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**CABINET**  
**Tuesday, 13 July 2021**

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| <b>Subject</b>             | Review of Place-Based Initiatives  |
| <b>Report by</b>           | <p>Cllr Craig Rivett<br/> Deputy Leader and Cabinet Member with responsibility for Economic Development</p> <p>Cllr Letitia Smith<br/> Cabinet Member with responsibility for Communities, Leisure and Tourism</p>   |
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| Is the report Open or Exempt? | OPEN |
|-------------------------------|------|

|   |                |
|---|----------------|
| Category of Exempt Information and reason why it is <b>NOT</b> in the public interest to disclose the exempt information. | Not applicable |
| <b>Wards Affected:</b>  | All Wards      |

## Purpose and high-level overview

### **Purpose of Report:**

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

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

### **Options:**

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

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

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

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

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

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

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

**Recommendation/s:**

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

## Corporate Impact Assessment

**Governance:**

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

**ESC policies and strategies that directly apply to the proposal:**

East Suffolk Strategic Plan

Enabling Communities Strategy

East Suffolk Economic Growth Plan

**Environmental:**

No specific impacts.

**Equalities and Diversity:**

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

**Financial:**

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

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

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

**Human Resources:**

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

**ICT:**

No specific impacts.

**Legal:**

No specific impacts

**Risk:**

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

|                             |  |
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| <b>External Consultees:</b> | Initial discussions have been held with the partners that are part of the Leiston Together PBI. Leiston Town Council have made strong representations that Leiston Together should continue in the context of Sizewell C and the ambitions set out in the revised partnership work plan. |
|-----------------------------|--|

## Strategic Plan Priorities

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

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

#### How does this proposal support the priorities selected?

##### Growing Our Economy

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

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

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

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

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

## Enabling Our Communities

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

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

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

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

## Delivering Digital Transformation

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

## Maintaining Financial Sustainability

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

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

## Background and Justification for Recommendation

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

the options set out in section 3.

## 2 Current position

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

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

### **Felixstowe Forward**

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

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

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

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

Key achievements included:

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

### **Leiston Together**

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

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

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



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

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

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

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

#### **Town Centre Regeneration (CLT)**

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

#### **Health and Wellbeing**

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

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

#### **Business Support**

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

- Creation of Leiston Events Group with local events such as the Leiston Big Weekend and Leiston on Ice
- Leiston Pocket Guide and Maps produced
- £44k secured from the Coastal Revival Funding to create a new Information Point in the town for residents and visitors hosted by Leiston Film Theatre, the location is ideal for promoting Leiston as a tourist destination.

Work with individual businesses to improve shop fronts and signs  
**Local Provision for Young People**

- Launch of Suffolk New College On the Coast provision in Leiston for post 16 year olds in September 2019 following significant engagement with and support from the Board
- Joint working with EDF Energy to identify a practical transport led solution to support young people accessing skills and training opportunities in Ipswich.
- Closer links established between LT partners and Alde Valley Academy e.g. games workshops, Crucial Crew Plus, Careers sessions to ensure school is an integral part of the community, new library project

The partnership also provides an important forum for considering the local community and economic impacts, both positive and negative, associated with the proposed Sizewell C development.

**Table 1: Summary of current Place-Based Initiatives**

|                        | <b>Felixstowe Forward</b>   | <b>Leiston Together</b>   |
|------------------------|---|---|
| ESC Funding (p.a.)     | £106k   | £36k  |
| Partner Funding (p.a.) | £20k  | £4k   |
| Staff Resources        | 2.5 FTEs  | 0.6 FTE   |
| Partners               | ESC, Felixstowe TC, SCC, Port of Felixstowe, Chamber of Trade, Community Action Suffolk (CAS) | ESC, Leiston TC, Community Land Trust, Alde valley Academy, CAS |
| Action Plan            | Felixstowe Town Improvement Plan  | Leiston Strategic Plan  |

**2.2 Wider context**

In addition to the Place-Based Initiatives, ESC is engaged in many other forms of place specific activity, projects and programmes. This includes programmes focussing on all the District’s key towns as well as initiatives which are specific to one particular area. The following summaries these wide-ranging place specific activities.

