



**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
Experience, ICT and Commercial Partnerships)
Councillor Maurice Cook (Resources)
Councillor Richard Kerry (Housing)
Councillor James Mallinder (The Environment)
Councillor David Ritchie (Planning & Coastal
Management)
Councillor Mary Rudd (Community Health)
Councillor Letitia Smith (Communities, Leisure
and Tourism)

Members are invited to a **Meeting of the Cabinet**
to be held in the Deben Conference Room, East Suffolk House, Melton,
on **Tuesday, 7 March 2023 at 6.30pm.**

This meeting will be broadcast to the public via the East Suffolk YouTube
Channel at <https://youtu.be/yN8YInyoCgg>.

An Agenda is set out below.

Part One – Open to the Public

1 Apologies for Absence

To receive apologies for absence, if any.

2 Declarations of Interest

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

3 Announcements

To receive any announcements.

4a Minutes - January 2023

1 - 14

To confirm as a correct record the Minutes of the Meeting held on 3 January 2023

4b Minutes - February 2023

15 - 26

To confirm as a correct record the Minutes of the Meeting held on 7 February 2023

KEY DECISIONS

5 Leisure Centre Decarbonisation Programme ES/1476

27 - 37

Report of the Cabinet Member with responsibility for Communities, Leisure and Tourism

6 Renewal of Dog Related Public Space Protection Orders ES/1477

38 - 89

Report of the Cabinet Member with responsibility for The Environment

7 Rent and Service Charges Policy ES/1478

90 - 115

Report of the Cabinet Member with responsibility for Housing

8 East Suffolk Cultural Strategy ES/1479

116 - 161

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

NON-KEY DECISIONS

9 Transfer Agreement for Landguard Trust ES/1480

162 - 259

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

	Pages
10 Leiston Town Centre Masterplan Framework ES/1481	260 - 347
Report of the Deputy Leader and Cabinet Member with responsibility for Economic Development	
11 Environment Task Group - Quarterly Update ES/1482	348 - 357
Report of the Cabinet Member with responsibility for the Environment	
12 Exempt/Confidential Items	
It is recommended that under Section 100A(4) of the Local Government Act 1972 (as amended) the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 3, 4 and 5 of Part 1 of Schedule 12A of the Act.	

Part Two – Exempt/Confidential

	Pages
13a Exempt Minutes - January 2023	
<ul style="list-style-type: none"> • Information relating to any individual. • Information that is likely to reveal the identity of an individual. • Information relating to the financial or business affairs of any particular person (including the authority holding that information). • Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority. 	
13b Exempt Minutes - February 2023	
<ul style="list-style-type: none"> • Information relating to the financial or business affairs of any particular person (including the authority holding that information). 	

KEY DECISIONS

14 Delivery of Strength and Balance Programme	
<ul style="list-style-type: none"> • Information relating to the financial or business affairs of any particular person (including the authority holding that information). 	
15 Cultural Quarter - Sea View House	
<ul style="list-style-type: none"> • Information relating to the financial or business affairs of any particular person (including the authority holding that information). • Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority. 	

16 ESC Building Lease

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

17 Funding Bid for Tenure Conversion - Southwold Hospital Site - Hastoe HA

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

18 Deben Fields - Project Progress and Financial Update

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

19 Housing Maintenance Procurement

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

20 Provision of Loan Finance to East Suffolk Property Investments Limited

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

21 East Suffolk Services Business Plan

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

Close



Chris Bally, Chief Executive

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<p>Unconfirmed</p>



Minutes of a Meeting of the **Cabinet** held in the Deben Conference Room, East Suffolk House, on **Tuesday, 3 January 2023 at 6:30 pm**

Members of the Cabinet present:

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

Other Members present:

Councillor Edward Back, Councillor David Beavan, Councillor Peter Byatt, Councillor Judy Cloke, Councillor Tony Cooper, Councillor Louise Gooch, Councillor Steve Wiles

Officers present:

Chris Bally (Chief Executive), Damilola Bastos (Finance Planning Manager), Chris Bing (Head of Legal and Democratic Services), Emily Chilvers (Empty Homes Officer), Duncan Coleman (Interim Asset & Investment Manager), Teresa Howarth (Principal Environmental Health Officer), Andy Jarvis (Strategic Director), Brian Mew (Chief Finance Officer & Section 151 Officer), Chris Phillips (Senior Estates Surveyor), Lorraine Rogers (Deputy Chief Finance Officer), Tony Rudd (Valuer), Alli Stone (Democratic Services Officer), Julian Sturman (Specialist Accountant – Capital and Treasury Management), Heather Tucker (Head of Housing), Amber Welham (Finance Business Partner - Housing), Paul Wood (Head of Economic Development & Regeneration), Nicola Wotton (Deputy Democratic Services Manager)

1 Apologies for Absence

An apology for absence was received from Councillor Mark Jepson, Assistant Cabinet Member for Community Health.

2 Declarations of Interest

There were no Declarations of Interest.

3 Announcements

Councillor Gallant, Leader of the Council

The Leader took the opportunity to wish all those at the meeting a very healthy and

peaceful new year. East Suffolk Council had another busy and exciting year ahead and its plans and ambitions would continue to demonstrate the Council's commitment to make the district the best place it could be for residents, businesses, and visitors.

The Leader was saddened to report that after a short illness, County and Felixstowe Town Councillor Graham Newman, died in the St Elizabeth Hospice on 28 December. All those present sent sincere condolences to his wife, Jan, and to all of his family. Graham had worked tirelessly in support of the Local Government family. He was also a hardworking and honourable man and was a great loss, not only to his family but to all who knew him.

He had served with distinction as County Councillor for Felixstowe Coastal since 2005. He was Chairman of the County Council in 2020/21. He served on the Felixstowe Town Council since 2009, becoming mayor in 2014/15, and again in 2018/19. Those present held a few moments of respect for Councillor Graham Newman.

The Leader announced that, with immediate effect, a new Executive Outside Body appointment. Cabinet had delegated authority to the Leader, at its meeting in June 2022, to make any necessary changes to the members of the Outside Bodies for the remainder of the 2022/23 Municipal Year. Councillor Cackett, Assistant Cabinet Member with responsibility for Transport, will sit on the Greater Anglia Integrated Transport Forum, which would meet on a quarterly basis.

Finally, the Leader took the opportunity to formally welcome Chris Bally, the new Chief Executive, to his first Cabinet meeting since taking up his new post. He looked forward to working with him.

Councillor Cook, Cabinet Member with responsibility for Resources

The Cabinet Member with responsibility for Resources reported that the Council would be receiving £404,835 funding from the Government, as part of £100m of new grant funding in 2023-24, to support economically vulnerable households with council tax payments. The Government expected local authorities to use the majority of their funding allocations to reduce bills for current working age and pension age Local Council Tax Support (LCTS) claimants, by up to £25. Councils could use their remaining allocation as they see fit to support vulnerable households with council tax bills.

It was noted that this was similar to the £150 Hardship Relief that LCTRS recipients received at the start of the pandemic. Initial modelling from ARP had suggested that the main scheme of £25 discounts would cost around £274,000, with around £131,000 available for discretionary reductions. This was not made reference to in the Appendix B update to the Cabinet Budget report, included in the agenda for later this evening. However, it would be referenced in the Budget report to the Scrutiny Committee, and as the Council was required to use Discretionary powers to grant this as a relief, a full report would be brought directly to Full Council on 25 January 2023, for the scheme to be approved.

Councillor Rudd, Cabinet Member with responsibility for Community Health

The Cabinet Member with responsibility for Community Health reminded everybody,

where possible, to have their Covid and flu vaccinations. It was noted that hospitals were currently under great strain and many were requesting all visitors to wear face masks.

Councillor Mallinder, Cabinet Member with responsibility for the Environment

The Cabinet Member with responsibility for the Environment thanked the refuse collection teams for their hard work over the Christmas and New Year period, where significantly more waste was generated than normal. He encouraged everyone to recycle sensibly and not to leave glass bottles next to a bottle bank if it was full, as the bottles could break, causing a hazard for people and wildlife. He also asked for people to recycle their real Christmas trees responsibly.

4 Empty Homes - Policies for Forced Sale and Prioritising Action

Cabinet received report **ES/1392** of the Cabinet Member with responsibility for Housing, which sought approval of the policies for forced sale and prioritising action. Councillor Kerry reported that following the Cabinet decision in April 2022 to take a proactive approach to bringing Long Term Empty Homes back into use, the Council had appointed an Empty Homes Officer, who had started work in August 2022. Since then, there had been a best practice review, which had led to this report, which set out clear rules for assessing long term empty homes against local priorities and determining when action to force the sale of a property should be taken to recover debts.

It was noted that the proposals in the report had been drawn up following the review and consultation with other Councils, including Suffolk partners, who were working in this area. There was a proposed scoring matrix, to help prioritise properties in an appropriate and consistent manner, and the policy on forced sale established some clear guidance on when this action was most appropriate – usually for abandoned homes. Councillor Kerry stated that the report recommended the adoption of these new policies, to provide a transparent and consistent approach to dealing with problematic long term empty homes.

The Cabinet were very supportive of the report and policies. It was noted that empty homes could become a blight on local communities and it was important for the Council to take a proactive approach, where possible.

Councillor Byatt sought clarification about the process and whether an empty home problem could be resolved sooner than the 24 months referred to in the report? Councillor Kerry stated that each case was dealt with on an individual basis and some were very complex, legally. Councillor Kerry invited Theresa Howarth, Principal Environmental Health Officer, to explain further. She stated that whilst each case was unique, the Council would always aim to resolve the matter as swiftly as possible. Occasionally, there were lengthy issues involving probate or beneficiaries living abroad, which delayed matters considerably. It was therefore important to be realistic about what could be achieved.

Councillor Byatt asked if additional, expert support could be provided to tackle the backlog of almost 300 empty homes? Councillor Kerry reported that the Council had

already appointed an Empty Homes Officer, who would work solely on the empty homes issue and they were an expert in their field. Reassurance was provided that the Council would recoup its costs on bringing empty homes back into use, wherever possible.

There being no further questions, the recommendation was moved by Councillor Kerry and seconded by Councillor Brooks, it was by unanimous vote

RESOLVED

1. That the Forced Sale Policy, attached to the report to provide a standardised tool for decision making across the Council, be adopted.
2. That the Empty Homes Policy, attached to the report to provide a clear and effective framework for decision making on dealing with empty homes, be adopted.

5 Disabled Facilities Grants - Amendment to Policy

Cabinet received report **ES/1393** by the Cabinet Member with responsibility for Housing, which sought approval of an amendment to the Disable Facilities Grant policy. Councillor Kerry reported that the Independent Living Service was brought back in house in May 2020, to support residents to apply for Disabled Facility Grants (DFG) to have adaptations done at home. The Independent Living Team had now completed two and half years of work and refined and developed the processes and procedures to maximise efficiency within the constraints of the grant policy that was adopted in 2020. A full review of the East Suffolk service and the wider Independent Suffolk service this autumn, had identified a number of areas where further changes could bring about an even higher number of adaptations. This report proposed introducing a revised policy to help achieve that.

It was noted that East Suffolk received a large allocation from Central Government and although the number of grants the Council was completing had significantly increased, there were still funds available. Looking at the options and the practices in place at other Councils, it was proposed that the new grant policy be introduced, which would replace three grants currently available with a single, non-means tested grant, up to a maximum value of £15k. For higher value works, the standard DFG would remain, which was means tested. There would also be a DFG repairs grant, to assist with repairing or replacing items such as through floor lifts, stairlifts and wash dry toilets. Councillor Kerry stated that the change in policy would bring the East Suffolk service more in line with the rest of the Suffolk Councils and guidelines issued by Central Government around maximising independence at home.

Councillor Smith commented that she supported this report and it was important to support people to have a good quality of life and to remain in their own homes.

Councillor Rudd stated that she had heard positive feedback about the scheme and encouraged those involved to keep up the good work.

Councillor Byatt asked about the referrals and how long it would take for the work needed to be completed? Councillor Kerry reported that West Suffolk and Ipswich

hospitals worked closely with the Council and provided referrals for work. If the work could not be completed before the person was due to be discharged from hospital, they would be moved into a half way home to stop bed blocking. They would then be moved back into their home once the works had been completed. This was known as the 'Stepping Stones' project, which had won national awards and was very positively received by all involved. Theresa Howarth reported that the Council could take referrals immediately, however, they were able to check with Occupational Health to ensure that any recommendations made, were suitable and appropriate for the individual involved.

Councillor Byatt asked if any surplus grant funding could be used to improve disabled access in public spaces? Theresa Howarth confirmed that the funding was ring fenced for home improvements only.

Councillor Rudd noted the work in the South of the District and asked if the Council was working with James Paget University Hospital, in the North of the District, too? Councillor Kerry confirmed that the Council was only working with hospitals in the South of the District at this time. Theresa Howarth clarified that the North had the 'Be at Home project', which provided a care alarm service, however, there was no half way house option available. Work was ongoing to align the two services, however, it was complex due to the different Norfolk / Suffolk Border and the different Integrated Care Boards (ICBs) in place. The Leader asked Councillor Rudd if she could raise this with her health colleagues in the North, as it was important to have equal services across the district. Councillor Burroughes commented that it was vital that similar services were provided in the North of the District. Councillor Smith reported that she would also raise this at any relevant meetings that she would be attending in future.

There being no further discussion, the recommendation was moved by Councillor Kerry and seconded by Councillor Brooks and it was by unanimous vote

RESOLVED

That the new grants policy detailed in this report be adopted as Council policy under the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 (RRO) and the policy is published on the East Suffolk website.

6 Fees and Charges for the Financial Year 2023/24

The Cabinet received report **ES/1390** by the Cabinet Member with responsibility for Resources, which sought approval of the Fees and Charges for the financial year 2023/24. It was noted that the income from fees and charges was an integral part of the Medium-Term Financial Strategy (MTFS), which generated essential funding for the Council to help minimise Council Tax increases and/or service reductions. The annual income to the General Fund from Fees and Charges was in the region of £22 million per annum to the General Fund, including the Port Health.

Councillor Cook explained that Appendix A of the report set out the proposed Discretionary Fees & Charges for 2023/24 and areas to highlight were in Paragraph 2.3 of the covering report. This included further details on Environmental health, parking services, beach huts & chalets, waste collection, S106 monitoring, and Recreation and

outdoor sports. The date for implementation of the Discretionary fees at East Suffolk Council would be 1 April 2023, unless otherwise stated.

The Statutory Charges were for noting and were in Appendix B. These were set by Government statute and councils usually had no control over service pricing. For some statutory fees there were no set review dates and some areas such as licences, had not been increased for a number of years. Where review dates were known, these were provided in the relevant sections of the schedule. It was noted that the high rate of inflation could not be ignored, however, the average increase in fees had been set at 5%.

Councillor Mallinder commented that the fees for the collection of bulky items of waste had been kept low and that the fee was good value for money. It was important to encourage the public to use this service, as this would help to protect the environment from fly tipping.

Councillor Byatt asked about the charges for the replacement of household wheelie bins, if they had been stolen? Councillor Mallinder reported that developers were always asked to contribute towards the provision of bins for new properties, however, the replacement of stolen wheelie bins were dealt with on a case by case basis.

Councillor Byatt asked about the Eastern Edge Beach Huts, he wanted to know how many had been sold and the income achieved from renting them. He also queried why the rental beach huts were not fitted out, as they were literally empty inside. Councillor Rivett stated that he would provide figures about the Eastern Edge Beach Huts outside of the meeting, as he did not have the information immediately to hand. He stated that the beach huts were under constant review and they could be fitted out to some degree, if there was the demand for it.

There being no further questions, Councillor Cook moved the recommendations within the report and he was seconded by the Leader and it was by unanimous vote

RESOLVED

1. That the discretionary Fees and Charges for 2023/24, attached as Appendix A to this report, be approved.
2. That the statutory Fees and Charges for 2023/24, attached as Appendix B to this report, be noted.
3. That the Head of Environmental Services and Port Health be granted delegated authority, in consultation with the Cabinet Member with responsibility for Community Health, to determine the Port Health discretionary charges for 2023/24, once regulatory information is made available.

7 Southwold Harbour Management Committee – Fees and Charges 2023/24

The Cabinet received report **ES/1394** by the Cabinet Member with responsibility for Resources, which sought approval of the Fees and Charges for Southwold Harbour in 2023/24. It was noted that in accordance with the Terms of Reference of the

Southwold Harbour Management Committee (SHMC), the Committee reviewed and then recommended an annual schedule of charges and dues for the Harbour to then be determined by Cabinet.

The Council continued to encourage a commercial approach to setting fees and charges, subject to any statutory restrictions. The Harbour, and the Caravan site and Campsite fee proposals for the next financial year, had taken into consideration the Council's key principles when reviewing fees and charges. This included benchmarking and an expectation to increase fees by at least 5% to ensure some level of cost recovery, when inflation was currently running at 11.1%.

Councillor Cook explained that income generation from the Harbour and the Caravan site and Campsite, was ringfenced for the Harbour account, and was an important element to ensure the effective running and investment into the Harbour. At its meeting on 24 November 2022, the SHMC had considered the proposed fees and charges and had resolved for them to be recommended to Cabinet for approval.

The Leader thanked the Harbour Management Committee and all those involved, in producing the fees and charges for consideration.

Councillor Ritchie reported that he was the Chairman of the HMC and he thanked Councillor Cook and Lorraine Rogers, Deputy Chief Finance Officer, for their ongoing hard work for the HMC. He stated that the fees and charges and all of the Harbour's finances were transparent and easy to understand.

Councillor Byatt queried the ring fencing of the funds and asked if there was a time limit involved? Councillor Ritchie provided reassurance that the Harbour funds were ring fenced for the Harbour in perpetuity, they could not be used for any other purpose. Councillor Cook stated that the Council had recently applied for a Harbour Revision Order (HRO) and this would provide further protections in law, in relation to the ring fencing and Harbour funding.

There being no further questions, Councillor Cook moved the recommendations which were seconded by Councillor Ritchie, it was by unanimous vote

RESOLVED

1. That the annual schedule of charges and dues for Southwold Harbour for 2023/24, in Appendix A of the attached Southwold Harbour Committee Report, be approved.
2. That the Fees and Charges for Southwold Caravan Site and Campsite for 2023/24, in Appendix B of the attached Southwold Harbour Committee Report, be approved.

8 General Fund Budget 2023/24 and Medium Term Financial Strategy (MTFS)

Cabinet received report **ES/1395** by the Cabinet Member with responsibility for Resources, which sought approval to take the General Fund Budget and Medium Term Financial Strategy to the Scrutiny Committee. Councillor Cook stated that the report

provided a further update on the draft MTFS, as at December 2022. 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 took into account new and revised risks and presented an initial draft of the Council's General Fund Budget for 2023/24.

It was noted that since the previous MTFS update to Cabinet on 1 November, there had been several announcements from Government, which gradually released more detail on the local government settlement funding for next year. There was the Chancellor's Autumn Statement on 17 November, followed by DLUHC's Policy Statement on the Local Government Finance Settlement on 12 December, and more recently, on 19 December, the Provisional Local Government Finance Settlement for 2023/24. Councillor Cook explained that due to the timing of the Provisional Settlement and the publication of this report, the figures presented in Appendix A did not reflect the funding updates from the Provisional Settlement. However, details of the Settlement and the implications for the Council were provided in Appendix B. The 2023/24 referendum limit for Council Tax had been increased from 2% to 3%, but the £5 threshold for Shire Districts in two-tier areas remained. An increase of £4.95 for 2023/24 would equate to a District Band D Council Tax for East Suffolk of £181.17. This was an increase of 2.81%. Growth in the tax base was currently estimated at 1.33%, slightly higher than the original budget assumption of 0.92%.

Councillor Cook reported that the implementation of Business Rates reform continued to be delayed, and it was now assumed this would not take place until 2025/26. The financially advantageous position of the Council, under the current system, had been reported in previous years, and this delay had improved the budget position of the Council in the region of £5m for each of the next two financial years.

Members noted that key areas of the budget were still to be finalised and this included, Business Rates, use of reserve, Operations, revenue implications of the Capital Programme and the Final Local Government Finance Settlement for 2023/24, which was expected in late January/early February.

Councillor Cook explained that this update of the MTFS did present a balanced budget for the current year and next year, by proposing to use the In-Year Savings Reserve to address the currently projected funding shortfall of £0.786m in this year and £2.629m in 2023/24. The use of reserves for 2023/24 was now expected to change following the Provisional Settlement for East Suffolk, with a reduced need for reserve support. It was noted that reserves were currently projected to remain healthy at around £40m by the end of the MTFS, but this did not include use of reserves beyond 2023/24 to fund future projected budget gaps. It was also noted that there were prospective activities not yet factored into the MTFS, which had the potential to make inroads into the budget gap towards the end of the MTFS period. These included the Council Tax Premium on second homes and expected efficiencies from East Suffolk Services Ltd. However, despite these factors, and the uncertainty due to local government finance reforms, the range and scale of expenditure and income pressures, indicated that a combination of actions would be needed to ensure a longer term sustainable position including a phased use of reserves, maximisation of income, and the achievement of significant levels of savings.

Councillor Cook stated that the Scrutiny Committee would receive this report at its meeting on 19 January and the report would be updated for the Provisional Settlement funding changes, as detailed in Appendix B. The Cabinet would then consider the 2023/24 Budget report at its meeting on 7 February, at which point the final key areas of the budget would have been finalised, before Cabinet recommending the budget to Full Council on 22 February.

Councillor Cook took the opportunity to thank the Finance Team for all of their hard work in relation to the budget. The Leader acknowledged their hard work in these challenging circumstances.

Councillor Byatt asked how the Council would manage given that the amount of New Homes Bonus (NHB) funding had been significantly reduced? Councillor Cook invited Brian Mew, Chief Finance Officer, to respond to this query. Mr Mew commented that the national amount of NHB may have been reduced, however, the provisional settlement confirmed another one year NHB allocation for the 2023/24 year. He stated that he would check that this position had not changed and confirm outside of the meeting.

Councillor Cook then moved the recommendations within the report, which were seconded by the Leader and upon being put to the vote it was unanimously

RESOLVED

1. That the updated draft Medium Term Financial Strategy, attached as Appendix A including the draft 2023/24 General Fund Revenue Budget summarised in Appendix A5 for review and consideration by the Scrutiny Committee as part of the Budget process, be approved.
2. That an initial proposed Band D Council Tax for East Suffolk Council of £181.17 for 2023/24, an increase of £4.95 or 2.81% be approved.

9 Housing Revenue Account (HRA) Budget Report 2023/24 to 2026/27

Cabinet received report **ES/1396** by the Cabinet Member with responsibility for Resources, which sought approval to take the Housing Revenue Account Budget to the Scrutiny Committee for consideration. It was noted that the report brought together the Housing Revenue Account Budget for the period 2023/24 to 2026/27, with a forecasted position for 2022/23 and a summary of its reserves and balances. The HRA budgets were fully funded from existing funds to meet the Council's HRA spending plans, including the Capital Investment Programme and reserve balances, as per the HRA Financial Business Plan.

Councillor Cook stated that under the 2020 Rent Standard, Local Authorities could increase rents by up to CPI +1%. The September CPI value must be used, which for 2022 was 10.1%. To protect current tenants, the Government had applied a 7% rent increase cap for 2023/24, which struck a balance between the pressures social housing providers were faced with and affordability for tenants. East Suffolk Council was proposing a 6% rent increase for 2023/24. This rent increase had been deemed necessary for the HRA to meet its ambitions within its Capital Programme, deliver

required services to tenants and continue to repay the debt.

Members noted that social rents were based on a formula rent set by government and affordable rents although they could be up to 80% of market rent, were set based on the Local Housing Allowance. The Council continued to collect rent and service charges on a 50-week basis, unless being let as Temporary Accommodation. The proposed rent gave an average weekly rent of £96.28 for 2023/24, which was an increase of £3.89 when compared to 2022/23. It was noted that service charges could only recuperate the cost of providing a service. The proposed average weekly General Service Charge for Grouped Homes for 2023/24 was £16.10, which was an increase of £1.53 when compared to 2022/23.

Councillor Cook advised that the budget proposals gave a forecast HRA working balance for 2023/24 of £2.982 million, which maintained it above the minimum acceptable limit of 10% of total income.

Councillor Kerry commented that he supported the proposed increases within the report and he stated that it was important for planned maintenance to continue, to ensure high standards for the Council's tenants.

Councillor Byatt congratulated all those involved with the report and stated that he was pleased that the Housing Team had taken on 7 apprentices and 2 graduate officers this year.

Councillor Cook moved the recommendations within the report, which were seconded by Councillor Kerry and it was by unanimous vote

RESOLVED

That Cabinet approved the following for review and consideration by the Scrutiny Committee as part of the Budget process:

1. The draft HRA budget for 2023/24, and the indicative figures for 2024/25 to 2026/27;
2. Movements in HRA Reserves and Balances;
3. Proposed rent increase of up to 6%. 1% less than the Government 7% rent Cap for 2023/24 rent setting.
4. Service charges and associated fees for 2023/24;
5. Rent and Service Charges to be charged over a 50-week period unless being used for Temporary Accommodation when a 52-week period will be applied.

Cabinet noted the following:

6. Revised outturn position for 2022/23;
7. Changes affecting public and private sector housing and welfare to be noted;
8. Effects of the cost-of-living crisis to the HRA to be noted.

10 Capital Programme 2022-23 to 2026-27

Cabinet received report **ES/1391** by the Cabinet Member with responsibility for Resources, which sought approval to take the Capital Programme to the Scrutiny Committee for consideration. Councillor Cook reported that, as part of the annual budget setting process, the Council was required to agree a programme of capital expenditure for the coming four years. The report set out the East Suffolk Council General Fund Capital Programme at Appendix B and the Housing Revenue Account Capital Programme at Appendix G for the financial year 2023/24 to 2026/27 and incorporated revisions to the 2022/23 financial year.

The capital programme had been compiled, taking account of the following main principles, to:

- maintain an affordable four-year rolling capital programme.
- ensure capital resources are aligned with the Council's Strategic Plan.
- maximise available resources by actively seeking external funding and disposal of surplus assets; and
- not to anticipate receipts from disposals until they are realised.

It was noted that the general fund capital programme included £260 million pounds of external contributions and grants towards financing the Council's £383 million of capital investment for the Medium-Term Financial Strategy period. This represented 68% of the whole general fund capital programme.

Councillor Cook stated that the capital programme had completed a thorough and rigorous process, following initial input from project officers through to review and scrutiny by the Asset Management Group. The Housing Revenue Account capital programme totals £83 million for the Medium-Term Financial Strategy period and would benefit from £2.5 million of external grants and contributions, which was 3% of the programme.

It was reported that all capital expenditure must be financed, either from external sources (Government grants and other contributions), the Council's own resources (revenue, reserves, and capital receipts) or debt (borrowing and leasing). Debt was only a temporary source of finance, since loans and leases must be repaid, and this was therefore replaced over time by other financing, usually from revenue which was known as "Minimum Revenue Provision" (MRP). Alternatively, proceeds from selling capital assets (known as capital receipts) may be used to replace debt finance.

Members noted that the Council's cumulative outstanding amount of debt finance was measured by the Capital Financing Requirement (CFR). This increased with new debt-financed capital expenditure and reduced with MRP. The CFR was expected to increase by £77 million between 2022/23 and 2026/27, which was due to capital projects potentially being financed through borrowing. Councillor Cook stated that Cabinet should note that external funding was still to be secured in respect of the Tidal Barrier budget of £170m contained within the Capital Programme. This budget was revised following the report on the Tidal Barrier to Full Council on 23 November 2022.

Councillor Byatt thanked the Cabinet for the funding for the coastal protections works at Pakefield, they were very much appreciated. He also referred to the cost of the cladding removal at St Peters Court in Lowestoft and he asked if the Council had to pay for all of the removal costs? The Leader reported that it was important for the Council

to do the right thing by the tenants. Reassurance was provided that the costs of the removal of the cladding would be recouped, from the cladding providers, if possible. Andy Jarvis, Strategic Director, confirmed that work in this respect was already in hand.

The recommendation in the report was moved by Councillor Cook and seconded by Councillor Rivett and it was by unanimous vote

RESOLVED

1. That the General Fund capital programme for 2022/23 to 2026/27, including revisions as shown in Appendix B for review and consideration by the Scrutiny Committee as part of the Budget process, be approved.
2. That the Housing Revenue Account capital programme for 2022/23 to 2026/27, including revisions as shown in Appendix G for review and consideration by the Scrutiny Committee as part of the Budget process, be approved.

11 Exempt/Confidential Items

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

There were various reasons that the Council, on occasions, had to do this and examples were because a report contained information relating to an individual, information relating to the financial or business affairs of a particular person, or information relating to any consultations or negotiations.

There were five substantive exempt matters to consider this evening, as outlined on the published agenda – items 12 to 16.

Item 12 related to a land transfer in Felixstowe and outlined plans to improve the streetscape, parking and amenity at Felixstowe Ferry. The project would improve the physical environment in a heavily visited area by improved car parking and turning, transforming an area which was in a poor condition.

Item 13 related to a proposed sale of land at Rotterdam Road in Lowestoft which was owned by East Suffolk Council. The proposal would make best use of the Council's assets and would be supported by gaining income for an asset which currently does not serve any useful economic, environmental or community purpose. The proposal would also support entrepreneurs in the form of a neighbouring land user.

Item 14 related to the acquisition of premises at Newcombe Road in Lowestoft and the report outlined the proposed acquisition of an industrial premises. This project aimed to purchase a strategic industrial premises within the PowerPark which could be re-designed or redeveloped to help build the right commercial environment in East Suffolk in line with the PowerPark Design Vision published by the Council. The financial

investment in the site will ensure investment into a key location within East Suffolk and help regenerate an area to attract offshore renewable energy companies.

Item 15 related to the Freeport East Memorandum of Understanding. The report sought approval for East Suffolk Council, in its role as the Freeport East Lead Authority and as one of the three billing authorities, to be a signatory to the Memorandum of Understanding with the Department for Levelling Up, Housing and Communities, the Freeport East Governing Body and other billing authorities. The MoU would commit the Council, and other co-signatories, to deliver the aims and objectives set out within the Freeport East Full Business Case. The MoU had been issued to East Suffolk Council (and other Freeport East partners) following approval of the Full Business Case and would come into effect upon the signature of all parties and remain in effect until it was terminated by the parties, by full mutual agreement.

And lastly, item 16, East Suffolk Property Developments Limited Business Case, sought approval for a Business Case which summarised the trading objectives of the company; it highlighted the Council's strategic ambition to provide new homes that were affordable and local to communities. East Suffolk Property Developments would also deliver social value on behalf of the Council.

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

RESOLVED

That under Section 100A(4) of the Local Government Act 1972 (as amended) the public be excluded from the meeting for the following items of business on the grounds that they involved the likely disclosure of exempt information as defined in Paragraphs 1, 2, 3 and 4 of Part 1 of Schedule 12A of the Act.

