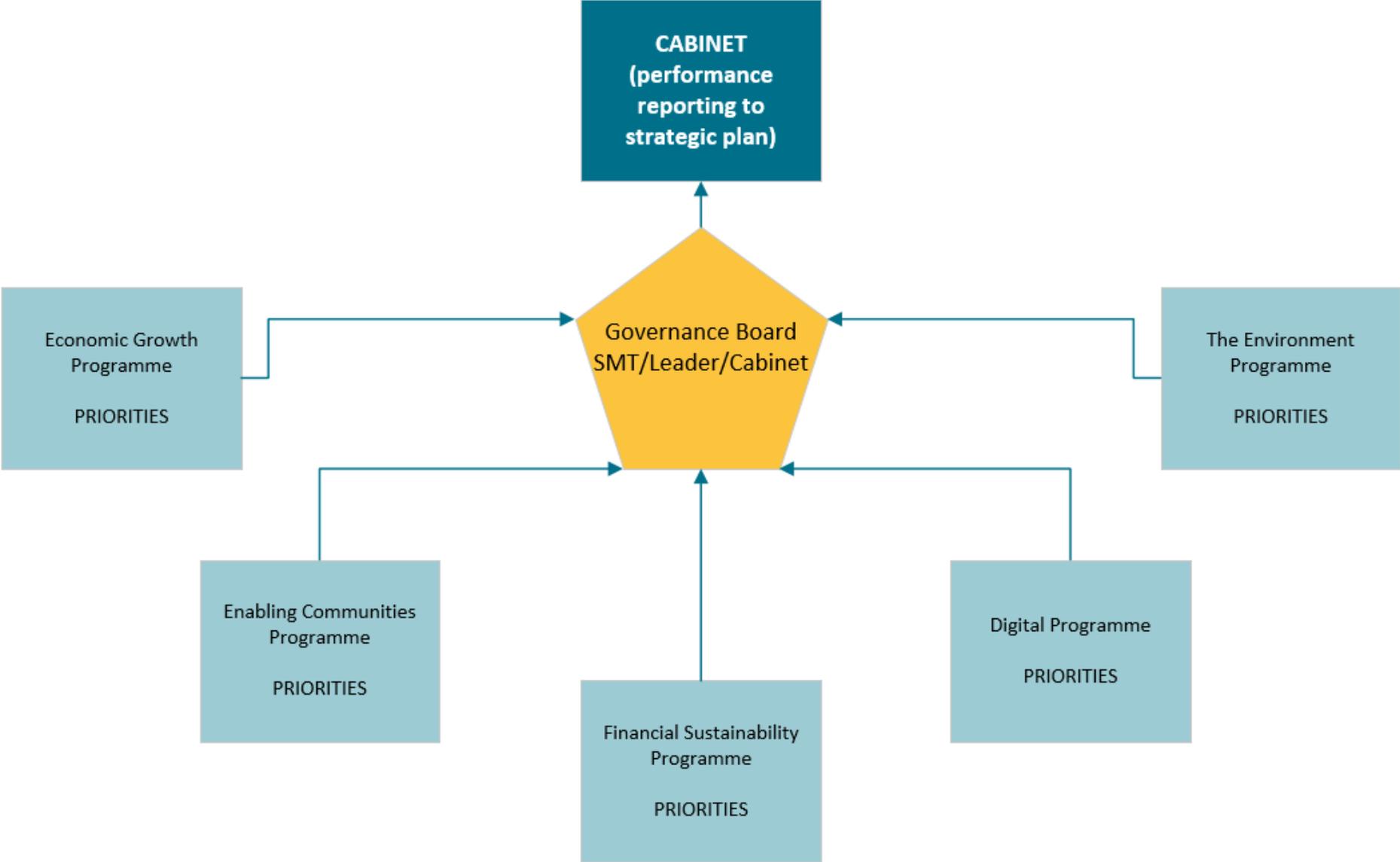
We will use our influence at all levels, our regulatory functions and appropriate enforcement to protect our natural environment including our outstanding coastline. This includes working through our community and business partnerships to achieve environmental gain and establishing a network of environmental champions throughout the district.

HOW WE WILL KNOW IF WE ARE DELIVERING

- Positive direction towards carbon neutral targets
- Increased number of biodiversity sites
- Reduced refuse volumes
- Increased recycling rates
- Renewable energy growth in the district
- Enhancement of renewable energy on our own estate
- Supported and resilient communities and businesses
- National and local policies reflect our environmental concerns
- A cleaner, quieter and healthier environment

We are East Suffolk

APPENDIX B





CABINET

Tuesday 4 February 2020

EAST SUFFOLK PERFORMANCE REPORT – QUARTERLY PERFORMANCE QUARTER 3 (2019-20)

EXECUTIVE SUMMARY

1. The East Suffolk Performance Report provides a summarised overview of the performance of the Council and is aligned to the strategic deliverables within the East Suffolk Business Plan. This Quarterly Performance Report covers Quarter 3, the period from 1 October 2019 to 31 December 2019.
2. If there are any instances where performance is not adequately meeting targets, these are highlighted in the report detailing the actions being taken.
3. The performance report is under review and will continue to ensure it delivers outcomes and changes to the East Suffolk Business Plan.

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

| | |
|------------------------|---------------------------|
| Wards Affected: | All wards in the District |
|------------------------|---------------------------|

| | |
|------------------------|--|
| Cabinet Member: | Councillor Steve Gallant Leader of the Council and Cabinet Member with responsibility for Resources |
|------------------------|--|

| | |
|----------------------------|---|
| Supporting Officer: | <p>Simon Taylor Chief Finance Officer and Section 151 Officer 01394 444570 simon.taylor@eastsoffolk.gov.uk</p> <p>Lorraine Rogers Finance Manager (Financial Planning) and Deputy S151 Officer 01502 523667 lorraine.rogers@eastsoffolk.gov.uk</p> |
|----------------------------|---|

1. INTRODUCTION

- 1.1 This Quarterly Performance Report has been produced to summarise the Council's performance for the third quarter of 2019/20 (1 October to 31 December 2019). It captures how the Council performed and reports against deliverables within the East Suffolk Business Plan. The report contains information provided by all individual services and key strategic partner organisations.

2. REPORT

- 2.1 The report highlights activities and key achievements under each of the strategic deliverables (Economic Growth, Enabling Communities and Financial Self-Sufficiency) and Key Performance Indicators (KPIs) monitor performance.
- 2.2 Performance has been captured in each service area which includes an analysis of performance indicators (incorporated KPIs) and measures. This includes key indicators which reflect the direction of travel in terms of the Council's performance. Performance of partners is included within KPIs and other performance updates. Progress and targets relating to corporate risks are also summarised.
- 2.3 This report is managed on a continued improvement and development approach which may result in further changes to the existing format.

3. OTHER OPTIONS CONSIDERED

- 3.1 Quarterly Performance Reports enable the Cabinet, other Members of the Council and the public to scrutinise the performance of the Council against strategic deliverables and key indicators in accordance with the approved Business Plan.

RECOMMENDATION

| |
|---|
| That the East Suffolk Performance Report for Quarter 3 be received. |
|---|

| APPENDICES | |
|------------|---|
| Appendix A | National Performance Indicators and LG Inform PIs |

| BACKGROUND PAPERS |
|-------------------|
| None |



East Suffolk Performance Report

Quarter 3 (2019/20)

Content Page

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Highlights Quarter 3 (2019/20) – 1st October to 31st December 2019

Economic Growth



Key Performance Indicators (KPIs)

| Red | Amber | Green | Yearly KPI |
|-----|-------|-------|------------|
| 0 | 0 | 4 | 1 |

Highlights

- 1,843 businesses engaged with (target: 407), 513 businesses received direct support
- £76,690 income generated (target: nil), yearly target of £644,004 successfully exceeded
- 99% food hygiene rating (target: 95%)
- Minor planning applications – 74% (92 of 125) determined in 8 weeks (target: 65%)
- Major planning applications – 84% (16 of 19) determined in 13 weeks (target: 60%)
- Other planning applications - 91% (339 of 374) (target: 80%)

Enabling Communities



Key Performance Indicators (KPIs)

| Red | Amber | Green | Yearly KPI |
|-----|-------|-------|------------|
| 1 | 2 | 6 | 4 |

Highlights

- 155 net dwellings completed (annual target: 916), 853 units currently under construction
- Estimate 111.63 kg residual waste collected per household (target: 111.85kg)
- Estimate 44.54% household waste sent for recycling and composting (target: 45.15%)
- 346 fly tipping incidents reports
- 137 fly tipping enforcement actions
- 227,555 Places for People - leisure participation levels across all sites (target: 212,493)
- 113,192 Sentinel Leisure Trust (target 107,809)
- 53 applicants in temporary accommodation at end of Q3 (snapshot)

Financial Self-Sufficiency



Key Performance Indicators (KPIs)

| Red | Amber | Green | Yearly KPI |
|-----|-------|-------|------------|
| 2 | 0 | 10 | 0 |

Highlights

- 102,480 visitors to East Suffolk website
- 99.4% ICT network availability (target: 98%)
- 7.42 days taken to process Housing Benefit new claims (target: 12 days)
- Local Authority Overpayments – 0.20% (target 0.35%)
- Nil Local Government Ombudsman complaints with maladministration and/or service failure
- 2.5% of abandoned calls (target: below 10%)
- 49.11% of complaints upheld/partially upheld (target: 30%)
- Learning from complaints 47.34% (target: min 30%)
- Savings achieved – At end of Q3 savings targets included in the 2019/20 budget expected to be achieved

1. Performance Criteria

The East Suffolk Performance Report summarises the Council’s performance for each quarter. This report is in relation to Quarter 3 (1st October to 31st December 2019) for 2019/20. Information is reported on how the Council is performing against the strategic deliverables within the East Suffolk Business Plan, which includes detailed monitoring of KPIs. Appendix A captures progress on Performance Indicators (PIs) that are reported nationally or within LG Inform (*LGA website publishes information allowing comparisons, transparency and benchmarking against other authorities*). The table below explains symbols and criteria used to monitor and record performance within the Council.

| | | | |
|---|------------|---|---|
| Strategic Deliverables | Green | Target met | Identifies current RAG status for performance |
| | Amber | Within Tolerance / On track to be achieved | |
| | Red | Target not met / significantly below | |
| | n/a | Not applicable for quarter (e.g. yearly only) | |
| Key Performance Indicators (KPIs)* | 😊 Green | Target met or exceeded | KPIs are defined nationally or by councils |
| | 😐 Amber | Performance slightly below target (within 5%) | |
| | 😞 Red | Performance significantly below target (more than 5%) | |
| | n/a | Not applicable for quarter (e.g. yearly only) | |

* Where these are used to show trends, performance is compared to the previous quarter.

Appropriate measures are in place to ensure that KPIs are monitored and improved in the future.

2. Key Performance Indicators Overview

Below is a summary of the Council’s performance recorded against the strategic deliverables during Quarter 3 (2019/20):

| Strategic Deliverables | Total | Quarterly KPI Status | | | Yearly KPI |
|----------------------------|-----------|----------------------|----------|-----------|------------|
| | | Red | Amber | Green | |
| Economic Growth | 5 | 0 | 0 | 4 | 1 |
| Enabling Communities | 13 | 1 | 2 | 6 | 4 |
| Financial Self-Sufficiency | 12 | 2 | 0 | 10 | 0 |
| Total | 30 | 3 | 2 | 20 | 5 |

3. Economic Growth

Of the five KPIs for Economic Growth one was not applicable as it is a yearly target and four were green 'on target' for Quarter 3.