**Community Partnerships**

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

**Aldeburgh, Leiston, Saxmundham and villages:**

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

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

**Felixstowe Peninsular**

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

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

**East Suffolk Towns Initiative (ESTI)**

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

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

**Smart Towns**

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

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

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

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

### **Lowestoft Town Investment Plan**

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

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

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

### **Lowestoft Rising**

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

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

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

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

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

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

### **Felixstowe Vision**

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

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

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

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|  | <p><b>Sizewell C</b></p> <p>The proposed Sizewell C new nuclear power station is a huge development with a forecast capital investment of c£20bn and a ten-year plus build programme. As a result, it will have a wide range of impacts, both positive and negative, on the surrounding local communities. Alongside a focus on transport, environment, coastal processes and accommodation there will be strong economic development and communities programmes to ensure any potential local benefits are maximised e.g. employment creation, supply chain opportunities, upskilling, funding for infrastructure and physical regeneration projects and anticipated negative impacts e.g. impact on tourism, economic displacement, community safety, community cohesion, gangs and county lines are minimised and/ or mitigated, including through the Community Fund.</p> <p>The activity associated with delivering these objectives represents a further example of place-specific partnership working and one that will potentially be in place for up to twelve years. Governance structures are currently being developed with EDF Energy which will support the delivery of enhancement and mitigation strategies and dedicated roles will form part of these programmes. These include the Socio-Economic Review Group, Community Safety Partnership and health related governance structures. It is worth noting that as a result of its broader partnership approach, Leiston Together currently has a role as a partnership forum for consideration of Sizewell C related neighbourhood level impacts.</p> <p><b>Communities and Economic Development teams</b></p> <p>ESC’s Communities and Economic Development teams also have a place specific focus, based on the eight current Community Partnership areas. The Communities Team co-ordinates the enabling of priorities identified by these partnerships whilst the ED team is aligned around the business needs and opportunities in the CP areas and where CP priorities identified are economic in nature the ED team will lead. In terms of staffing there are eight Communities Officers and one Support Officer and five ED roles with a place specific focus.</p> <p>Both these teams also provide direct support to the existing Place-Based Initiatives and ensure the plans developed by these partnerships align with and complement wider programmes operating in the District such as the East Suffolk Towns Initiative.</p> |
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| <h3>3 How to address current situation</h3> |  |
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| <p>3.1</p>                                  | <p>An options appraisal is provided at Appendix A and a summary of these options is included in the ‘Purpose &amp; High-Level Overview’ section of this report. Based on this analysis and consultation the preferred option is Option 4: Establish a small team of ESC Change Managers to be deployed where there is short or medium-term needs identified. This option would cost approximately £110,000 for 2 Change Managers/£175,000 for 3 Change Managers per annum.</p> |

The rationale for this choice is based on the flexibility it provides in addressing local economic and community priorities across the whole District. Under the current PBI model the Change Manager has a fixed geography for a fixed duration which has its benefits in terms developing and delivering a longer-term programme however, it also presents ESC with a key disadvantage i.e. the Council are only able to apply these additional resources in a very small number of areas.

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

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

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

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

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

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|  | one year from January 2023. Since there will be existing Change Manager capacity in Leiston in place until December 2022 it is felt that there is not a requirement for all three Change Managers to be in place until the beginning of 2023. |
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| <b>4 Reason/s for recommendation</b> |   |
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| 4.1                                  | <p>The implementation of option 4 will provide much greater flexibility for the Council in supporting local economic and community enabling priorities across the whole District. It will result in the creation of a small team of agile Change Managers who can be deployed to support multiple locally identified priorities in multiple locations with a particular focus on the District’s market towns. It will also strongly complement existing community and economic development programmes which are currently being delivered and need additional capacity but at different stages and for different periods of time.</p> <p>The additional investment would enable staff to be deployed when specific needs are identified by the Council and local partners, including through the Community Partnerships and the Council’s Town Development Programmes. The Team would work with the partnerships and these programmes to enable delivery of a wide range of projects for example the development of a business association, local business support programmes, enhanced digital connectivity, supporting external funding bids, tourism campaign, shop front refurbishment programme, dementia friendly town campaign or smart tech pilot. The ultimate aim being that the towns have a more sustainable and vibrant economy that builds on existing strengths which enables an enhanced quality of life for the local community.</p> <p>The twelve-month extension of the Leiston Together funding agreement will allow the effective delivery of a number of outstanding enabling actions that have been locally identified as priorities for development, including implementation of the CLT Plan. It will also provide local capacity to support the partnership in its response to the anticipated impacts of the proposed Sizewell C development at a critical phase of the programme i.e. the transition from planning to delivery.</p> |
| 4.2                                  |   |

## Appendices

### Appendices:

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| <b>Appendix A</b> | Place-Based Initiatives Future Options |
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**Background reference papers: None**