12 Land Transfer, Felixstowe

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

13 Proposed Sale of Land at Rotterdam Road, Lowestoft

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

14 Acquisition of Premises at Newcombe Road, Lowestoft

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

15 Freeport East Memorandum of Understanding

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

16 East Suffolk Property Developments Ltd Business Case

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

The meeting concluded at 8.20 pm

.....
Chairman

<p>Unconfirmed</p>



Minutes of a Meeting of the **Cabinet** held in the Conference Room, Riverside, Lowestoft, on **Tuesday, 7 February 2023 at 6.30pm.**

Members of the Cabinet present:

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

Other Members present:

Councillor Paul Ashdown, Councillor Edward Back, Councillor David Beavan, Councillor Peter Byatt, Councillor Alison Cackett, Councillor Judy Cloke, Councillor Linda Coulam, Councillor Tony Goldson, Councillor Louise Gooch, Councillor Mark Jepson, Councillor Steve Wiles

Officers present: Chris Bally (Chief Executive), Chris Bing (Head of Legal and Democratic Services), James Chandler (Skills and Investment Lead), Duncan Colman (Interim Asset & Investment Manager), Karen Cook (Democratic Services Manager), Heather Fisk (Head of Housing), Nick Khan (Strategic Director), Matt Makin (Democratic Services Officer (Regulatory)), Brian Mew (Chief Finance Officer & Section 151 Officer), Agnes Ogundiran (Conservative Political Group Support Officer), Tom Potter (Press and Publicity Officer), Lorraine Rogers (Deputy Chief Finance Officer), Julian Sturman (Specialist Accountant – Capital and Treasury Management), Amber Welham (Finance Business Partner - Housing)

1 Apologies for Absence

Apologies for absence were received from Councillor Gallant.

2 Declarations of Interest

There were no declarations of interest.

3 Announcements

The Cabinet Member with responsibility for the Environment referred to East Suffolk Council (ESC) having worked incredibly hard over the last four years to introduce nature back into people's lives and he referenced the 'pardon the weeds, we're feeding the bees' campaign and the planting of parish oak trees. Councillor Mallinder stated that the final part of ESC's vision would be the gifting of Spring bulbs to East Suffolk's communities; he commented that he had been delighted to recently launch the East Suffolk Bloom campaign where communities had been asked to apply for Spring bulbs

to plant in their communities; if successful the bulbs would be ready for collection in late September and once planted there would be a great show of flowers in the Spring of 2024, supporting early pollinators, helping biodiversity and lifting people's spirits at seeing the wonderful flowers. Councillor Mallinder asked Cabinet to encourage groups to apply and he referred to details of the campaign being available on ESC's website.

4 Minutes

It was by consensus

RESOLVED

That the Minutes of the meeting held on 6 December 2022 be agreed as a correct record and signed by the Chairman.

5 East Suffolk Clean Hydrogen Strategy

Cabinet received report **ES/1433** by the Deputy Leader and Cabinet Member with responsibility for Economic Development. The report provided an overview of ESC's approach to enabling the nascent clean hydrogen sector within the district. Cabinet was advised that there were a number of clean hydrogen projects due to become operational in the next one to four years linked to wider economic drivers which supported the local, regional and national economy. These included Freeport East, Sizewell C and the southern North Sea offshore wind cluster. Furthermore, the development of a clean hydrogen sector further supported the growth and anchoring of clean energy as a major economic driver for the district.

In addition, ESC was exploring how it could achieve its net zero ambitions and clean hydrogen presented opportunities relating to the Authority's vehicle fleet, leisure centres and housing stock. Discussions were ongoing with clean hydrogen developers around how this zero carbon fuel could support the Council's ambitions.

The emerging clean hydrogen sector represented a significant opportunity to further embed East Suffolk's competitive advantage in clean energy. Furthermore, the proposed hydrogen developments linked into a number of ESC's key economic drivers. For these reasons it was an entirely appropriate and proactive response for ESC to take a local leadership role in encouraging and enabling this nascent sector which would deliver greater economic resilience, sustainable growth and support both the district and council in achieving their net zero ambitions.

The Deputy Leader referred to the Hydrogen Conference that ESC would be hosting on 23 February 2023, at the Orbis Centre in Lowestoft, he commented that there had been very strong uptake but there were still a few places available.

The Cabinet Member with responsibility for the Environment stated that, going forward, East Suffolk should be at the heart of the hydrogen project; he felt that hydrogen could possibly be the energy source of the future and he stated the importance of public and private sectors working together. Councillor Mallinder stated that once hydrogen becomes a cheap and practical source of energy it could serve East

Suffolk well in its vehicle fuel, heating leisure centres and being an energy source for the housing stock, thus reducing the carbon footprint substantially.

After stating that he totally supported the Strategy, Councillor Beavan questioned that if electricity was used to make hydrogen, and then hydrogen was used to do something, whether it would be more efficient to use electricity to do the thing directly. Councillor Beavan stated that maybe hydrogen would not be the panacea that some thought it was going to be; he concluded that ESC's lorries could be hybrid, they could run on electricity with a hydrogen tank in reserve. The Deputy Leader, generally, agreed, stating that a mix would be required in order to achieve net zero.

Councillor Byatt, after stating that he supported the Strategy, referred to wind turbine construction and how Waveney / East Suffolk had been keen to be at the centre of construction, and that had not happened, asked the Deputy Leader how confident he was that East Suffolk would be at the heart of hydrogen projects. The Deputy Leader referred to officers being completely embedded in the sector, he referred again to ESC hosting the conference in February and he hoped that ESC would be an enabler so that opportunities would not be missed. Councillor Rivett concluded, stating that he had every confidence in officers to ensure that all opportunities would be taken.

Councillor Byatt asked about training opportunities at local colleges and enquired if they were being looked at now. Councillor Rivett stated that skills formed part of the Strategy and that would certainly be an important factor; Councillor Rivett hoped that the whole district would be able to utilise the opportunities.

Councillor Gooch referred to the definition of clean hydrogen page 43 the papers "any source of hydrogen production that needs renewable energy source". Councillor Gooch commented that nuclear was not a renewable energy source; she suggested that there was lots of evidence to suggest that that was a mislabelling of it. Councillor Gooch suggested that the Strategy should be called a "Hydrogen Strategy. The Deputy Leader responded that the Strategy made it clear as to what the definition encompassed; he also referred to the various colours of hydrogen, based on source, he believed that if East Suffolk was going to achieve net zero then it would need to work with hydrogen to obtain the benefits; he acknowledged that it would not be 100% right from day one but there would be further refinement thereafter. Councillor Rivett stated that he acknowledged and understood Councillor Gooch's concerns but he felt that this was the right way to proceed.

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

RESOLVED

1. That the Clean Hydrogen Strategy be adopted.
2. That authority be delegated to the Strategic Director, in consultation with the Cabinet Member with responsibility for Economic Development, to make any necessary changes to the strategy in the future.

7 Capital Programme 2023/24 - 2026/27

Cabinet received report **ES/1439** by the Cabinet Member with responsibility for Resources, who reported that the capital budget report was considered at Cabinet on 3 January 2023 which was prior to the report going to the meeting of the Scrutiny Committee on 19 January 2023. The report had been updated to include the insertion of Appendix H, being the pre-submitted Scrutiny questions regarding the Southwold Enterprise Hub and the HRA (Housing Revenue Account) new dwellings budget. Following debate by the Scrutiny Committee at its meeting on 19 January the report had been updated to include the insertion of Appendix I, being the draft minutes from the meeting for the Capital Programme report.

Councillor Cook reported that to ensure that the Council reflected the most up to date information the capital programme had been updated since the Scrutiny meeting to reflect the announcement from the Department for Levelling Up, Housing and Communities to allocate £25m seed funding to Freeport East through ESC and also the availability of £2.69m through the Local Authority Housing Fund to acquire housing stock for those fleeing conflict (including from Ukraine and Afghanistan) and reduce homelessness.

Following Cabinet's approval of the Capital Programme, Councillor Cook reported, the report would then be presented to Full Council on 22 February 2023 for approval.

Cabinet gave thanks for the thorough report, acknowledging that the Capital Programme had been examined at length during a number of meetings; the Deputy Leader welcomed the ambitious plans.

Councillor Byatt referenced the mention of a decarbonisation report on page 92 of the papers; he asked if that report had come forward. It was confirmed that the report had not yet been considered; it was a report that would come forward to Cabinet in the future.

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

RESOLVED

1. That the General Fund capital programme for 2022/23 to 2026/27 including revisions as shown in Appendix B to report ES/1439 be approved and recommended for approval by Full Council.
2. That the Housing Revenue Account capital programme for 2022/23 to 2026/27 including revisions as shown in Appendix G to report ES/1439 be approved and recommended for approval by Full Council.

8 General Fund Budget and Council Tax Report 2023/24

Cabinet received report **ES/1440** by the Cabinet Member with responsibility for Resources which provided an update on the draft Medium Term Financial Strategy (MTFS) as presented to Cabinet on 3 January 2023 and presented an initial draft of the Council's General Fund Budget for 2023/24. 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 Cabinet Member with responsibility for Resources reported that the key change to the 2023/24 budget was the update to Government funding following the Provisional Local Government Finance Settlement in December. Due to the new Funding Guarantee Allocation this had increased the Government funding to ESC by £1.1m next year. The updated MTFS also assumed a continuation of this level of funding until 2026/27 and captured the ongoing review of budgets by officers. The budget gaps for the current year and next year had changed as follows since the report to Cabinet on 3 January: 2022/23 budget gap change from £0.786m to £0.904m, an increase of £0.118m; 2023/24 budget gap change from £2.629m to £1.347m, a decrease of £1.282m. The proposal to use the In-Year Savings Reserve to fund these gaps remained the approach, and a balanced budget continued to be presented in the report for both years. Appendix B was an additional item to the report and provided a snapshot of the results from the budget questions in the Residents' Survey as at December.

Councillor Cook reported that the 2023/24 referendum limit for Council Tax had been increased from 2% to 3%, but the £5 threshold for Shire Districts in two-tier areas remained. The report proposed a Band D Council Tax for East Suffolk of £181.17 for 2023/24, an increase of £4.95 or 2.81%.

Implementation of Business Rates reform continued to be delayed. The financially advantageous position of the Council under the current system had been reported in previous years, and this delay improved the budget position of the Council. Business Rates income for 2023/24 was based on the NNDR1 return which was completed by the due date of 31 January 2023 and the budget would be updated for the report to Full Council on 22 February. This had resulted in a significantly improved position on Business Rates income than previously reported, and the report to Full Council would show the 2023/24 budget balanced without the use of the In-Year Reserve as presented in this report.

Cabinet was advised that the reserves were currently projected at around £29m by the end of the MTFS, but this did not include use of reserves beyond 2023/24 to fund future projected budget gaps or the impact from the revision of Business Rates income to be included in the report to Full Council. In addition to the Covid reserve which will be fully used, there were a number of other reserves that were forecast to be fully or substantially utilised over this period, and not replenished. This included, the In-Year Savings reserve, NHB reserve, Transformation reserve, Capital reserve and the Port Health reserve.

The Final Local Government Finance Settlement for 2023/24 was received on 6 February 2023. Changes between the Provisional and Final Settlement showed a re-allocation of funding from the Funding Guarantee to the Rural Services Delivery Grant and the Services Grant, but with no change to the overall funding to East

Suffolk. There had also been no changes to the Band D Council Tax thresholds that were announced in the Provisional Settlement.

It should be noted, Councillor Cook reported, that there were prospective activities not yet factored into the MTFS, which had the potential to make inroads into the budget gap towards the end of the MTFS period. These included Council Tax Premium on second homes and expected efficiencies from East Suffolk Services Limited. However, despite these factors, and the uncertainty due to local government finance reforms, the range and scale of expenditure and income pressures, indicated that a combination of actions would be needed to ensure a longer term sustainable position including a phased use of reserves, maximisation of income, and the achievement of savings.

In conclusion, Councillor Cook reported that this report was considered by the Scrutiny Committee on 19 January 2023. The pre-meeting questions from the Committee and the unconfirmed minutes of the meeting were detailed in Appendices C and D.

The Deputy Leader, after referring to the volatility and, because of that, the adjustments that had to be made to the report, gave thanks for the excellent report; he also referred to the budget consultation exercise and found the responses interesting and welcome.

Councillor Byatt commented that at some point the county of Suffolk may have an elected Leader, he said that it was not anticipated within the next budgetary year but he asked if there would need to be a financial contribution from ESC. The Deputy Leader stated that there would need to be a public consultation, then a vote would be required at a Suffolk County Council meeting and he would not wish to pre-empt the democratic processes that would need to take place. The Cabinet Member with responsibility for Resources added that that situation would be dealt with when it was imminent.

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

RESOLVED

That it be recommended to Full Council that it:

1. Approve the 2023/24 General Fund Revenue Budget as set out in report ES/1440 and summarised in Appendix A5 to that report and notes the budget forecast for 2024/25 and beyond
2. Approve the reserves and balances movements as presented in Appendix A7 to report ES/1440 and
3. Approve a proposed Band D Council Tax for East Suffolk Council of £181.17 for 2023/24, an increase of £4.95 or 2.81%.

Cabinet received report **ES/1441** by the Cabinet Members with responsibility for Resources and Housing, respectively.

Cabinet was reminded that the 2023/24 Housing Revenue Account (HRA) Budget Report was considered at Cabinet on the 3 January 2023 which was prior to the report going to the meeting of the Scrutiny Committee on the 19 January 2023.

The report had been updated to include Appendix H 'Minutes of the Scrutiny Committee meeting held on the 19th January'. The minutes detailed an additional recommendation (recommendation 6) which had been included in the report. The recommendation was requested by the Scrutiny Committee.

The new recommendation was as follows: A report be made to the Environment Task Group within 12 months setting out a detailed programme to deliver HRA Housing Stock retrofitting projects.

Cabinet was advised that two further changes had been updated in the report between Cabinet meetings:

- The addition of paragraph 3.8 to clarify the proposed rent increase to be applied to shared ownership properties. Although they are not protected by the Government's 7% rent cap, ESC would be applying a voluntary cap and these tenants would have the same increases applied (up to 6%) as other tenants.
- Between November and January updated utility bills had been supplied covering the winter months, giving a more accurate position of the heating service charge for 23/24. The service charge was proposed to be increased from £13.35 to £16.30 over a 50-week collection period.

Following Cabinet's review of the HRA Budget proposals, the report would then be presented to Full Council on 22 February 2023 for approval.

The Cabinet Member with responsibility for Housing, after commenting on the very thorough report, apologised that he had not been able to attend the Scrutiny Committee meeting due to personal circumstances.

Councillor Goldson commented that the Cabinet Member with responsibility for Housing had been sorely missed at the Scrutiny Committee meeting.

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

RESOLVED

That it be recommended that Council approve the following:

1. The draft HRA budget for 2023/24, and the indicative figures for 2024/25 to 2026/27;
2. Movements in HRA Reserves and Balances;

3. Proposed rent increase of up to 6%. 1% less than the Government 7% rent Cap for 2023/24 rent setting.

4. Service charges and associated fees for 2023/24;

5. Rent and Service Charges to be charged over a 50-week period unless being used for Temporary Accommodation when a 52-week period will be applied.

6. A report be made to the Environment Task Group within 12 months setting out a detailed programme to deliver HRA Housing Stock retrofitting projects.

That the following be noted:

7. The revised outturn position for 2022/23;

8. Changes affecting public and private sector housing and welfare;

9. Effects of the cost-of-living crisis to the HRA.

10 Southwold Harbour Management Committee - Budget 2023/24

Cabinet received report **ES/1442** by the Cabinet Member with responsibility for Resources who advised that the Terms of Reference of the Harbour Management Committee stated that the Committee would review and then recommend an annual budget to the Cabinet, including rental charges and central re-charges to the Council.

A schedule of 2023/24 charges and dues for the Harbour, and the Campsite and Caravan Site was considered by the Committee on 24 November 2022 and presented to Cabinet on 3 January 2023.

At its meeting on 12 January the SHMC reviewed and commented on the draft 2023/24 budget provided in Appendix A. Budget changes to highlight included:

- An additional £35,000 of revenue costs had been added in respect of capital projects reported to the Committee on 24 November 2022.
- Contract staffing costs at the Caravan Site and Campsite had been increased by £23,000 to £43,000 as the original budget was not sufficient based on actual annual costs, which had totalled between £40,000 and £50,000 since 2020/21.
- Overtime was incurred annually at the Harbour and a £10,000 budget was now provided for this.
- The electricity budget for the Caravan Site and Campsite had been reduced from £54,000 to £32,000 as this was significantly more than required.
- Internal Support Recharges had been reviewed as part of the budget setting process. Whilst there had been some revisions, the overall recharge remained in line with the previous year actual recharge.

Cabinet was advised that one amendment had been made to the budget presented to the Committee. This took into consideration a comment raised by the Committee in respect of car parking income not budgeted for in the current year. A cautious approach had previously been taken with budgeting this income, but prior year trends indicated that this budget could be increased by £30,000. This amendment increased

the budgeted surplus for the Harbour Account from £35,400 to £65,400 for 2023/24. The amended summary budget was presented in Appendix B.

A surplus on the Harbour Account was ringfenced for the Harbour and could only be used to fund future Harbour activities. For example, to fund projects and year-end deficits on the Harbour Revenue Account.

In conclusion, Councillor Cook reported that the Harbour Account budget would be considered by Full Council on 22 February 2023 as part of the Council's overall General Fund budget setting for 2023/24.

Councillor Kerry referred to the reduction in the electricity budget and, in the current climate, was curious about that. It was explained that the budget was over £50k, and the actual costs were much less than that; bringing it down would still allow for an increase in utility costs.

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

RESOLVED

That it be recommended to Full Council that it approve the 2023/24 Budget for Southwold Harbour, and the Caravan Site and Campsite in Appendix B to report ES/1442, as recommended by the Southwold Harbour Management Committee, as part of the overall Council budget at its meeting on 22 February 2023.

11 Southwold Harbour Marine Safety Management System and Policy Documents

Cabinet received report **ES/1443** by the Cabinet Member with responsibility for Planning and Coastal Management which set out the proposed Marine Safety Management System (MSMS) for approval by Cabinet. Cabinet, as the Duty Holder for the Southwold Harbour, was required to approve and adopt the MSMS and associated policies.

The report stated that when setting up the Harbour Management Committee (HMC), a list of likely tasks and priorities were set out. One task was to ensure the Harbour was compliant with all relevant legislation and ensure appropriate health and safety policies were in place and being kept up to date.

The HMC appointed ABP Mer as Southwold Harbour's Designated Person. Part of this service included the provision of a gap analysis against the requirements of the Port Marine Safety Code. In August 2022 ABP Mer produced the Port Marine Safety Code Gap Analysis: Southwold Harbour August 2022.

Councillor Ritchie reported that the gap analysis identified 33 items that were a requirement of the Code or an omission against a regulatory requirement. The gap analysis suggested that the Marine Safety Management System would benefit from a thorough review.

With the assistance of ABP Mer, research relating to documentation adopted by other

harbours within the UK, and consultation with Harbour staff, a new Marine Safety Management System had been produced, comprising the following documents: Marine Safety Management System (MSMS); Marine Safety Plan 2023 – 2025; Safety of Navigation Policy; Conservancy Policy; Training Policy.

In addition to these documents, the Port Marine Safety Code also required a policy on Enforcement and Prosecution in the Harbour and an Environment Policy, which was encompassed in the Council's existing Compliance and Enforcement and Environment Policies.

Cabinet was advised that Southwold Harbour did not currently comply with the Port Marine Safety Code. To assist in reaching compliance with the Code, it was recommended to Cabinet that the MSMS and associated policies and plans were formally adopted and approved.

Following a question regarding timescales and compliancy, officers referred to drafts of standard operating procedures now being in place and work being undertaken on risk assessments. Officers also advised that a workshop had been arranged on marine navigation and it was hoped, when audited in October 2023, compliancy would be complete.

Councillor Goldson asked about liability during the period that compliancy was not in place. Officers advised that the Port Marine Safety Code was an advisory /voluntary code, it had been compiled by the Government and all statutory harbour authorities needed to comply with it. Should there be an accident or a marine accident then there was the possibility of prosecution under the Health and Safety at Work Act. Following another question officers advised that it was their understanding that you could not insure against criminality.

Councillor Byatt referred to public safety and asked if the Harbour Authority was responsible for ensuring the safety of visitors who used the quayside. Councillor Ritchie referred to Southwold Harbour being different to many harbours because it was open to the public and confirmation was given that ESC was responsible for the safety of visitors within the harbour; that would fall under the liability of ESC as a whole as owner of the estate.

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

RESOLVED

That the Marine Safety Management System and associated documentation be approved.

12 Exempt/Confidential Items

The Deputy Leader reported that in exceptional circumstances, the Council may, by law, exclude members of the public from all, or part of, an executive decision-making meeting. The Council should, unless there were urgent circumstances, give notice of

its intention to do so via the Forward Plan, which was updated and published on its website 28 clear days prior to the meeting.

There were various reasons, the Deputy Leader reported, that the Council, on occasions, had to do this and examples were because a report contained information relating to an individual, information relating to the financial or business affairs of a particular person, or information relating to any consultations or negotiations.

Tonight, the Deputy Leader reported, Cabinet had five substantive exempt matters to consider as outlined on the published agenda – items 14 to 18.

Item 14 related to the proposed transfer of assets owned by East Suffolk Council. The report set out the details of the proposed transfer and the financial implications for the Council and sought both the approval of the transfer and to delegate authority to the Council's Head of Operations to instruct Legal Services to undertake the transfer.

Items 15 and 16 both related to the approval of Section 113 agreements between East Suffolk Council, as a member of the Anglia Revenue Partnership, and other councils for the provision of fraud services. Item 15 sought the approval of an agreement between the Council and Broadland District and South Norfolk Councils, and item 16 sought the approval of an agreement between the Council and Lincolnshire Councils.

Item 17 related to a grant awarded from the Community Housing Fund to Hastoe Housing Association to deliver affordable housing on the former Southwold Fire Station site by the former Waveney District Council. The report sought to uphold the original decision relating to enable the delivery of social rented homes.

Item 18 relates to another Hastoe Housing Association development in Southwold, on the former Southwold Hospital site. This item, due to additional information being provided, was withdrawn from the agenda and it was expected that it would come forward to the next Cabinet meeting, in March.

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

RESOLVED

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

13 Exempt Minutes

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

- Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.

14 Community Asset Transfer Halesworth

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

15 Anglia Revenues Partnership Fraud Services - Section 113 Agreement with Broadland District Council and South Norfolk District Council

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

16 Anglia Revenues Partnerships Fraud Services - Section 113 Agreement with Lincolnshire Councils

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

17 Community Housing Fund Bid - Southwold Fire Station - Hastoe HA

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

18 Funding Bid for Tenure Conversion - Southwold Hospital Site - Hastoe HA

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

The meeting concluded at 7.45pm.

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Chairman



CABINET

Tuesday, 07 March 2023

Subject	Leisure Centre Decarbonisation Programme
Report by	Councillor Letitia Smith Cabinet Member with responsibility for Communities, Leisure and Tourism
Supporting Officer	Tim Snook Leisure Partnership Development Manager Tim.snook@eastsuffolk.gov.uk 01394 444210

Is the report Open or Exempt?	OPEN
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Wards Affected:	All Wards
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Purpose and high-level overview

Purpose of Report:

To outline the proposed leisure centre decarbonisation programme and applications for the Government Public Sector Decarbonisation Scheme (GPSDS), known as 'Salix' grant funding to support the proposed programme. East Suffolk Council (ESC) leisure centres currently form almost 30% of the Council's overall annual carbon footprint. This report sets out proposals on how the leisure centres can significantly reduce their carbon footprint, mitigate additional operation costs, and seek Government funding to deliver the plans.

Options:

Option 1 – Apply for funding to deliver carbon reduction scheme for leisure centres

Option 2 – Wait for further development of Hydrogen technology

Option 3 – Do nothing

Recommendation/s:

1. That the direction of the proposed current leisure centre decarbonisation schemes for the four leisure centres be approved.
2. That authority be delegated to the Strategic Director, in consultation with the Cabinet Member with responsibility for Communities, Leisure and Tourism, to accept if successful, the Government Public Sector Decarbonisation Scheme 'Salix' grant funding for the proposed schemes.
3. That the Strategic Director, in consultation with the Cabinet Member with responsibility for Communities, Leisure and Tourism, be authorised to agree final proposals and implement the programme of works through the leisure development partner, Pulse Design and Build.

Corporate Impact Assessment

Governance:

The proposed programme would be managed by Tim Snook, Leisure Partnership Development Manager and his team, who have extensive experience with leisure centre construction and upgrade projects. This would be overseen by Kerry Blair, Head of Operations and Andrew Jarvis, Strategic Director.

Andrew Jarvis would take the role of Project Sponsor.

A programme board would be formed to guide the projects, comprised of senior officers and relevant Members.

As Cabinet Member, Cllr Letitia Smith would provide ongoing input and support as the programme progresses.

ESC policies and strategies that directly apply to the proposal:

This project is informed and has drawn information from East Suffolk Council's strategic plan to deliver on the key themes of sustainability and environment. The Council's adopted Leisure Strategy supports the use of green technology to improve the carbon footprint of its leisure centres.

Climate Emergency Declaration 2019

East Suffolk Strategic Plan 2020 – 2024

Environmental:

The recommendations of this report positively contribute to the environmental and net zero carbon aims of the East Suffolk Strategic Plan 2020-2024, where we promised to 'put environmental issues at the heart of everything we do'.

ESC has made a public commitment to achieve net zero carbon emissions by 2030.

Therefore, any built sports facilities or playing pitch projects developed in delivering the Leisure Strategy will be brought forward with the aim of reducing ESC's carbon footprint. This will play a significant role in enabling the council to achieve net zero emissions. It will also support Suffolk's commitment to achieve net zero emissions by 2030.

In addition to any biodiversity net gain obligations following the roll out of the new national policy in late 2023, the projects will also aim to provide maximum enhancements to the natural environment wherever possible.

Equalities and Diversity:

The Equalities Impact Assessment has been completed and attached. The proposals and the recommendations in this report will not negatively impact equality and diversity.

Financial:

The plans to reduce ESC's carbon footprint have been prepared under the guidance of what can be applied for as part of the GPSDS 'Salix' funding scheme. Applicants are required to contribute a minimum of 12% of the total project value. The guidance states that the client must contribute the equivalent cost of the replacement of the plant room like for like (i.e., all the boilers being replaced etc) and this must represent at least 12% of the total project value. For example, if the project value for each centre was £1M then the contribution would need to be at least £120K. However, if your like for like replacement cost were £300K then the expectation would be the contribution would be £300K and not the 12% value.

Whilst the proposals are being finalised and fully costed, the following is the estimated 12% cost to the council for each facility using recent tenders as benchmark value for a like for like replacement at each centre: -

1. Waterlane - £250,000
2. Leiston - £250,000
3. Bungay - £200,000
4. Deben - £200,000

It should be noted that, especially in the face of expected high energy costs (particularly natural gas), it is hoped that the design of the decarbonisation projects to include as much PV as possible will provide cost and efficiency savings in the longer term, in addition to replacing plant that is approaching the end of its life and due for renewal.

At this stage the most appropriate ESC capital funding element will either be from reserves or internal resources.
Human Resources: There are no HR implications.
ICT: There are no ICT implications.
Legal: Legal Services will review and advise on the funding agreement for the 'Salix' grant. If required, Legal Services will also advise on any planning requirements applicable to any building works and will review any associated legal documentation. There are expected to be no other legal implications beyond the commitment to provide match funding and deliver the individual projects in-line with the 'Salix' grant terms.
Risk: A detailed risk register will be developed with the programme consultants and regularly reviewed by the officer and Member groups with the programme's governance structure. All contractors will be closely managed by the ESC project managers and consultants, ensuring all requirements in terms of insurances and risk management procedures are in place.