High-level Summary of the Current Status for each KPI

| Key Performance Indicator | Performance Indicator detail | Current Status Q3 |
|--------------------------------|---|-------------------|
| Economic Growth | | |
| Income Generation | Income generated through project work (e.g. EZ's) or external funding attracted | 😊 Green |
| Business Engagement | Total number of businesses engaged with | 😊 Green |
| Land Regenerated | Total amount of land regenerated in m ² | 😊 Green |
| Net dwellings completed | Net number of new homes completed | n/a |
| Food Hygiene Rating (% at 3-5) | Percentage at 3-5 food hygiene rating i.e. rated 'generally satisfactory' or better | 😊 Green |

Full Performance Details for each KPI

| KPI | KPI Detail | Current status for Q3 | Q1 2019/20 Target | Q1 2019/20 Actual | Q2 2019/20 Target | Q2 2019/20 Actual | Q3 2019/20 Target | Q3 2019/20 Actual | Q4 2019/20 Target | Q4 2019/20 Actual | Yearly Target | Year to Date Actual | Projected Direction (towards end of year actual) |
|-------------------|---|-----------------------|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------|---------------------|--|
| Income Generation | Income generated through project work (e.g. EZ's) or external funding attracted | 😊 Green | £130,000 | £136,000 | £5,000 | £1,104,448 | £0 | £76,690 | £509,004 | | £644,004 | £1,317,138 | Above target |
| | | | <p>Income generation expectations were exceeded in Quarter 3, this was due to number of external grants being received.</p> <p>£6,000 was received from a successful Magnox application which will support the creation of a grant fund and toolkit specifically for business associations.</p> <p>Additionally, a further £70,690 was brought into the district through a successful New Anglian Local Enterprise Partnership Growing Business Fund Grant application which will help support a business expand that is located in the area. This business's application was brokered and supported by the East Suffolk Economic Development and Regeneration Team.</p> | | | | | | | | | | |

East Suffolk Performance Report Q3

| KPI | KPI Detail | Current status for Q3 | Q1 2019/20 Target | Q1 2019/20 Actual | Q2 2019/20 Target | Q2 2019/20 Actual | Q3 2019/20 Target | Q3 2019/20 Actual | Q4 2019/20 Target | Q4 2019/20 Actual | Yearly Target | Year to Date Actual | Projected Direction (towards end of year actual) |
|---------------------------------------|--|-----------------------|---|-------------------|---------------------|-------------------|-------------------|---|-----------------------|-------------------|-----------------------|---------------------|--|
| Business Engagement | Total number of businesses engaged with | 😊 Green | 407 | 529 | 422 | 351 | 407 | 1,843 | 402 | | 1,638 | 2,723 | Above target |
| | | | Business engagement was above target for Quarter 3, due to several largescale events being held which included the East Suffolk Business Festival and the Cultural Conference. Of the 1,843 engagements, 513 businesses received direct support. Taking the total amount of businesses supported, to date, to 964. The overall yearly target has been exceeded. | | | | | | | | | | |
| Land Regenerated | Total amount of land regenerated in m ² | 😊 Green | 500m ² | 500m ² | 3,900m ² | 0 | 0 | 7m ² | 123,300m ² | | 127,700m ² | 507m ² | Below target |
| | | | Land regenerated in Quarter 3 attributed to the regeneration of the lifeguard shelter on Lowestoft South Beach. This takes the total amount of land to regenerated to 507m ² . | | | | | | | | | | |
| | | | Land Regenerated missed its Quarter 2 target, however, units at Hornbill, Ellough Enterprise Zone are nearing completion (8,702m ²). It is anticipated that by Quarter 4 we will be ahead of our profiling. By its nature, employment development can often shift depending on demand which makes it difficult to predict regeneration when we do not directly control the land. | | | | | | | | | | |
| Net dwellings completed | Net number of new homes completed | n/a | n/a | 239 | n/a | 176 | n/a | 155 <i>(provisional figure only)</i> | n/a | | 916 | 570 | On target |
| | | | <i>Provisional figure:</i> The annual target of 916 is based on the addition of the adopted Local Plan housing figure (374) for the former Waveney area and most up to date figure (542) for the former Suffolk Coastal area using the Government's new methodology for calculating housing need. Quarterly targets are not set as they can be volatile and almost impossible to influence over such a short time period. | | | | | | | | | | |
| | | | Provisional figures for Quarter 3 delivery for both parts of the District show a slight downturn. However, delivery usually increases later in the year and with a total of 853 units currently under construction, slightly down on Quarter 2, it is anticipated the annual target will be challenging but could still be met. The recent adoption of the Local Plan for the former Waveney area and the advanced stage of the Local Plan for the former Suffolk Coastal area, increase certainty for developers and should assist in increasing delivery. | | | | | | | | | | |
| Food Hygiene Rating (% at 3-5) | Percentage at 3-5 food hygiene rating i.e. rated 'generally satisfactory' or better. | 😊 Green | 95% | 98% | 95% | 98% | 95% | 99% | 95% | | 95% | 99% | Above target |
| | | | A risk-based approach will continue to be applied to poor complying businesses. To help small businesses manage their food safety practices more easily we launched, in Quarter 3, the latest Food Standards Agency's Safer Food, Better Business packs. The packs can be downloaded for free, or printed versions purchased, via our website. | | | | | | | | | | |

4. Enabling Communities

Of the 13 KPIs for Enabling Communities, four were not applicable due to targets currently being under review/information to follow, six were on target 'green', two were slightly behind target and one was behind target 'red'.

High-level Summary of the Current Status for each KPI

| Key Performance Indicator | Performance Indicator detail | Current Status Q3 |
|---|--|-------------------|
| Increase participation (Places for People) | Increase participation for all activities (PforP)- combined throughput (footfall) figures for all sites | 😊 Green |
| Increase participation (Sentinel Leisure Trust) | Increase participation for all activities (SLT) combined throughput (footfall) figures for all sites | 😊 Green |
| Number of homeless preventions under the Prevention Duty | Number of homeless preventions under the Prevention Duty | n/a |
| Number of homeless preventions under the Relief Duty | Number of homeless preventions under the Relief Duty | n/a |
| Percentage of applicants housed from the register who are in reasonable preference group | Percentage of applicants housed from the register | n/a |
| Affordable Homes Completed | Net number of new affordable homes completed | n/a |
| Disabled Facilities and Renovation Grants spent | Percentage of grant budget spent for Disabled Facilities and Renovation Grants | 😊 Green |
| Disabled Facilities and Renovation Grants budget committed | Percentage of the grant budget committed (grants approved) for Disabled Facilities and Renovation Grants | 😐 Amber |
| Residential properties where category 1 hazards and significant cat 2 hazards have been remedied | Number of residential properties where category 1 and significant cat 2 hazards have been remedied: <i>(a) by service of Notices; and (b) other action.</i> | 😊 Green |
| Debt owed as rent to the Council | Amount of debt owed as rent to Council as a percentage of the rental debit raised for the period. | 😊 Green |
| Void property | No. of calendar days a property is unlet for a routine 'void' (one that is not undergoing major works or defined as hard-to-let) | 😡 Red |
| Household waste sent for reuse, recycling and composting | Percentage of household waste sent for reuse, recycling and composting | 😐 Amber |
| Residual waste per household | Kg of waste per household | 😊 Green |

East Suffolk Performance Report Q3

Full Performance Details for each KPI

| KPI | KPI Details | Current status for Q3 | Q1 2019/20 Target | Q1 2019/20 Actual | Q2 2019/20 Target | Q2 2019/20 Actual | Q3 2019/20 Target | Q3 2019/20 Actual | Q4 2019/20 Target | Q4 2019/20 Actual | Yearly Target | Year to Date Actual | Projected Direction (towards End of Year Actual) |
|--|--|-----------------------|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------|---------------------|--|
| Increase participation (Places for People) | Increase participation for all activities combined throughput (footfall) figures for all sites | 😊 Green | 146,739 | 187,840 | 225,900 | 222,001 | 212,493 | 227,555 | 227,028 | | 812,160 | 637,396 | On target |
| | | | Participation increased 7% above target in Quarter 3 and had a 9% increase year to date. Performance at Leiston (Fitness) was above the expected level. Participation levels at Felixstowe Leisure Centre increased 4% compared to Quarter 3 in 2018/19 mainly due to increased Fitness Club live (increase of 9% compared to last year). Performance at Deben Leisure Centre was steady compared to last year, however consideration needs to be given to the fact that Deben saw increased use last year by Leiston members during closure therefore appears to be a positive Quarter 3 for Deben. | | | | | | | | | | |
| Increase participation (Sentinel Leisure Trust) | Increase participation for all activities combined throughput (footfall) figures for all sites | 😊 Green | 140,539 | 138,163 | 172,126 | 137,035 | 107,809 | 113,192 | 123,929 | | 544,403 | 388,390 | Slightly below target |
| | | | Targets are set at 101% of previous years actual. Bungay was closed from April to September which impacted on operations and closed for development from 15 th September 2019. The closures at Bungay had a major effect on the partnership performance in Quarter 1 and 2. | | | | | | | | | | |
| | | | Performance in Quarter 3 had been successfully achieved. Quarter 3 and 4 targets were set to take into consideration the closure of Bungay Leisure Centre for redevelopment, and both Waterlane and Oulton Broad Yacht Station had exceeded performance in Quarter 3. In particular, Health and Fitness memberships exceeded targets (above latest latent demand report) and had seen a significant increase in sales in Quarter 3 whilst retaining existing members in line with previous attrition levels. | | | | | | | | | | |
| Number of homeless preventions achieved under the Prevention Duty | Number of homeless preventions achieved under the Prevention Duty | n/a | n/a | 42 | n/a | 69 | n/a | 173 | n/a | | n/a | 284 | n/a |
| | | | The substantial difference between Quarter 2 and 3 is that cases were previously closed under triage but now are being recorded and captured as prevention. The Customer Services Housing triage also had a positive impact because it has enabled the work activity to be carried out 'upstream' and gives Housing Needs Officers increased capacity to do casework prevention and record on the system correctly. We now operate to one integrated system that captures all housing outcomes in place including Part 6 Offers. Triage has assisted with the administrative requirements hugely. The recruitment of Supported Lettings Officers has also impacted in a positive way- 60:40 split of single-family. | | | | | | | | | | |

East Suffolk Performance Report Q3

| KPI | KPI Details | Current status for Q3 | Q1 2019/20 Target | Q1 2019/20 Actual | Q2 2019/20 Target | Q2 2019/20 Actual | Q3 2019/20 Target | Q3 2019/20 Actual | Q4 2019/20 Target | Q4 2019/20 Actual | Yearly Target | Year to Date Actual | Projected Direction (towards End of Year Actual) |
|---|--|-----------------------|---|---|-------------------|--|-------------------|--|-------------------|-------------------|---------------|-----------------------------|--|
| Number of homeless preventions under the Relief Duty | Number of homeless preventions under the Relief Duty | n/a | n/a | 13 | n/a | 51 | n/a | 91 | tbc | | n/a | 155 | n/a |
| | | | We have recently transferred data from one system to another and the data is not considered to be reliable. An exercise is being conducted so that data through H-CLIC will be fully accurate, however this is not due for submission, so this figure is subject to change. Targets are also under review in-line with Housing legislation. | | | | | | | | | | |
| Percentage of applicants housed from register who are in reasonable preference group | Percentage of applicants housed from the register | n/a | n/a | 76% | n/a | 77% | n/a | 86.25% | n/a | | n/a | 86.25% | n/a |
| | | | From April to September 2019 the total number of households housed was 509 of which 392 were in reasonable preference bands (77%). Targets are under review. 181 out of a total of 211 lets. | | | | | | | | | | |
| Affordable Homes Completed | Net number of new affordable homes completed | n/a | n/a | 106 | n/a | 26 | n/a | 28 <i>(provisional figure only)</i> | n/a | | 250 | 160 | On target |
| | | | Provisional figure: The annual target of 250 is identified in the East Suffolk Housing Strategy based on 100 dwellings for the former Suffolk Coastal area and 150 for the former Waveney area. Quarterly targets are not set as they can be volatile and almost impossible to influence over such a short time period. Provisional Quarter 3 delivery of 28 units shows a slight increase compared with Quarter 2. However, the number of units under construction (143) at the end of Quarter 3 is similar to the Quarter 2 figure (148), so the annual target will be challenging but could still be met. The recent adoption of the Local Plan for the former Waveney area and the advanced stage of the Local Plan for the former Suffolk Coastal area, increase certainty for developers and should assist in increasing delivery. | | | | | | | | | | |
| Disabled Facilities and Renovation Grants spent | Percentage of grant budget spent for Disabled Facilities and Renovation Grants | 😊 Green | 25% (DFG) 25% (RG) | DFG = 12.7% (12.84%) RG = 9.6% | 25% | DFG = 16.6% (7.9%) RG = 20.8% | 25% | DFG = 32.9% RG = 15.71% | 25% | | 100% | DFG = 53.65% RG = 46.18% | Slightly below target |
| | | | The percentage of disabled facilities grants spend in Quarter 3 has increased due to the submission of Orbit administration fees leading to the actual completion of cases rather than an implied completion as had been shown on previous quarters; the figures have been adjusted in previous quarters shown in green in brackets. Overall performance is closer on target and there has been a rise in workflow which we hope will be sustained. Applications for Renovation Grants are beginning to come in as expected in line with the new policy. | | | | | | | | | | |