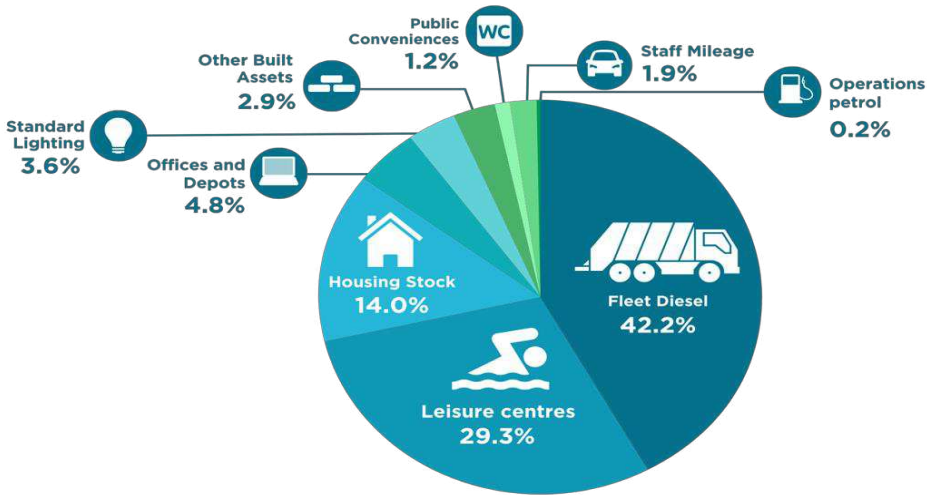
External Consultees:	Places Leisure, Everyone Active and Pulse Design and Build.
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Strategic Plan Priorities

Select the priorities of the Strategic Plan which are supported by this proposal: (Select only one primary and as many secondary as appropriate)		Primary priority	Secondary priorities
T01	Growing our Economy		
P01	Build the right environment for East Suffolk	<input type="checkbox"/>	<input type="checkbox"/>
P02	Attract and stimulate inward investment	<input type="checkbox"/>	<input type="checkbox"/>
P03	Maximise and grow the unique selling points of East Suffolk	<input type="checkbox"/>	<input type="checkbox"/>
P04	Business partnerships	<input type="checkbox"/>	<input type="checkbox"/>
P05	Support and deliver infrastructure	<input type="checkbox"/>	<input type="checkbox"/>
T02	Enabling our Communities		
P06	Community Partnerships	<input type="checkbox"/>	<input type="checkbox"/>
P07	Taking positive action on what matters most	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P08	Maximising health, well-being and safety in our District	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P09	Community Pride	<input type="checkbox"/>	<input checked="" type="checkbox"/>
T03	Maintaining Financial Sustainability		
P10	Organisational design and streamlining services	<input type="checkbox"/>	<input type="checkbox"/>
P11	Making best use of and investing in our assets	<input type="checkbox"/>	<input type="checkbox"/>
P12	Being commercially astute	<input type="checkbox"/>	<input type="checkbox"/>
P13	Optimising our financial investments and grant opportunities	<input type="checkbox"/>	<input type="checkbox"/>

P14	Review service delivery with partners	<input type="checkbox"/>	<input type="checkbox"/>
T04	Delivering Digital Transformation		
P15	Digital by default	<input type="checkbox"/>	<input type="checkbox"/>
P16	Lean and efficient streamlined services	<input type="checkbox"/>	<input type="checkbox"/>
P17	Effective use of data	<input type="checkbox"/>	<input type="checkbox"/>
P18	Skills and training	<input type="checkbox"/>	<input type="checkbox"/>
P19	District-wide digital infrastructure	<input type="checkbox"/>	<input type="checkbox"/>
T05	Caring for our Environment		
P20	Lead by example	<input type="checkbox"/>	<input type="checkbox"/>
P21	Minimise waste, reuse materials, increase recycling	<input type="checkbox"/>	<input type="checkbox"/>
P22	Renewable energy	<input checked="" type="checkbox"/>	<input type="checkbox"/>
P23	Protection, education and influence	<input type="checkbox"/>	<input type="checkbox"/>
XXX	Governance		
XXX	How ESC governs itself as an authority	<input type="checkbox"/>	<input type="checkbox"/>
<p>How does this proposal support the priorities selected?</p> <p>If the funding applications are successful, once the decarbonisation work at the leisure centres is completed , it will significantly reduce the council's annual carbon footprint by using renewable energy.</p>			

Background and Justification for Recommendation

1	Background facts																				
1.1	<p>The existing leisure stock represents a large proportion of the councils current CO2 emission at circa 29% (see graph below) of the total. Reduction of this will provide positive impact on the overall carbon reduction targets. The aspiration in line with the council commitment would be that all existing leisure centre stock are as close to carbon neutrality as possible by 2030, which requires consideration to the replacement of existing plant and equipment (primarily fossil fuel burner appliances i.e., gas) within greener, more efficient technologies and renewable energy solutions.</p> <p>Proportion of all quantified CO2 e emissions by source 2021/22</p>  <table border="1"> <caption>Proportion of all quantified CO2 e emissions by source 2021/22</caption> <thead> <tr> <th>Source</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Fleet Diesel</td> <td>42.2%</td> </tr> <tr> <td>Leisure centres</td> <td>29.3%</td> </tr> <tr> <td>Housing Stock</td> <td>14.0%</td> </tr> <tr> <td>Offices and Depots</td> <td>4.8%</td> </tr> <tr> <td>Standard Lighting</td> <td>3.6%</td> </tr> <tr> <td>Other Built Assets</td> <td>2.9%</td> </tr> <tr> <td>Public Conveniences</td> <td>1.2%</td> </tr> <tr> <td>Staff Mileage</td> <td>1.9%</td> </tr> <tr> <td>Operations petrol</td> <td>0.2%</td> </tr> </tbody> </table>	Source	Percentage	Fleet Diesel	42.2%	Leisure centres	29.3%	Housing Stock	14.0%	Offices and Depots	4.8%	Standard Lighting	3.6%	Other Built Assets	2.9%	Public Conveniences	1.2%	Staff Mileage	1.9%	Operations petrol	0.2%
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1.2	<p>The Government has a Public Sector Decarbonisation Scheme that provides grants for public sector bodies to fund heat decarbonisation and energy efficient measures. This grant scheme would support the council's aspirations to reduce the carbon footprint of their leisure centres. The scheme supports replacement of 'plant' equipment that is near end of life. The leisure centre refurbishment programme only saw some replacement of plant equipment at the Waveney Valley leisure centre, the remaining leisure centre plant equipment will be due for replacement over the next few years and therefore is eligible for this scheme.</p>																				
1.3	<p>ESC's leisure development partner, Pulse Design & Build (Pulse) have been commissioned to undertake an appraisal of the mechanical, electrical and plumbing (MEP) options that can be considered to reduce the carbon emissions of the existing leisure centres in line with the GPSDS funding guidance.</p> <p>Through discussion with the Leisure and Assets teams the focus of the review is on the following leisure centres: -</p> <ul style="list-style-type: none"> • Waterlane Leisure Centre • Leiston Leisure Centre • Deben Leisure Centre • Waveney Valley Leisure Centre 																				

	<p>Surveys have been undertaken by Pulse at each of the above sites to assess the existing main plant equipment to allow appropriate solutions to be considered.</p>
1.4	<p>The GPSDS 'Salix' funding grant has 'windows' for applications, and these tend to be in the February/March period and then close as soon as the grant funding is accounted for. Previously any successful grant-funded projects had to be completed within 12 months. This has now changed to 24 months which assists with any planning permissions required for schemes.</p>
1.5	<p>The emphasis of the GPSDS 'Salix' decarbonisation scheme is to provide grant funding for projects that focus on the decarbonisation of heat. The previous Department for Business, Energy, and Industrial Strategy (BEIS) initiated the GPSDS funding to help meet the UK Government's ambitious carbon emissions targets.</p> <p>In 2019, the UK Government set out targets to achieve Net Zero greenhouse gas emissions across the whole UK by 2050. The majority of buildings in the public sector still rely on burning fossil fuels for heating, hot water and catering.</p>
1.6	<p>The scheme gives applicants the opportunity to submit separate applications for separate projects or combine several projects in a single application for a single year fund allocation or a multiyear fund allocation.</p> <p>Single year applications are required to complete their projects by 31 March 2024. Multi-year applications are for projects which will take more than one financial year to deliver and are required to complete by 31 March 2025.</p> <p>The above application types are a change to the original application process and recognizes that the short timescale for the delivery of scheme was problematic on some projects. The multi-year application gives time for planning in year one for completion of works within year two.</p> <p>On application, organisations must state whether they intend to apply for a single year project or a multi-year project. It will not be possible to convert a single year project into a multi-year project once the application has been submitted.</p>
1.7	<p>It is the intention to apply for individual grants for schemes for four facilities, Waterlane, Waveney Valley, Leiston and Deben Leisure Centres. All successful applications will need to be completed within 24 months and it is planned to use the ESC's leisure development partner through the partnership agreement to deliver the work. This will follow the contract arrangements with a new project notice, reviewing the proposals using an independent certifier to ensure value for money and quality control of work.</p>
1.8	<p>The GPSDS 'Salix' funding does not currently fund hydrogen schemes. Therefore, whilst exploring all options for reduction as part of this work, these applications will not incorporate the use of hydrogen and will support the increase in electric use through air source heat pumps whilst ending the use of natural gas.</p> <p>At this stage, the technology is not developed sufficiently to operate leisure centres using hydrogen, however, the proposed plans will allow for hydrogen to be considered and used when developed further if beneficial. This scheme will support ESC's strategic aim of being carbon neutral by 2030 and as the proposals</p>

	are developed and completed the exact percentage this will reduce the footprint by will be identified.
1.9	There will be further opportunities to reapply for funding if any of the applications are unsuccessful. Any unsuccessful applications will be reviewed, and revised if necessary, and resubmitted at the next available grant scheme opening window.
2 Current situation	
2.1	ESC own six leisure centres, four in the south of the district operated by Places Leisure and two in the north, operated by Everyone Active. Deben, Leiston, Waveney Valley and Waterlane have had significant refurbishments whilst the two Felixstowe facilities are due to be replaced with one 'destination' leisure centre over the next few years.
2.2	As part of the redevelopment of the Council's leisure centres, much work has been undertaken to improve insulation, replace lighting with LED and add some solar panels. Recently, pool covers were also ordered for each pool to cover them in closing times at night. However, due to the level of funding and resource required, limited major construction works have been undertaken to reduce the carbon footprint of the leisure centres. Much of the leisure centres 'plant' equipment will be reaching the need to replace in the next few years, therefore this scheme will support the council financially to do this whilst also reducing the carbon footprint.
2.3	ESC's Leisure team has been working with the Assets team and commissioned the Council's leisure development partner, Pulse, to carry out some initial investigation and proposed schemes for four leisure centres in order to apply for funding. This includes: <ul style="list-style-type: none"> • Surveying of the leisure centres. • Identify how each can reduce its carbon footprint, by how much. • What any works would mean to operating costs, how these operating costs can be reduced or mitigated. • Which of these works could be eligible for the Government 'Salix' funding.
2.4	Officers from the Council's Leisure and Funding teams are working with Pulse to produce the applications for funding. These will be prepared for each individual centre ready for immediate application on the opening of the grant funding window, expected to be in March 2023.

3 How to address current situation/Impact	
3.1	<p>The following options were included in the appraisal for consideration:</p> <p><u>Air Source Heat Pumps</u> - are a good source of heat for solutions like this and there are many products on the market that are tried and tested. This can be designed to include duty standby arrangements so that the centres are not reliant on a single heat pump.</p>

Many Salix schemes similar to ESC's proposals that are ongoing are opting for air source heat pump solutions and these achieve efficiencies and carbon reductions. Pulse have been liaising with manufacturers on appropriate products and have obtained case studies of similar installations which will hopefully provide re-assurance of their suitability. The heat pumps being considered for the hot water side for example are utilised across the Premier Inn estate and have been for some time.

Solar Photovoltaics (PV's) would also mitigate the cost of running these utilising both roof space and car ports over the leisure centre car parks. Schemes for car port PV's are being prepared. See photograph of Mid Suffolk Leisure Centre car port PV's scheme below.



Electric Commercial Boilers were also explored and found that it would increase running costs significantly as the efficiency would be low. Whilst incorporating PV arrays, it is unlikely that sufficient areas could be provided that would cater for the full running loads. They would also need to ensure incoming electric supplies are of sufficient size to ensure these can run when electricity generated from the PV is not available. This will likely require upgrades to the incoming electrical services and whilst electrical commercial boilers are not as efficient as ASHP, it may be worth considering that they would make good backups should the ASHP ever shut down and ensure continuity of service. Salix funding would not cover these boilers and ESC would need to fund these separately.

Hydrogen was explored but due to the technology being ready at this stage was not pursued. Furthermore, the Salix guidance on what is eligible for the grant funding was checked and Hydrogen would not fall within the Salix criteria for the current funding streams.

However, with Hydrogen developing, any planned work carried out now would still allow for the additional of this option at a later date when suitable technology to support a leisure centre operation is developed.

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| 3.2 | By the use of electrical-based systems rather than fossil fuel burning appliances this falls in line with the government and utility companies' directive for grid decarbonisation. The purpose of this study is to look at measures that can be implemented to reduce the carbon emissions of the existing leisure stock. |
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	By considering alternative technologies as outlined within this report, which essentially eliminated gas burning appliances from being the main source of heating for them, the building becomes electrified. This in itself offers immediate carbon reductions, but these reductions will continue to grow as the electricity grid also decarbonises.
3.3	With the cost of air source heat pumps likely to cost more to operate than gas boilers, PV would need to be included on suitable areas such as the roof areas. These are currently being surveyed to identify which ones are strong enough to be used and which would require further strengthening. To further reduce operating costs PV could be used in car ports over the car park areas. Officers undertook a site visit to the Mid Suffolk Leisure Centre to view their car park solar panel scheme and savings figures were also shared. There are several schemes in place including one in Cambridge that provides a good example of how this could look.
3.4	Other areas that will be explored and would be relevant to the leisure centre carbon reduction initiatives include: <ul style="list-style-type: none"> • BMS Controls Upgrades • Replacement of hand dryers for more efficient units • Building fabric upgrades, i.e., insulation of walls etc • Heating pipework insulation • Upgrade of lighting to LED • Variable speed motor drives • Solar PV • Swimming pool covers • Upgrade of AHU Fans • Voltage optimisation The above would require additional review and currently outside the scope of this report and would be reviewed at the next stage.
3.5	It is proposed to apply for each leisure centre independently so that if one was unsuccessful, it wouldn't jeopardise the others. This was mainly in consideration of Waveney Valley where the plant is relatively new and may have less chance of a successful grant application at this stage. <p>The application would also apply for the 2-year project period on each site. This provides planning time in the first year and the physical works to be undertaken in the second, with flexibility to start physical works on a site in year one if in a position to do so.</p>
3.6	A potential District Heat Network around the Waterlane Leisure Centre in Lowestoft is being scoped-out with ESC and Suffolk colleagues as an additional medium to long term option. This study is at an early stage but could provide additional benefits to those producing and using heat in the immediate area and could connect the leisure with the East Coast College Campus and outlying buildings. The plan is to ensure that any works to Waterlane leisure centre could connect-in to any future heat network.
3.7	If the applications are successful, all schemes will be managed to reduce the impact to customers during any works with the support of the leisure operators.
3.8	From initial assessments, a reasonable estimate for the initial carbon reduction proposals would be circa 50% of the current emissions but as the proposal is to

	transfer all heat generating appliance over to electric from gas this will further reduce as the electric grid decarbonises. This is fundamental to the decarbonisation process.
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4 Reason/s for recommendation	
4.1	The proposed decarbonisation plans would significantly reduce the annual leisure centre annual carbon footprint, supporting the council's environmental and carbon neutral aims of the Council's Strategic Plan 2020-2024.
4.2	It is expected that the project, by including as much PV as possible will help mitigate and even reduce the current operational costs, delivering longer-term operational efficiencies and enable plant that is nearing the end of life to be replaced.
4.3	Whilst some capital funding will be required, by applying for GPSDS 'Salix' and if successful, this will save the council significant costs of funding the schemes fully themselves from the Capital Budget and allow other projects to be delivered.
4.4	Applying for grant funding now and delivering any projects within two years of successful applications, will give the Council time to add further measures if necessary to reduce its target of Carbon Neutral by 2030.

Appendices

Appendices:
None.

Background reference papers:
None.

CABINET

Tuesday, 07 March 2023

Subject	Renewal of Dog Related Public Space Protection Orders
Report by	Councillor James Mallinder Cabinet Member with responsibility for The Environment
Supporting Officer	Fiona Quinn Head of Environmental Services and Port Health Fiona.Quinn@eastsoffolk.gov.uk 07385 948900 Ben Hunter Senior Environmental Protection Officer ben.hunter@eastsoffolk.gov.uk 07771 722709

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

Purpose and high-level overview

Purpose of Report:

To renew or amend the 13 Dog Control Public Space Protection Orders due for renewal

Options:

- 1 To renew all 13 of the Dog Control Public Space Protection Orders unamended
- 2 To Renew 11 Dog Control Public Space Protection Orders, amend the Carlton Marshes Nature Reserve dogs on Lead Control Public Space Protection Orders and allow the Carlton Marshes Nature Reserve Dog Exclusion Public Space Protection Order to expire
- 3 To adopt a 'do nothing approach' and allow all of the 13 PSPOs to expire

Recommendations:

1. That the renewal of Public Space Protection Orders covering the control of dogs as detailed in Appendices C-M of the report be approved.
2. That the existing Carlton Marshes Nature Reserve Dogs on Lead PSPO be extended to include the area indicated as detailed in Appendix N of the report.
3. That the Dog Exclusion PSPO at Carlton Marshes Nature Reserve be allowed to expire.

Corporate Impact Assessment

Governance:

As required under the Anti-Social Behaviour, Crime and Policing Act 2014, if Cabinet agrees to the implementation of a new PSPO, it will have to be publicised for a period of 20 days before it comes into force.

ESC policies and strategies that directly apply to the proposal:

Not applicable.

Environmental:

These controls will have a positive environmental impact by ensuring our streets, green spaces and beaches are clean and safe.

Equalities and Diversity:

An EQIA assessment has been undertaken.

Financial:

No financial implications as signage will be covered from existing budget.

Human Resources:

No impact identified

ICT:
No impact identified
Legal:
<p>The power to issue PSPOs is contained in the Anti-social Behaviour, Crime and Policing Act 2014. The act requires consultation with parties likely to be affected by the new PSPO. The Act includes the police and Police Authority as statutory consultees.</p> <p>If a new PSPO is enacted, it will remain in place for a period of up to three years, after which time it will lapse unless renewed. There is no limit to the number of times a PSPO can be renewed. Each renewal will require consultation and formal approval.</p> <p>If a new PSPO is not enacted it will lapse if not formally renewed at that time.</p>
Risk:
In the absence of these PSPOs the proportionate control of dogs will be extremely problematic.

External Consultees:	Included in appendix 1 of the report
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Strategic Plan Priorities

Select the priorities of the Strategic Plan which are supported by this proposal: (Select only one primary and as many secondary as appropriate)		Primary priority	Secondary priorities
T01	Growing our Economy		
P01	Build the right environment for East Suffolk	<input type="checkbox"/>	<input type="checkbox"/>
P02	Attract and stimulate inward investment	<input type="checkbox"/>	<input type="checkbox"/>
P03	Maximise and grow the unique selling points of East Suffolk	<input type="checkbox"/>	<input type="checkbox"/>
P04	Business partnerships	<input type="checkbox"/>	<input type="checkbox"/>
P05	Support and deliver infrastructure	<input type="checkbox"/>	<input type="checkbox"/>
T02	Enabling our Communities		
P06	Community Partnerships	<input type="checkbox"/>	<input type="checkbox"/>
P07	Taking positive action on what matters most	<input type="checkbox"/>	<input type="checkbox"/>
P08	Maximising health, well-being and safety in our District	<input type="checkbox"/>	<input type="checkbox"/>
P09	Community Pride	<input type="checkbox"/>	<input checked="" type="checkbox"/>
T03	Maintaining Financial Sustainability		
P10	Organisational design and streamlining services	<input type="checkbox"/>	<input type="checkbox"/>
P11	Making best use of and investing in our assets	<input type="checkbox"/>	<input type="checkbox"/>
P12	Being commercially astute	<input type="checkbox"/>	<input type="checkbox"/>
P13	Optimising our financial investments and grant opportunities	<input type="checkbox"/>	<input type="checkbox"/>
P14	Review service delivery with partners	<input type="checkbox"/>	<input type="checkbox"/>
T04	Delivering Digital Transformation		
P15	Digital by default	<input type="checkbox"/>	<input type="checkbox"/>
P16	Lean and efficient streamlined services	<input type="checkbox"/>	<input type="checkbox"/>
P17	Effective use of data	<input type="checkbox"/>	<input type="checkbox"/>
P18	Skills and training	<input type="checkbox"/>	<input type="checkbox"/>

P19	District-wide digital infrastructure	<input type="checkbox"/>	<input type="checkbox"/>
T05	Caring for our Environment		
P20	Lead by example	<input type="checkbox"/>	<input type="checkbox"/>
P21	Minimise waste, reuse materials, increase recycling	<input type="checkbox"/>	<input type="checkbox"/>
P22	Renewable energy	<input type="checkbox"/>	<input type="checkbox"/>
P23	Protection, education and influence	<input checked="" type="checkbox"/>	<input type="checkbox"/>
XXX	Governance		
XXX	How ESC governs itself as an authority	<input type="checkbox"/>	<input type="checkbox"/>
How does this proposal support the priorities selected? Placing effective controls on dogs and irresponsible dog owners links to the strategic priorities by using our regulatory functions and appropriate enforcement to protect our environment.			

Background and Justification for Recommendation

1 Background facts	
1.1	The Anti-social Behaviour, Crime and Policing Act 2014 introduced Public Space Protection Orders (PSPOs) to be used by District Councils and their partners to address anti-social behaviour (ASB) in their local areas, replacing Dog Control Orders.
1.2	A PSPO is an Order that identifies the space to which it applies and can make requirements, or prohibitions, within that area where it is believed that they are reasonable in order to prevent or reduce a detrimental impact.
1.3	A PSPO can apply for a maximum of three years, after which time a process of review and consultation must be undertaken to assess the need for the Order to be extended by up to a further three years. There is no limit on the number of times that a PSPO may be extended.
1.4	Non-compliance with a PSPO represents an offence under section 67 of the Anti-Social Behaviour, Crime and Policing Act 2014. On conviction, the maximum fine is set at level 3 (£1000). An authorised officer may issue a Fixed Penalty Notice for offences which, if accepted as an alternative to prosecution, will discharge any liability for the offence. The Fixed Penalty charge is £80, reduced to £60 if paid within ten days and it is proposed to retain that level of penalty as it is believed to be both proportionate and reasonable.

2 Current position	
2.1	East Suffolk Council has 22 PSPOs in place for the control of dogs across the district and of these, 13 now require review.
2.2	In order to extend a PSPO, a local authority must be satisfied on reasonable grounds that doing so is necessary to prevent:- a) The occurrence or recurrence after that time of the activities in the Order; or

	b) An increase in the frequency or seriousness of those activities after that time.
2.3	<p>The PSPOs up for review fall into three categories:</p> <ol style="list-style-type: none"> 1. Failing to remove the faeces when a dog is under the persons control has defecated on any land within the District which is open to the air and to which the public has a right of access. <p><u>Dog Fouling</u></p> <ol style="list-style-type: none"> 2. Permitting a dog to enter land from which dogs are excluded for specified beaches during the bathing season, specified environmentally sensitive areas and to all children's play areas which are gated (or fitted with grids) and fenced. <p><u>Exclusion of dogs from Southwold beach</u></p> <p>Exclusion of Dogs from Lowestoft Beach</p> <p>Exclusion of dogs from Felixstowe Beach</p> <p>Exclusion of Dogs from Corton Beach</p> <p>Dog Exclusion from land at Carlton Marshes Nature Reserve</p> <p><u>Dogs in Children's Play Areas</u></p> <ol style="list-style-type: none"> 3. Not keeping a dog on a lead in a designated area including certain promenades, churchyards and specified environmentally sensitive areas. <p><u>Dogs on leads on Southwold Promenade</u></p> <p><u>Dogs on Leads on Lowestoft Promenade</u></p> <p><u>Dogs on Leads at Charsfield Churchyard</u></p> <p><u>Dogs on Leads at Lound Lakes Nature reserve</u></p> <p><u>Dogs on Leads at Carlton Marshes Nature Reserve</u></p> <p><u>Dogs on Leads at Herringfleet Hills</u></p> <p>The PSPOs were adopted in April 2020 apart from the Exclusion of Dogs from Felixstowe beach which was adopted in January 2020.</p>

3 How to address current situation

3.1	Prior to extending or amending a PSPO, the council is obliged to undertake consultation with Parish and Town councils, relevant landowners, District councillors, Police and Crime Commissioner and the County Council.
3.2	The consultation exercise for the 13 due for review took place between 16 th November 2022 and 8 th January 2023. In addition to contacting the statutory consultees the consultation was publicised widely, placed on our website and a press release was picked up and run by the local press.
3.3	In total 53 comments were received from members of the public, the police, Councillors, Parish and Town Councils, landowners and managers and the Kennel Club. They have been summarised and a response given in Appendix A.
3.4	There was overwhelming support for the renewal of the majority of the PSPOs as existing, with 91% of the responses being in favour.
3.5	<p>The Suffolk Wildlife Trust, who manage the Carlton Marsh Nature Reserve, have asked for the Dogs on Lead PSPO that covers most of the site to be extended to include the additional area of land currently covered by the Dog Exclusion PSPO and allow the Dog Exclusion PSPO to expire.</p> <p>In their representation the Trust states “we have found the requests for dogs on leads being adhered too has meant that disturbance to wildlife on the nature reserve in minimal and low risk.”</p>
3.6	This amendment would simplify the position at Carlton Marshes Nature Reserve and lead to less potential for confusion for users of the site whilst continuing to protect wildlife. It is therefore supported and forms part of the recommendation.

4 Reason/s for recommendation

4.1	Without these orders in place the Council has no authority to legally enforce in these areas. All the areas specified in this report are fundamental to the protection and enjoyment of the district's public spaces.
4.2	The four Exclusion of Dogs from Beaches PSPOs are instrumental in maintaining the recognised quality of the district's bathing areas, this includes supporting any Blue Flag designations. The criteria for awarding a Blue Flag states that “Dogs must be excluded from the award area of the beach during bathing season”.
4.2	For Carlton Marsh Nature Reserve to reduce the control for part of the site from a ban on dogs to allowing them on leads as it was considered to be a more proportionate control measure.

Appendices

Appendices:	
Appendix A	Summary of the comments in response to the consultation
Appendix B	Dog Complaint Statistics
Appendix C	Proposed renewal of PSPO - Exclusion of Dogs from Felixstowe Beach
Appendix D	Proposed renewal of PSPO - Dogs on Leads at Lound Lakes Nature Reserve
Appendix E	Proposed renewal of PSPO - Dogs on Leads, Herringfleet Hills
Appendix F	Proposed renewal of PSPO - Dogs on Leads, Charsfield Churchyard
Appendix G	Proposed renewal of PSPO – Exclusion of Dogs from Corton Beach
Appendix H	Proposed renewal of PSPO - Dogs in Children’s Play Areas
Appendix I	Proposed renewal of PSPO - Dogs on Leads on Lowestoft Promenade
Appendix J	Proposed renewal of PSPO - Exclusion of Dogs from Lowestoft Beach
Appendix K	Proposed renewal of PSPO – Dog Fouling
Appendix L	Proposed renewal of PSPO - Dogs on Leads on Southwold Promenade
Appendix M	Proposed renewal of PSPO - Exclusion of Dogs from Southwold Beach
Appendix N	Proposed expansion of PSPO - Dogs on Leads Carlton Marshes Nature Reserve
Appendix O	PSPO to Expire - Dog Exclusion from Land at Carlton Marshes Nature Reserve

Background reference papers:		
Date	Type	Available From
June 2022	Anti-social Behaviour, Crime and Policing Act 2014: Anti-social behaviour powers Statutory guidance for frontline professionals	Home Office

Appendix A

Representations as a result of the consultation

Comments supporting renewal – no amendments	28	
Comments supporting renewal – with further comment	20	
Objections	5	
Total	53	
Percentage for renewal		91%
Percentage against renewal		9%

Representations Supporting the renewal of the Dog Control PSPOs but with suggestions for alterations.

Issue	Number of Comments	Response
Felixstowe beach - extend the dogs exclusion wider	6	We presently do not have the evidence of a problem with dogs outside the existing dog exclusion area – Town council say they are happy with the present position. Our Statistic on dog fouling complaints do not support any change.
Allow dogs on beaches in evenings	2	There are beaches in all areas where dogs can be present
Request for Dogs on Lead PSPO in Nicholas Everitt Park	1	Review over the year in association with the Parish Council to assess the level of the problem
Extend Dog Exclusion to Southern section Of Languard Nature Reserve	2	Review to assess whether there is evidence that the present dogs on Leads PSPO for the area is not sufficient.
Dog exclusion for Thorpness Beach	1	Review over the year to assess if required
Allow dog exclusion to expire on Carlton Marsh Nature Reserve and expand dogs on leads PSPO	1	Recommendation acknowledged and included within this report
Better more specific signage for PSPOs	6	A review will be undertaken of all PSPO signage across the district and improved signage implemented where a need is identified. We are required to have specific wording on PSPO signs by government.
PSPO required preventing Fires on Broomheath	1	Review with the Fire Service and other stakeholders to ascertain what the most appropriate approach will be.

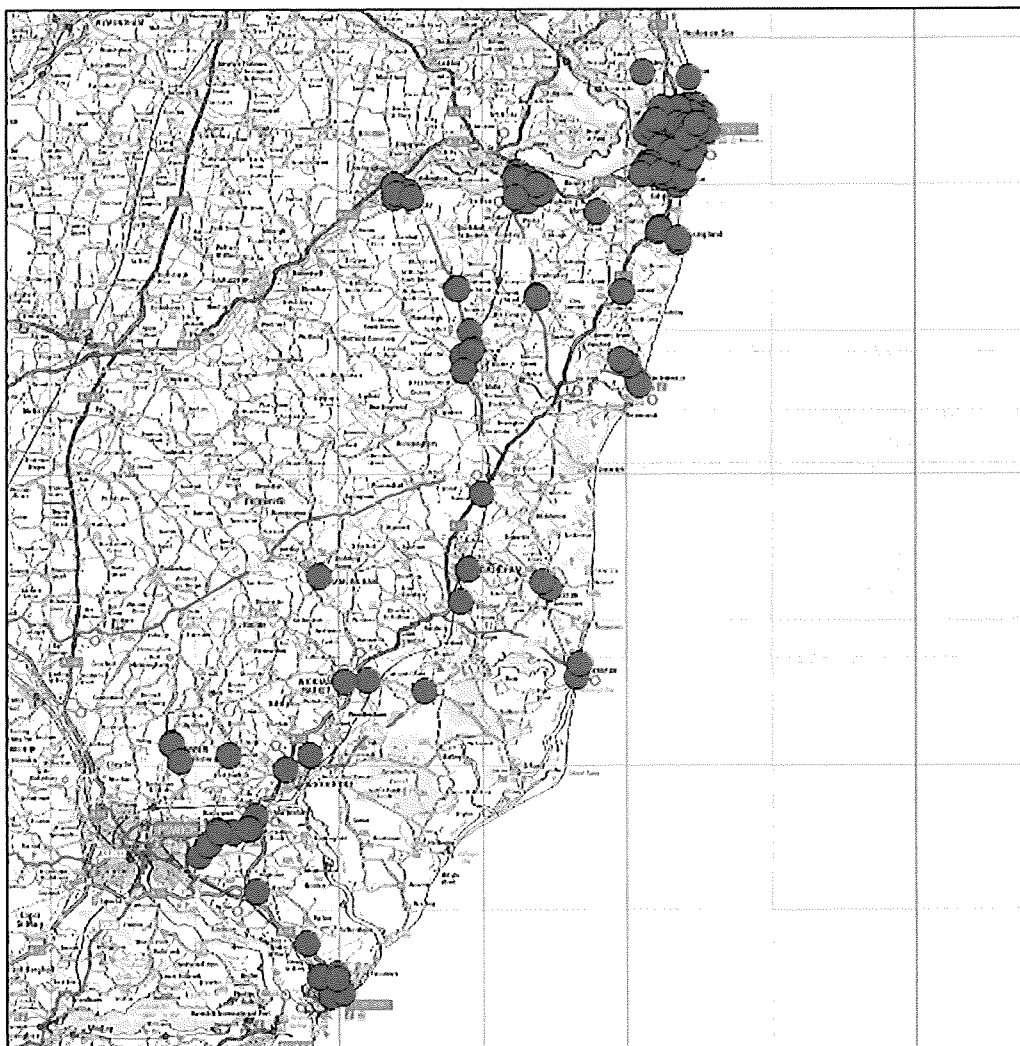
Summary of representations opposing the Renewal of the PSPOs

It would help tourism and local economy if the exclusion of dogs from Lowestoft Beach was lifted.	There are areas to the north and south of Lowestoft that are available for dog walkers. Lowestoft has a Blue Flag award winning sandy beach which draws tourists. This would be at risk should dogs be allowed in high season.
Objection to the Carlton Marshes PSPO and poor signage	The dog Exclusion PSPO is being allowed to expire, allowing dogs on all parts of the area. The signage for this area will be reviewed.
Remove dog bans and enforce the dog fouling PSPO	Representation supporting the exclusion of dogs from areas also commented on the fear of dogs. Dog exclusion is for more reasons than fouling.
We have a family dog that we are unable to take to the beach with us.	Not all bathing beaches are covered by dog exclusion PSPOs. A list of alternative sites which dog walkers can use to exercise their dogs without restrictions will be added to the website.
East Suffolk should be dog friendly and not restrict access for dogs	We have to balance the wishes of dog owners with the wishes of those who do not want dogs in certain areas and ensure there are facilities for both sections of the community.

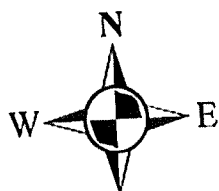
Appendix B

Dog Control Statistics

Dog Fouling Complaints across the East Suffolk 2020/2021/2022



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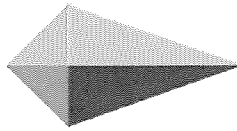


Legend

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Kilometers

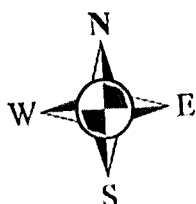
Dog Fouling Complaints for Lowestoft 2020/2021/2022



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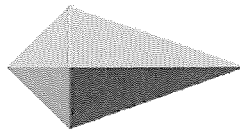


Legend

● UNISDELIVE.UFRM_SRREC_POINT

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Dog Fouling Complaints Lowestoft Seafront 2020/2021/2022



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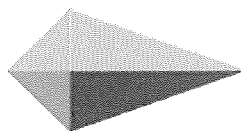


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Kilometers

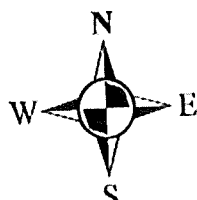
Dog Fouling Complaints Felixstowe Sea Front 2020/2021/2022



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Legend

● UNISDELIVE.UFRM_SRREC_POINT

0 0.075 0.15 0.3 0.45 0.6 Kilometers

Appendix C

Exclusion of Dogs from Felixstowe Beach

PUBLIC SPACE PROTECTION ORDER

Anti Social Behaviour Crime & Policing Act 2014

2023/01 - Exclusion of Dogs from Felixstowe Beach

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 20th March 2023 and shall have effect for a period of three years thereafter, expiring on 23rd March 2026 unless extended by further orders.

2. The Restricted Area:

The Order applies to the area of beach northwards from the groyne at Grid Reference TM 29674 33642 (between Manwick Road and Arwela Road) to the groyne opposite the South-Eastern Corner of the Spa Pavilion at Grid Reference TM 30625 34445 and includes any slope or staircase leading to the beach from the promenade, as shown 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 during the period from 1st May and ending 30th September (inclusive) each year.