East Suffolk Performance Report Q3

| KPI | KPI Details | Current status for Q3 | Q1 2019/20 Target | Q1 2019/20 Actual | Q2 2019/20 Target | Q2 2019/20 Actual | Q3 2019/20 Target | Q3 2019/20 Actual | Q4 2019/20 Target | Q4 2019/20 Actual | Yearly Target | Year to Date Actual | Projected Direction (towards End of Year Actual) |
|---|--|-----------------------|--------------------------------|-------------------------------|--------------------------------|-------------------------------|--------------------------------|-------------------------------|--------------------------------|-------------------|---------------------------------|--------------------------------|--|
| Disabled Facilities and Renovation Grants budget committed | Percentage of the grant budget committed (grants approved) for Disabled Facilities and Renovation Grants | ☹️ Amber | 25% (DFG) 25% (RG) | DFG = 18.7% RG = 15.13% | 25% | DFG = 7.8% RG = 13.74% | 25% | DFG = 20.4% RG = 4.23% | 25% | | 100% | DFG = 46.9% RG = 33.1% | Below target |
| Performance in Quarter 3 for disabled facilities had improved but is still below target. A full review of Agency performance has led to ESC serving early Notice to end the partnership arrangement which links us to Orbit. We will continue to work with the Agency to support our clients to access DFG funding having regard to value for money, performance and customer care. Renovation Grant commitment continues to rise with a high level of interest, across East Suffolk. | | | | | | | | | | | | | |
| Residential properties where category 1 hazards and significant cat 2 hazards have been remedied | Number of residential properties where category 1 and significant cat 2 hazards have been remedied: <i>(a) by service of Notices;</i> <i>(b) other action.</i> | 😊 Green | <i>(a) 20</i> <i>(b) 10</i> | (a) 2 (b) 39 | <i>(a) 20</i> <i>(b) 10</i> | (a) 6 (b) 18 | <i>(a) 20</i> <i>(b) 10</i> | (a) 5 (b) 31 | <i>(a) 20</i> <i>(b) 10</i> | | <i>(a) 20</i> <i>(b) 100</i> | (a) 13 (b) 66 | On target |
| More informal action to resolve issues than formal enforcement action which is a positive indication of working with landlords in a cooperative. | | | | | | | | | | | | | |
| Debt owed as rent to the Council | Amount of debt owed as rent to the Council as a percentage of the rental debit raised for the period. | 😊 Green | 4.38% | 4.34% | 5.14% | 4.69% | 4.84% | 4.44% | 3.90% | | 4.57% | 4.49% | On target |
| We are really pleased that once again we have been able to reduce the arrears profile from the same period last year. The decrease is slightly less than in Quarter 2 but is still significant which demonstrates our continued progress with reducing tenant arrears. The predictive analytical software continues to be successful in reducing the caseload for Rent Officers and has picked up cases that were not being recommended for action by our Housing Management system. | | | | | | | | | | | | | |
| Void property | No. of calendar days a property is unlet for a routine 'void' (one that is not undergoing major works or defined as hard-to-let) | ☹️ Red | 25 days | 35.6 days | 25 days | 33.3 days | 25 days | 42.5 days | 25 days | | 25 days | 37.13 days | Below target |
| Performance continues to be unacceptable on void turnaround. We have been conducting a process review into voids, and there is a change in process being introduced this month as a 3-month trial and this should reduce void times. We are visiting other landlords who have made significant reductions in their void times in the last year to learn what we can introduce from their processes that will further reduce void times. | | | | | | | | | | | | | |

East Suffolk Performance Report Q3

| KPI | KPI Details | Current status for Q3 | Q1 2019/20 Target | Q1 2019/20 Actual | Q2 2019/20 Target | Q2 2019/20 Actual | Q3 2019/20 Target | Q3 2019/20 Actual | Q4 2019/20 Target | Q4 2019/20 Actual | Yearly Target | Year to Date Actual | Projected Direction (towards End of Year Actual) |
|--|--|-----------------------|---|-------------------|-------------------|-------------------|-------------------|--------------------------------|-------------------|-------------------|---------------|---------------------|--|
| Household waste sent for reuse, recycling and composting (NI 192) | Percentage of household waste sent for reuse, recycling and composting | ☹️ Amber | 46.62% | 48.37% | 46.72% | 47.06% | 45.15% | 44.54% <i>(estimated)</i> | 39.72% | | 44.62% | 47.48% | On target |
| | | | Estimated figure Q3: Current figures are showing performance for Quarter 3 slightly below target, however, overall performance for year to date continues to be above target. Refuse crews are being more vigilant and continuing to work with the Strategic Waste and Environmental Enforcement Team (SWEET) to identify what is being put in bins and identify incorrect use/waste, this will have an impact on performance initially. | | | | | | | | | | |
| Residual waste per household | Kg of waste per household | 😊 Green | 122.17Kg | 115.12kg | 111.85kg | 115.93kg | 111.85kg | 111.63kg <i>(estimated)</i> | 114.83kg | | 460.29kg | 338.23kg | On target |
| | | | Estimated figure Q3: The amount of residual waste collected in Quarter 3 was less (504 tonnes) compared to Quarter 2. Year on year residual decreased by 82 tonnes. | | | | | | | | | | |

Waste Information

Suffolk Coastal and Waveney Norse delivers the waste collection service on behalf of the Council, below is a high-level overview of progress for Quarter 3:

Waste

The figures for waste are currently estimated, details will be finalised and reported within the Quarter 4 Performance Report.

- Compostable waste collected in Quarter 3 was higher (487 tonnes more) than the same quarter last year. This was partly due to the rollout of the larger garden waste bins in the old SCDC area.
- Compared to tonnes of compostable waste collected in 2015/16 (prior to either garden waste schemes) ESC has retained 77% of the garden waste. The figures for the old SCDC area show that 93% of the compost waste collected in 2015/16 for the year to date, is still being collected in 2019. The figure for the old WDC area is lower, 62%.
- The amount of dry recycling waste recycled (after contamination) in Quarter 3 decreased compared to Quarter 2, by 227 tonnes. Year on year residual waste decreased slightly by 82 tonnes.
- Despite the above, 'household waste sent for reuse, recycling and composting' was 44.54% in Quarter 3, slightly under the profiled quarterly target of 45.15%. The year to date figure is 43.73%, ahead of the seasonally profile target.

Fly Tipping

- **Fly tips reported:** 346 fly tipping incidents were reported in Quarter 3, 51 incidents were investigated further and the rest, which had no evidence to find the perpetrators, were subsequently cleared. The number of fly tips reported will always be higher than enforcement notices due to not being able to find evidence to take further. Work will continue with Suffolk Waste Partnership (SWP) on actions/campaigns to address fly tipping.
- **Fly tipping enforcement notices:** 11 Fixed Penalty Notices (FPNs) were served for offences of littering, 3 FPNs were served for offences of fly tipping and all other complaints were investigated and associated to other waste related complaints.

Abandoned Vehicles

In Quarter 3, 121 abandoned vehicles were reported, all were investigated by Strategic Waste and Environmental Enforcement Team resulting in 9 vehicles removed and stored, 6 vehicles were destroyed, and all others being dealt with as they were not potentially abandoned vehicles.

Initiatives

Other initiatives supported in Quarter 3 included:

- 15 litter picks were carried out in the district by various organisations, charities, parish councils, businesses, helping to keep the district free and clean of litter.
- Continuing to support businesses in Lowestoft High Street actively wanting to keep High Street clean and clear for customers through working closely to identify perpetrators of fly tipping and littering.
- Regular fortnightly seafront patrols in Lowestoft and Southwold (not in peak tourist season) as well as regular patrolling of Normanston Park and Carlton.
- National Youth Takeover day in November – the Environment with CEFAS, Anglian Water ESC and other local and national organisations.
- SCRAP campaign – social media campaign to try and raise awareness of fly tipping and duty of care offences.

5. Financial Self-Sufficiency

Of the 12 KPIs for Financial Self-Sufficiency in Quarter 2, ten KPIs were 'green' and two were 'red'.

High-level Summary of the Current Status for each KPI

| Key Performance Indicator | Performance Indicator detail | Current Status Q3 |
|---|--|-------------------|
| Financial Self-Sufficiency | | |
| Complaints | Percentage of complaints upheld/partially upheld | ☹️ Red |
| Learning from complaints | % complaints where learning has been implemented to prevent a recurrence | 😊 Green |
| Local Ombudsman Complaints with maladministration and/or service failure | % of cases where the Ombudsman (LGSCO/HOS) find a service failure and/or administration | 😊 Green |
| Abandon Call Rate | Percentage of calls abandoned | 😊 Green |
| Days taken to process Housing Benefit new claims and changes | Days taken to process Housing Benefit new claims and changes | 😊 Green |
| Local Authority Error Overpayments | Number of overpayments raised as a result of Local Authority error | 😊 Green |
| Net Business Rates Receipts payable to the Collection Fund | Net Business Rates Receipts payable to the Collection Fund | 😊 Green |
| Net Council Tax Receipts payable to the Collection Fund | Net Council Tax Receipts payable to the Collection Fund | 😊 Green |
| Percentage of Corporate Sundry Debtors outstanding > 90 days | Percentage of Corporate Sundry Debtors outstanding > 90 days | ☹️ Red |
| Strong balances (General Fund balance) | The Council maintains the level of General Fund balance at around 3%-5% (£3.6m-£6m) of its budgeted gross expenditure (in the region of £120m for East Suffolk). | 😊 Green |
| Savings Achieved | Savings included in the budget for the year. | 😊 Green |
| Income Generation – fees and charges | Income generated for the General Fund from fees and charges | 😊 Green |

East Suffolk Performance Report Q3

Full Performance Details for each KPI

| KPI | KPI Details | Current status for Q3 | Q1 2019/20 Target | Q1 2019/20 Actual | Q2 2019/20 Target | Q2 2019/20 Actual | Q3 2019/20 Target | Q3 2019/20 Actual | Q4 2019/20 Target | Q4 2019/20 Actual | Yearly Target | Year to Date Actual | Projected Direction (towards End of Year Actual) |
|--|--|-----------------------|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|----------------|---------------------|--|
| Complaints | Percentage of complaints upheld / partially upheld | ⊗ Red | <i>Max 30%</i> | 49.83% | <i>Max 30%</i> | 49.17% | <i>Max 30%</i> | 49.11% | <i>Max 30%</i> | | <i>Max 30%</i> | 49.41% | Below Target |
| | | | <p>Performance relating to upheld/partially upheld complaints remained below target in Quarter 3. Of 169 complaints closed in this period, 49 were related to Norse issues, (71% upheld). 36 complaints related to Revenues and Benefits issues, 47% of these were upheld. 26 complaints related to planning, of which only 0.03% (one complaint) was upheld. 28 complaints (16.5% of closed complaints) were stage 2 complaints, all other complaints related to various services.</p> <p>The number of complaints received had reduced significantly in this quarter and will continue to be monitored. With the new Head of Customer Services in post targets for 2020/21 will be fully reviewed.</p> | | | | | | | | | | |
| Learning from complaints | % complaints where learning has been implemented to prevent a recurrence | 😊 Green | <i>Min 15%</i> | 43.25% | <i>Min 15%</i> | 44.22% | <i>Min 15%</i> | 47.34% | <i>Min 15%</i> | | <i>Min 15%</i> | 44.55% | Above target |
| | | | <p>Learning from complaints to be reviewed. The percentage of complaints where learning is specified remained above target but repeat issues (across multiple customers) also remained high. Now that Customer Services has a Head of Service in place, a review is being scheduled.</p> | | | | | | | | | | |
| Local Ombudsman Complaints with mal-administration and/or service failure | % of cases where the Ombudsman (LGSCO/HOS) find a service failure and/ or administration | 😊 Green | <i>0</i> | 18.18% | <i>0</i> | 14.29% | <i>0</i> | 0.00% | <i>0</i> | | <i>0</i> | 15.00% | Below Target |
| | | | <p>In Quarter 3 there were 2 cases decided. One was closed without investigation and the other was investigated and no fault found.</p> | | | | | | | | | | |

East Suffolk Performance Report Q3

| KPI | KPI Details | Current status for Q3 | Q1 2019/20 Target | Q1 2019/20 Actual | Q2 2019/20 Target | Q2 2019/20 Actual | Q3 2019/20 Target | Q3 2019/20 Actual | Q4 2019/20 Target | Q4 2019/20 Actual | Yearly Target | Year to Date Actual | Projected Direction (towards End of Year Actual) |
|--|--|-----------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------|---------------------|--|
| Abandon Call Rate | Percentage of calls abandoned | 🟢 Green | 10% | 26% | 10% | 7.3% | 10% | 2.5% | 10% | | 10% | 12% | On target |
| <p>Performance continued to be exceeded in Quarter 3, which was due to call volumes continuing to reduce to manageable levels within the quarter, resulting in the target being successfully achieved for the second consecutive quarter.</p> <p>The volume of incoming calls dropped again in Quarter 3 by 10,000 calls compared with Quarter 2, which had a continuing positive impact on the handling times and was manageable with the staffing resources available. Call volumes were also down by 7,000 calls compared to the same period last year. Quarter 3 is traditionally a quieter period of the year, which was proven to be the case again this year.</p> <p>Staff availability was maintained at consistent levels in Quarter 3, with staff available to handle all call types. New staff continued their training programmes which had an additional positive impact on call handling times and will be beneficial in the next quarter with upcoming Garden Waste renewals.</p> | | | | | | | | | | | | | |
| Days taken to process Housing Benefit new claims and changes | Days taken to process Housing Benefit new claims and changes | 🟢 Green | 12 days | 11.36 days | 12 days | 8.52 days | 10 days | 7.42 days | 8 days | | 12 days | 7.42 days | On target |
| Benefit processing is continuing to perform well and is on track to be within the performance measure for the year. | | | | | | | | | | | | | |
| Local Authority Error Overpayments | Number of overpayments raised as a result of Local Authority error | 🟢 Green | 0.35% | 0.10% | 0.35% | 0.26% | 0.35% | 0.20% | 0.35% | | 0.35% | 0.10% | On target |
| The number of Local Authority Error Overpayments is within the performance tolerance set which is aided by the good performance on processing days above. | | | | | | | | | | | | | |
| Net Business Rates Receipts payable to the Collection Fund | Net Business Rates Receipts payable to the Collection Fund | 🟢 Green | £26,069,598 | £24,147,964 | £51,535,547 | £51,103,221 | £74,791,849 | £75,034,979 | £92,792,211 | | £92,792,211 | £75,034,979 | Above target |
| The Collection Fund is above target having recovered from several backdated refunds due to reductions in Rateable Value; most notably in respect of a £2m refund for Felixstowe Dock. | | | | | | | | | | | | | |

East Suffolk Performance Report Q3

| KPI | KPI Details | Current status for Q3 | Q1 2019/20 Target | Q1 2019/20 Actual | Q2 2019/20 Target | Q2 2019/20 Actual | Q3 2019/20 Target | Q3 2019/20 Actual | Q4 2019/20 Target | Q4 2019/20 Actual | Yearly Target | Year to Date Actual | Projected Direction (towards End of Year Actual) |
|--|--|-----------------------|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------|---------------------|--|
| Net Council Tax Receipts payable to the Collection Fund | Net Council Tax Receipts payable to the Collection Fund | 😊 Green | £43,341,163 | £43,402,134 | £84,797,656 | £85,413,139 | £126,320,823 | £127,711,105 | £151,052,401 | | £151,052,401 | £127,711,105 | Above target |
| | | | As the tax base grows the net debit increases which should result in additional revenues being paid into the collection fund providing additional resources into the council's budget. Whilst the collection fund is slightly below target, the actual collection rate remains above target. | | | | | | | | | | |
| Percentage of Corporate Sundry Debtors outstanding > 90 days | Percentage of Corporate Sundry Debtors outstanding > 90 days | 😞 Red | <30% | 35.25% | <30% | 68.24% | <30% | 52.16% | <30% | | <30% | 52.16% | Below Target |
| | | | The percentage of corporate sundry debtors outstanding for more than 90 days in Quarter 3 is 52.16%, significantly exceeding the target of <30%. Performance continues to be affected by CIL invoices, recovery of which is handled outside of the normal debt management process following set CIL regulations. Adjusting for CIL, underlying invoicing performance is 19.92%, which is well within target. | | | | | | | | | | |
| | | | All old, undisputed debt, has been through the reminder process and is currently with debt enforcement, or undergoing or pending legal action. The Receivables Team continues to work closely with all service teams to ensure the council has an effective debt management process. This indicator continues to be closely monitored. | | | | | | | | | | |
| Strong balances (General Fund balance) | The Council maintains the level of General Fund balance at around 3%-5% (£3.6m-£6m) of its budgeted gross expenditure (in the region of £120m for East Suffolk). | 😊 Green | £3.6m – £6m | £6,000,000 | £3.6m –£6m | £6,000,000 | £3.6m-£6m | £6,000,000 | £3.6m-£6m | | £3.6m-£6m | £6,000,000 | On target |
| | | | As at the end of Quarter 3, the year-end forecast on the General Fund balance is £6m as set out in the 2019/20 Budget Report. There has been no unexpected use of the balance during Quarter 3. | | | | | | | | | | |

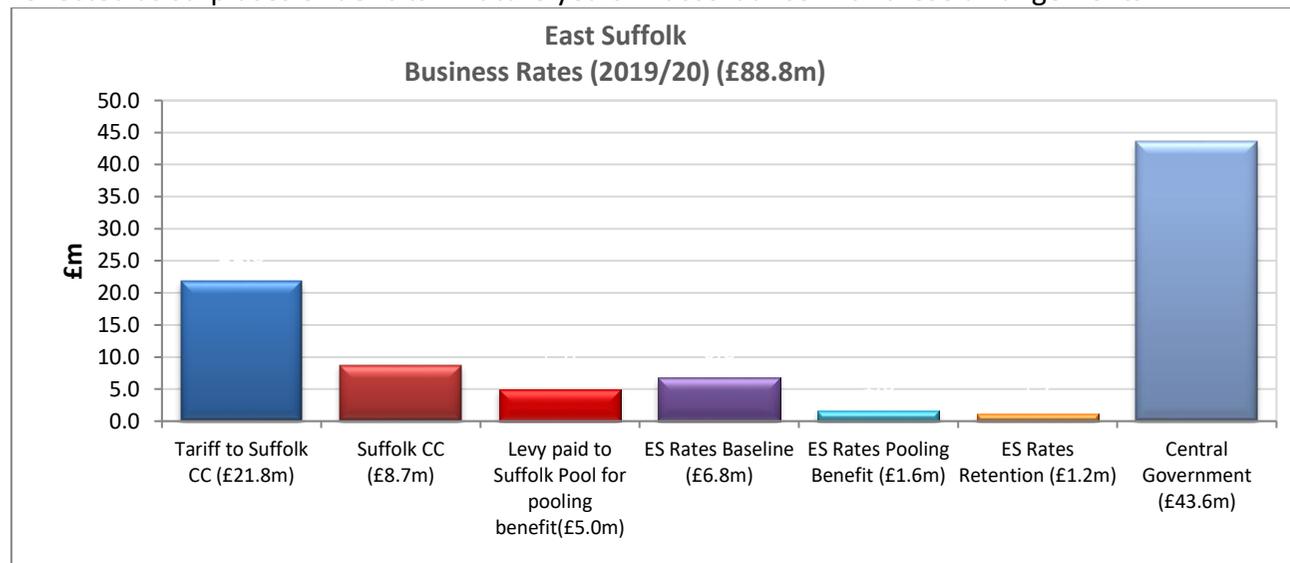
East Suffolk Performance Report Q3

| KPI | KPI Details | Current status for Q3 | Q1 2019/20 Target | Q1 2019/20 Actual | Q2 2019/20 Target | Q2 2019/20 Actual | Q3 2019/20 Target | Q3 2019/20 Actual | Q4 2019/20 Target | Q4 2019/20 Actual | Yearly Target | Year to Date Actual | Projected Direction (towards End of Year Actual) |
|---|--|-----------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------|---------------------|--|
| Savings achieved | Savings included in the budget for the year. | 😊 Green | £798,600 | £798,600 | £798,600 | £798,600 | £798,600 | £1,266,600 | £798,600 | | £798,600 | £1,266,600 | On target |
| As at the end of Quarter 3, the savings target included in the budget for 2019/20 is expected to be achieved plus an additional £468k which has been identified during the year to date in relation to insurance premiums, external audit fees and PWLB interest payable. | | | | | | | | | | | | | |
| Income Generation – fees and charges (excludes HRA and Port Health) | Income generated from the General Fund from fees and charges | 😊 Green | £5,241,313 | £5,857,285 | £8,453,809 | £9,106,332 | £11,112,628 | £11,893,712 | £14,531,900 | | £14,531,900 | £11,893,712 | On target |
| As at Quarter 3, fees & charges income is £781k above the budgeted profile for the year to date. By year end, fees and charges income is expected to be in the region of £700k above the budgeted income for the year. The key variances are: £636k of this income relates to planning application (16 applications have generated £467k of income). Dover and North East Lincolnshire Council have now joined the PHILIS system which is additional income of £85k for the first year. | | | | | | | | | | | | | |

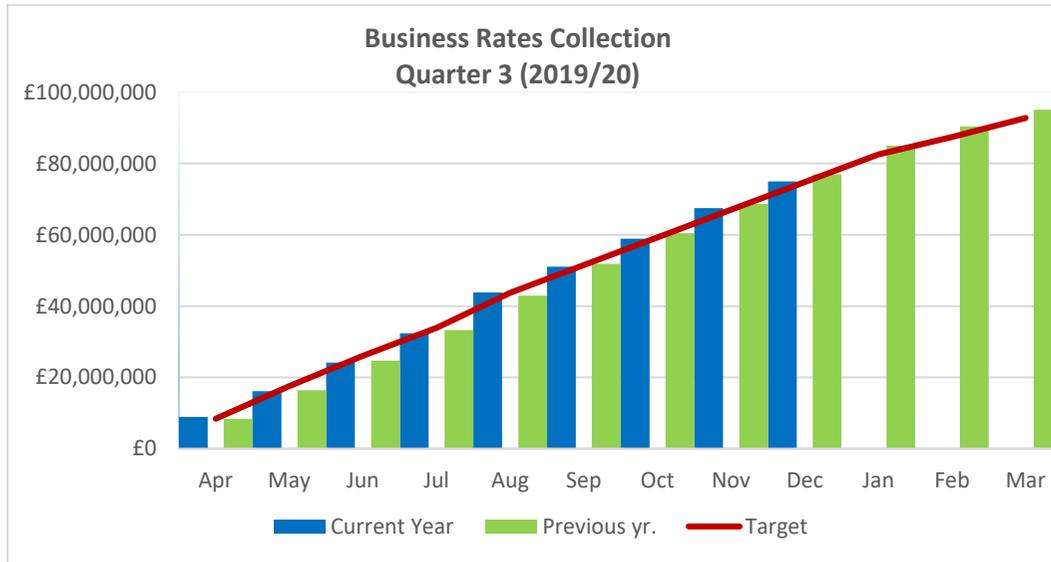
6. Business Rates, Council Tax and Housing Benefit

Business Rates

For illustrative purposes, the chart below shows the distribution of Non-Domestic Rates. The actual accounting entries for 2019/20 will differ from these figures primarily as a result of time lags in the national accounting arrangements for business rates. Increases or decreases in income are reflected as surpluses or deficits in future years in accordance with these arrangements.



Business Rates Collection:

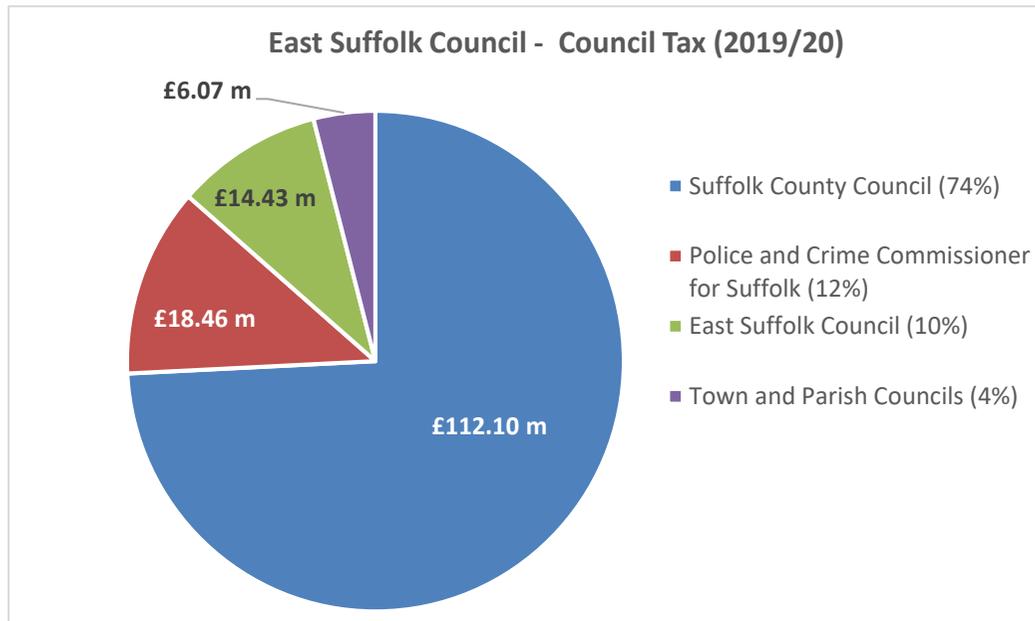


Quarter 3 update:

The Collection Fund is above target having recovered from several backdated refunds due to reductions in Rateable Value; most notably in respect of a £2m refund for Felixstowe Dock.