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 onto the beach in the Restricted Area ("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 dogs in the Restricted Area, as shown on the attached plan, for the period commencing 1st May and ending 30th September (inclusive) each year.

6. Exemptions:

This order shall not apply to any person who:

- i. is registered as a blind person in a register compiled under section 29 of the National Assistance Act 1948; or
- ii. is for the time being in charge of an Assistance Dog and 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.

The common seal of East Suffolk Council was hereunto affixed in the presence of:

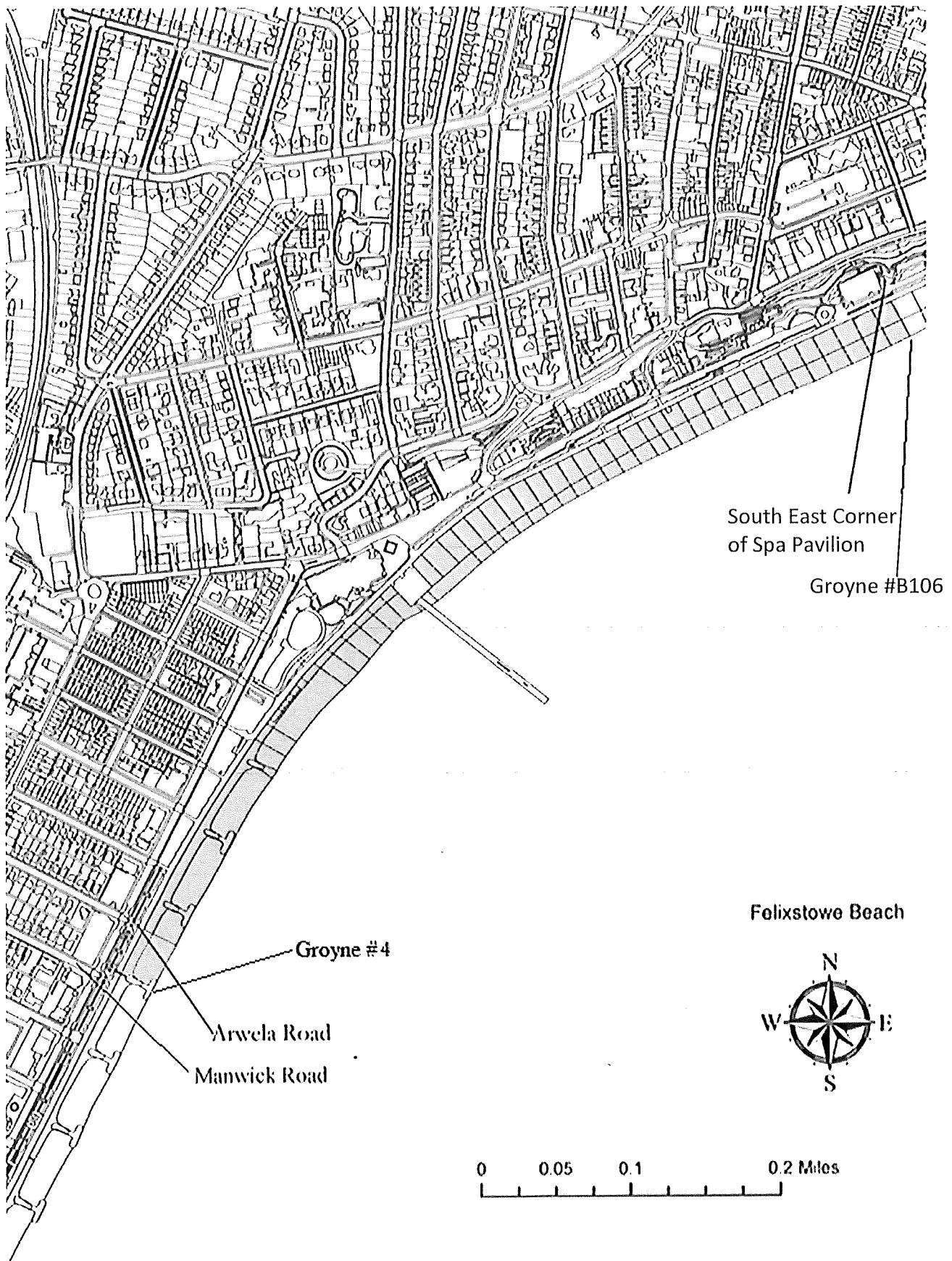
Authorised signatory

Dated:

PUBLIC SPACE PROTECTION ORDER

Anti Social Behaviour Crime & Policing Act 2014

2023/01 - Exclusion of Dogs from Felixstowe Beach



Appendix D

Dogs on Leads at Lound Lakes Nature Reserve

PUBLIC SPACE PROTECTION ORDER

Anti Social Behaviour Crime & Policing Act 2014

2023/02 – Dogs on Leads at Lound Lakes Nature Reserve

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 21st March 2023 and shall have effect for a period of three years thereafter, expiring on 20th March 2026 unless 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 shaded pink and 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 onto the beach in the Restricted Area ("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 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 registered as a blind person in a register compiled under section 29 of the National Assistance Act 1948; or
- ii. is for the time being in charge of an Assistance Dog and 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.

The common seal of East Suffolk Council was hereunto affixed in the presence of:

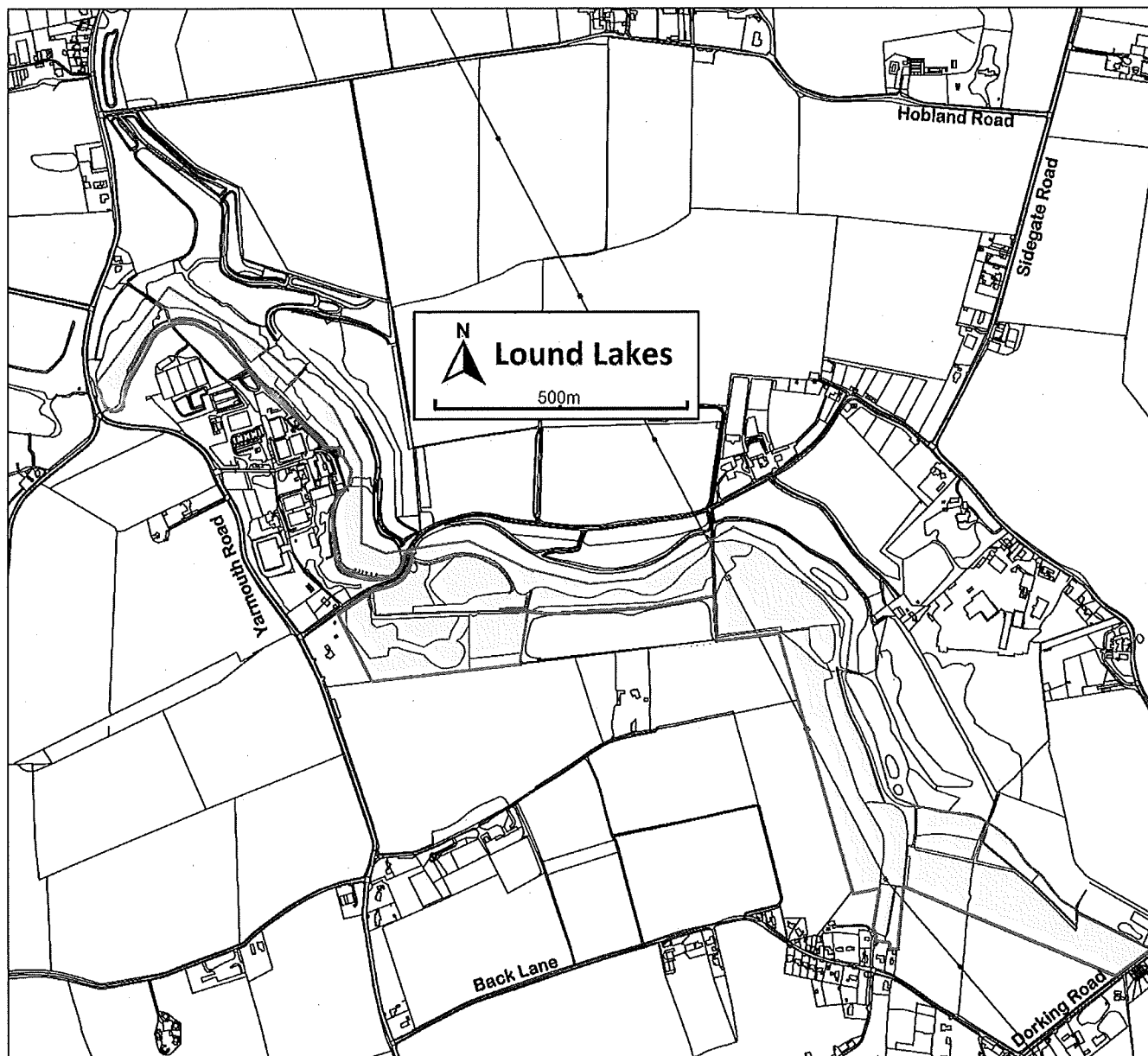
Authorised signatory

Dated

PUBLIC SPACE PROTECTION ORDER

Anti Social Behaviour Crime & Policing Act 2014

2023/02 – Dogs on Leads at Lound Lakes Nature Reserve



Appendix E
Dogs on Leads, Herringfleet Hills



PUBLIC SPACE PROTECTION ORDER

Anti Social Behaviour Crime & Policing Act 2014 2023/03 – 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 21st March 2023 and shall have effect for a period of three years thereafter, expiring on 20th March 2026 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 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.

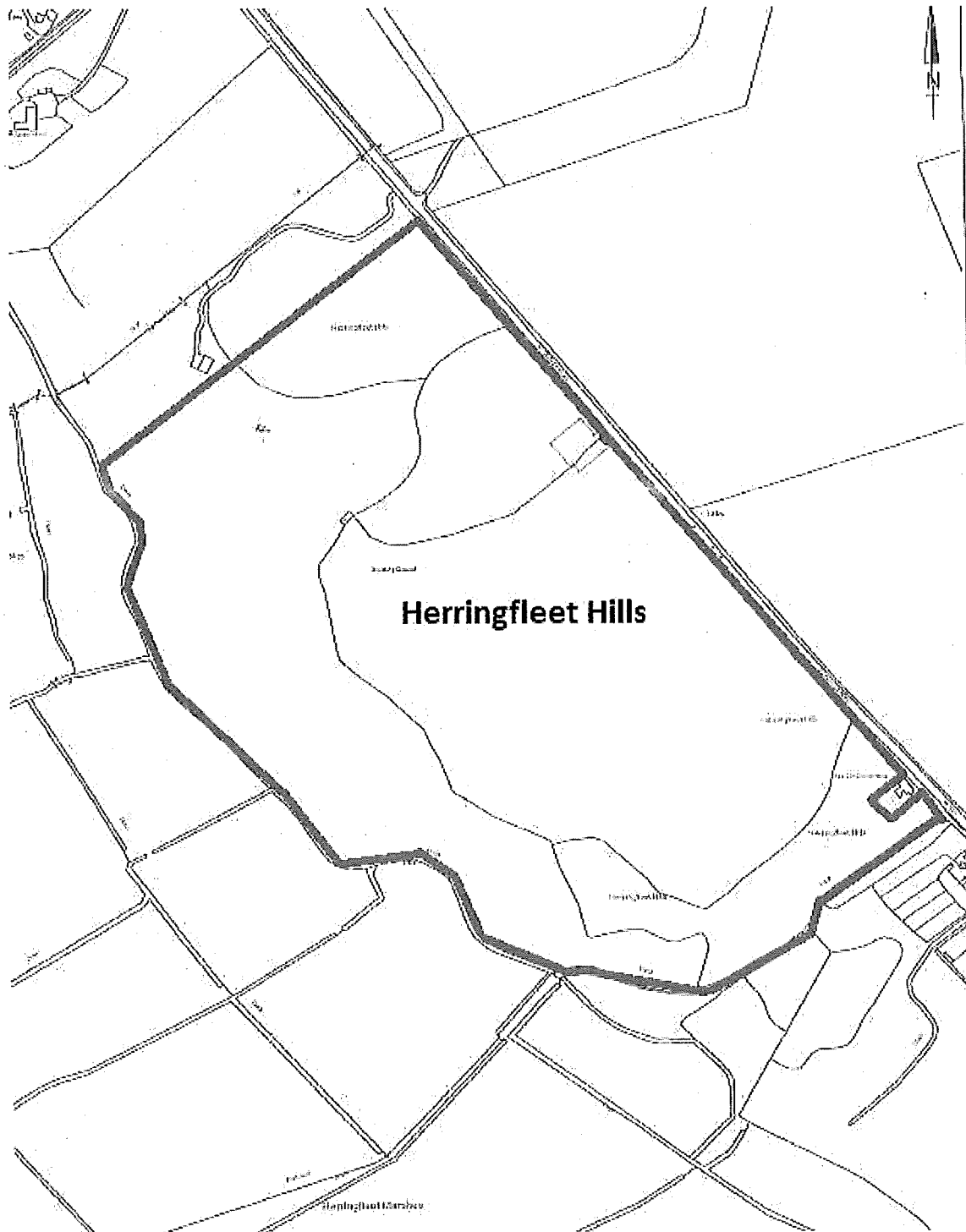
The common seal of East Suffolk Council was hereunto affixed in the presence of:

Authorised Signatory:

Dated:

PUBLIC SPACE PROTECTION ORDER

Anti Social Behaviour Crime & Policing Act 2014
2023/03 – Dogs on Leads, Herringfleet Hills



Appendix F

Dogs on Leads, Charsfield Churchyard

PUBLIC SPACE PROTECTION ORDER

Anti Social Behaviour Crime & Policing Act 2014

2023/04 – 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 21st March 2023 and shall have effect for a period of three years thereafter, expiring on 20th March 2026 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 onto the beach in the Restricted Area ("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:

- i. is registered as a blind person in a register compiled under section 29 of the National Assistance Act 1948; or
- ii. is for the time being in charge of an Assistance Dog and 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.

The common seal of East Suffolk Council was here unto affixed in the presence of:

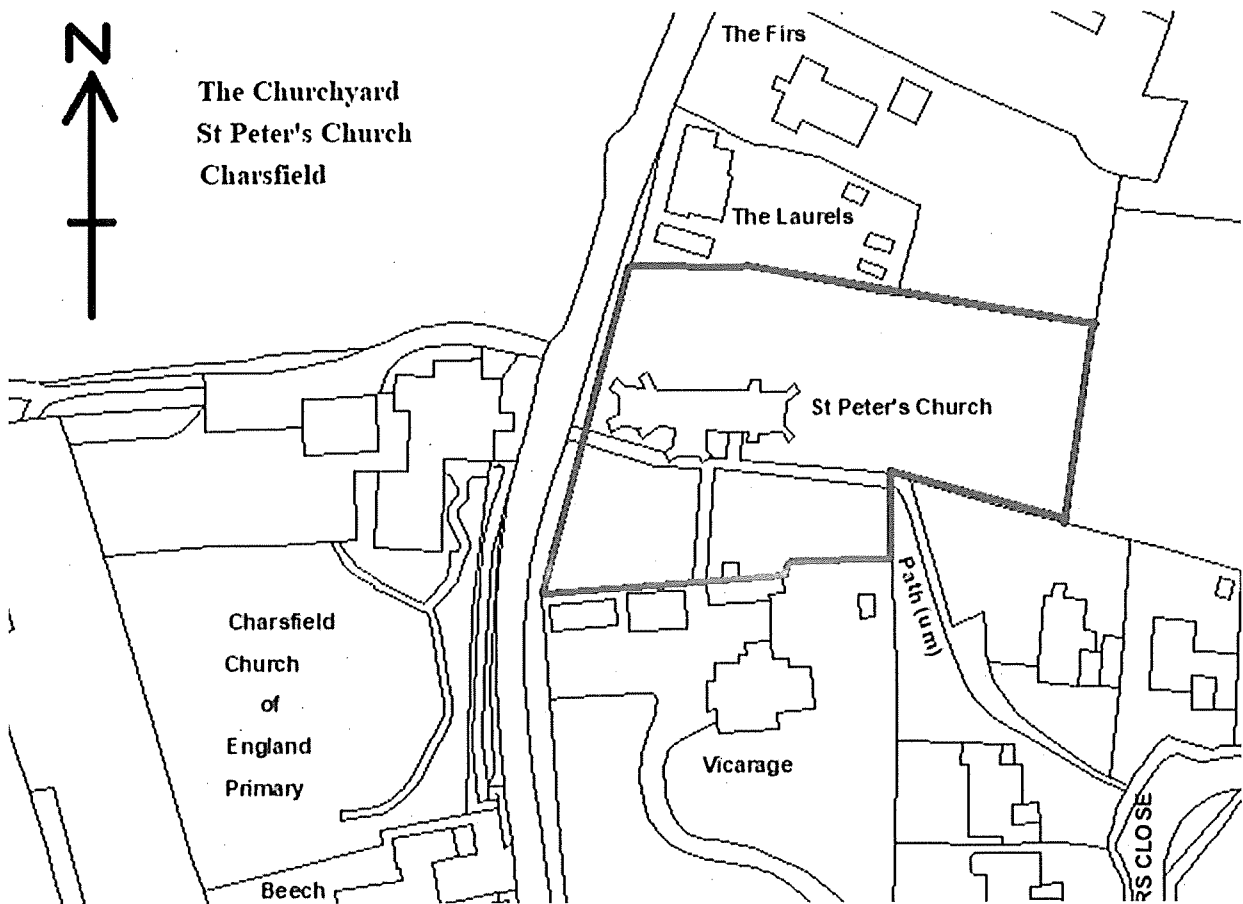
Authorised signatory

Dated:

PUBLIC SPACE PROTECTION ORDER

Anti Social Behaviour Crime & Policing Act 2014

2023/04 – Dogs on Leads, Charsfield Churchyard



Appendix G

Exclusion of Dogs from Corton Beach

PUBLIC SPACE PROTECTION ORDER

Anti Social Behaviour Crime & Policing Act 2014

2023/05 – Dogs on Corton Beach

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 21st March 2023 and shall have effect for a period of three years thereafter, expiring on 20th March 2026 unless revoked, amended or extended by further orders.

2. The Restricted Area:

The Order applies to Corton Beach from a point adjacent to Baker's Score, Southwards to a point adjacent to Tibenham's Score ("the Restricted Area"), as shown shaded pink 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 for the period each year from 1st May to the 30th September the same year.

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 onto the beach in the Restricted Area ("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:

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.

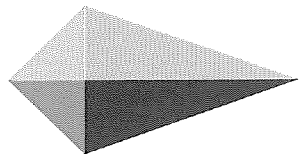
7. Offences

- 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.

The common seal of East Suffolk Council was hereunto affixed in the presence of:

Authorised signatory:

Dated:

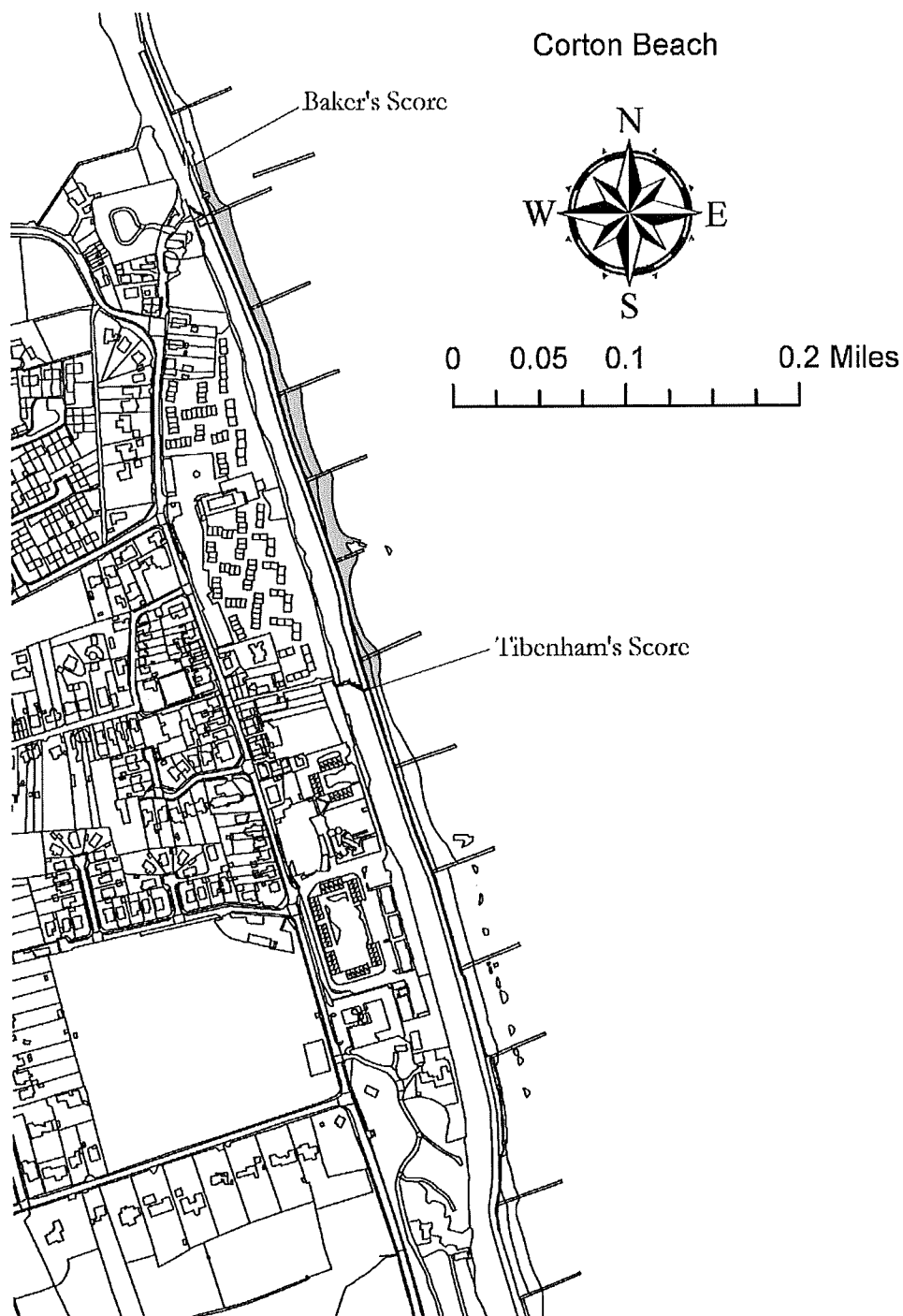


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PUBLIC SPACE PROTECTION ORDER

Anti Social Behaviour Crime & Policing Act 2014

2023/05 – Dogs on Corton Beach



Appendix H

Dogs in Children’s Play Areas

PUBLIC SPACE PROTECTION ORDER

Anti Social Behaviour Crime & Policing Act 2014

2023/06 – Dogs in Children’s Play Areas

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 21st March 2023 and shall have effect for a period of three years thereafter, expiring on 20th March 2026 unless revoked, amended or extended by further orders.

2. The Restricted Area:

The Order applies to all children’s play areas in the East Suffolk District which are gated (or fitted with grids), and fenced to prevent access to dogs.

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 causing or allowing dogs to enter the Restricted Areas (“the Activity”) has or is likely to have 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:

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.

The common seal of East Suffolk Council was hereunto affixed in the presence of:

Authorised signatory:

Dated:

Appendix I

Dogs on Leads on Lowestoft Promenade

PUBLIC SPACE PROTECTION ORDER

Anti Social Behaviour Crime & Policing Act 2014

2023/07 – Dogs on Leads on Lowestoft Promenade

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 21st March 2023 and shall have effect for a period of three years thereafter, expiring on 20th March 2026 unless revoked, amended or extended by further orders.
2. **The Restricted Area:**
The Order applies to Lowestoft Upper Promenade for its entire length from the Claremont Pier Southwards to Kensington Road, and also to the Lowestoft Lower Promenade for its entire length from South Pier to its termination East of All Saints Road, Pakefield, as shown shaded red on the attached map.
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; with the exception that the Order shall not apply to a registered disabled person for the time being in charge of a registered assistance dog.
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 onto 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:**
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.

The common seal of East Suffolk Council was hereunto affixed in the presence of:

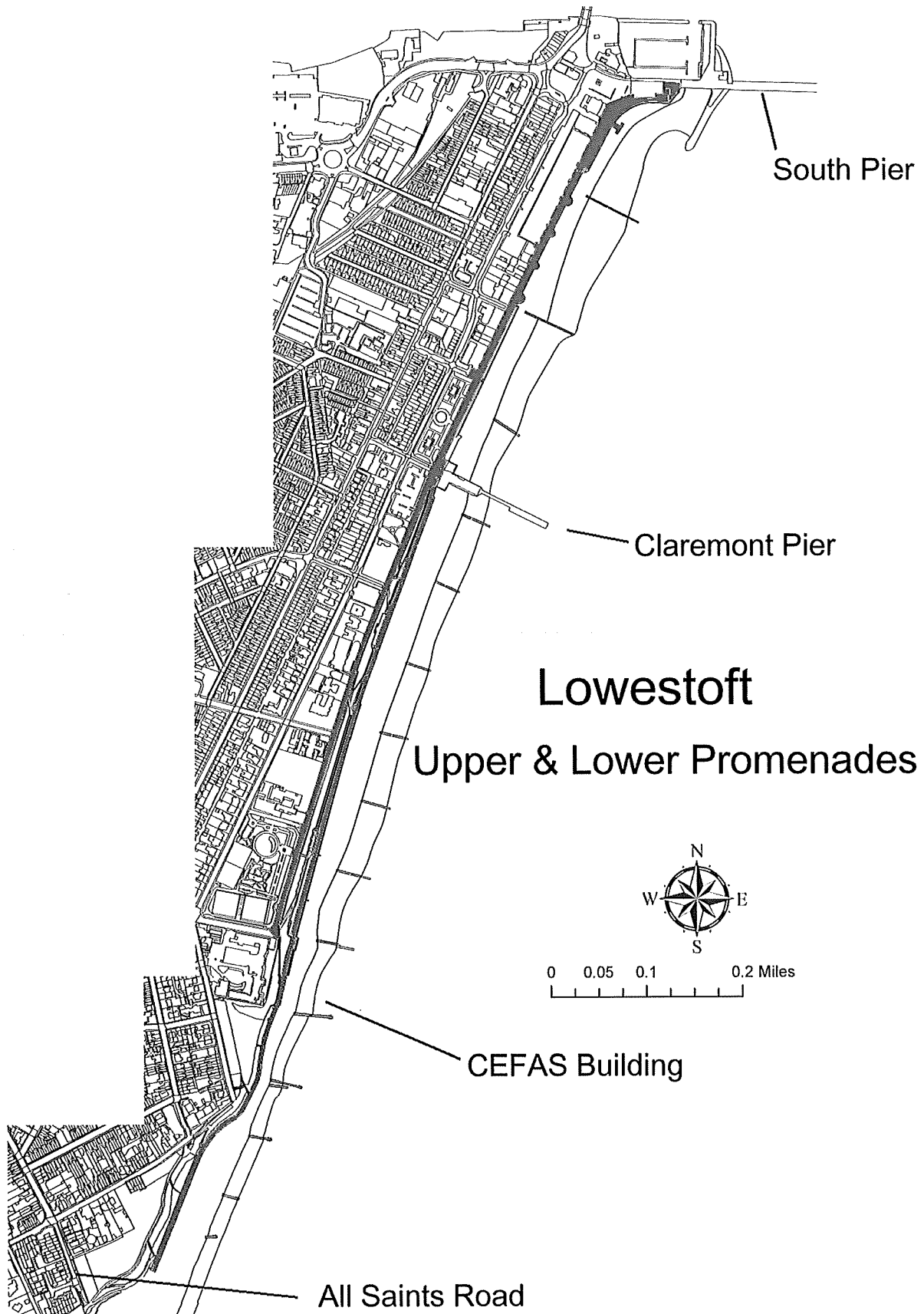
Authorised Signatory:

Dated:

PUBLIC SPACE PROTECTION ORDER

Anti Social Behaviour Crime & Policing Act 2014

2023/07 – Dogs on Leads on Lowestoft Promenade



Appendix J

Exclusion of Dogs from Lowestoft Beach

PUBLIC SPACE PROTECTION ORDER

Anti Social Behaviour Crime & Policing Act 2014

2023/08 – Exclusion of Dogs from Lowestoft Beach

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 21st March 2023 and shall have effect for a period of three years thereafter, expiring on 20th March 2026 unless revoked, amended or extended by further orders.

2. The Restricted Area:

The Order applies to the Beach at Lowestoft from the South Pier, for its entire length Southward to a point adjacent to the CEFAS building ("the Restricted Area"), as shown shaded pink 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 for the period each year from 1st May to the 30th September the same year.

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 onto the beach in the Restricted Area ("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:

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.

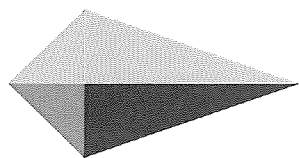
7. Offences

- 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.

The common seal of East Suffolk Council was here unto affixed in the presence of:

Authorised signatory:

Dated:

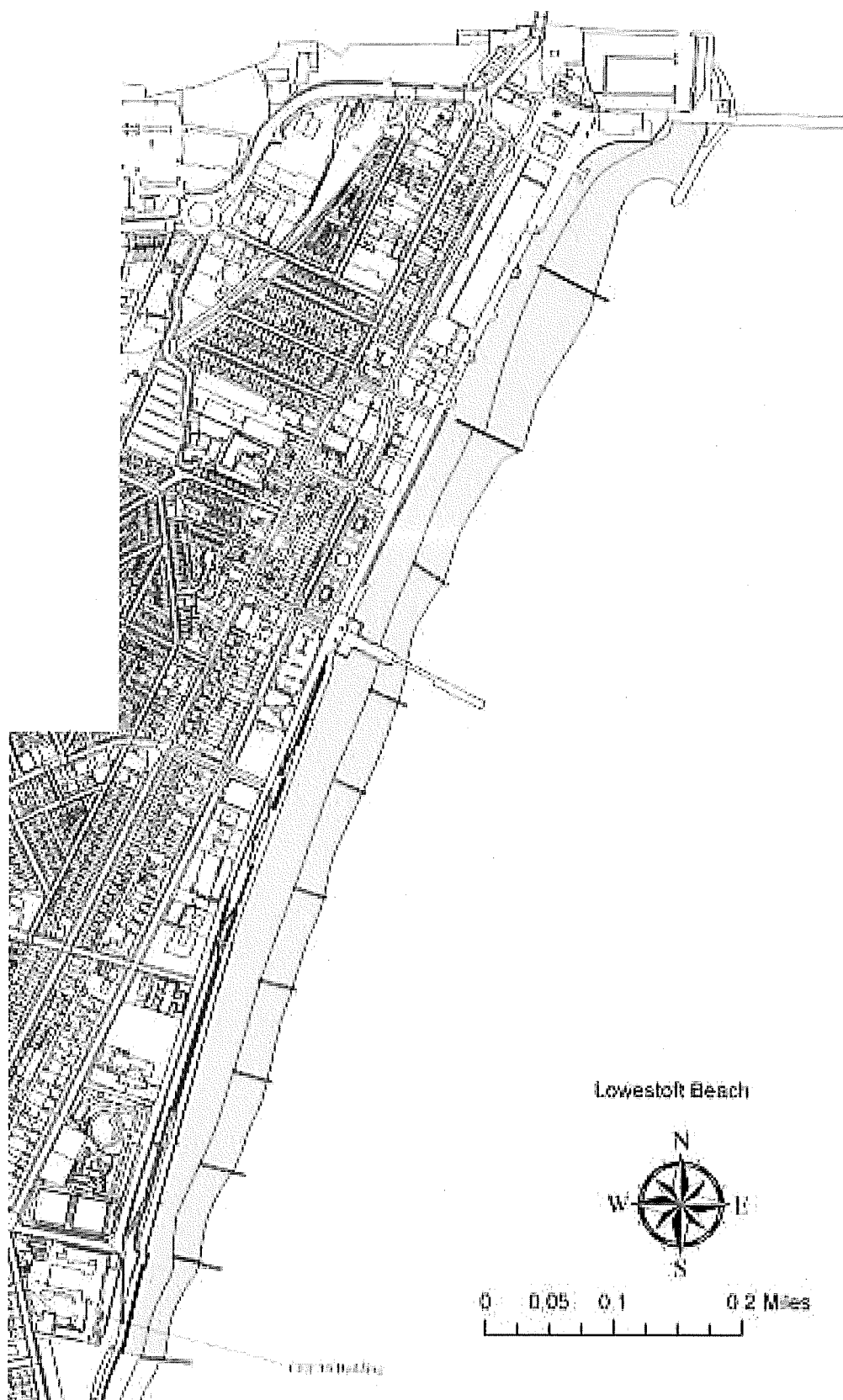


EASTSUFFOLK
COUNCIL

PUBLIC SPACE PROTECTION ORDER

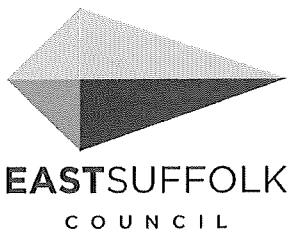
Anti Social Behaviour Crime & Policing Act 2014

2023/08 – Exclusion of Dogs from Lowestoft Beach



Appendix K

Dog Fouling



PUBLIC SPACE PROTECTION ORDER

Anti Social Behaviour Crime & Policing Act 2014

2023/10 – Dog Fouling

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 21st March 2023 and shall have effect for a period of three years thereafter, expiring on 20th March 2026 unless revoked, amended or extended by further orders.

2. The Restricted Area:

The Order applies to all land in the District which is open to the air and to which the public are entitled or permitted to have access (with or without payment) including (but not restricted to) commons, beaches, highways, footpaths, verges, car parks, pedestrianised areas, promenades, sports fields and pitches, village or town greens, play areas, parks, gardens and other community amenity space. (the "Restricted Areas").

3. Persons to whom this Order applies:

The Order applies to all persons within the Restricted Areas 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 the requirement specified below shall apply to any person for the time being in control of a dog which defecates on land in a Restricted Area. 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. Prohibition/Requirement:

In pursuance of section 59 of the Act, the Council therefore requires persons for the time being in control of a dog within a Restricted Area to remove all faeces deposited by the dog forthwith.

6. Exemptions:

This order shall not apply to any person who:

- i. has a reasonable excuse for failing to comply. Being unaware of the defecation (whether by reason of not being in the vicinity or otherwise), or not having suitable means of removing the faeces shall not be a reasonable excuse for failing to comply with this order.
- ii. 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.

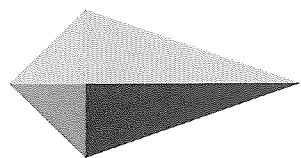
The common seal of East Suffolk Council was hereunto affixed in the presence of:

Authorised Signature:

Dated:

Appendix L

Dogs on Leads on Southwold Promenade



EASTSUFFOLK
C O U N C I L

PUBLIC SPACE PROTECTION ORDER

Anti Social Behaviour Crime & Policing Act 2014

2023/11 – Dogs on Leads on Southwold Promenade

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 21st March 2023 and shall have effect for a period of three years thereafter, expiring on 20th March 2026 unless revoked, amended or extended by further orders.
2. The Restricted Area:
The Order applies to Southwold Promenade from its Northern-most extent its Southern-most extent ("the Restricted Area"), as shown coloured 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 onto the promenade 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:
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.

The common seal of East Suffolk Council was hereunto affixed in the presence of:

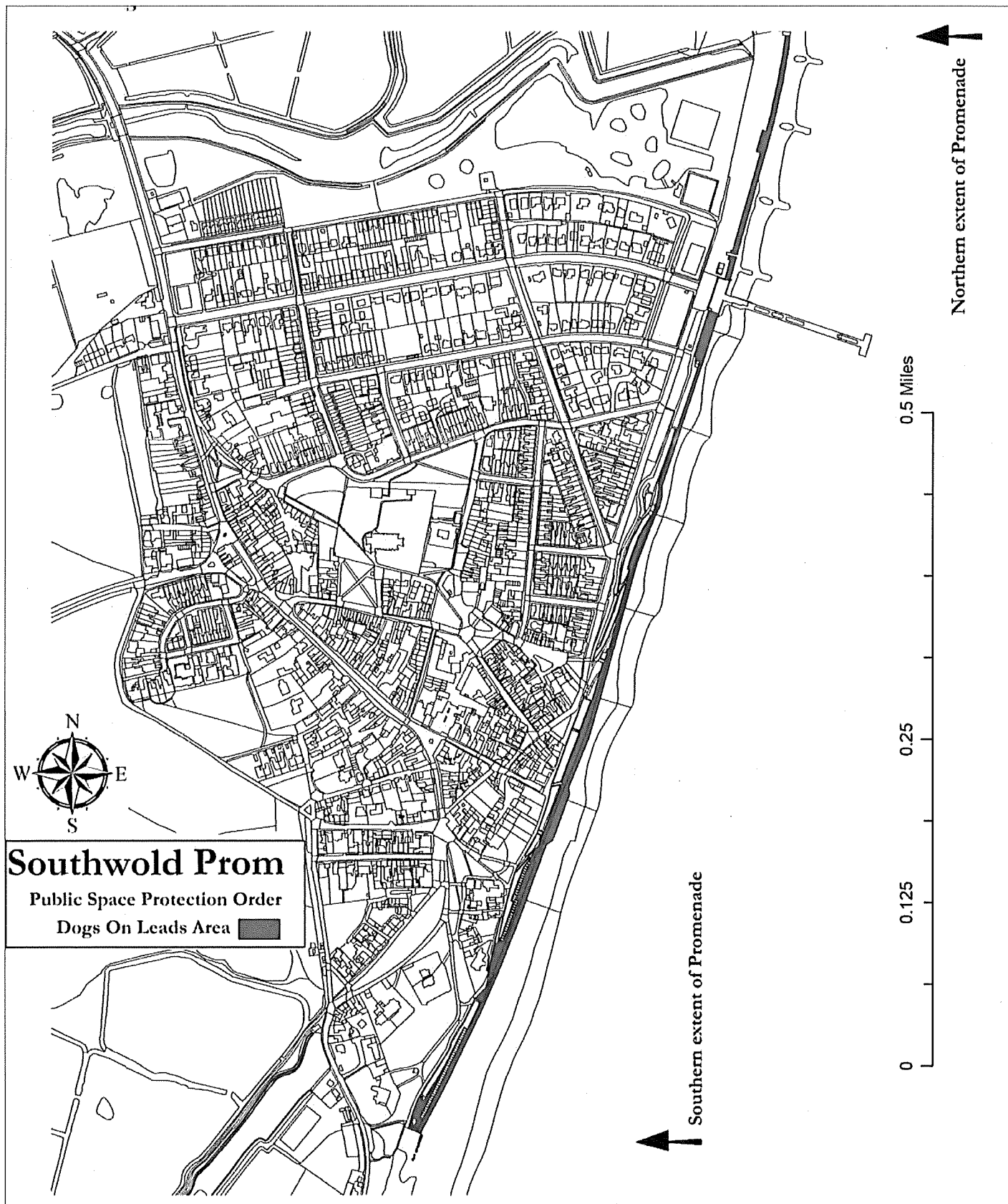
Authorised signatory:

Dated:

PUBLIC SPACE PROTECTION ORDER

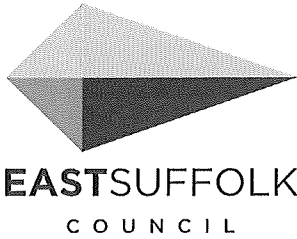
Anti Social Behaviour Crime & Policing Act 2014

2023/11 – Dogs on Leads on Southwold Promenade



Appendix M

Exclusion of Dogs from Southwold Beach



PUBLIC SPACE PROTECTION ORDER

Anti Social Behaviour Crime & Policing Act 2014

2023/12 – Exclusion of Dogs from Southwold Beach

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 21st March 2023 and shall have effect for a period of three years thereafter, expiring on 20th March 2026 unless revoked, amended or extended by further orders.

2. The Restricted Area:

The Order applies to all of Southwold Beach from a point adjacent to the Northern-most extent of the promenade to a point adjacent to the Southern-most extent of the promenade ("the Restricted Area"), as shown hatched 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 throughout the months of April, May, June, July, August and September each year (i.e. for the entire period beginning at midnight on 31st March and ending at midnight on 30th September in the same year.)

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 onto the beach in the Restricted Area ("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:

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

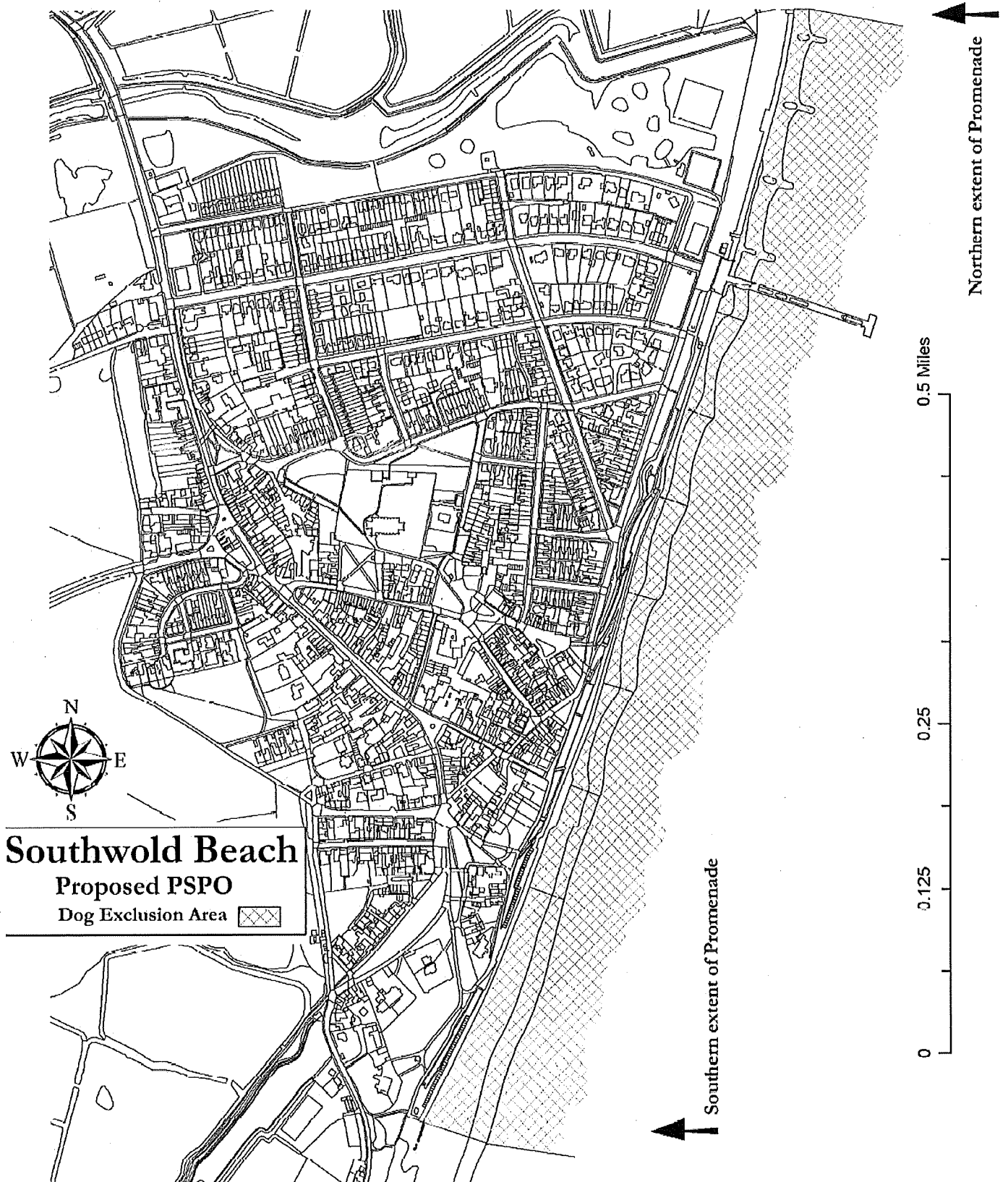
7. Offences

- 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.

The common seal of East Suffolk Council was hereunto affixed in the presence of:

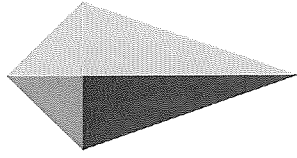
Authorised signatory:

Dated:



Appendix N

Dogs on Leads Carlton Marshes Nature Reserve



EASTSUFFOLK
C O U N C I L

PUBLIC SPACE PROTECTION ORDER
Anti Social Behaviour Crime & Policing Act 2014
2023/09 – Dogs on Leads at Carlton Marshes Nature Reserve

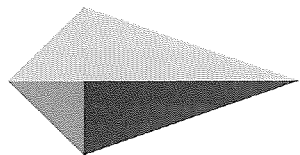
Notice is hereby given that the East Suffolk Council in exercise of its powers under Section 59 of the Anti Social Behaviour, Crime and Policing Act 2014 ("The Act") makes the following Order:

1. **Duration:**
This Order shall come into force on 21st March 2023 and shall have effect for a period of three years thereafter, expiring on 20th March 2026 unless revoked, amended or extended by further orders.
2. **The Restricted Area:**
The Order applies to land known as Carlton Marshes Nature Reserve, situated between the A146 Beccles Road and Oulton Dyke ("the Restricted Area"), as shown 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 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.

The common seal of East Suffolk Council was hereunto affixed in the presence of:

Authorised signatory

Dated



EASTSUFFOLK
COUNCIL

PUBLIC SPACE PROTECTION ORDER

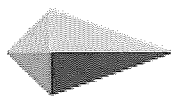
Anti Social Behaviour Crime & Policing Act 2014

2023/09 – Dogs on Leads at Carlton Marshes Nature Reserve



Appendix O

PSPO to Expire - Dog Exclusion from Land at Carlton Marshes Nature Reserve



EASTSUFFOLK
COUNCIL

PUBLIC SPACE PROTECTION ORDER

Anti Social Behaviour Crime & Policing Act 2014

2020/06 – Dog Exclusion from Land at Carlton Marshes Nature Reserve

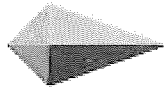
Notice is hereby given that the East Suffolk Council in exercise of its powers under Section 59 of the Anti Social Behaviour Crime and Policing Act 2014 ("The Act") makes the following Order:

1. **Duration:**
This Order shall come into force on 21st April 2020 and shall have effect for a period of three years thereafter, expiring on 20th April 2023 unless revoked, amended or extended by further orders.
2. **The Restricted Area:**
The Order applies to part of the land known as Carlton Marshes Nature Reserve, situated between the A146 Beccles Road and Oulton Dyke ("the Restricted Area"), as shown 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 ("the Activity") has or is likely to have 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 prohibits any person from taking a dog or dogs into 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 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:

Head of Governance

Dated: 21st April 2020

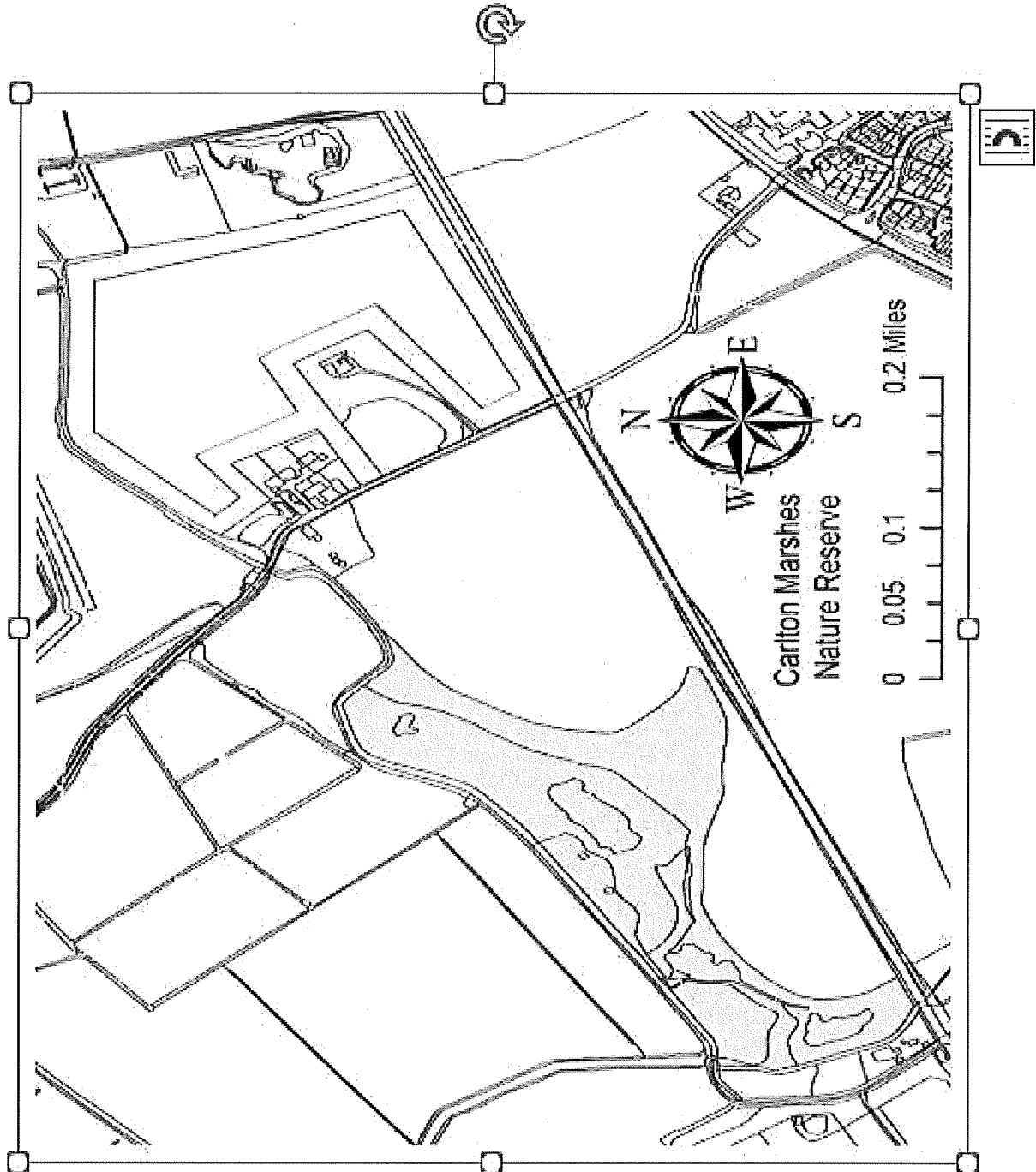


EASTSUFFOLK
COUNCIL

PUBLIC SPACE PROTECTION ORDER

Anti Social Behaviour Crime & Policing Act 2014

2020/06 – Dog Exclusion from Land at Carlton Marshes Nature Reserve





CABINET

Tuesday, 07 March 2023

Subject	Rent & Service Charge Policy
Report by	Councillor Richard Kerry Cabinet Member with responsibility for Housing
Supporting Officer	Samantha Shimmon Strategic Lead – Housing Services samantha.Shimmon@eastsuffolk.gov.uk 01502 523451

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

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

Purpose and high-level overview

Purpose of Report:

This report and the attached Rent & Service Charge Policy have been developed to set out the way East Suffolk Council's Landlord Services will set their rents and service charges in Housing Revenue Account (HRA) owned and managed properties. It has been written in accordance with best practice, legislation, and regulation to set out clearly and transparently to our tenants how we set their rent and service charges.

Options:

There are two options to be considered:

Option 1 - This would see the adoption of the Rent and Service Charge Policy, which would ensure a robust strategic direction to setting rents and service charges for HRA owned and managed stock. It would ensure compliance with the Social Housing Regulators Rent Standard 2020 and is part of the essential work required for the Regulatory Notice served in May 2022 to be lifted.

Option 2 – This would see the failure to adopt the Rent and Service Charge Policy. This would not be a recommended option as it does not set out the standards officers are expected to follow to set our rents and services charges and ensure compliance with the Social Housing Regulators Rents Standard 2020.

Recommendation/s:

1. That the Rent & Service Charge Policy be approved, which will be implemented by officers immediately.
2. That authority be delegated to the Head of Housing and the Housing Programme Board, in consultation with the Cabinet Member with responsibility for Housing, to update the Policy as required.
3. That authority be delegated to the Head of Housing, Strategic Lead – Housing Services and Housing Programme Board, in consultation with the Cabinet Member with responsibility for Housing, to develop all the relevant procedures to support the implementation of this Rent & Service Charge Policy.

Corporate Impact Assessment

Governance:

The Housing Programme Board (HPB) will be a strategic leadership forum representing the housing service at East Suffolk Council, this is in the process of being set up and will meet monthly.

The purpose of the HPB is to mirror the Housing Health & Safety Board for all other aspects of Housing. It will ensure the efficient and effective programme management of the non-Health and Safety workstreams and projects.

The HPB will regularly review all relevant policies and procedures, including the Rent & Service Charge Policy considering changes to Legislation and Regulation, and good practice.

ESC policies and strategies that directly apply to the proposal:

- Housing Strategy 2018-2023
- Housing Revenue Account Business Plan 2018-2048
- East Suffolk Council's Tenancy Agreement

Environmental:

This policy sets out East Suffolk Council's decision to utilise the 5% flexibility (10% in Retired Living Schemes) on top of formula rent for all social rents being let for the first time and any re-lets of social rented homes.

One of the aims of this is to provide additional funding for the large programme of retrofitting energy efficiency measures in our homes to move towards firstly an EPC rating of C or above in all our homes by 2030 and then carbon neutral by 2050.

Equalities and Diversity:

An Equality Impact Assessment (EqIA) has been completed (Ref: EQIA457859475) and this policy does impact negatively on those on a low income which can include persons with the following protected characteristics:

- Age
- Disability
- Pregnancy and Maternity
- Deprivation/Socio-Economic Disadvantage

The negative impact is in relation to the additional 5% rent flexibility (10% in Retired Living Schemes) which will increase the rents set for the first time and any re-lets of social rented homes.

The negative impact is mitigated by the additional rent going towards funding increased energy efficiency measures in our homes making them more cost effective to heat for our tenants.

We also mitigate the negative impact by providing Financial Inclusion to all tenants who require support to help them increase their income, ensuring they are receiving all benefits they are entitled to and budgeting support to reduce outgoings.

Financial:

This policy formally sets out East Suffolk Council's approach to Rent & Service setting which in turn can be more effectively modelled into the HRA Business Plan.

There is only one element of the policy that will have an impact on the HRA's income, which is the use of rent flexibility.

We will be utilising the 5% rent flexibility (10% in Retired Living Schemes) to help fund the retrofit programme required over the next 28 years to achieve carbon neutrality in our housing stock by 2050.

Rent flexibility has already been applied to those tenancies being converted back from affordable rents to social rents as part of the rents audit carried out on all tenancies dating back to 2010. This was agreed by Full Council under the Housing Regulation report on 25 January 2023. No tenant had their rent increased as a result of this decision.

This decision has already been taken into consideration within the HRA income budgets set as part of the HRA budget report approved at Full Council on 22 February 2023.

At the end of February 2023, there are 3,178 tenancies that do not have rent flexibility applied but could have when the property becomes void and is re-let. There is potentially an additional £830,000 per annum available to collect in rents using rent flexibility if ALL tenancies we re-let during the year (this is the difference between re-letting at formula rent and formula rent + rent flexibility).

However, it will take many years to access anywhere near this level of additional income as it can only be applied to new tenancies following the re-let of a property. During 2022-23 to the end of January 2023, 215 re-let's have been carried out. Some of these re-let's could be for the same property or properties on an affordable rent. Therefore, working on an assumption of 200 re-lets per annum to include flexibility would generate in the region of £50,000 additional income per year, cumulatively.

Human Resources:

There are no issues, which require HR's involvement within this report and policy.

ICT:

There are no issues, which require ICT's involvement within this report and policy.

Legal:

There are a number of guidance documents and legislation, which have been taken into consideration when drafting this policy.

These include:

- *Housing Acts 1980, 1985, 1988 and 1996*
- *Housing and Regeneration Act 2008*
- *Regulator of Social Housing Rent Standard 2020*
- *Policy statement on rents for Social Housing (Feb 2019)*
- *Commonhold and Leasehold Reform Act 2002*
- *Leasehold Reform (Ground Rent) Act 2022*
- *Social Housing Regulatory Framework*
- *Welfare Reform and Work Act 2016*
- *Social Housing Rents (Exceptions and Miscellaneous Provisions) Regulations 2016 (as amended in 2017)*

- *Landlord and Tenant Act 1985 (as amended by the Commonhold & Leasehold Reform Act 2002)*

Risk:

If we fail to have a robust policy in place for how we set our Rent & Service Charges, we risk being continuously under regulatory notice from the Social Housing Regulator and open to challenge by our tenants. Therefore, it is vital we adopt a policy to clearly set out how we set our rent and service charges.

External Consultees: None

Strategic Plan Priorities

Select the priorities of the Strategic Plan which are supported by this proposal: (Select only one primary and as many secondary as appropriate)		Primary priority	Secondary priorities
T01	Growing our Economy		
P01	Build the right environment for East Suffolk	<input type="checkbox"/>	<input type="checkbox"/>
P02	Attract and stimulate inward investment	<input type="checkbox"/>	<input type="checkbox"/>
P03	Maximise and grow the unique selling points of East Suffolk	<input type="checkbox"/>	<input type="checkbox"/>
P04	Business partnerships	<input type="checkbox"/>	<input type="checkbox"/>
P05	Support and deliver infrastructure	<input type="checkbox"/>	<input type="checkbox"/>
T02	Enabling our Communities		
P06	Community Partnerships	<input type="checkbox"/>	<input type="checkbox"/>
P07	Taking positive action on what matters most	<input type="checkbox"/>	<input type="checkbox"/>
P08	Maximising health, well-being and safety in our District	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P09	Community Pride	<input type="checkbox"/>	<input type="checkbox"/>
T03	Maintaining Financial Sustainability		
P10	Organisational design and streamlining services	<input type="checkbox"/>	<input type="checkbox"/>
P11	Making best use of and investing in our assets	<input type="checkbox"/>	<input type="checkbox"/>
P12	Being commercially astute	<input type="checkbox"/>	<input type="checkbox"/>
P13	Optimising our financial investments and grant opportunities	<input checked="" type="checkbox"/>	<input type="checkbox"/>
P14	Review service delivery with partners	<input type="checkbox"/>	<input type="checkbox"/>
T04	Delivering Digital Transformation		
P15	Digital by default	<input type="checkbox"/>	<input type="checkbox"/>
P16	Lean and efficient streamlined services	<input type="checkbox"/>	<input type="checkbox"/>
P17	Effective use of data	<input type="checkbox"/>	<input type="checkbox"/>
P18	Skills and training	<input type="checkbox"/>	<input type="checkbox"/>
P19	District-wide digital infrastructure	<input type="checkbox"/>	<input type="checkbox"/>
T05	Caring for our Environment		
P20	Lead by example	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P21	Minimise waste, reuse materials, increase recycling	<input type="checkbox"/>	<input type="checkbox"/>
P22	Renewable energy	<input type="checkbox"/>	<input type="checkbox"/>
P23	Protection, education and influence	<input type="checkbox"/>	<input type="checkbox"/>

XXX	Governance		
XXX	How ESC governs itself as an authority	<input type="checkbox"/>	<input type="checkbox"/>
How does this proposal support the priorities selected? <p>This policy clearly sets out ESC's approach to Rent & Service Charge setting ensuring we are maximising our ability to fund future programmes of work by utilising the 5% rent flexibility.</p> <p>This increased revenue will be used to help fund our retrofit programme of work to ensure our homes are initially brought up to EPC C rating and above and being carbon neutral by 2050 making them more cost effective to heat increasing tenants' wellbeing.</p>			

Background and Justification for Recommendation

1 Background facts	
1.1	<p>This Rent & Service Charge Policy applies to all properties under the management of East Suffolk Council's Housing Revenue Account (HRA), this includes Leasehold, General Needs and Retired Living Scheme properties, and some properties used as Temporary Accommodation as defined under the s188 and s193(2) Housing Act 1996 for those owed a duty under Homelessness legislation.</p> <p>It also includes any properties that are commercially let, for example a shop unit with maisonette above which is let as one commercial unit, and garages.</p>
1.2	<p>This is the first Rent & Service Charge Policy for ESC Housing. Previously, this has not been managed effectively so by having a robust policy this provides clear parameters for officers to follow. This also reduces the risk of any key information being lost when officers leave the organisation.</p>

2 Current position	
2.1	An in-depth review of how we set our rent historically was conducted between December 2021 and January 2022.
2.2	The review identified that ESC had not always set rents in accordance with the various Rent Standards and Guidance and potentially had 'over-charged' some tenants.
2.3	Following this, ESC made a self-referral to the Regulator of Social Housing for potential non-compliance with the Home Standard.
2.4	On 25 th May 2022 the Regulator for Social Housing issued East Suffolk Council with a Regulatory Notice for breaching the Rent Standard. The Regulator has been monitoring ESC since this time and will continue to do so until it is satisfied, we have rectified the breach to the Rent Standard and put the necessary measures in place to ensure future breaches do not occur.
2.5	A Rent & Service Charge Policy is one of the necessary measures the Regulator expects to see ESC write, implement and adhere to going forwards.

3 How to address current situation	
3.1	By Implementing this Rent & Service Charge Policy, East Suffolk Council shall ensure, so far as is reasonably practicable, that our approach to setting Rent &

	Service charges comply with the various Housing Acts, Rent Standard 2020 and relevant Policy statements, Commonhold and Leasehold Reform Act 2002 and other appropriate regulations as detailed in the Legal section of this report.
3.2	Relevant government guidance will be followed, for example a rent cap has been introduced for the financial year 2023/24 of 7% due to high inflation rates as a result of the cost-of-living crisis. East Suffolk Council has decided due to the financial impact this crisis is already having on its tenants not to utilise the full 7% but to increase out own rents by 6% for the financial year 2023/24.
3.3	The purpose of this Rent & Service Charge Policy is to set out our approach to setting Rents and Service Charges within the HRA. This will be clear and transparent to residents, members, and officers alike. It will also ensure we meet our regulatory duties as a landlord.

4 Reason/s for recommendation

4.1	This Policy will set out our approach to Rent & Service Charge setting in HRA owned properties.
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Appendices

Appendices:

Appendix A	Rent and Service Charge Policy
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Background reference papers:

None



East Suffolk Council

Rent & Service Charge Setting Policy

1. Introduction

- 1.1. This policy details East Suffolk Councils approach to setting rents and service charges in its Council owned homes and garages.
- 1.2. This Policy will ensure compliance with all relevant legislation and the standards set out by the Regulator of Social Housing.