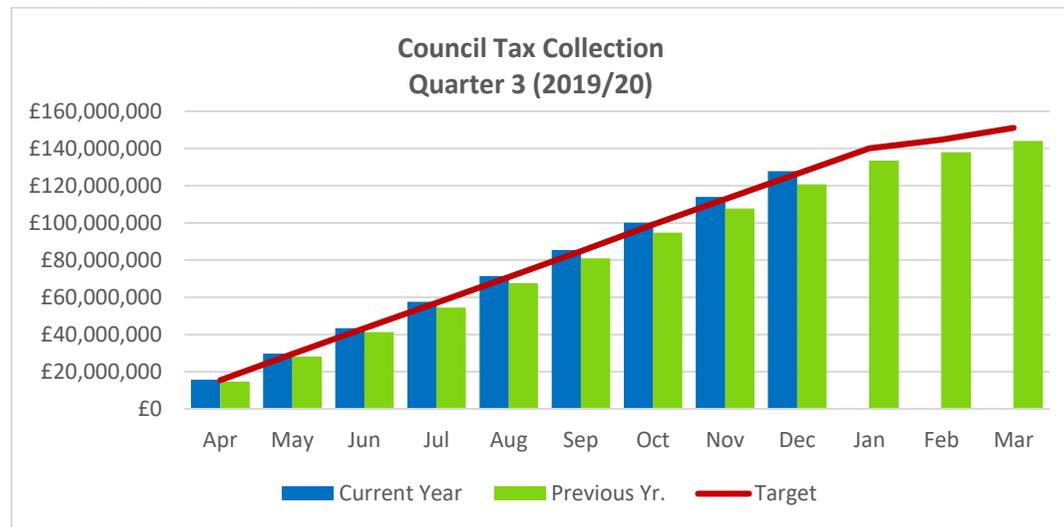
(Chart shows amount of money required to be collected within the financial year, payable to the NNDR Collection Fund against the actual collection).

Council Tax



For illustrative purposes, this chart shows distribution of Council tax income. Actual increases or decreases in income compared to estimates will be reflected as surpluses or deficits in future years.

Council Tax Collection:

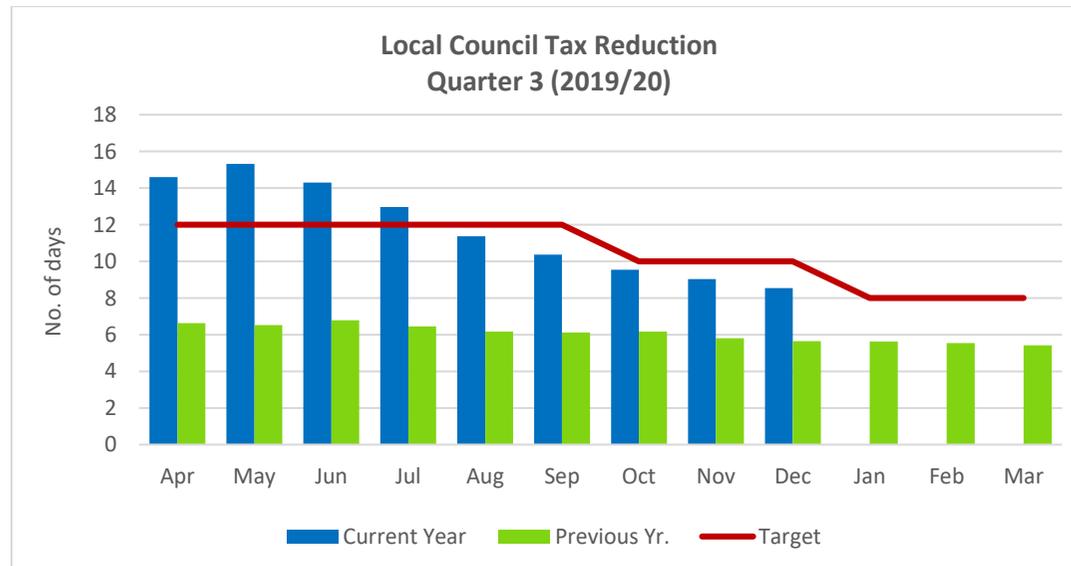


Above shows the amount of money required to be collected within the financial year for Council Tax.

Quarter 3 Update:

Collection is on target for the current financial year. Further recovery action in 2019/20 has resulted in collection of £146K. Enforcement action in 2019/20 has resulted in collection of £592K. Charging Orders have been obtained to secure £511,651 debt.

Local Council Tax Reduction:

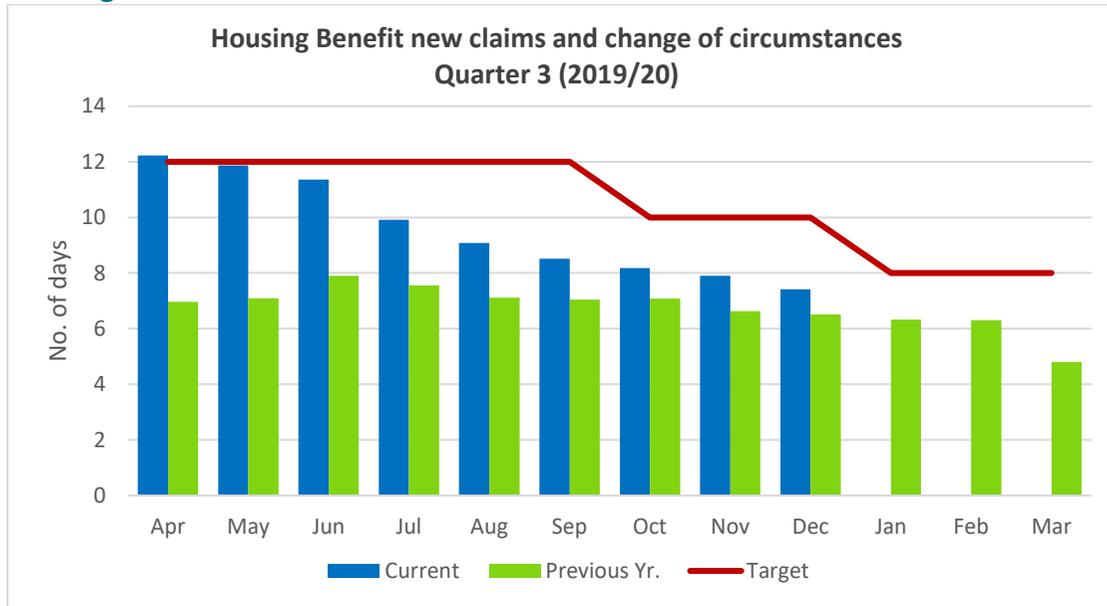


Above indicator measures the average number of days to process Council Tax reduction new claims and change of circumstances.

Quarter 3 Update:

Performance for Quarter 3, relating to the average number of days to process Council Tax reduction new claims and change of circumstances, continued to perform above target.

Housing Benefit:



Quarter 3 Update:

Despite the downtime associated with the merger of the East Suffolk systems at the beginning of the financial year, targets continue to be met and it is expected that the end of year target will be achieved.

Above indicator measures the average number of days to process Housing Benefit new claims and change of circumstances.

7. Corporate Risks

A detailed review of the corporate risks is undertaken quarterly by Corporate Management Team at Corporate Governance Days, and Corporate Risk Management Group is held every six months to manage, monitor and consider risks including the management of the risk process. All corporate risks, significant for the Council, are reported to Audit and Governance Committee, high level details are:

| Corporate Risk | Current rating | Target rating | Trend | Update |
|---|----------------|---------------|-------|--|
| (New): Flood /tidal surges | Red | Amber | n/a | New risk on Corporate Risk Register. ESC has a large coastline and flooding continues to be a significant risk and concern for ESC and nationally. |
| Medium Term Overview | Amber | Green | → | Continues to reflect uncertainty around national Government initiatives and potential impact. Medium Term Financial Strategy in place. |
| Assets to assist Council meet financial requirements | Amber | Green | ↑ | Risk to be reviewed at next CRMG. East Suffolk Asset Management Strategy in place and approved by Cabinet. Asset management review completed. All assets inspected, electronically recorded and uploaded to Uniform system, this forms single database for Council's assets. |
| ICT (including Disaster Recovery for ICT) | Amber | Amber | → | Action plans in place to continue to improve mitigation for cyber threats/risks. Risk at target rate. |
| Digital Transformational Services | Amber | Green | ↑ | Digital Services Strategy monitored. Projects reviewed to ensure compliance with Digital Strategy. |
| Housing Development Programme | Amber | Green | ↑ | Policies/protocols in place, updated/reviewed regularly. Housing Programme Board held to monitor developments and manage impacts. |
| Safeguarding the vulnerable | Amber | Green | → | Safeguarding Policy in place. Training for councillors and staff on safeguarding adults and children, established reporting process. |
| General Data Protection Regulation | Amber | Green | ↑ | Risk improved as a result of implementing various controls but remained amber due to implications if legislation breached. Controls include compliance with DPA 1998, GDPR project, Data Protection Officer member of local and national GDPR working groups. |
| Brexit | Amber | Green | → | A countywide Brexit group has been set-up where the council is represented. |
| East Suffolk Commercial Strategy | Amber | Green | → | East Suffolk Commercial Strategy. Risks to be reviewed and monitored. Initial business case presented to Cabinet. |
| Service Delivery Contracts / Partnerships (large/significant) | Amber | Green | ↑ | Regular review of Contract Procedure Rules ensuring alignment with business priorities and legislation. Partnership performance included within Internal Audit programme. |
| Service Delivery Contracts / Partnerships ('other') | Amber | Green | ↓ | Contract management guidance reviewed/updated. |
| Programme and Project Delivery | Green | Green | → | Corporate project management framework in place. |
| Impact of managed migration of Universal Credit | Green | Green | ↑ | UC rollout complete (i.e. full digital service). Managed migration for UC will take place in future for East Suffolk. Current controls and mitigating actions in place to assist with managing impact. |
| Ethical Standards (maintain and promote) | Green | Green | → | Protocols and Codes of Conduct kept under constant review. |
| East Suffolk Strategic Plan | Green | Green | ↑ | Significant work had taken place to produce New East Suffolk Strategic Plan, which will be reported to Cabinet on 4 th February 2020. |
| Capital Programme | Green | Green | ↑ | Capital programme in place. Controls and mitigating actions in place. |

National and LG Inform Performance Indicators

| National & LG Inform Performance Indicators | Performance Indicator detail | Current status (for Q3) | Q1 2019/20 Target | Q1 2019/20 Actual | Q2 2019/20 Target | Q2 2019/20 Actual | Q3 2019/20 Target | Q3 19/20 Actual | Q4 2019/20 Target | Q4 19/20 Actual | Yearly Target | Year to Date Actual | Projected Direction (towards End of Year Actual) | Update/comment on quarters performance |
|---|--|-------------------------|--|----------------------|--|----------------------|--|----------------------|--|-----------------|--|--------------------------|--|--|
| Planning | | | | | | | | | | | | | | |
| Major planning applications determined | Percentage of major planning applications determined in 13 weeks | 😊 Green | Target: 60.00% (Stretched Target: 65.00%) | 100% (13/13) | Target: 60.00% (Stretched Target: 65.00%) | 78% (18/23) | Target: 60.00% (Stretched Target: 65.00%) | 84% (16/19) | Target: 60.00% (Stretched Target: 65.00%) | | Target: 60.00% (Stretched Target: 65.00%) | 85.4% (47/55) | Above target | Performance for the determination of major planning applications in Quarter 3 exceeds both national and locally stretched targets and shows an increase from Quarter 2. |
| Minor planning applications determined | Number of minor planning applications determined in 8 weeks | 😊 Green | Target: 65.00% (Stretched Target: 75.00%) | 67% (104/154) | Target: 65.00% (Stretched Target: 75.00%) | 80% (127/159) | Target: 65.00% (Stretched Target: 75.00%) | 74% (92/125) | Target: 65.00% (Stretched Target: 75.00%) | | Target: 65.00% (Stretched Target: 75.00%) | 73.7% (323/438) | On target | Quarter 3 stats show a slight decrease (compared to Q2) in minor applications performance however it did exceed national targets but is marginally below the stretched targets. This is partly down to a reduction in the numbers of staff able to sign off applications which has since been rectified. |
| Other planning applications determined | Percentage of other planning applications determined in 8 weeks | 😊 Green | Target: 80.00% (Stretched Target: 90.00%) | 85% (437/516) | Target: 80.00% (Stretched Target: 90.00%) | 90% (350/387) | Target: 80.00% (Stretched Target: 90.00%) | 91% (339/374) | Target: 80.00% (Stretched Target: 90.00%) | | Target: 80.00% (Stretched Target: 90.00%) | 88.1% (1126/1277) | Above target | There has been a slight increase in performance on 'other' applications and it is now meeting the stretched targets for determination timescales. |