2. Legal Requirements

- 2.1. East Suffolk Council will ensure that rents and service charges are set in line with statutory and regulatory requirements including the Rent Standard 2020 and associated guidance and also take into consideration recognised best practice.
- 2.2. This policy takes into account the following legislation and regulation:
 - Housing Acts 1980, 1985, 1988 and 1996
 - Housing and Regeneration Act 2008
 - Regulator of Social Housing Rent Standard 2020
 - Policy statement on rents for Social Housing (Feb 2019)
 - Commonhold and Leasehold Reform Act 2002
 - Leasehold Reform (Ground Rent) Act 2022
 - Social Housing's Regulatory Framework
 - Welfare Reform & Work Act 2016
 - Social Housing Rents (Exceptions and Miscellaneous Provisions) Regulations 2016 (as amended in 2017)
 - Landlord & Tenant Act 1985 (as amended by the Commonhold & Leasehold Reform Act 2002)

3. Policy Statement

- 3.1. East Suffolk Council will ensure a fair and consistent approach to rent and service charge setting.

3.2. We aim to ensure that our rent and service charge policy is clear and transparent for our tenants.

3.3. We will always look for value for money in the services we provide and charge for in our service charges. We will always try to balance the quality of the services against cost. We will provide tenants with clear information about what they're paying for.

4. Background

- 4.1. In February 2019 the government published a direction to the Regulator of Social Housing that would allow social housing rents to rise by up to the Consumer Price Index (CPI) + 1% for five years from 2020. This marked the end of the 1% rent reduction which was introduced by the *Welfare Reform and Work Act 2016*.
- 4.2. Full Council, which is Councillors from all Wards across East Suffolk approves our annual rent and service charge proposal for the new financial year, which includes both new rents (formula rents) and rent and service charge increases for existing tenancies. Our annual proposal will also be subject to review and scrutiny at the Council's Overview & Scrutiny Committee, Cabinet and with tenants through our new Tenant Engagement Framework.
- 4.3. East Suffolk Council reviews its rents on an annual basis and applies the new rents from April each year. All tenants will receive at least 4 weeks' notice in writing of their new rent for the new financial year, and the notice will include the new rent and the date it will be charged from.
- 4.4. East Suffolk reviews its service charges on an annual basis and will apply the new charges according to the relevant legal agreements. Notice will be given of the new services charges and from what date they will be charged from.
- 4.5. Where we refer to the relevant Consumer Price Index (CPI), we'll base this on CPI from the September of the preceding year, unless otherwise stated.

Rent

5. The Setting of Rents

- 5.1. Rent is the regular payment received by us from a tenant for the use of our property.
- 5.2. We have a number of different types of accommodation which use different mechanisms for setting the rent. These are detailed below:

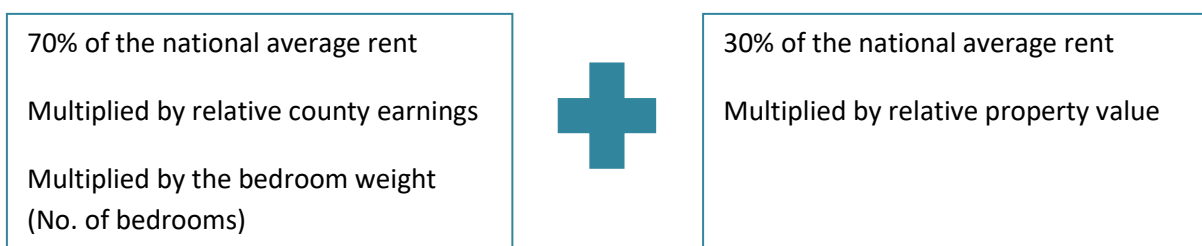
Type of Accommodation	Description	Rent Setting Mechanism	Charge Period
General Needs	General housing for families, couples and single persons.	Social Rent or Affordable Rent	Weekly over a 50-week rent year
Retired Living	Designated housing for persons aged 55 or over	Social Rent	Weekly over a 50-week rent year
Shared Ownership	Property is purchased in shares; rent is charged for the shares still retained by ESC	Set typically at 2.75% of the unsold value at the point of original sale.	Monthly charged on 1 st of each month.
Commercial	Properties used for commercial premises e.g., shops	These will be set at a market rent for commercial properties	Annual rent charged according to the lease.
Temporary Accommodation	Housing used as temporary accommodation for households who are owed a duty under s188 or s193 (2) Housing Act 1996.	Social Rent or Affordable Rent	Weekly over a 52-week calendar year.
Temporary Accommodation, which is excluded under the relevant category within the Rent Standard 2020	Housing used as temporary accommodation for households who are owed a duty under s188 or s193 (2) Housing Act 1996.	Local Housing Allowance for the relevant property size	Weekly over a 52-week calendar year.
House of Multiple Occupation (HMO's)	Accommodation let as a room only with shared facilities such as bathroom and/or kitchen.	These will be set at the Local Housing Allowance rate for shared accommodation.	Weekly over a 52-week year.
Garages	Separate block garages	These will be set at a market rate comparable with other Social Landlords Garages.	Weekly over a 50-week year.
Leasehold	Properties where we own the freehold of a building and lease a home within that building for example a flat bought via the Right to Buy.	This will be charged as Ground Rent.	Annually according to the lease.

6. Social Rents

- 6.1. We apply social rents to our general needs and retired living accommodation. Social Rents are set at Formula Rent.
- 6.2. Rent will be charged on a Monday over a 50-week year. Where a tenancy starts on any day other than a Monday the first week's rent will be charged on the day the tenancy starts and a pro-rata amount will be charged for the number of days from the start date up to and including the Sunday that week.

- 6.3. When a socially rented property is terminated a new formula rent will be calculated. This will also occur if a property that has previously been rented as temporary accommodation is granted to the same household on an Introductory Tenancy.
- 6.4. The rent will not change in the case of assignments, including mutual exchange, or in the case of successions (unless the successor moves to alternative accommodation). In these cases, the existing rent level will continue to be charged, until the next annual rent increase is applied.

- 6.5. We calculate new formula rents which are known as Target Rents as follows:



- 6.6. [Appendix 1](#) gives an example of how a social rent is calculated.
- 6.7. From April 2020, the maximum weekly rent for an existing tenant is found by:
1. Determining the average weekly rent for the tenant's accommodation
 2. Increasing that amount by CPI +1%
- 6.8. For 2023/24 Financial Year rent increases have been capped at 7% by central government due to the cost-of-living crisis.
- 6.9. Where the new rent is higher than the formula rent, we may choose to either leave the rent the same for the following year or increase the rent by any amount up to CPI + 1%.
- 6.10. Formula rent is subject to a cap. Rents will not exceed the rent cap level for the size of property concerned. From April 2020 rent caps will increase by CPI + 1.5%. While the rent caps increase annually by CPI + 1.5%, the annual change in rent for a rent-capped property must still be governed by the CPI + 1% limit.
- 6.11. The Government's Rent Policy Statement recognises the need for discretion over rent levels to take into account local pressures. As a result, the policy allows the Council to use some flexibility in setting rents up to 5% above formula rent for general needs tenancies or 10% above formula rent for supported housing, including Retired Living. Please refer to East Suffolk Councils Rent Flexibility Statement which can be found in [Appendix 2](#) for more information.

- 6.12. These requirements do not apply when setting rents for higher income social tenants. Presently we apply the same rules to all social housing tenants regardless of their income.
- 6.13. If the number of bedrooms within a property change as a result of an extension or alteration to the property, a new formular rent will be determined based on a revised 1999 valuation of the property. The new rent will be charged to the existing tenant at the time of the next annual rent increase following completion of the works.

7. Affordable Rents

- 7.1 Affordable Rents were introduced in 2011 and are typically higher than Social Rent.
- 7.2 Affordable Rents cannot exceed 80% of the 'Gross Market Rent' including service charges.
- 7.3 All Affordable Rented properties have a valuation of 'Market Rent' by a Royal Institute of Chartered Surveyors (RICS) recognised methodology.
- 7.4 East Suffolk Council will then set the rent at either 80% of the market rent valuation or capped at the relevant Local Housing Allowance rate, whichever is lower.
- 7.5 'Gross Market Rent' includes service charges. When we consider whether to let a property at an Affordable Rent, we'll consider future service charges and the impact on the income to be generated. If the estimated affordable rental income element is likely to be reduced to an uneconomical level, we'll review whether it is practical to offer at an Affordable Rent.
- 7.6 Where the Affordable Rent Level would generate a lower rental rate than a Social Rent, the property will be treated as a Social Rent, and it will, therefore, not include service charges as a gross rent. Please see section 6. for all information on Social Rents.
- 7.7 From April 2020, and for a period of five years, an increase of up to CPI + 1% is applied to the total rent and service charges, subject to the current LHA limit not being exceeded. Personal Service Charges (e.g., Heating, Lighting & Water) are not included in the calculation.
- 7.8 For 2023/24 Financial Year rent increases have been capped at 7% by central government due to the cost-of-living crisis.

- 7.9 All newly built properties under specific development programmes will be let at an Affordable Rent at first let and any subsequent let unless any grant funding from Homes England specifies it must be let at a social rent.
- 7.10 We reserve the right to convert socially rented properties to Affordable Rent in the future provided this is in line with an agreement with central government.
- 7.11 Rent will be charged over a 50-week year. Where a tenancy starts on any day other than a Monday the first week's rent will be charged on the day the tenancy starts and a pro-rata amount will be charged for the number of days from the start date up to and including the Sunday that week.

8. Void Rent

- 8.1 The period of time from when one tenancy ends and another commences, is known as a 'Void' period. This means that no-one is effectively the 'tenant', and no rent is due on the property during that time.
- 8.2 Void rent should continue at the last let rent. Where the rent is below formula rent this will be increased to formula rent at the next new letting.

9. Shared Ownership Rent

- 9.1 Shared Ownership rents will be agreed with the leaseholder at the point at which the lease is granted. They will not exceed 3% of the capital value of the unsold equity at the point of the initial sale and will typically average 2.7% across all shared ownership properties sold since April 2022.
- 9.2 Rent will be charged monthly on 1st of each month unless otherwise stated in the lease. Where a lease starts on any day other than the 1st of the month, the first months' rent will be charged on the day the lease starts for the number of days from the start date up to and including the last day of that calendar month.
- 9.3 The relevant annual increase rate for the rental element of a shared ownership property will be determined by the terms of the lease for the property.
- 9.4 For more information on Shared Ownership rent and service charges please see East Suffolk Council's [Shared-Ownership-Policy](#).

10. Commercial Rents

- 10.1 Commercial rents (e.g., shops and offices) will be valued by East Suffolk's Asset Management team based on The Royal Institute of Chartered Surveyors valuation methods.
- 10.2 Annual rent reviews will be in line with the relevant lease for the property.

11. Temporary Accommodation Rents

- 11.1 Temporary accommodation rents will be charged at either a social or affordable rent.
- 11.2 Rents will be charged at a social rent unless the property is newly built or refurbished and an affordable rent can be charged due to either an agreement with Homes England, or funded by Right-to-buy receipts. Please refer to section 6 for Social Rents and Section 7 for Affordable Rents.
- 11.3 If any temporary accommodation properties fully meet the criteria set out in the Rent Standard 2020 exemptions categories, then the rent will be set at the relevant Local Housing Allowance rate.
- 11.4 Rent will be charged every Monday over a 52-week year, except when there are 53 Mondays in a financial year in which case it will be charged for 53 weeks of the year. Where a tenancy starts on any day other than a Monday the first week's rent will be charged on the day the tenancy starts and a pro-rata amount will be charged for the number of days from the start date up to and including the Sunday that week.

12. Houses of Multiple Occupation (HMO's) Rents

- 12.1 HMO accommodation rents will be charged at the Local Housing Allowance Rate for shared accommodation rent.
- 12.2 Rent will be charged on a Monday over a 52-week year. Where a tenancy starts on any day other than a Monday the first week's rent will be charged on the day the tenancy starts and a pro-rata amount will be charged for the number of days from the start date up to and including the Sunday that week.

13. Garage Rents

- 13.1 Garage Rents will be charged at a Market rate benchmarked with other Local Authority and Registered Providers in East Anglia. This will be reviewed annually.
- 13.2 Rent will be charged on a Monday over a 50-week year. Where a tenancy starts on any day other than a Monday the first week's rent will be charged on the day the tenancy starts and a pro-rata amount will be charged for the number of days from the start date up to and including the Sunday that week.

14. Ground Rent

- 14.1 The Leasehold Reform (Ground Rent) Act 2022 came into force on 30th June 2022 and restricts landlords from charging Ground Rent on new regulated leases over 21 years in length.
- 14.2 Where ESC is the freeholder of a building or estate and leases out flats or houses within that building or estate on long term leases prior to 30th June 2022, ground rent will be charged annually.
- 14.3 Where ESC is the freeholder of a building or estate and leases out flats or houses within that building or estate on long term leases after 30th June 2022, ground rent will NOT be charged annually.
- 14.4 Ground Rent will typically be charged at a 'peppercorn' rent and this amount will be specified in the lease.

Service Charges

15. The Setting of Service Charges

- 15.1 'Service charges' are for services which ESC, as a landlord, pay for the running of the building and area tenants live in. They are things such as lighting and cleaning shared areas or looking after the grounds and gardens around the building.
- 15.2 ESC will only charge for services detailed in the original legal agreement between ESC and the tenant/leaseholder, unless, either, agreements have subsequently been varied

to include additional services, or have been consulted and the majority affected agree to the change.

- 15.3 Where tenants have been consulted as in 15.2 above, new chargeable services will not be introduced without consultation and the agreement of the majority of tenants affected. If more than one tenant requests a new, improved, or additional service, the views of all tenants affected by the request will be sought.
- 15.4 Under sections 18-30 of the *Landlord & Tenant Act 1985 (as amended by the Commonhold & Leasehold Reform Act 2002)* there are statutory consultation processes that are required when a service charge is levied. We will ensure that statutory requirements are met.
- 15.5 Charges are apportioned in accordance with the terms of the legal agreement, or where the apportionment method is not defined, apportionment charges are distributed amongst the residents who benefit from the services for which a charge is being levied.
- 15.6 Service charges are based on actual costs from previous financial years, unless specified otherwise as part of a legal agreement.
- 15.7 We have a number of different accommodation types, which will have different mechanisms for setting and charging any services charges which are listed below:

Accommodation Type	Description	Service Charge Setting Mechanism	Review Period	Charge Period
General Needs	General housing for families, couples and single persons.	Based on services only, will not include maintenance covered by <i>Landlord and Tenant Act 1985</i> .	Reviewed annually with new charges in April.	Weekly over a 50-week rent year.
Retired Living	Designated housing for persons aged 55 or over	Based on services only, will not include maintenance covered by <i>Landlord and</i>	Reviewed annually with new charges in April.	Weekly over a 50-week rent year.

		<i>Tenant Act 1985.</i>		
Shared Ownership	Property is purchased in shares; rent is charged for the shares still retained by ESC	Services, Maintenance under freeholders' responsibility, sinking funds and insurance costs.	Reviewed annually according to lease.	Monthly charged on 1 st of each month.
Commercial	Properties used for commercial premises e.g., shops	Services, Maintenance under freeholders' responsibility, sinking funds and insurance costs.	Reviewed annually according to lease.	Annual charged according to the lease.
Temporary Accommodation	Council Housing used as temporary accommodation for households who are owed a duty under s188 or s193(2) Housing Act 1996.	Based on services only, will not include maintenance covered by <i>Landlord and Tenant Act 1985</i> .	Reviewed annually with new charges in April.	Weekly over a 52-week calendar year.
Houses in Multiple Occupation (HMO's)	Accommodation let as a room only with shared facilities such as bathroom and/or kitchen.	Based on services only, will not include maintenance covered by <i>Landlord and Tenant Act 1985</i> .	Reviewed annually with new charges in April.	Weekly over a 52-week year.
Leaseholders	Properties where we own the freehold of a building and lease a home within that building for example a flat bought via the Right to Buy.	Services, Maintenance under freeholders' responsibility, sinking funds and insurance costs.	Reviewed annually according to lease.	Annually according to the lease.

- 15.8 Where variations in agreements exist and given due regard to our legal and ethical obligations, we will, in the future seek to harmonise agreements enabling a consistent approach in our charging mechanisms.
- 15.9 **General Needs, Retired Living, Temporary Accommodation & HMO's:** Rent incorporates provisions for the maintenance and upkeep of the home as a result of fair wear and tear. The service charge/s will not include the cost of maintaining the fabric of the building including communal areas nor for insuring the building. The cost of this is met by ESC from rental income. Tenants will need to make arrangements for their own contents insurance and paying your service charge. ESC does recommend a Tenant Content Scheme, although tenants are free to use any scheme of their choosing. More information can be found on our website here: [Simple household contents insurance » East Suffolk Council](#).
- 15.10 **Shared Owners, Leaseholders or Commercial Leaseholders in flats or apartments:** Subject to lease terms, all costs including maintenance and upkeep of the fabric of the building will be re-charged through Service Charges. Service charges cover all communal services and building insurance. Shared Owners and leaseholders will need to make arrangements for their own contents insurance and paying their service charges. ESC does recommend a Tenant Content Scheme, although tenants are free to use any scheme of their choosing. More information can be found on our website here: [Simple household contents insurance » East Suffolk Council](#).
- 15.11 **Shared Owners, Leaseholders or Commercial Leaseholders of houses or whole buildings:** Subject to lease terms, all costs including maintenance and upkeep of the fabric of the building will be re-charged through service charges. Service charges are likely to be for communal external areas and services, and buildings insurance. In some cases, the lease may require the shared owner or leaseholder to insure the building, if this is the case they will need to have buildings insurance. In all cases, they will require their contents insurance, any commercial insurance they require and paying their service charge.
- 15.12 **Freeholders of houses:** Subject to the conditions in the transfer documents/deeds of your property, some freeholders may be liable to pay for services provided to the estate where your property is located.
- 15.13 All our customers will be given one months' notice of their new service charges upon annual review.

- 15.14 When new properties are acquired or built, to which service chargeable services are provided, service charges will be based on an estimate of actual cost until the end of the first full year of provision. Charges for subsequent years will be based on the actual cost.
- 15.15 Information on service charge costs and calculations will be available on request.

16. Services Charges for all accommodation types

- 16.1 We have a number of different service chargeable items for all our accommodation types. Not all properties will have all of the service chargeable items listed in 16.2.
- 16.2 The following list details demonstrates if a service chargeable item is eligible for Housing Benefit (HB) or Universal Credit (UC):

Service Chargeable item	HB/UC Eligible	Applicable only to Shared Ownership, Leasehold and Commercial
Grounds Maintenance of communal areas	✓	X
Grounds Maintenance of own garden where applicable	X	X
Communal Cleaning including windows	✓	X
Caretaking Services	✓	X
Support Charges (i.e., for Scheme Managers in Retired Living)	X	X
Alarm charges for fixed wired alarms in Retired Living Schemes	✓	X
Communal electric, gas, water or sewage charges for heating, lighting and cleaning of communal areas.	✓	X
Heating, Lighting and Water charges for own property where applicable.	X	X
Refuse collection	✓	X
Laundry charge	X	X
Laundry Equipment Servicing and Repairs	✓	X
Fire alarm and Emergency Lighting Servicing & Repairs	✓	X
Fire Fighting Equipment	✓	X

Vertical lift/communal stairlift servicing & repairs	✓	✗
Legionella Testing	✓	✗
Door entry system	✓	✗
Communal TV aerials	✓	✗
CCTV	✓	✗
Phone line for alarms and door entry	✓	✗
Building Insurance	✓	✓
Repairs to Communal areas	✓	✓
Communal Decoration	✓	✓
Interest on arrears	✗	✓
Management Fee	✓	✗

16.3 The above list may not contain all of our service chargeable items and for any queries on how much of a service charge is covered by HB or UC, can be discussed with a Rents Officer.

16.4 Our management fee will not exceed 20% of the total service charge.

17. Shared Ownership and Leasehold Service Charges

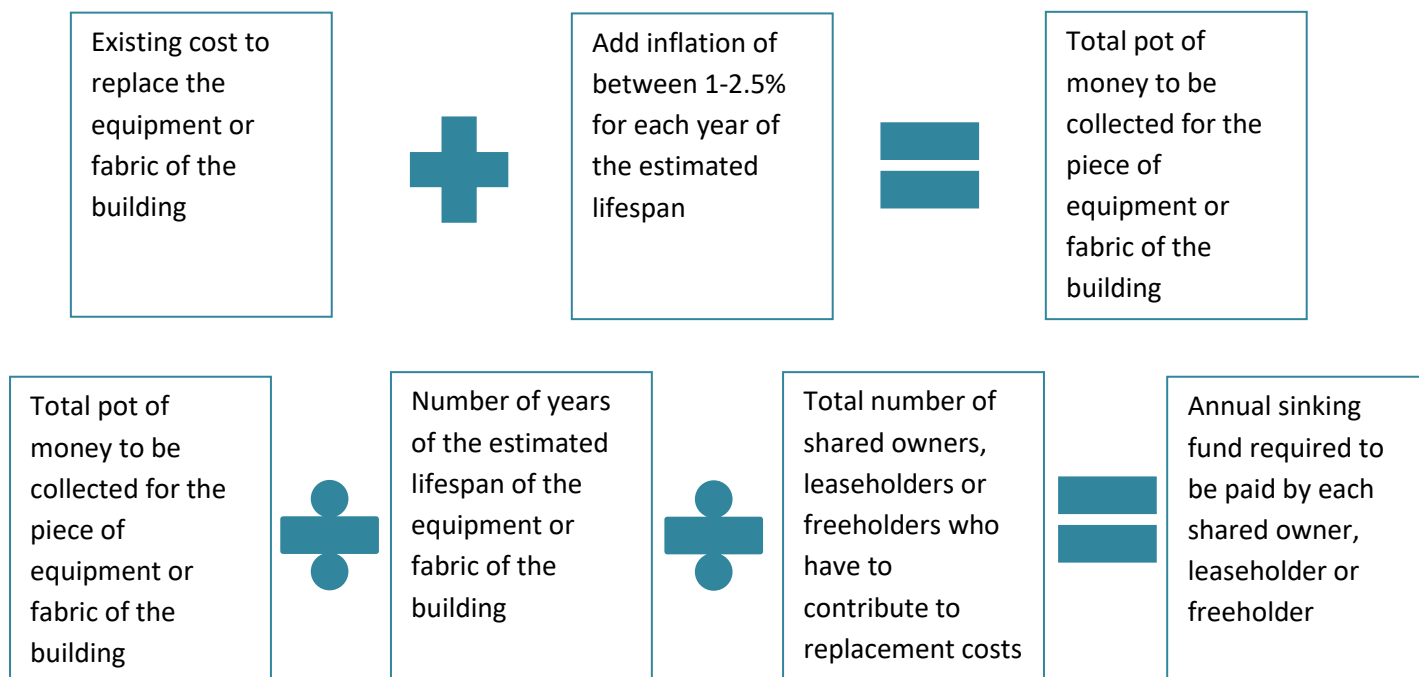
17.1 In Line with Section 20 of the *Landlord and Tenant Act 1985*, we will consult with shared owners and/or leaseholders if any major or cyclical works costs are likely to exceed £250 for any shared owner or leaseholder.

17.2 If we intend to enter into any contract for longer than a year we think will cost more than £100 for any shared owner or leaseholder we will consult in accordance with the *Landlord and Tenant Act 1985*. We will consider your views as well as cost, service provision and value for money when making a decision.

18. Sinking Funds

18.1 Sinking funds are a mechanism for collecting payment in advance for the replacement of equipment or when the fabric of the building (for example the roof of a block of flats) is replaced. Unless an existing arrangement is in place such as on a new build development site, or it is specifically agreed with customers, sinking funds will not be collected.

18.2 Where we do have sinking funds in place, we will use the existing cost of the replacement for the equipment or fabric of the building and use an estimate for the lifespan of the equipment or fabric of the building, they will be calculated as follows:



19. Interest

- 19.1 East Suffolk Council does not charge interest on arrears owed by General Needs, Retired Living, HMO or Temporary Accommodation tenants.
- 19.2 East Suffolk Council reserves the right to charge interest on Rent arrears for Garages, Leaseholders, shared owners and commercial tenants. The ability and rates of interest will be specified in the terms of the lease or licence.
- 19.3 East Suffolk Council has no liability to pay interest on any credit balances that our Tenants/Residents/Leaseholders have accrued on their rent account.

20. Conclusion

- 20.1 This policy sets out our approach to Rent and Service Charge Setting and our annual rent and service charge review. If more information is required on tenancy agreements/licences/leases for further information on your rights and responsibilities, please seek ESC's advice, or seek independent help.

21. Equality, Diversity, and Inclusion

- 21.1 East Suffolk Council, staff, Councillors, partners, stakeholders, and contractors are committed to providing services, which are relevant and appropriate to the needs of

people. We will treat others fairly and without discrimination. Please refer to our [Equality and Diversity Statement](#) for more details.

22. Policy Review

- 22.1 Rental and Service Charge Income will be monitored and published in quarterly financial monitoring reports, which are presented to Cabinet and published on the East Suffolk Council website.
- 22.2 The Strategic Lead – Housing Services, Legal and Finance will be responsible for ensuring the implementation of this policy.
- 22.3 We will review this policy every 5 years, or sooner if there are any changes to legislative, regulatory, best practice or operational issues.

22. Version Control

	Date Required	Completed	Completed by
Policy Adopted	March 2023		Samantha Shimmon
Review Required			
Review Required			
Review Required			

Appendix 1

Example of how a social formula rent is calculated: -

This example of setting a social formula rent is based on a 3-bedroom house in Lowestoft. It is calculated in line with the Rent Standard – April 2020 and the accompanying Policy statement on rents for social housing.

70% of property rent based on local earnings

Average sector rent* for England for 2000 was £54.62.

Local Average Earnings are £304.30, national average is £316.40

So £304.30 divided by £316.40 = **0.9618**

Bedroom weighting (3 beds) is **1.10**

So **(£54.62 x 0.9618 x 1.10) * 70% = £40.45**

Add to this 30% of property based on relative property value

Average sector rent for the area for 2000 is £54.62.

Relative property value of £37,000, national average is £49,750

So £37,000 divided by £49,750 = **0.7437**

So **(£54.62 * 0.7437) * 30% = £12.19**

Add these two together gives the target or formula rent

£40.45 + £12.19 = £52.64

Cumulative multiplier added for 2023/24

£52.64 * 1.9290986 = £101.54

Notes:

* The 'average sector rent' is the national average rent for the Registered Provider sector. Values were set in April 2000 and increased by inflation each year. The table below shows this inflation rise and the relevant cumulative multiplier:

Financial Year	Formula	RPI / CPI (Previous September)	Plus	Annual Rent Up Rate	Formula rent Upated for the Year
2001/02	RPI + 0%	3.3%	1.00%	1.043	
2002/03	RPI + 0.5%	1.7%	0.50%	1.022	1.065946
2003/04	RPI + 0.5%	1.7%	0.50%	1.022	1.089397
2004/05	RPI + 0.5%	2.8%	0.50%	1.033	1.125347
2005/06	RPI + 0.5%	3.1%	0.50%	1.036	1.165859
2006/07	RPI + 0.5%	2.7%	0.50%	1.032	1.203167
2007/08	RPI + 0.5%	3.6%	0.50%	1.041	1.252497
2008/09	RPI + 0.5%	3.9%	0.50%	1.044	1.307607
2009/10	RPI + 0.5%	5.0%	0.50%	1.055	1.379525
2010/11	RPI + 0.5%	-1.4%	0.50%	0.991	1.367109
2011/12	RPI + 0.5%	4.6%	0.50%	1.051	1.436832
2012/13	RPI + 0.5%	5.6%	0.50%	1.061	1.524479
2013/14	RPI + 0.5%	2.6%	0.50%	1.031	1.571737
2014/15	RPI + 0.5%	3.2%	0.50%	1.037	1.629892
2015/16	CPI + 1%	1.2%	1.00%	1.022	1.665749
2016/17	CPI + 1%		-1.00%	0.99	1.649092
2017/18	CPI + 1%		-1.00%	0.99	1.632601
2018/19	CPI + 1%		-1.00%	0.99	1.616275
2019/20	CPI + 1%		-1.00%	0.99	1.600112
2020/21	CPI + 1%	1.7%	1.00%	1.027	1.643315
2021/22	CPI + 1%	0.5%	1.00%	1.015	1.667965
2022/23	CPI + 1%	3.1%	1.00%	1.041	1.736351
2023/24	CPI + 1%	10.1%	1.00%	1.111	1.929086

Appendix 2

Rent Flexibility Statement

East Suffolk Council is using the 5% rent flexibility (10% for Retired Living Schemes) to be added on top of formula rent for its homes let at a social rent.

As an example, if the formula rent is £86.03, 5% of this is £4.30 so we would charge £90.33 per week on a 50-week basis.

East Suffolk Council currently has many competing demands that need to be covered in the HRA Business Plan, including the need to ensure all properties are maintained to a high standard, new requirements set in legislation such as the Building Safety Act 2022 and Fire Safety (England) regulations are adhered to, alongside ensuring that the Council's commitment to ensure all of the HRA stock can achieve Energy Performance Certificate (EPC) rating of Band C by 2030. In addition to this, the Council has also made the commitment to build at least 50 new homes per year and to pay back the HRA financing debt owed to the Government as soon as possible.

It is evident from the commitments above that there is significant investment required to both maintain, improve, and increase our stock. Accordingly, providing the level of investment required going forward is going to be a major challenge, which will require significant innovation and hard decisions. To summarise, achieving what is required, and both maintaining and further improving the quality of the HRA stock won't be possible without applying rent flexibility.



CABINET

Tuesday, 07 March 2023

Subject	East Suffolk Cultural Strategy
Report by	<p>Councillor Craig Rivett Deputy Leader and Cabinet Member with responsibility for Economic Development</p> <p>Councillor Letitia Smith Cabinet Member with responsibility for Communities, Leisure & Tourism</p>
Supporting Officer	<p>Paul Wood Head of Economic Development & Regeneration Paul.wood@eastsuffolk.gov.uk 07798 797275</p> <p>Simon Charlesworth Sector Development & Trade Lead Simoin.charlesworth@eastsuffolk.gov.uk</p>

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

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

Purpose and high-level overview

Purpose of Report:

The cultural sector is recognised as increasingly important in driving resilient and inclusive economic growth, contributing to health and wellbeing and enabling communities. These are all key elements of ESC's Strategic Plan priorities. In addition, a number of ESC teams have been engaged in cultural development activity in recent years to deliver these objectives.

This activity has advanced in Lowestoft in particular, as part of the wider regeneration programme for the town, and joint working with Great Yarmouth BC led to the creation of the Lowestoft Cultural Strategy and Cultural Leadership Group. However, it is recognised that a rich and diverse cultural sector exists across the whole district and if ESC and its partners are to better enable its development in contributing to our Strategic Plan priorities, a more co-ordinated approach is required. This has resulted in the creation of ESC's first Cultural Strategy.

This report sets out the background, rationale and key objectives of the strategy and provides a framework for a more collaborative (internally and externally) approach to enabling cultural development for the benefit of the economy, residents and visitors.

Options:

ESC could decide not to produce and not pursue the objectives of a cultural strategy. This would then result in a continuation of the disparate development of this sector and a reduced ability for ESC and its partners/ stakeholders to fully exploit the benefits of a growing and diverse cultural sector to support the delivery of our wider Strategic Plan priorities.

Recommendation/s:

1. That the East Suffolk Cultural Strategy be approved.
2. That the appointment of a Cultural lead to co-ordinate the delivery of the strategy and associated delivery plan be approved.
3. That authority be delegated to the Strategic Director, in consultation with the Cabinet Member with responsibility for Economic Development, to make any necessary future changes to the strategy.

Corporate Impact Assessment

Governance:

If the strategy is approved an East Suffolk Cultural Steering Group will be formed consisting of a representative group of public, private and community partners to oversee the delivery of the strategy. This will include Cabinet member and senior officer involvement.

ESC policies and strategies that directly apply to the proposal:

East Suffolk Economic Strategy

East Suffolk Visitor Economy Strategy

East Suffolk Enabling Communities Strategy

Environmental:

No impact.

Equalities and Diversity:

An Equality Impact Assessment was completed in respect of this strategy which determined that it would have a positive impact on the age and socio-economic protected characteristics. For all other protected groups, the strategy will have a neutral impact.

Financial:

A budget already exists within ED&R to fund a fixed-term appointment to lead on the delivery of strategy as well as providing a small operational budget.

Human Resources:

If the recommendations are approved an initial fixed-term, full-time appointment will be made to lead the delivery of the strategy.

ICT:

No impact.

Legal:

No Impact

Risk:

The current fragile economic climate may mean that any additional resource ESC invests in the local cultural economy may not deliver the returns we would normally anticipate. Economic cycles, however are a relatively short-run phenomena and any investment should be assessed on its medium/ long-term impact and contribution to a wide range of Strategic Plan priorities – our ambition is to provide a firm foundation for the future growth of the cultural sector in East Suffolk.

External Consultees:

Extensive consultation has taken place during the development of this strategy involving representatives from the cultural sector, local authorities, academia and health.

Strategic Plan Priorities

Select the priorities of the Strategic Plan which are supported by this proposal: (Select only one primary and as many secondary as appropriate)		Primary priority	Secondary priorities
T01	Growing our Economy		
P01	Build the right environment for East Suffolk	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P02	Attract and stimulate inward investment	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P03	Maximise and grow the unique selling points of East Suffolk	<input checked="" type="checkbox"/>	<input type="checkbox"/>
P04	Business partnerships	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P05	Support and deliver infrastructure	<input type="checkbox"/>	<input type="checkbox"/>
T02	Enabling our Communities		
P06	Community Partnerships	<input type="checkbox"/>	<input type="checkbox"/>
P07	Taking positive action on what matters most	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P08	Maximising health, well-being and safety in our District	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P09	Community Pride	<input type="checkbox"/>	<input checked="" type="checkbox"/>
T03	Maintaining Financial Sustainability		
P10	Organisational design and streamlining services	<input type="checkbox"/>	<input type="checkbox"/>
P11	Making best use of and investing in our assets	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P12	Being commercially astute	<input type="checkbox"/>	<input type="checkbox"/>
P13	Optimising our financial investments and grant opportunities	<input type="checkbox"/>	<input type="checkbox"/>
P14	Review service delivery with partners	<input type="checkbox"/>	<input type="checkbox"/>
T04	Delivering Digital Transformation		
P15	Digital by default	<input type="checkbox"/>	<input type="checkbox"/>
P16	Lean and efficient streamlined services	<input type="checkbox"/>	<input type="checkbox"/>
P17	Effective use of data	<input type="checkbox"/>	<input type="checkbox"/>
P18	Skills and training	<input type="checkbox"/>	<input type="checkbox"/>
P19	District-wide digital infrastructure	<input type="checkbox"/>	<input type="checkbox"/>
T05	Caring for our Environment		
P20	Lead by example	<input type="checkbox"/>	<input type="checkbox"/>
P21	Minimise waste, reuse materials, increase recycling	<input type="checkbox"/>	<input type="checkbox"/>
P22	Renewable energy	<input type="checkbox"/>	<input type="checkbox"/>
P23	Protection, education and influence	<input type="checkbox"/>	<input type="checkbox"/>
XXX	Governance		
XXX	How ESC governs itself as an authority	<input type="checkbox"/>	<input type="checkbox"/>
<p>How does this proposal support the priorities selected?</p> <p>T01 – Growing Our Economy</p> <p>P01: Build the right environment for East Suffolk</p> <p>A more focussed and collaborative approach to enabling the local cultural sector alongside additional investment will build its capacity and ability to deliver against a wide range of Strategic Plan priorities. Furthermore, it will create more resilience in the local economy through supporting a broader base of key growth sectors.</p> <p>P02: Attract and Stimulate Inward Investment</p>			

A greater focus on developing and growing the cultural sector will further embed the cluster in east Suffolk and act as a strong incentive for other cultural enterprises to relocate to and grow in the district.

P03: Maximise and grow the unique selling points of East Suffolk

East Suffolk's unique and highly regarded landscape is a key draw to cultural and arts enterprises. A clear framework that enhances the resilience and grows this sector will further add to the USP of East Suffolk by even greater association with the district's high quality natural and built heritage and the sector.

P04: Business Partnerships

The Council's current enabling work with the cultural sector involves working with a wide range of businesses such as Old Jet, the Art Station in Saxmundham and First Light Festival CIC. With the advent of the cultural strategy this partnership working will be enhanced and clearly exemplified by the establishment of the East Suffolk Cultural Steering Group.

T01 - Enabling our Communities

P06: Taking positive action on what matters most

The cultural sector has an important role to play in community cohesion and development. This is a key strand of the new strategy and combined with a focus on how cultural activity enhances community health and wellbeing the delivery of this new framework clearly support this priority.

P08: Maximising Health & Wellbeing in our District

A strong cultural sector has the potential to better deliver mental and physical health and wellbeing outcomes by fully engaging our communities in cultural activities. Examples have already demonstrated the benefit such activity has had within our local communities through the Making Waves Together project and the First Light Festival. The development of a more focussed and collaborative approach to cultural development will enable even more grass roots cultural activity and engagement work to take place.

P09: Community Pride

The new strategy's focus on cultural participation within communities provides a clear opportunity to contribute to the community pride priority. A number of objectives within the plan seek to develop an enabling, grass roots approach to community development centred on local communities with a focus on building their capacity, using local assets and increasing local ambition.

T03 - Maintaining Financial Sustainability

P11: Making best use of and investing in our assets

ESC has a number of assets which lend themselves to supporting the growth and development of the cultural economy. Through the enabling of more cultural activity within this district this will provide opportunities to make greater use of ESC assets to deliver this activity and in turn generate greater revenues.

Background and Justification for Recommendation

1 Background facts	
1.1	The cultural sector is of growing importance across a number of East Suffolk's strategic priorities i.e. Growing our Economy, Enabling our Communities and achieving financial sustainability. ESC has previously taken a proactive approach to supporting the growth of this sector in Lowestoft, this includes the joint cultural development programme with Great Yarmouth Borough Council (GYBC) – Making Waves Together. This led to the creation of a cultural strategy and Cultural Leadership Group for Lowestoft to deliver a cultural programme that would contribute to the town's wider economic and social regeneration.
1.2	In 2021 ESC agreed to make a joint bid with GYBC for the UK City of Culture. The bid was very well received, and we were encouraged to resubmit for the 2029 competition. As a result of the bid, Cabinet (Cab ref: ES/0864) agreed to make available £100k to support the application development work. Although the bid was well received it was ultimately unsuccessful, however Cabinet agreed that the funding to support the bid should be ringfenced to drive forward East Suffolk's cultural sector. To do this, it was agreed that a strategy for the whole of the district was required to identify opportunities and challenges to enable a growing, diverse and vibrant cultural sector within the district which supports inclusive and sustainable economic growth, cohesive communities and contributes to a stronger business base which in turn would support the Council's financial sustainability.
1.3	As one of the UK City of Culture bidders, the GYBC and East Suffolk partnership was subsequently encouraged to apply for a separate funding stream led by Spirit of 2012 (an organisation set up to ensure the legacy of the 2012 Olympics in London) for a cultural volunteering programme. We were one of three areas, including the selected City of Culture, to receive an award of £250,000 over 2.5 years to develop a 'Cultural Connections' programme – using cultural volunteering as a stepping stone into volunteering, training, education and/or work as well as developing an 'army' of volunteers for cultural projects from a wide range of backgrounds, including those with additional needs. This programme will be an important component of the new Culture Strategy.

2 Current position	
2.1	CT Consults were commissioned to develop the new cultural strategy to identify how the Council, partners and stakeholders can make the most of the cultural growth and resilience opportunities that are present in the district. The sector is quite disparate currently with no unifying voice or vision. The activity undertaken in Lowestoft through the Cultural Leadership Group and the Cultural Strategy has recognised the disparate nature of the sector and sought to deliver a plan which addresses this to develop a collective response to the challenges and opportunities facing the sector.
2.2	ESC has worked with the sector across the whole district during the covid pandemic. This resulted in the establishment of the Arts and Culture Forum to

	<p>better understand the specific challenges the sector faced during lockdown and trading restrictions. It became clear during this engagement that there is a very wide variety of businesses that exist in this sector but with no unifying voice due to the largely micro/ small scale nature of the majority of businesses in the sector. This provided further impetus to understand how we could better support this sector and hence then development of a district wide strategy.</p>
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3 How to address current situation	
3.1	<p>East Suffolk is rich in cultural and heritage assets. These assets have developed in an organic manner and create powerful foundations for a full and ambitious cultural strategy which can inspire and engage all of the district's cultural and creative professional, communities and key stakeholders. An overall vision of how culture can propagate a distinctive difference across east Suffolk has been lacking and as a result there isn't enough connected, catalytic activity occurring which could ensure that the contribution of existing cultural activity is greater than the sum of its parts.</p>
3.2	<p>In Lowestoft a collective vision and collaboration has attracted significant investment into culture and culture-led regeneration. The district now needs to work strategically to enable all its towns and communities to be part of and benefit from this sector. To these ends the strategy provides a clear vision and priorities to promote better use of existing assets, create new opportunities, encourage better sector connectivity, a more evidence-based approach, more concerted effort to cultivate and nurture a wide range of talent and community-led cultural opportunities to support inclusive growth across all the district's communities. This programme will connect into a wide range of other activity led or enabled by the Council including the Towns Development Programme, work of the Community Partnerships and embryonic work to develop an events strategy for East Suffolk.</p>
3.3	<p>The strategy highlights how cultural-led regeneration can deliver a wide range of economic and social benefits which support the council's Strategic Plan priorities. These include:</p> <ul style="list-style-type: none"> - Creating employment/ enterprise - Community cohesion and pride - Attracting visitors - Skills development - Attracting inward investment - Enhancing town centres through increased footfall - Improving an area's image
3.4	<p>The strategy sets out 3 clear aims each with a series of objectives which form the main structure of the strategy and subsequent delivery plan. These aims are:</p> <ul style="list-style-type: none"> - East Suffolk's cultural and creative economy will thrive, realising its potential and providing benefits for itself and other sectors.

	<ul style="list-style-type: none"> - Young people will have opportunities to cultivate creative careers and lives without needing to leave the area, with clear pathways for skills, talent and career development. - Communities will have access to cultural participation opportunities inspired by the landscape, which benefit health and wellbeing.
3.5	An initial action plan is contained within the strategy. This covers a two year period and is designed to guide actions and build capacity. It needs to be viewed as an iterative document which will be updated on a regular basis as impacts, insight and opportunities present themselves through programme investment and evaluation.
3.6	<p>The action plan is structured according to the strategic priorities and underlying objectives, where possible it will:</p> <ul style="list-style-type: none"> - Set realistic targets - Identify actions needed to achieve the target - Allocate responsibility to task leaders and supporters - Define timescales - Identifies methods for evaluating the success rate and impact of each activity - Suggests indicative costs <p>The Cultural Steering Group, referred to in the governance section, will oversee the delivery of the strategy and the detailed actions within the delivery plan. The membership of this group will consist of internal and external partners and will report back to Cabinet at regular interval to demonstrate how the strategy is being delivered.</p>

4 Reason/s for recommendation

4.1	The cultural sector has the potential to support the delivery of a number of Strategic Plan priorities. We currently have a rich and diverse cultural sector but its true potential is not being realised in the absence of an overall plan – the experience in Lowestoft clearly demonstrates what can be achieved with a more focused and pro-active approach. The approval of this strategy and governance will provide an opportunity to create a much holistic approach to cultural development within the district and deliver the benefits set out within this report.
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Appendices

Appendices:

Appendix A | A Cultural Strategy for East Suffolk 2023 - 27

Background reference papers:

None.

CELEBRATE, CHAMPION AND CONNECT

Agenda Item 8

ES/1479

East Suffolk Cultural Strategy 2023-28

East Suffolk Council
February 2023

ctconsults.

The Intelligence Agency

Cultural ecosystem

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Noun ecology

1.a cultural community of interacting people and their physical environment.

2.”the East Suffolk arts, culture and heritage ecosystem is one of the naturally richest in the country”

3.(in general use) a complex network or interconnected system relating to the arts, customs and social behaviour of a society.

Contents

FOREWORD	4
EXECUTIVE SUMMARY	6
CONTEXT	
i. Introduction & Overview	10
ii. Insights	18
VISION	
i. Vision	30
ii. The Cultural Narrative	36
STRATEGY	
i. A route map – converging common purpose and focus across East Suffolk	52
ii. Priority Aims & Objectives	54
iii. Action Plan Framework	60
ADDENDUM	
i. List of consultees	64
ii. Bibliography	68
iii. Editorial: Inclusive growth	72



Commissioned by

Cover image: First Light Festival 2022, courtesy Mykola Romanovsky
Back cover image: The Family of Man, Barbara Hepworth, Snape Maltings

Foreword

In East Suffolk we are proud of our culture offering, and celebrate the rich diversity of our cultural, arts and heritage assets. We have a vibrant creative sector here, full of fantastic local talent and originality, inspired by our magical coast, delightful towns and beautiful rural areas. This is reflected by the wealth of past and present artists and creatives, who not only contribute to our local economy, but provide a genuine sense of worth and pride for our communities.

At East Suffolk Council we understand the transformative powers of culture in our places and our communities. A positive sense of belonging and 'pride of place' can be linked to the celebration of heritage, and the participation in arts or creative activities. We are committed to exploring the needs of our creative sector further, and understand the links to place, environment and community contribution.

East Suffolk Council is grateful to all the local stakeholders who participated in the development of this Strategy, which will be co-owned by the Council and the wider creative sector. We look forward to more collaboration with our partners, and the opportunity to co-create programmes within our Action Plan which reflect the opportunities before us. This is the time to embrace everything that culture can offer on a local, regional and national level, and we will rise to the challenge.



Councillor Craig Rivett

Deputy Leader and Cabinet
Member for Economic Development & Assets
East Suffolk Council



Executive summary

6

This strategy sets out how arts and culture, heritage and creativity can and will continue to exert positive impacts with our local communities across East Suffolk. It will also connect into the key strategic plans and programmes for East Suffolk as a district, as defined in the local and regional major strategies and plans.

As the region's seminal cultural strategy¹ for cultural regeneration stated in 2016, but just as relevant now: "Culture is a source of economic growth, both directly in terms of jobs and employment, and as a source of innovation and collaboration with other growth sectors. They attract talent, support our visitor economy and drive investment into vital cultural assets in our towns."

Extensive research and consultation has informed the Strategy. Over 300 cultural, heritage and related assets were mapped across its rural and coastal landscape. Despite challenging economic times, the richness of the cultural offer remains a powerful foundation for an ambitious Strategy – and one that is sustainable and responsible. These strengths lie in cultural assets and community energy: festivals and events, high-quality community arts hubs, heritage, theatre and new writing, visual arts... the list goes on.

The potential of culture to enhance social, environmental and economic benefits are evident everywhere, not least in the ongoing progress of Lowestoft (amongst other success stories). But there are plenty of less prominent but equally bold and innovative examples of arts. East Suffolk's cultural and heritage strengths are part of the fabric of place. Its landscape inspires, it attracts an enviable creative workforce, and can point to areas of genuinely impactful cultural activity across the district. This is especially notable in such a rural / coastal part of the region. This rurality also creates issues of fragmentation and isolation, reducing access to cultural participation, education and skills development. There is however good evidence of collaborative will across culture and heritage, but also with partners in other sectors such as education, health and commerce.

This Cultural Strategy brings a critical alignment of vision, priorities and outcomes to enable the cultural workforce and its partners to realise more of its potential here in East Suffolk. In other words, a 'brain gain' not a 'brain drain'. Research findings identified a number of critical areas where the district as a whole, and individual communities can take significant steps forward. These include the integration of culture within wider strategic priorities – of East Suffolk Council, but also of the many partners and stakeholders who will make this Strategy a success.

Shared values of creative co-design, access and inclusion, supporting talent and expression will be at the heart of partnership-led delivery. This will bring East Suffolk Council as the commissioning body of the Strategy together with a sector eager to maximise sustainability and benefits through a joined-up approach to resources, development and programmes. A further core ambition is data and insight. Understanding what local people need and want is critical, and this Strategy has identified data as a key opportunity to respond to.

This collaborative approach will release more resources, skills and expertise to exploit the many opportunities set out in the Strategy. An enhanced sector-wide activation of information and insight, digital and connectivity, skills and training, creative planning and programming can be transformational over the next decade.

East Suffolk Cultural Strategy

7

The Vision frames a prospectus for change and investment:

We will help nurture a richer, distributed cultural ecosystem in East Suffolk, uniting culture, heritage, community and landscape, with the ambition of enabling inclusive and sustainable cultural, social, and economic opportunities for all residents. The Strategy sets out three interlinked priorities to drive co-development of a robust action plan.

1. East Suffolk's cultural and creative economy will thrive, realising its potential and providing benefits for itself and for other sectors.
2. (Young) people will have opportunities to cultivate creative careers and lives without needing to leave the area, with clear pathways for skills, talent and career development.
3. Communities will have access to cultural participation opportunities inspired by the landscape, which benefit health and wellbeing.

The action plan will be developed and evolved in partnership with key stakeholders. This is key – it is and will remain an East Suffolk strategy (and not an East Suffolk Council strategy). That does not diminish the central role of the Council however. It has a clear leadership role as a planning, delivery and resource 'hub', supporting the Strategy at all levels from regional to the hyperlocal, bringing public, private and third-sectors together.

An action plan framework introduces some areas that will certainly be a focus of delivery. More will follow. These include exploring and developing work experience programmes; creative health and social prescribing; buddy schemes; joint funding support; culture in place-making; and supporting Local Cultural Education Programmes;

This Strategy has been informed by the district's many voices and advocates, and it is this 'cultural, heritage and creative community' that will deliver a successful Strategy. One that can only be from and for East Suffolk.

East Suffolk can create the right conditions for its creative economy and communities to not just survive, but thrive. The role and impact of culture will be better understood and valued. East Suffolk is a place with a truly diverse and developed cultural ecology. Let's celebrate that.

1 Culture Drives Growth, The East's Cultural Strategy 2016-2022, commissioned by New Anglia Local Enterprise Partnership Culture Board.



Image: Sunset Arena, FolkEast 2022



Image: 1940s Weekend, London Road Heritage Action Zone, delivered by Seagull Theatre



CONTEXT & INSIGHTS

Image: First Light Festival 2022,
courtesy Mykola Romanovsky

Introduction & Overview

A1.1 INTRODUCTION

East Suffolk is an area rich in cultural and heritage assets. From internationally acclaimed concert halls to emerging community arts hubs, there is an enviable, albeit dispersed, asset base more comparable to a metropolitan area than a largely rural district. These assets create powerful foundations for an ambitious Cultural Strategy – which can truly inspire and engage all of East Suffolk’s cultural professionals, partners and communities.

An overall vision for how culture can provide a distinctive difference across the whole district has been lacking. This has inhibited activity and impacts. There are many local hotspots – e.g. Woodbridge, Saxmundham, Beccles (see map in section A2) – rather than a fully connected cultural ecosystem. In Lowestoft, a collective vision and collaboration has attracted investment into culture and culture-led regeneration. East Suffolk must work strategically to enable all of its towns and communities to value and understand the intrinsic value of culture and champion full, cultural lives.

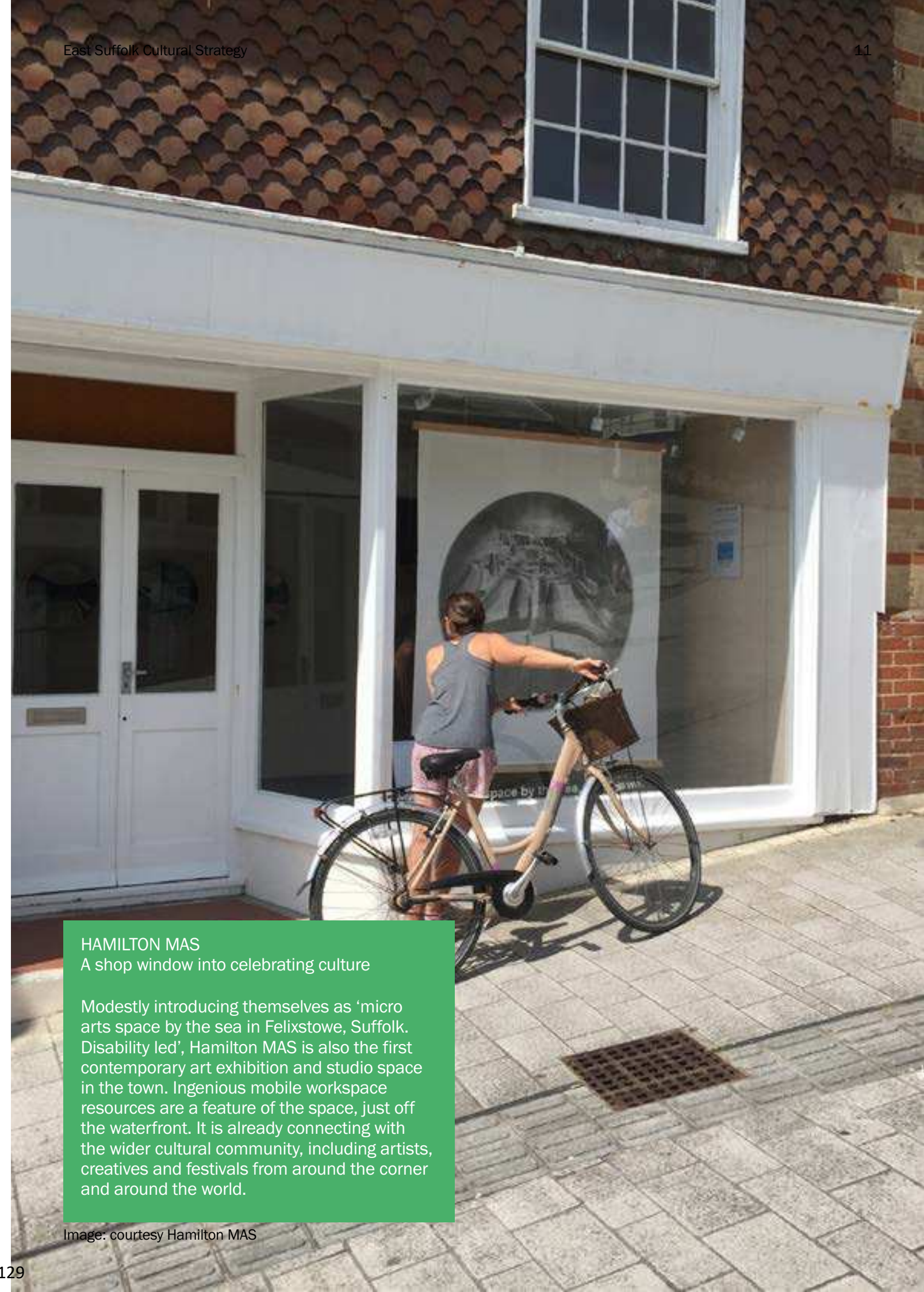
How to retain and grow creative populations is a key priority. To be inspired by the landscape and the richness of local heritage; to support creative people to grow and flourish; to nurture cultural diversity in places and spaces across the district; and help communities take an active role in cultivating creativity. All of which builds a sense of place and pride of place. This strategy sets out the priorities and route map to realise the potential of a creative economy – for local communities and for cultural tourism.

“This energy has been ignited by the arrival of creative professionals escaping spiralling city rents, and joining the home-working revolution triggered by lockdown. Some are returning to their home regions. The result is a cultural rewilding, or re-seeding, of ideas and skills, as those gaps in rural arts ecosystems start to fill.”²

This is all about taking a view of the whole cultural ecology with a holistic approach to supporting culture and creative practice in all its forms. It is about releasing the power of East Suffolk’s built heritage to inspire communities, and its natural environment to provide wellbeing. This is inclusive and engaged, from local programmes that build social confidence in young people to international artists, producers and practitioners working here to taking any opportunity to simply celebrate creativity in our communities.

East Suffolk Council recognises the placemaking potential of a wide range of local institutions and businesses, including cultural ones. By working more closely with the cultural sector on key shared agendas – from employment and skills, to health and wellbeing, to the visitor economy and inward investment – we can all help to develop more inclusive and creative local economies. Through this strategy, we are ensuring that cultural stakeholders can play the fullest role in fostering communities and local economies across East Suffolk.

² Louise Millar, The Guardian, 13.01.23.
<https://www.theguardian.com/artanddesign/2023/jan/13/new-energy-ex-fighter-jet-hq-britains-cultural-rewilding>



HAMILTON MAS

A shop window into celebrating culture

Modestly introducing themselves as ‘micro arts space by the sea in Felixstowe, Suffolk. Disability led’, Hamilton MAS is also the first contemporary art exhibition and studio space in the town. Ingenious mobile workspace resources are a feature of the space, just off the waterfront. It is already connecting with the wider cultural community, including artists, creatives and festivals from around the corner and around the world.

Image: courtesy Hamilton MAS

A1.2 WHY INVEST IN CULTURE TO DRIVE SOCIAL AND ECONOMIC BENEFIT?

Culture-led regeneration has been shown to deliver a range of social and economic impacts (see chart below). Numerous post-pandemic reports have demonstrated ‘the extent to which many arts and cultural organisations have responded to the crisis with creative improvisation, reimagining and strengthening their civic role’³. Many organisations have entered new areas of operation and new partnerships. These exist both online and offline in their local communities, and are most effective where co-creation, cross-sector working, and the use of pilot programmes are employed to reach new and existing parts of their communities, and economies.

East Suffolk can now assess its relative strengths, weaknesses and opportunities to develop a place-specific Cultural Strategy.

³ Economic contribution of the Arts, Creative Industries Council, 2020

“We are pleased that local authorities are increasingly recognising the ability of the arts and culture sector to generate positive change in their areas.”

Caloustie Gulbenkian Foundation

ASSETS AND CAPABILITIES: Strengths to build on (or weaknesses to address) in delivering social value and culture-led regeneration

Existing cultural institutions and attractions

Available buildings / infrastructure for cultural activities

Creative, cultural and visitor economy sector business base

Investment in culture from local & regional govt., agencies, funders

Existing arts and culture festivals and events

Historic cultural and heritage associations within the area

Levels of cultural participation among residents

Heritage and culture-engaged community groups, and local appetite for volunteering

Existing culture / tourism partnership model / networks



Assessment of which approaches might be most effective for East Suffolk



AMBITION: Social and economic impacts to develop through culture and heritage

Creating employment

Attracting more visitors, boosting the visitor economy

Stimulating town centre footfall, boosting local business

Stimulating and supporting creative sector growth

Developing the skills, knowledge and confidence of residents

Supporting enhanced resident health

Bringing enjoyment for residents, community cohesion and civic pride

Attracting inward investment

Enhancing the area's image and identity, attracting skilled people and business investment

Source (chart): Culture-led regeneration achieving inclusive and sustainable growth, Caloustie Gulbenkian Foundation and Local Government Association 2019

A1.3 A DEFINITION OF CULTURE FOR EAST SUFFOLK?

The importance of discussing definitions for terms like ‘arts’, ‘culture’ and ‘heritage’ lies not so much in the need to necessarily arrive at a strict, fixed definition. Culture, heritage, tourism and other terms become job titles, departments, national agencies. But that doesn’t fix anything in the minds of people seeking to understand what is, and isn’t ‘culture’.

As Arts Council England puts it:

“Culture means many things to many people and is often used to refer to food, religion and other forms of heritage.”

What is can help with is to demystify and make any use of these terms as shorthand inclusive for the widest possible audience. An important report on cultural audience development used a quote from consultations as its title: Not For The Likes Of You (Morton Smyth, 2004).

What is more important is not to exclude people from arts, culture and heritage by making it one thing and not another. Nor should we spend days workshopping what a definition of culture might be in East Suffolk. The edges of any definition should be porous – letting ideas and new thinking in.

So if culture in a place means sport, or horticulture, great. This is an opportunity for diverse activities in diverse communities to experience new things, together.

How it all works together in a place is important too. In this Strategy we will use terms like ‘cultural ecology’ or ‘ecosystem’. Again, these are catch-all terms. If you really want a formal definition, then AHRC have one:

“The complex interdependencies that shapes the demand for and production of arts and cultural offerings.”

The Ecology of Culture, John Holden, AHRC

When we try to combine the words ‘arts and culture’ as they are so often presented, the need for focused, ongoing discussions of how we — both as individuals and as parts of larger groups — are defining these concepts becomes even more evident.

By ‘arts and culture’, do we mean being artistically creative or experiencing something creative and original? Or do we look even wider, across all activities that indicate a ideas, learning and skills inspired by people, history and place? Creativity is universal, even if ‘creative industries’ try to take ownership more than most!

Perhaps Arts Council England can help again. Taking from their Let’s Create 2020-2030 strategy:

“Creativity is the process by which, either individually or with others, we make something new: a work of art, or a reimagining of an existing work. Culture is the result of that creative process: we encounter it in the world, in museums and libraries, theatres and galleries, carnivals and concert halls, festivals and digital spaces.”

The good news is we don’t have to choose a definition. We get to decide, and change it over time too. In celebrating, championing and connecting culture, we’re doing the same for communities. And that seems to be as good a starting point as any, regardless of a dictionary definition of ‘culture’



“Culture means many things to many people and is often used to refer to food, religion and other forms of heritage.”

Arts Council England



FIRST LIGHT FESTIVAL

First Light Festival is an ambitious place-based event celebrating Lowestoft’s position as the UK’s most easterly point. Its success has been recognised by the recent Arts Council National Portfolio award. Still in its early days, the festival is piloting activity in local market towns to involve more local people and extend the offer across the year. It also operates the East Point Pavilion, breathing new life into an iconic, historic building on the seafront, and becoming a hub for the local community.

Images: courtesy Malachy Luckie

Profile

16

A1.4 PROFILE: LOWESTOFT

When the question arises – why invest in culture? – the answer lies nearby. The ongoing impact of cultural and creative activity through capital projects, community programmes and events are demonstrable, and has not gone unnoticed across East Suffolk.

Building on the existing venues, heritage and creativity, Lowestoft has witnessed a cultural renewal over the last few years. Lowestoft had the vision and courage to try a new way, embracing and creating opportunities based on a reconnection to its unique landscape.

Collaboration was encouraged and flourished through place-based programmes like an exemplar Cultural Education Partnership and the Great Place scheme. A new Leadership Group generated a Cultural Strategy to provide the strategic focus.

In 2019, everyone was invited to the South Beach during the inaugural First Light Festival. 30,000 people came. Through cultural opportunities the town is reversing outdated perceptions, bringing excitement, confidence, and energy back into the town.

Heritage plays an important role. The town boasts two Heritage Action Zones and a celebrated natural landscape at Carlton Marshes.

In November 2022, Arts Council England put its seal of approval on the town's progress. It announced that Lowestoft, for the first time ever, has two National Portfolio Organisations. The cultural leadership of First Light Festival CIC and the Seagull Theatre is bringing further investment and cultural opportunities into the town.

There is a strong emerging creative sector, with more creative talent producing in the town than ever before. The expansive natural landscape – with its big skies, wonderful light and sandy beaches – continues to inspire new generations. In 2021, Lowestoft was visited by the street artist Banksy during his Great Spraycation. Thousands of excited visitors (and media) flocked to Lowestoft and Oulton Board to see the artwork.