East Suffolk Performance Report Q3

| National & LG Inform Performance Indicators | Performance Indicator detail | Current status (for Q3) | Q1 2019/20 Target | Q1 2019/20 Actual | Q2 2019/20 Target | Q2 2019/20 Actual | Q3 2019/20 Target | Q3 2019/20 Actual | Q4 2019/20 Target | Q4 2019/20 Actual | Yearly Target | Year to Date Actual | Projected Direction (towards End of Year Actual) | Update/comment on quarters performance |
|--|--|-------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------|---------------------|--|---|
| Housing | | | | | | | | | | | | | | |
| Number of applicants in temporary accommodation | The number of applicants in TA at the end of each quarter. (<i>Snapshot at end of each of quarter</i>) | n/a | n/a | 57 | n/a | 66 | n/a | 53 | n/a | | n/a | 176 | n/a | <p>Temporary accommodation has shown signs of stabilisation, as with the introduction of the HRA came a spike in the numbers being placed into temporary accommodation. There are external factors that impact this such as unemployment, welfare changes etc which makes it hard to predict future demand.</p> <p>Numbers in TA have reduced as a result of the following:</p> <p>Prevention Work Focussed TA meeting which allow the creation of bespoke move on plans.</p> |
| Customers | | | | | | | | | | | | | | |
| Complaints | Complaints upheld / partially upheld (per 10,000 population) | n/a | n/a | 14.01 | n/a | 10.49 | n/a | 6.64 | n/a | | n/a | 31.14 | On target | <p>Training delivered to managers/team leaders on identifying complaints which will assist with improving customer satisfaction in future.</p> |

East Suffolk Performance Report Q3

| National & LG Inform Performance Indicators | Performance Indicator detail | Current status (for Q3) | Q1 2019/20 Target | Q1 2019/20 Actual | Q2 2019/20 Target | Q2 2019/20 Actual | Q3 2019/20 Target | Q3 2019/20 Actual | Q4 2019/20 Target | Q4 2019/20 Actual | Yearly Target | Year to Date Actual | Projected Direction (towards End of Year Actual) | Update/comment on quarters performance |
|--|--|-------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------------|-------------------|-------------------|---------------|---------------------|--|--|
| Green Environment | | | | | | | | | | | | | | |
| Household waste sent for reuse, recycling and composting (NI 192) | Percentage of household waste sent for reuse, recycling and composting | ☹️ Amber | 46.62% | 48.37% | 46.72% | 47.06% | 45.15% | 44.54% (Estimated) | 39.72% | | 44.62% | 47.48% | On target | Estimated figure Q3: Performance for Quarter was slightly below target. Overall performance for year to date continues to be above target. Refuse teams are being more vigilant on what is being put in bins to recycle and SWEET is continuing to work with crews. |
| Residual waste per household | Kg of waste per household | 😊 Green | 122.17kg | 115.12kg | 111.85kg | 115.93kg | 111.85kg | 111.63kg (Estimated) | 114.83kg | | 460.29kg | 338.23kg | On target | Estimated figure Q3: The amount of residual waste collected in Quarter 3 was less (504 tonnes) to Quarter 2. Year on year residual decreased by 82 tonnes. |
| Flytips reported | Number of reported fly tipping incidents per quarter | n/a | n/a | 380 | n/a | 363 | n/a | 346 | n/a | | n/a | 1,089 | n/a | The number of fly tipping incidents was similar to the previous quarter and Quarter 3 of 2018/19 (combined figure - 346). Further investigation into these figures continues. |
| Fly tipping enforcement notices | Number of fly tipping enforcement actions | n/a | n/a | 141 | n/a | 137 | n/a | 137 | n/a | | n/a | 415 | n/a | The actual for Quarter 3 is the same as Quarter 2 and slightly higher than the same period of the previous year (combined figure of 116). Further investigation into these figures continues. |

East Suffolk Performance Report Q3

| National & LG Inform Performance Indicators | Performance Indicator detail | Current status (for Q3) | Q1 2019/20 Target | Q1 2019/20 Actual | Q2 2019/20 Target | Q2 2019/20 Actual | Q3 2019/20 Target | Q3 2019/20 Actual | Q4 2019/20 Target | Q4 2019/20 Actual | Yearly Target | Year to Date Actual | Projected Direction (towards End of Year Actual) | Update/comment on quarters performance |
|---|--|-------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------|---------------------|--|--|
| Resources | | | | | | | | | | | | | | |
| Website visitors | Number of unique website visitors | n/a | n/a | 133,332 | n/a | 102,488 | n/a | 102,480 | n/a | | n/a | 338,300 | On target | The number of unique website users in Quarter 3 was similar to Quarter 2. |
| ICT Network Availability | Percentage of ICT network availability | 😊 Green | 98% | 99.7% | 98% | 99.5% | 98% | 99.4% | 98% | | 98% | 99.5% | On target | ICT network availability exceeded its target, particularly excellent performance due to the many changes that took place with the introduction of ESC. |
| Sickness absence | Number of days/shifts lost due to sickness absence per FTE | 😐 Amber | 1.7 days | 1.43 days | 1.7 days | 1.27 days | 1.7 days | 1.78 days | 1.7 days | | 6.8 days | 4.48 days | On target | Revised figures for Quarter 1 and Quarter 2 show a slight increase in absence levels from the previous year. Cumulative figures for 2019/20 show 4.48 days per fte lost, an increase of 0.28 days per fte in Q2 2018/19. 5+Long term absences (those over 7-days) have contributed to this minimal increase. In all cases, HR continues to work closely with Managers with an appropriate action plan. |



CABINET

Tuesday 4 February 2020

PUBLIC SPACE PROTECTION ORDERS

EXECUTIVE SUMMARY

1. In November 2019 the Cabinet Member for the Environment approved the commencement of consultation on three Public Space Protection Orders (PSPOs) under the Anti-Social Behaviour Crime and Policing Act 2014 at the request of a number of Town and Parish Councils to deal with dog related matters within their areas.
2. A public consultation on the draft proposals closed for comments on Friday 13 January 2020. This report provides the results of the consultation and seeks Cabinet approval for the adoption of two of the draft PSPOs attached as Appendix A and delegated authority for the Cabinet Member for the Environment to adopt the third, subject to the outcome of further consultation with the Broads National Park Authority.

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

| | |
|------------------------|---|
| Wards Affected: | Lothingland, and Carlford and Fynn Valley |
|------------------------|---|

| | |
|------------------------|--|
| Cabinet Member: | Councillor James Mallinder Cabinet Member with responsibility for The Environment |
|------------------------|--|

| | |
|----------------------------|---|
| Supporting Officer: | Andrew Reynolds Environment Protection Manager 01502 523113 andrew.reynolds@east Suffolk.gov.uk |
|----------------------------|---|

1 INTRODUCTION

- 1.1 Public Space Protection Orders (PSPOs) were introduced by the Anti-Social Behaviour, Crime & Policing Act 2014 and are a tool for tackling anti-social behaviour in a local authority's area and are a more effective and efficient way of enforcing dog controls rather than using existing byelaws. A breach of a PSPO can be dealt with by way of a Fixed Penalty Notice rather than prosecution which can be time consuming and expensive.
- 1.2 Public Space Protection Orders can be made in respect of land to either prohibit activities or impose requirements on people using the land where it appears necessary and reasonable to do so in order to "prevent a detrimental effect on the quality of life of those residents in the area". A PSPO remains in force for a period of 3 years after which it must be reviewed and re-made or cease to have effect.

2 DRAFT PUBLIC SPACE PROTECTION ORDERS

- 2.1 Following the adoption of a number of PSPOs in November 2017, 2018 and 2019 the Council received three further requests for additional PSPOs for the control of dogs in public open spaces within their areas.
- 2.2 In response to these requests the Cabinet member for the Environment approved a public consultation on the following draft PSPOs:
- Dogs on Leads on Charsfield Parish Churchyard
Dogs on Leads on Herringfleet Hills
Dogs on Leads on Lound Lakes Nature Reserve (in so far as it falls within the East Suffolk District)
- 2.3 The consultation closed on 13 January 2020 and produced mixed responses to the proposed introduction of the PSPOs. The consultation results are detailed in Appendix B and summarised below.
- 2.4 No responses were received in relation to Charsfield Parish Churchyard.
- 2.5 16 responses were received in relation to the Herringfleet Hills. Eight of these were supportive, citing:
- detailed arguments explaining the need to protect wildlife from the effects of roaming dogs and specifically, to support the landowner's structured efforts in "re-wilding" the area in support of uncommon flora and fauna
 - previous incidents of loose dogs on the highway, causing safety concerns
 - nuisance and distress caused to other site users from uncontrolled dogs
- 2.6 Six responses were opposed to the proposal, citing
- a preference for the status quo, and the preservation of the perceived historic rights of locals to exercise dogs off lead on the land;
 - the absence of any residents in the locality to suffer "detriment";
 - the absence of any flora or fauna requiring protection
 - the preferences of dog owners who they believe to be the largest group of site users
 - difficulties encountered by persons with disabilities keeping a dog on a lead
 - the status of the area as Open Access, designated under the Countryside and Rights of Way Act.

- 2.7 Enquiries with Natural England have confirmed that the Open Access status of land is not an obstacle to the imposition of a PSPO requiring dogs to be on a lead. They have however, pointed out that the “Access Authority” must be consulted. In the case of Herringfleet Hills, this Access Authority is the Broads National Park Authority, who have not been consulted in respect of this proposal, hence the recommendation that this be deferred pending the conclusion of those specific consultations.
- 2.8 15 responses were received in respect of the proposal at Lound Lakes Nature Reserve.
- 2.9 Six responses were in support of the proposal, citing:
- The need to protect livestock and wildlife on the reserve
 - A record of incidents of dogs chasing cattle, leading to damage and dogs worrying other visitors
 - A dog fouling problem on parts of the site
- 2.10 Eight respondents opposed the proposal. Of these 8, 6 respondents referred to the need for available land to exercise a dog off lead. 4 of these 6 respondents made specific reference to the existing field comprising 4.3 hectares, which the landowners/managers have, in the past, designated as an area where dogs may be exercised off lead, expressing the desire that this area should remain as such, and be excluded from the scope of the proposed PSPO.
- 2.11 Subsequent discussions with Suffolk Wildlife Trust indicate that they are happy for the proposal to be amended to achieve this, hence the recommendation seeks adoption of an amended version of the order which excludes this approximately 4.3 hectare field from its scope. Thus, a significant source of concern for 6 of the 8 respondents opposing the proposal is addressed.
- 2.12 The other two respondents opposed to the proposal expressed a simple preference for free access to dogs off lead to the site, one stating that there were no residents in the vicinity, hence it could not be ‘detrimental’ to anyone.
- 2.13 Responses to all three proposals in general terms were received from the Kennel Club and the Dogs Trust, outlining the requirements for adequate provision to be made for dogs to be exercised off leads for welfare reasons.
- 2.14 The Kennel Club response proposed that a time limited order could be made, to allow different preferences to be accommodated at different times of the day to prevent conflict between dog owners and other users; however, in the case of Lound Lakes and Herringfleet Hills, this proposal is incompatible with the objective of protecting the flora and fauna. In the case of Charsfield Churchyard, is not necessary, given the non-contentious nature of the proposed blanket restriction on dogs off lead.

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

- 3.1 The effective control of dog fouling and nuisance dogs in certain locations at certain times is consistent with and, will help to support, the Council’s vision and strategy in the East Suffolk Business Plan:

Vision: Maintain and sustainably improve the quality of life for everyone growing up in, living in, working in and visiting East Suffolk

Maintain and sustainably improve the quality of life for everyone growing up in, living in, working in and visiting East Suffolk. We want our residents to be healthy and to enjoy our coast and countryside; our history, art and culture.

Three-pronged Strategy; Healthy and engaged people; People who feel included and proud of where they live; Communities looking after their land, food, water, energy, services, jobs and housing; and, Having strong links to other places and communities.

Critical Success Factor Protecting, enhancing and making sustainable use of our environment

4 FINANCIAL AND GOVERNANCE IMPLICATIONS

- 4.1 There are no financial implications from this report other than the cost of additional signage where required. The respective landowners will take responsibility for erecting and maintaining this signage and will be involved in the review and provision of new signs where necessary.

5 OTHER KEY ISSUES

- 5.1 An Equality Impact Assessment has been completed. Exemptions are included where appropriate for those who rely on an assistance dog (guide dog, hearing dog etc.)

6 CONSULTATION

- 6.1 A public consultation on the PSPOs drafted in response to requests from a number of Town and Parish Councils was undertaken and the Council's Legal Team has also been consulted. The results of the consultation and the comments received are attached in Appendix B:

7 OTHER OPTIONS CONSIDERED

- 7.1 A breach of a PSPO can be dealt with by way of a Fixed Penalty Notice rather than prosecution under existing byelaws which can be time consuming and expensive.

8 REASON FOR RECOMMENDATION

- 8.1 Subject to a minor amendment in the case of the proposal affecting Lound Lakes, the results of the consultation support the introduction of the PSPOs as detailed in Appendix A and this now requires approval by Cabinet before the Orders can be made.
- 8.2 Public Space Protection Orders are recommended to ensure effective and appropriate controls over the specified activities within the district.

RECOMMENDATIONS

1. That the draft Public Space Protection Orders in respect of Charsfield Churchyard, as proposed, be adopted.
2. That an amended version of the consultation draft for Lound Lakes which preserves an existing field comprising approximately 4 Hectares, where dogs may safely be exercised off the lead, be adopted.
3. That delegated authority be given to the Cabinet Member for The Environment to adopt the draft Public Space Protection Order for Herringfleet Hills, subject to the outcome of further consultation with the Broads National Park Authority.

APPENDICES

| | |
|-------------------|---|
| Appendix A | Draft PSPOs in respect of Herringfleet Hills, Lound Lakes and Charsfield Churchyard |
| Appendix B | Redacted Consultation Responses |



PUBLIC SPACE PROTECTION ORDER¹²

ES/0289

Anti Social Behaviour Crime & Policing Act 2014 2020/03 – Dogs on Leads, Herringfleet Hills

Notice is hereby given that the **East Suffolk Council** in exercise of its powers under Section 59 of the Anti Social Behaviour, Crime and Policing Act 2014 (“The Act”) makes the following Order:

1. Duration:

The Order shall come into force on ##### and shall have effect for a period of three years thereafter, expiring on ##### unless extended by further orders.

2. The Restricted Area:

The Order applies the approximately 16 Hectares of land known as Herringfleet Hills Walks, centred around grid reference E646830, N 298150 and bordering the B1076 St Olaves Road along its North Eastern Boundary as shown edged in red on the attached plan (“the Restricted Area”).

3. Persons to whom this Order applies:

The Order applies to all persons within the Restricted Area at all times of the day and night.

4. The Activity:

The Council is satisfied that the conditions set out in Section 59 of the Act have been satisfied and that allowing dogs in the Restricted Area whilst not on a lead (“the Activity”) has a detrimental effect on the quality of life of those in the locality. Further, the Council is satisfied that the effect of the Activity is or is likely to be of a persistent or continuing nature and is or is likely to be such as to make the Activity unreasonable and the effect justifies the prohibitions imposed.

5. Prohibitions:

In pursuance of section 59 of the Act, the Council therefore prohibits the “Activity” within the “Restricted Area”

6. Exemptions:

This order shall not apply to:

- i. is authorised by the Somerleyton Estate for the time being to disregard the requirements of this order.
- ii. is for the time being in charge of an Assistance Dog registered with Assistance upon which he relies for assistance.

7. Offences

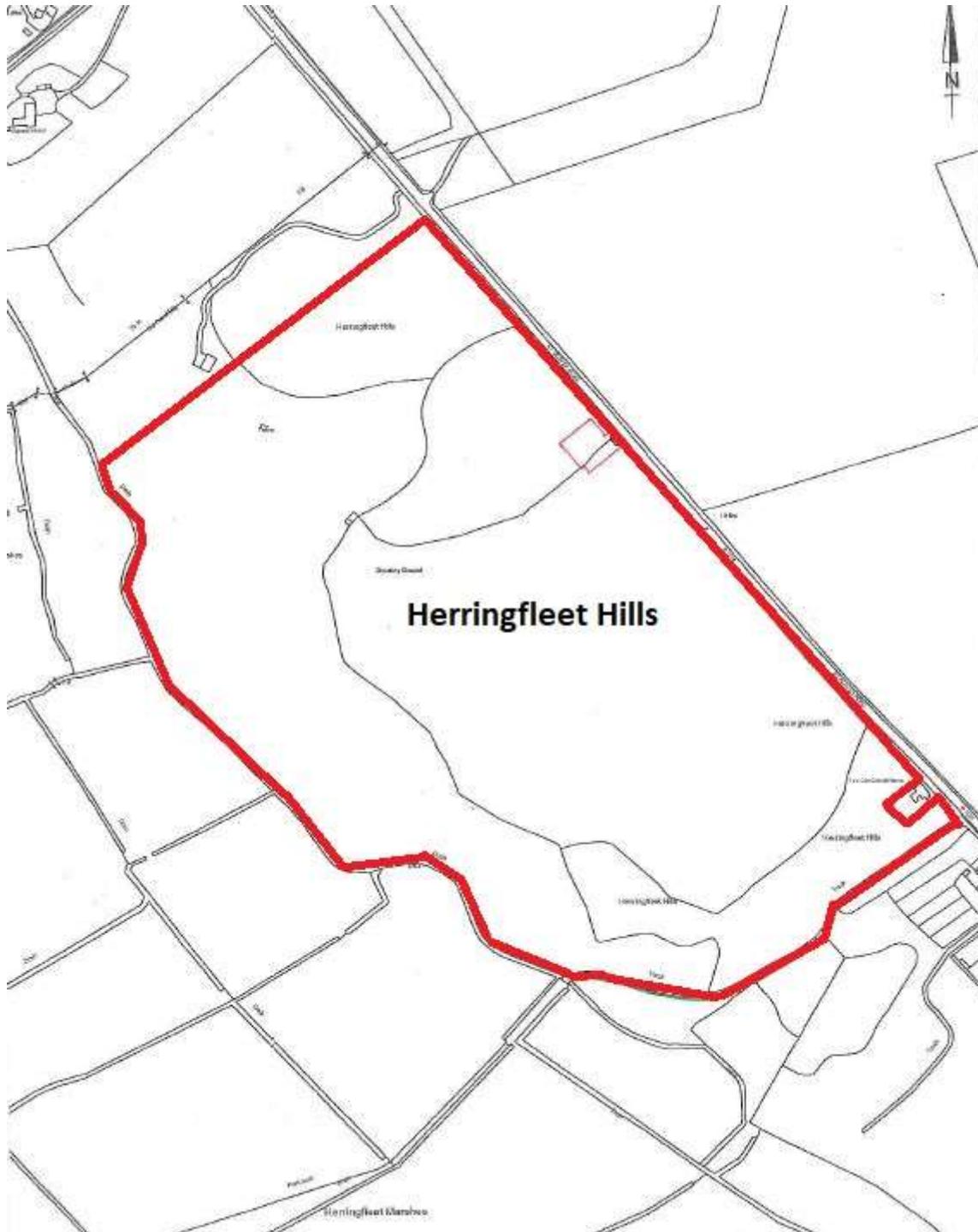
- i. Failure without reasonable excuse to comply with the prohibitions imposed by this Order, as set out at point 5 above is a criminal offence.
- ii. A person guilty of such an offence, under section 67 of the Act, is liable on summary conviction to a fine not exceeding level 3 on the standard scale.
- iii. Alternatively, at the Council’s discretion, a person believed to have committed an offence may be offered the opportunity to discharge liability for prosecution by paying a fixed penalty of £80.

Signed/Sealed:

Dated:

PUBLIC SPACE PROTECTION ORDER

Anti Social Behaviour Crime & Policing Act 2014
2020/03 – Dogs on Leads, Herringfleet Hills





Notice is hereby given that the **East Suffolk Council** in exercise of its powers under Section 59 of the Anti Social Behaviour, Crime and Policing Act 2014 (“The Act”) makes the following Order:

1. Duration:

This Order shall come into force on ####/####/#### and shall have effect for a period of three years thereafter, expiring on ####/####/#### unless revoked, amended or extended by further orders.

2. The Restricted Area:

The Order applies to land known as Lound Lakes Nature Reserve, centred around grid reference E650828 N300447, between Fritton Decoy to the West and the A47 Yarmouth Road to the East (“the Restricted Area”), as shown edged in red on the attached plan.

3. Persons to whom this Order applies:

The Order applies to all persons within the Restricted Area at all times of the day and night.

4. The Activity:

The Council is satisfied that the conditions set out in Section 59 of the Act have been satisfied and that allowing dogs in the Restricted Area whilst not on a lead (“the Activity”) has a detrimental effect on the quality of life of those in the locality. Further, the Council is satisfied that the effect of the Activity is or is likely to be of a persistent or continuing nature and is or is likely to be such as to make the Activity unreasonable and the effect justifies the restrictions imposed.

5. Prohibitions/Requirement:

In pursuance of section 59 of the Act, the Council therefore requires persons taking a dog or dogs onto the Restricted Area to keep each dog on a lead **and** under close control at all times whilst in the Restricted Area.

6. Exemptions:

This order shall not apply to any person who:

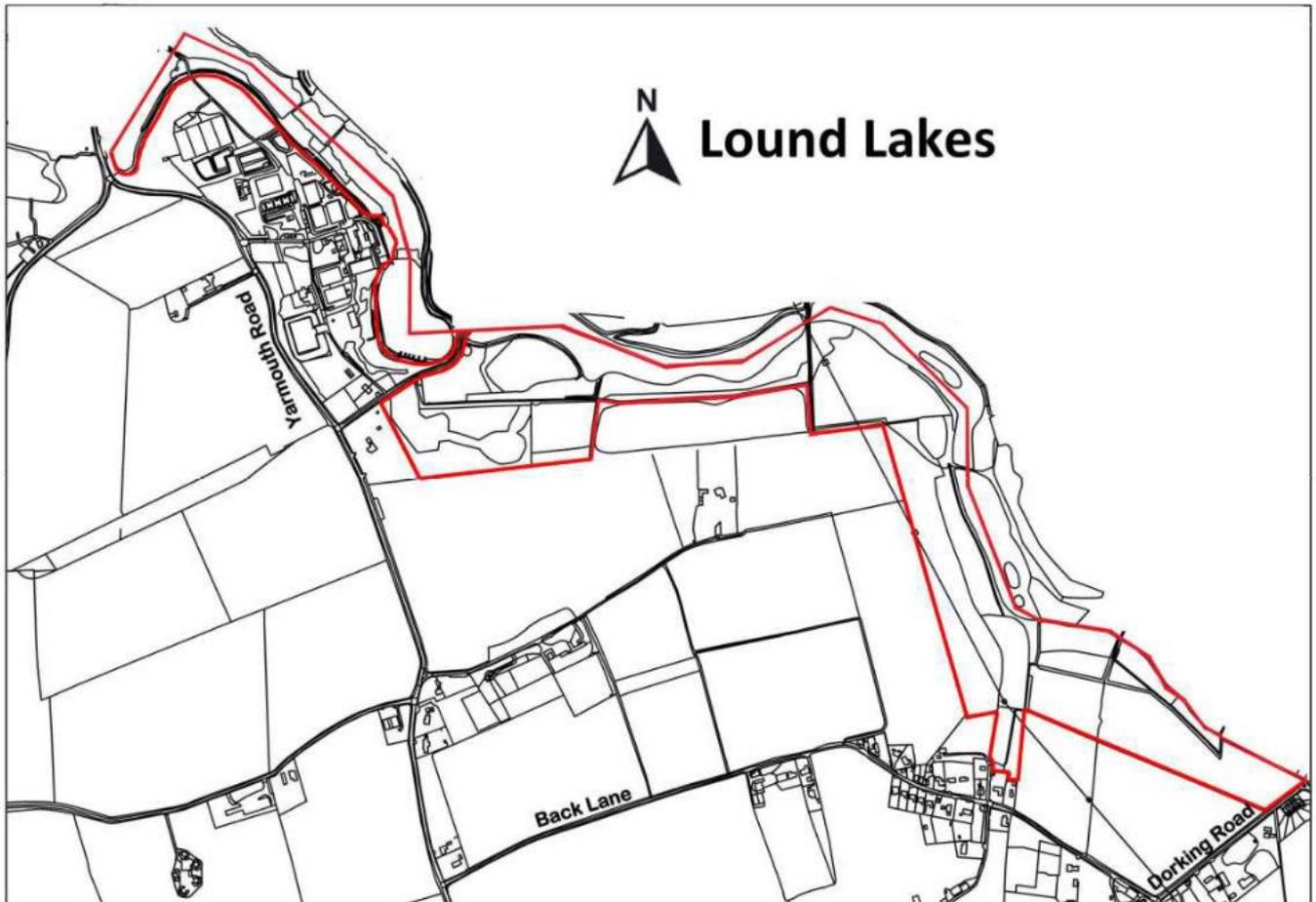
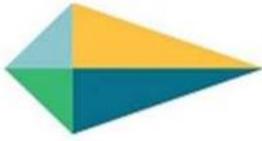
- i. is authorised by the Suffolk Wildlife Trust for the time being to disregard the requirements of this order.
- ii. is for the time being in charge of an Assistance Dog registered with Assistance upon which he relies for assistance.

7. Offences

- i. Failure without reasonable excuse to comply with the prohibitions imposed by this Order, as set out at point 5 above is a criminal offence.
- ii. A person guilty of such an offence, under section 67 of the Act, is liable on summary conviction to a fine not exceeding level 3 on the standard scale.
- iii. Alternatively, at the Council’s discretion, a person believed to have committed an offence may be offered the opportunity to discharge liability for prosecution by paying a fixed penalty of £80.

Signed/Sealed:

Dated:





PUBLIC SPACE PROTECTION ORDER¹²

ES/0289

Anti Social Behaviour Crime & Policing Act 2014 2020/04 – Dogs on Leads, Charsfield Churchyard

Notice is hereby given that the **East Suffolk Council** in exercise of its powers under Section 59 of the Anti Social Behaviour, Crime and Policing Act 2014 (“The Act”) makes the following Order:

1. Duration:

The Order shall come into force on ##### and shall have effect for a period of three years thereafter, expiring on ##### unless extended by further orders.

2. The Restricted Area:

The Order applies the approximately 0.36 Hectares of land known as Charsfield Churchyard, centred around grid reference E625439, N256573 as shown edged in red on the attached plan (“the Restricted Area”).

3. Persons to whom this Order applies:

The Order applies to all persons within the Restricted Area at all times of the day and night.

4. The Activity:

The Council is satisfied that the conditions set out in Section 59 of the Act have been satisfied and that allowing dogs in the Restricted Area whilst not on a lead (“the Activity”) has a detrimental effect on the quality of life of those in the locality. Further, the Council is satisfied that the effect of the Activity is or is likely to be of a persistent or continuing nature and is or is likely to be such as to make the Activity unreasonable and the effect justifies the prohibitions imposed.

5. Prohibitions:

In pursuance of section 59 of the Act, the Council therefore prohibits the “Activity” within the “Restricted Area”

6. Exemptions:

This order shall not apply to any person who is for the time being in charge of an Assistance Dog upon which he relies for assistance

7. Offences

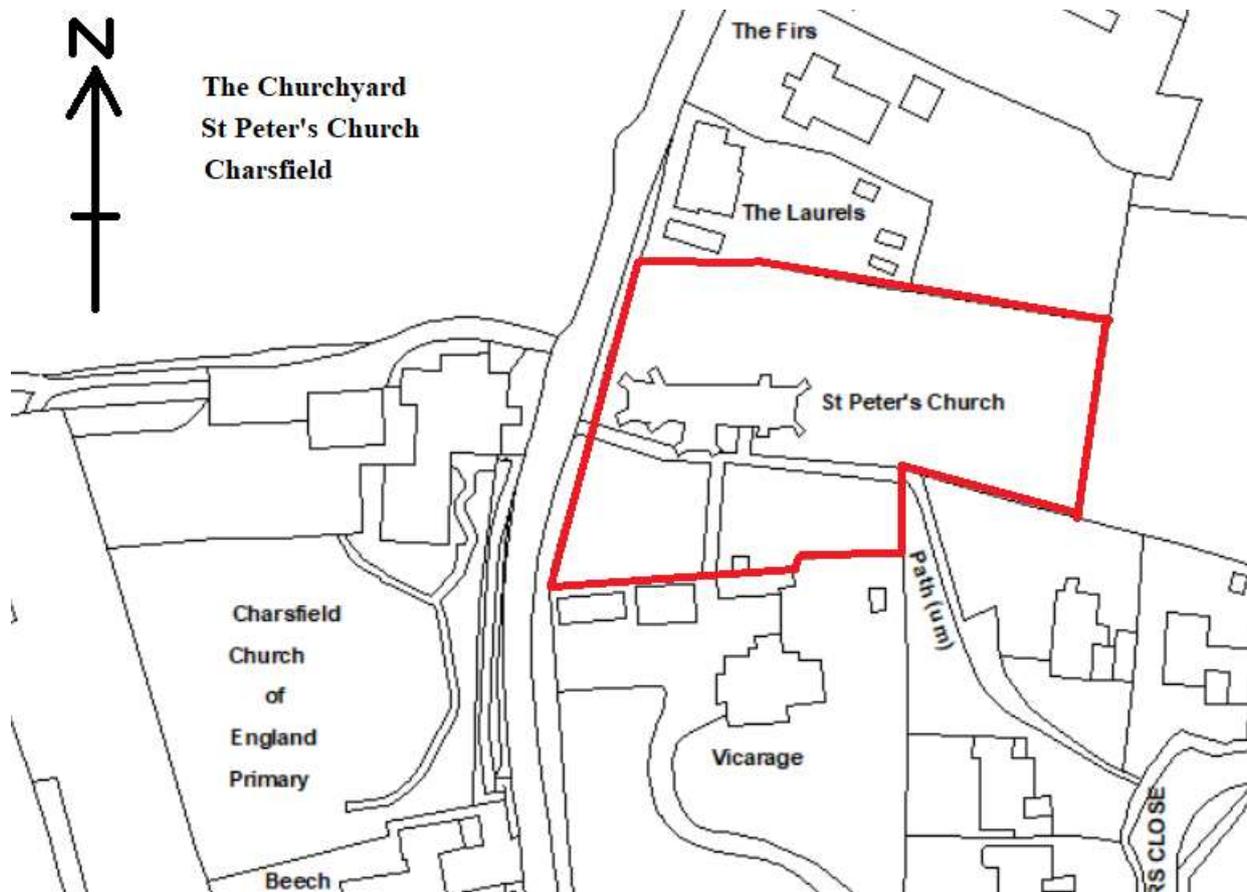
- i. Failure without reasonable excuse to comply with the prohibitions imposed by this Order, as set out at point 5 above is a criminal offence.
- ii. A person guilty of such an offence, under section 67 of the Act, is liable on summary conviction to a fine not exceeding level 3 on the standard scale.
- iii. Alternatively, at the Council’s discretion, a person believed to have committed an offence may be offered the opportunity to discharge liability for prosecution by paying a fixed penalty of £80.

Signed/Sealed:

Dated:

PUBLIC SPACE PROTECTION ORDER

Anti Social Behaviour Crime & Policing Act 2014
2020/04 – Dogs on Leads, Charsfield Churchyard



Dog access

The Kennel Club can support reasonable “dogs on lead” orders, which can - when used in a proportionate and evidenced-based way – include areas such as cemeteries, picnic areas, or on pavements in proximity to cars and other road traffic.

However, we will oppose PSPOs which introduce blanket restrictions on dog walkers accessing public open spaces without specific and reasonable justification. Dog owners are required to provide their dogs with appropriate daily exercise, including “regular opportunities to walk and run”, which in most cases will be off lead while still under control.

Their ability to meet this requirement is greatly affected by the amount of publicly accessible parks and other public places in their area where dogs can exercise without restrictions. This section of the Animal Welfare Act was included in the statutory guidance produced for local authorities by the Home Office on the use of PSPOs.

Accordingly, the underlying principle we seek to see applied is that dog controls should be the least restrictive to achieve a given defined and measurable outcome; this is the approach used by Natural England. In many cases, a seasonal or time of day restriction will be effective and the least restrictive approach, rather than a blanket year-round restriction. For instance, a “dogs on lead” order for a picnic area is unlikely to be necessary in mid-winter. We suggest the council considers whether a time limited restriction could be introduced at the Herringfleet Hills and Lound Lakes sites. Such that dog walkers still have the ability to let their dogs off lead for some period of the day and there is also an opportunity for people to avoid off lead dogs at other times during the day, when the restriction is in force.

The Government provided clear instructions to local authorities that they must provide restriction free sites for dog walkers to exercise their dogs. This message was contained in the guidance document for DCOs, and has been retained in both the Defra/Welsh Government and Home Office PSPO guidance documents, with the Defra guidance for PSPOs stating ‘local authorities should ensure there are suitable alternatives for dogs to be exercised without restrictions’.

Dogs on lead by direction

The Kennel Club welcomes ‘dogs on lead by direction’ orders, as these allow responsible dog owners to exercise their dogs off lead without restriction providing their dogs are under control, whilst allowing the local authority powers to restrict dogs not under control. We would also recommend local authorities make use of the other more flexible and targeted measures at their disposal such as Acceptable Behavioural Contracts and Community Protection Notices. Kennel Club Good Citizen Training Clubs and our accredited trainers can also help those people whose dogs run out of control due to them not having the ability to train a good recall.

Assistance dogs

general right of public access to that land for the purposes of open air recreation on foot.

<https://www.gov.uk/right-of-way-open-access-land/use-your-right-to-roam>

<https://www.gov.uk/guidance/open-access-land-management-rights-and-responsibilities>

Dogs on CROW access land

The dog owner must ensure that their animal is under effective control. I've attached the relevant excerpt below which is specific to CROW access.

You'll see that there is not a requirement to keep a dog on a lead all year round on CROW access land.

Countryside and Rights of Way Act 2000 C.37 (pg76)

4. During the period beginning with 1st March and ending with 31st July in each year, section 2(1) does not entitle a person to be on any land if he takes, or allows to enter or remain, any dog which is not on a short lead.

5. Whatever the time of year, section 2(1) does not entitle a person to be on any land if he takes, or allows to enter or remain, any dog which is not on a short lead and which is in the vicinity of livestock.

6. In paragraphs 4 and 5, "short lead" means a lead of fixed length and of not more than two metres.

The countryside code makes the following observation:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/558112/countryside-code.pdf

Keep dogs under effective control

When you take your dog into the outdoors, always ensure it does not disturb wildlife, farm animals, horses or other people by keeping it under effective control. This means that you:

- keep your dog on a lead, or
- keep it in sight at all times, be aware of what it's doing and be confident it will return to you promptly on command

Public Space Protection Orders

If an authority is considering making a Dog Control Order which would affect open access land (land subject to Part 1 of the Countryside and Rights of Way Act 2000) it must consult the appropriate access authority (the local highway authority or, the National Park Authority for land within a National Park); the relevant authority (the National Park Authority for land within a National Park; the Forestry Commission for land that has been dedicated as access land

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required to provide their dogs with appropriate daily exercise, including “regular opportunities to walk and run”, which in most cases will be off lead while still under control.

Their ability to meet this requirement is greatly affected by the amount of publicly accessible parks and other public places in their area where dogs can exercise without restrictions. This section of the Animal Welfare Act was included in the statutory guidance produced for local authorities by the Home Office on the use of PSPOs.

Accordingly, the underlying principle we seek to see applied is that dog controls should be the least restrictive to achieve a given defined and measurable outcome; this is the approach used by Natural England. In many cases, a seasonal or time of day restriction will be effective and the least restrictive approach, rather than a blanket year-round restriction. For instance, a “dogs on lead” order for a picnic area is unlikely to be necessary in mid-winter. We suggest the council considers whether a time limited restriction could be introduced at the Herringfleet Hills and Lound Lakes sites. Such that dog walkers still have the ability to let their dogs off lead for some period of the day and there is also an opportunity for people to avoid off lead dogs at other times during the day, when the restriction is in force.

The Government provided clear instructions to local authorities that they must provide restriction free sites for dog walkers to exercise their dogs. This message was contained in the guidance document for DCOs, and has been retained in both the Defra/Welsh Government and Home Office PSPO guidance documents, with the Defra guidance for PSPOs stating ‘local authorities should ensure there are suitable alternatives for dogs to be exercised without restrictions’.

Dogs on lead by direction

The Kennel Club welcomes ‘dogs on lead by direction’ orders, as these allow responsible dog owners to exercise their dogs off lead without restriction providing their dogs are under control, whilst allowing the local authority powers to restrict dogs not under control. We would also recommend local authorities make use of the other more flexible and targeted measures at their disposal such as Acceptable Behavioural Contracts and Community Protection Notices. Kennel Club Good Citizen Training Clubs and our accredited trainers can also help those people whose dogs run out of control due to them not having the ability to train a good recall.

Assistance dogs

We welcome the intent to include exemptions for those who rely on assistance dogs, however we would suggest further consideration of the wording contained within the draft Order, specifically with reference to how “Assistance Dog” is defined.

A number of well-known assistance dog providers are members of Assistance Dogs UK. This umbrella group, currently has eight member organisations which can be viewed here - <http://www.assistancedogs.org.uk/>. However, it is important to note that the membership of Assistance Dogs UK is not a definitive list of all UK assistance dog organisations, and may change during the currency of the PSPO, it also does not provide for owner trained assistance dogs. We would therefore encourage the Council to allow some flexibility when considering whether a disabled person’s dog is acting as an assistance dog.

The Council could consider adopting the definitions of assistance dogs as used by Northumberland Country Council which can be found on page 2 of the attached document;

“(4) The term “Assistance Dog” shall mean a dog which has been trained to assist a person with a disability.

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events, group parties with fires, littering and fly tipping all of which will have a wholly negative effect on the activities of the landowner, environment and, most importantly, the local community. I object in the strongest terms and request you do not place these restrictions on the area of Lound Lakes.