Culture is at the heart of the ten-year vision for the ongoing regeneration of Lowestoft. Investment into redundant spaces and heritage buildings and reimagining them as cultural spaces is a key component, including the Post Office and East Point Pavilion. Other places now look to Lowestoft for inspiration, but there is plenty more to accomplish for the town and for its communities. Lowestoft is just starting!



East Suffolk Cultural Strategy

17



POST OFFICE Culture-led regeneration on the high street

Laurence Edwards and Johnny Messums wanted to develop a new arts venture together. They chose Lowestoft. Laurence has ties to town, and both shared the place vision. The Post Office will include exhibitions, a residency programme and works studios for Laurence, who will make a landmark sculpture for the town in collaboration with the local community.

This project will not only provide new cultural experiences for communities and visitors but will help drive footfall into the town centre and provide wider economic benefits.

Images:
A Great British Spraycation, Banksy, Lowestoft.
Courtesy Kate Ellis; Post Office development

A2 Insights

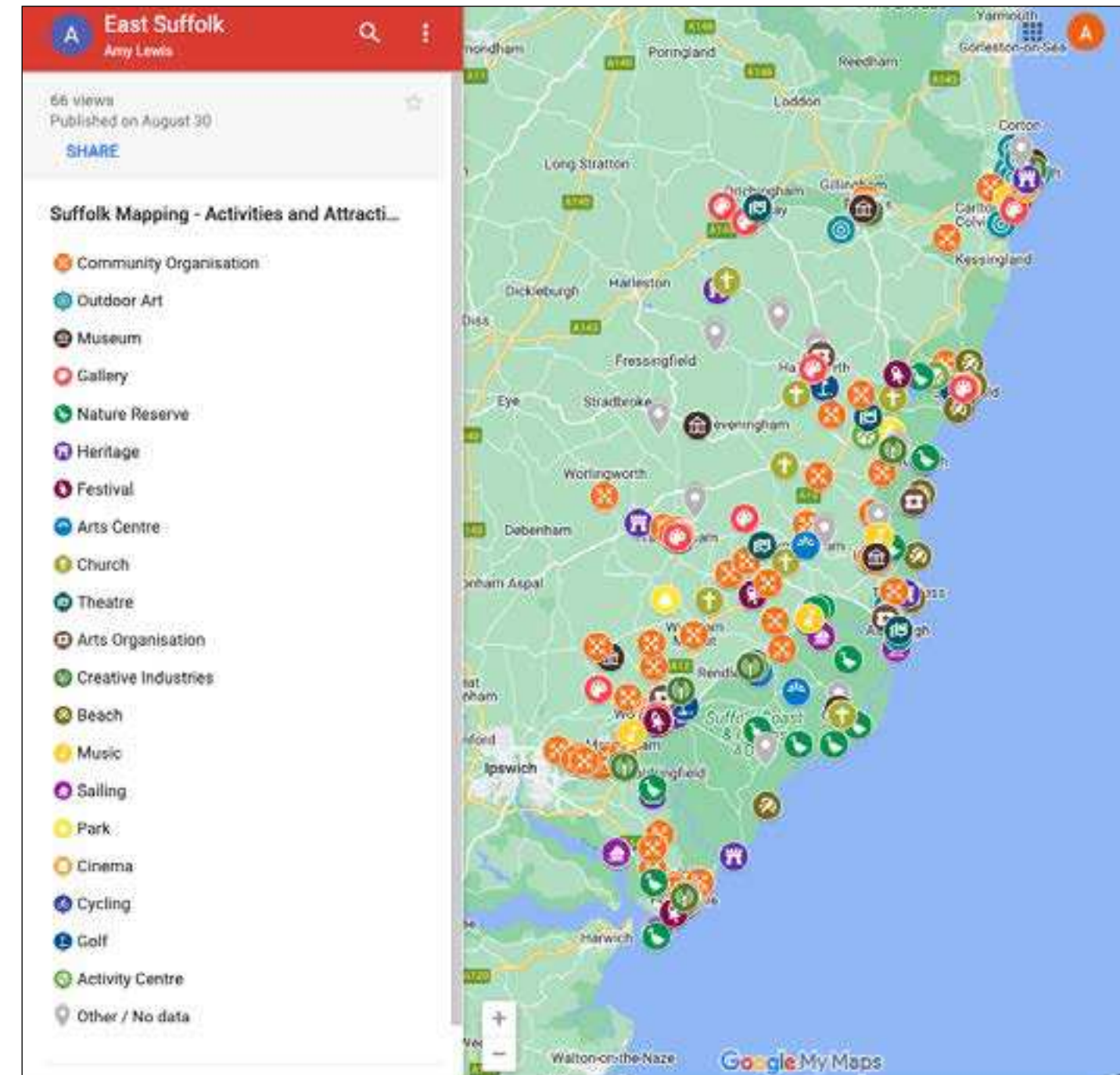
Research, consultation and analysis was conducted between June – October 2022. The subsequent Insight Report provided the evidence base for this Strategy. Findings were based on a series of 1:1 consultation interviews, desk research and small-group workshop activity, with representatives from a variety of culture, creative and other sectors.

A series of community and stakeholder engagement workshops were held at East Point Pavilion in Lowestoft, @Inc Felixstowe, Old Jet in Rendlesham, and Bungay's Fisher Theatre in September and October 2022, attracting c.80 attendees.

These workshops tested some early and emerging themes developed from earlier engagement. Attendees included community, cultural, heritage, sport and voluntary groups and organisations; businesses; creative practitioners; and Council officers.

Extensive desk research has built a picture of East Suffolk's strengths and needs in a local, regional and national context.

A dynamic online map of cultural and creative assets is available to continue to be populated at: <https://bit.ly/3QRU5vY>. With over 350 entries, it includes theatres, museums, heritage assets, arts centres, creative infrastructure and supply chain, cinemas, events and music venues, public art, community hubs, visitor attractions and active lifestyle offer.



EAST SUFFOLK
CULTURAL ASSETS
– GOOGLE MAP

A2.1 LOCAL CONTEXT

Understanding the demographics is useful for planning and also how places work and behave:

- c.246,000 population lives mainly within 11 market towns.
- As with many rural locations, it is older than the national average (average age 44 years; England 39 years).
- There is also an above average older population (65+ years – 23.84%, England figure is 18.4%). This is the only age group that is growing. The East of England population has grown by 8.3%, for context.
- Ethnic diversity is lower than the county average, and when compared to England as a whole.

There is a typical rural / coastal place narrative that young people move away, but unlike other areas. The south of the district neighbours Ipswich, the north is only half an hour from Norwich. Cambridge and London also exert a gravitational pull. But unlike some other regions, they often look to return when they are seeking security or to start a family. Strategies like this one aims to improve pride of place, jobs and leisure opportunities. This will help to retain and grow younger populations, and attract 'leavers' back earlier in their career.

Areas which have older populations typically find that there is more pressure on healthcare and social care services – although on average older people in East Suffolk do stay healthier for longer due to active and sociable lifestyles. Social prescribing and creative health initiatives are some tools we have pressures can be managed. They are especially effective in helping to mitigate the effects of poor mental health – sadly an issue which is significantly more prevalent in East Suffolk than across both county and country ⁴.

A balance of strategic investments must continue to be sought to meet diverse cultural needs. Some of our urban areas have deprived wards with lower levels cultural engagement. District data can mask this reality from funders, making some funding awards harder to access.

A2.2 CULTURAL CONTEXT

The local cultural and creative sector is truly rich, across a variety of creative disciplines. There are clear strengths in festivals and events, with nationally significant Latitude sitting alongside place-based excellence such as FolkEast. Another strength is theatre and performance, which connects well into creative and new writing – with local players such as Ink and National Portfolio Organisation High Tide Theatre at the forefront.

Visual arts remains a notable part of the sector. East Suffolk can boast multiple commercial galleries and studio spaces for all price ranges, renowned resident contemporary artists. New platforms support artists and service local communities, such as The Art Station, Saxmundham and Hamilton MAS, Felixstowe.

4 Suicide rates are much higher, and climbing, amongst East Suffolk residents, according to Suffolk Observatory



A CULTURAL PLACE FOR ALL AGES
Cultural engagement is not just for one generation

Given that older people make up a large proportion of residents, their social, health and cultural needs must be considered. Additionally, creating vibrant communities which appeal to younger people is also a priority. Balancing these needs and building cultural communities is vital to the future success of East Suffolk.

Image. Art Station Toptime session working with ceramics

And of course, Britten Pears Arts brings global acclaim and facilities – as well as Arts Council investment of c£5m within the current National Portfolio funding period. Snape Maltings is an international music school, with a major year-round programme.

Nearly half of the Association of Suffolk Museums' members are located in East Suffolk, with 28 museums and heritage centres of which 12 are accredited or officially working towards accreditation (many relying on a strong volunteer base). This is in addition to the plethora of English Heritage and National Trust sites, listed buildings and scheduled ancient monuments. The Association works with members to improve practice and develops some excellent projects and exhibitions. The volume and variety of museums and heritage organisations in East Suffolk, and a willingness to pilot and embed new activities, offers a strong foundation for collaboration and impact.

“We have a culture of care – for each other, wildlife and the environment.”

Stakeholder comment

Partners historically viewed as primarily non-cultural (in many part of the country) operate fully as cultural players in East Suffolk. They realise the value of creative programming as part of their audience development and delivery outcomes. For example, Suffolk Wildlife Trust delivers a full range of creative activities across and beyond their sites. Suffolk Libraries' innovative approach has resulted in them becoming a National Portfolio Organisation; championing libraries as gateways to creativity and cultural venues – a lifeline in rural and isolated communities. The landscape and built environment are integral to cultural provision in East Suffolk. Naturally.

2.2% of the workforce in East Suffolk is employed in arts, entertainment and leisure (the UK average is 2.3%)⁵. Prior to the pandemic, East Suffolk's sector workforce was on an upward trajectory which far exceeded both the Suffolk and England trends – but these sectors were disproportionately impacted by the pandemic, and that growth trajectory has suffered as a result. However, the creative workforce still exists at a viable level within East Suffolk to respond to an ambitious strategy. This strategy will bring a critical alignment of vision, priorities and outcomes to enable the workforce and its partners to become more than the sum of its parts and realise more of its potential.

“There is mass [of cultural workers] but not critical mass.”

Stakeholder comment

This is a difficult time for public finances – in national and local government. That has a knock-on effect for culture and heritage organisations and the communities they serve.

5 NOMIS Open Access data – which does not include freelance or self-employed people, both of which form a large part of the cultural and creative workforce. Therefore, the true scale of the sector is masked.

We have a culture of care – for each other, wildlife and the environment.”

Stakeholder comment

SUFFOLK LIBRARIES

Showing that libraries are powerful cultural venues

In 2012, Suffolk County Council made the bold decision to create an independent charity to run the library service. This has enabled the service to attract additional funding, and it became an ACE NPO in 2018 in recognition of its excellence in cultural programming. Across 45 sites, there are 48 trained cultural ambassadors who programme gigs, theatre, exhibitions, workshops and classes for their communities. The service understands its role in being a trusted cultural venue – embedded within and unique to its individual communities.

Image: Gainsborough Library, Suffolk Libraries

East Suffolk is not immune, but it is resilient. It is experiencing an influx of new and returning residents as a result of:

- Being relatively affordable to buy property and live compared to London and much of the South-East.
- Having good transport links to the capital
- Possessing an inspiring landscape.

This strategy is written for East Suffolk at this precise moment – to help it maximise the potential of this ‘brain gain’, and to support its communities through challenging times.

A2.3 STRATEGIC ALIGNMENT IN EAST SUFFOLK

The thrust of this strategy is wholly aligned with East Suffolk Council's strategic plan, and speaks to each priority with clarity and robustness. The engagement process illuminated that the local creative sector is looking to East Suffolk Council to demonstrate support for the cultural and creative industries. There is hope that this strategy will create the conditions within which culture is demonstrably valued and developed. To date, East Suffolk Council has been supportive of the sector when possible. This has included developing culture-led visions to enable confident targeting for investment (e.g. Heritage Action Zones), and working with cultural venues on business plans and robust feasibility studies. Similarly, the UK Shared Prosperity Fund allocation for East Suffolk includes grants for the development of events and cultural activities which support town centres. The Spirit of 2012 funding received by the Council has been used to develop cultural and heritage volunteering programmes which support sustainable infrastructure of the cultural sector.

“We don’t work in East Suffolk because we are not asked to.”

Stakeholder comment (NPO, based in Ipswich)

It is clear that where the Council does provide strategic coordination, the assets have worked

hard, realising investment and growth. The Strategy will help to harness Council and partner resources to build sustainability for community and local cluster-led organisations, such as Old Jet and Asylum Studios. East Suffolk will always be an attractive place for creative people by virtue of its natural assets, and will therefore always be a creative place. But to sustain the cultural sector, to create resilience, coordination is required to realise and accelerate the latent growth, innovation and talent. This is a story of underexploited potential.

However, there is not a specific role currently within the Council with responsibility for sector development or providing sustainable, ongoing, strategic support at a district level. For East Suffolk Council to continue to demonstrate its commitment to this sector and its understanding of the importance of culture and creatives within the ecosystem, it is seeking new ways of incorporating cultural sector development into its core work.



ESG – ENVIRONMENTAL, SOCIAL, GOVERNANCE

Three key factors when measuring the sustainability and ethical impact of an investment in a business or company. Most socially responsible investors assess companies using ESG criteria to screen investments, partnerships and planning approvals.

This Strategy is a part of this process, thinking in cross-departmental and cross-agency terms. Social needs rarely fit neatly into departmental structures of any organisation or agency. It is only a multi-agency approach that can connect to those with responsibility for communities, planning, digital transformation, economic development, public health, social care, regeneration, environment, licensing, education and skills.

New Anglia LEP's Creative Unlimited⁶ scheme supported businesses in the cultural, creative and digital sectors through workshops, masterclasses, mentoring and business support. A more modest version of this scheme could be delivered in-house by the East Suffolk Council Economic Development team, helping creative entrepreneurs leverage their potential. This is especially relevant for early career creatives and start-up businesses, who may need more guidance and support as they develop their practice, partnerships and operating models. Wherever a coordinating cultural and creative economy development role sits, East Suffolk and its organisations and residents need to know who to contact to take a place-based approach (e.g. not individual organisations) to investment and opportunities.

⁶ <https://newanglia.co.uk/creative-unlimited/>

“There is a need for a holistic understanding of culture, a broad and deep definition of culture and heritage.”

Stakeholder comment



YOUTH THEATRE Young people creating

Fisher Youth Theatre has up to 80 active members. Tutors provide learning activities across a range of theatrical disciplines – acting, dancing, singing, stage fighting, film and production and technical aspects of theatre. Each year group produces up to two full-length plays, musicals or showcases of a variety of work. Marina Theatre is also very active with young people, providing a vital gateway into all aspects of performing arts and the skills that make it possible.

Images: Marina Theatre community groups

A CULTURAL VISION FOR EAST SUFFOLK

B1 VISION

We will celebrate creativity and heritage in all of East Suffolk's distinctive places. We will nurture and enable a flourishing cultural sector which supports stronger communities and economic benefits for all.

B1.1 NURTURING OUR CULTURAL ECOSYSTEM

We'll achieve this Vision by ensuring that the mass of cultural, creative and related heritage workers in East Suffolk can better connect. Connect to new opportunities to help them develop their work and make a bigger difference to life across the region. The cultural sector is a unique 'development asset' as it bridges commercial activities with a strong collaborative focus on the 'social economy'. In other words, social enterprise. Cooperatives, community enterprises and numerous other forms of cultural enterprise focus on social outcomes.

The cultivation of cultural talent across East Suffolk creates real opportunities for how cultural programmes can help connect the social economy to the wider economy. This in turn can play a vital role in creating new opportunities and talent pathways across different parts of the East Suffolk economy. The aim is to both help sustain cultural, heritage and creative enterprises, whilst enriching opportunities. It will be ever more important to seek to support stronger partnership working between cultural, commercial and public partners on key shared agendas, such as wellbeing, and inclusive growth.

Creative people add value to their communities. Relocating to places like East Suffolk capitalises on blended working trends and enhances quality of life. This really suits creative disciplines and is something to build into promotional communications. Data will be needed to understand and track how creative communities and clusters develop, behave and sustain themselves over time. Underpinning the Strategy is a single-minded approach to the opportunities for the creative and cultural economy. A prospectus for change is a key foundation stone for investment – something that funders increasingly look for (see B2.1). This will be achieved through an understanding of the value that culture can add to communities. For example, the role of culture and creative inputs into health – Suffolk is already one of the country's leading cultural social prescribers – and into education, into skills and workforce, and placemaking and regeneration.



Another key pillar is cultural leadership. The energetic Lowestoft team can't be replicated everywhere, but the lessons can be taken by other towns and clusters. This needs to be driven from the Council. Why? Because it worked in Lowestoft, and the Council is uniquely well-placed working across communities and disciplines, and connects into extensive town, enterprise and community programmes. This is key to enable support as cultural leaders look to step up and make a difference in their communities.

Cultural entrepreneurship is a factor and deserves support, both in terms of people starting up and creating events and programmes, activities and venues, but also contributing to communities and wider placemaking.

FOLKEAST

Connecting place, heritage and contemporary

Based in the grounds of Glemham Hall, in between Woodbridge and Saxmundham, the festival has bounced back after the pandemic with a full 2022 programme. A collaborative approach can be seen through its connections across the arts, environment, place-making and tourism. It seeks to build on traditions and make some new ones – making Suffolk's heritage a part of the offer in a contemporary way.

Image: The Imagined Village, FolkEast 2022, courtesy John Heald

B1.2 CORE AMBITIONS FOR THE STRATEGY

Being engaged is one key to unlock future success. But it must be combined with partnerships and joint leadership that works to ensure this Cultural Strategy becomes an embedded part of a strategy for sustainable, long-term change. To these ends, this Strategy acts as a manifesto for partnership working which will together deliver its core ambitions. It aims to nurture a sense of place for local communities that builds an activated sense of pride and belonging. That's a shared ambition worth pursuing.

Integrate



Residents will be engaged and inspired to **participate** – protecting, conserving, experiencing and creating culture in their communities and landscape, all year round.

Access



East Suffolk residents will have a right to culture and their heritage, with open access regardless of age, location or ability to pay – encouraged to seek to **create** new skills, experiences, memories, resources and connections.

Talent



East Suffolk's communities will attract, retain and nurture creative residents and partnerships. Artists and creatives will be embedded in and valued by their local communities, as we **support** and value local expertise, knowledge and creativity. Young people will be a particular focus, creating tomorrow's cultural audiences, participants and activists.

Data & insight



We will continue to **listen** to the 'wants and needs' of local people, supporting their agency as equal partners. Data and insight will be utilised to inform cultural planning and programming.

B2

The Cultural Narrative

B2.1 A SOCIALLY AND ECONOMICALLY ASTUTE APPROACH

As we have set out, the scale of the challenges culture faces – like many sectors – demands a unified response to effect sustained benefits:

- Collaborative leadership;
- Common ambition;
- Cross-cutting agendas;
- Delivery partnerships.

Local stakeholders are keen to grow the foundations of recovery (and build on successes in many places). They are crystal clear that a vital role of the Strategy is to help provide the opportunity to local leaders (cultural and others) to effectively identify and serve the diverse, complex needs of their places.

This complexity means that any adequate Strategy response cannot adopt a short-term horizon for impact; or be too narrowly focused on how to improve the cultural offer in the area.

Rather, enhancing the cultural capability and capacity of East Suffolk must be fuelled by placing front and centre the contribution that culture can make to improving the lives of the many East Suffolk communities.



A PROSPECTUS FOR CHANGE

The Strategy should give the 'green-light' to innovative, ambitious, relevant ideas and planning – both deployable now and for the long-term.

Images: (top) Ukelele workshop and Youth Theatre, courtesy Marina Theatre; (bottom) Connection Points exterior, Art Station, courtesy Dean Brannagan

i. ARTISTS AND CREATIVES – SUPPORT & DEVELOP

East Suffolk has always been a place with magnetism for creative people – an inspirational landscape, with golden sunlight, a sea breeze and ancient heathland. The environment has fostered creativity in those that are born here, and attracted many from elsewhere to this unique cultural ecosystem.

The pandemic and other socio-economic challenges are seeing creative people move away from cities to more peaceful – and affordable – places, and East Suffolk is an obvious beneficiary of this trend. This is putting demand on the existing cultural infrastructure – arts studios and rehearsal space are often full. Where more facilities are opening they can too quickly become full. A rich visual art scene breeds a swathe of commercial galleries to sell work produced locally, contributing to cultural tourism from those interested in making purchases and building their personal collections. Snape Maltings is a world class concert hall, conservatoire, with a phenomenal music school, and many of the historic market towns have their own theatres, cinemas, museums, historic properties, exhibition spaces and galleries. The landscape provides a gallery of its own: there is also a lot of art in spaces (arts and sculpture, even performance). The cultural and heritage assets in East Suffolk work collectively to generate great appeal and act as attractors for residents and visitors alike.

Yet, some local creatives can feel undervalued, unsupported, and isolated from sources of support and funding. The fragmented geography means that cumulative effects are harder to realise.

Creative people moving to the area are often not well embedded into communities, and their creative experience not readily maximised for wider benefit. This Strategy seeks to reprioritise the cultural and creative economy within East Suffolk. It demonstrates the value of its vital role in supporting quality of life, and place-making.

Culture helps build a sense of community identity. Culture contributes hugely to the visitor economy. It supports public health and wellbeing. It plays a role in caring for our distinctive environment.

“Artists want to be part of the community, education; to be valued and part of the dialogue.”

Stakeholder comment

By ‘creatives’, we must also acknowledge the supporting professionals – the crew, the tech team, the marketeers, the front of house team and more. These skill sets necessarily need to be nurtured alongside the traditional ‘creatives’ – it is a co-dependency. That ecosystem again. Old Jet Studios at Bentwaters, Rendlesham houses art studios, exhibition space, recording studios, storage for stage sets and props – as well as offering art classes and workshops for the public. This mixed offer demonstrates how co-locating ‘back of house’ infrastructure alongside artistic production facilities enables aggregate benefits.

Screen Suffolk keeps a register of local crew in order to ensure the economic benefits of filming in Suffolk can be retained locally.

“Artists want to be part of the community, education; to be valued and part of the dialogue.”

Stakeholder comment



SUTTON HOO Digging film

Since the wondrous archaeological discoveries at Sutton Hoo, the site has been a magnet for visitors wanting to experience the landscape which inspired these ancient civilisations. The work of Screen Suffolk has increased filming in the area, and *The Dig* (Netflix, 2021) has resulted in a sharp increase in Screen Tourism, perfectly combining with a trend towards domestic visits. The summer months following the film's release saw the site's highest ever visitor numbers, and public interest continues to generate visits and spend in the area.

How East Suffolk continues to prioritise creative industries alongside cultural industries is all part of the sector's diversity and resilience, and has positive environmental impacts.

"In East Suffolk we treat creativity as a job, unlike many places. There is less shame in being artistic, in earning an artistic wage."

Stakeholder comment

Whilst the cultural and creative industries in East Suffolk are plentiful, the vast majority are freelancers, sole traders and SMEs. This limits capacity to offer opportunities for work experience, apprenticeships, and the early career opportunities. East Suffolk can target those wishing to enter the sector to start building their skills, experience and portfolio here. Many young people move away to big cities to start their careers in the cultural sector. Culturally-rich East Suffolk has the additional benefit of being an appealing place to live and therefore many people do move back once they are more established in their careers. External factors such as the pandemic and cost of living crisis have accelerated this influx of creative people moving (back) to the area. This is a good thing for East Suffolk, and makes this strategy very timely. But how might the loss of young people be limited in the first place? The answer lies in opportunity – to learn, train and practice.

The University of Suffolk is developing its Centre for Culture and Heritage to offer more partnerships with cultural organisations to offer opportunities for students. East Coast College in Lowestoft is an accreditation partner which offers interdisciplinary cultural and creative degrees, alongside their existing range of arts, culture, creative, media and digital courses for school leavers and adults. Now that the study options are developed, partnerships can be created with cultural organisations and creative industries to offer younger people opportunities to develop their voluntary and more importantly, their paid work experience. By being

relevant locally at all career stages, the whole district will benefit. Astute partnership working via the Suffolk Cultural Consortium saw a number of East Suffolk museums and cultural organisations secure external funding to pay for apprenticeships in 2021. Schemes such as Kickstart should be strategically supported to expand and grow over the coming years. This will stem the outgoing tide of young people leaving before they return, and help to contribute to more vibrant community life.

*"The creative industries sector offers a fractured landscape with a high volume of micro / small businesses operating. They have found a shortage of large creative industries businesses to help build a strong ecosystem and support other organisations by expanding the talent pool, providing more visibility and investment in the region, offering scope for mentoring and support for growth and greater collaborative potential."*⁷

Stakeholder comment

7 New Anglia LEP Create Growth application



CENTRE FOR CULTURE AND HERITAGE

The University of Suffolk continues to develop this Centre, building a cross-faculty team including arts & culture, creativity, history, law, architecture and English. In seeking to be the 'hub' for Creative Suffolk, CCH's aims include:

- Being a hub of creative excellence for research and creative projects;
- Connecting history and culture through events, exhibitions, research, education & outreach;
- Working with communities, individuals, and organisations in order to support the region's culture and heritage;
- Engaging with international partners.

www.uos.ac.uk/content/centre-culture-heritage

Image: courtesy University of Suffolk

New Anglia LEP's Skills Manifesto is:

'to create the environment for retaining the brightest and the best'.

East Suffolk's mass of cultural workers need to evolve to become a critical mass, driving a mixture of social and economic benefits. This can be achieved through better collaboration, partnership and networking – all of which presents a (not insurmountable) challenge in a dispersed geography. Place-based networking can be achieved in the larger conurbations – Lowestoft already has an active cultural forum, and Felixstowe has enough creative organisations and individuals to establish one. Both cultural forums can use this strategy and accompanying action plan to inform their own local plans, adapted to their places and people. These in turn will enable more opportunities for partnership working, joint funding bids, and skills sharing.

But for smaller market towns and villages, mobile cultural networking events (with online options) may be an approach to support collaborative opportunities across the whole district. Economic factors alone make partnership working the best way to secure funding for projects and events, develop skills and improve wellbeing in the process. Cultural networks can be informal and open to all – town and parish councils, community groups, healthcare providers etc. – and connect with local community partnerships.

“There is a real understanding of the benefits of cultural activity in health, by health providers.”

Stakeholder comment

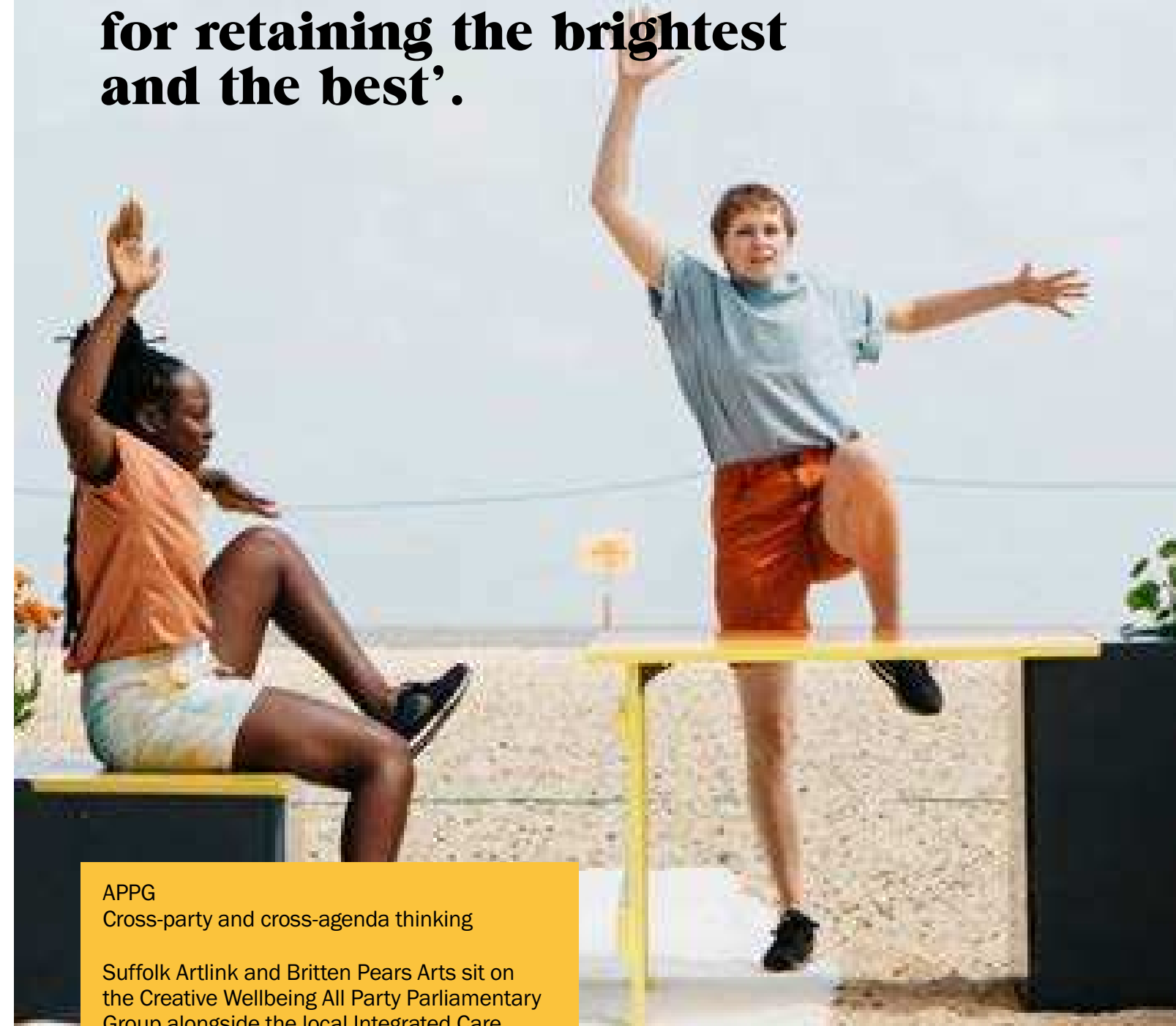
ii. COMMUNITIES – INCLUDE & ENGAGE

There is already strength in creative health – Suffolk Artlink, Britten Pears Arts and the NHS Suffolk & North East Essex ICP are national leaders in social prescribing and sit on the All Party Parliamentary Group for Arts, Health and Wellbeing. The social prescribing pilots in the area have explored prevention methods of singing to ease symptoms of chronic / persistent pain and Parkinson's Disease, tea dances for people with dementia, forest school for people experiencing poor mental health and more. As a result, more investment is going towards 'green social prescribing' in an appreciation of the benefits of outdoor activities for wellbeing. But there is more potential for healthcare workers to partner with creative organisations of all levels – community choirs, painting groups and so on – and to support those (voluntary) organisations to better support individuals with additional health needs.

“There is a real understanding of the benefits of cultural activity in health, by health providers.”

Stakeholder comment

‘to create the environment for retaining the brightest and the best’.



APPG

Cross-party and cross-agenda thinking

Suffolk Artlink and Britten Pears Arts sit on the Creative Wellbeing All Party Parliamentary Group alongside the local Integrated Care Partnership. Britten Pears Arts also hosts regular think tanks on

this topic, such as singing for chronic pain. Given the local leadership, excellence and expertise in social prescribing and creative health, it would be sensible to explore ways to invest in and expand their programmes in order to address the health and wellbeing needs of more residents.

www.culturehealthandwellbeing.org.uk/appg-inquiry/

Whilst East Suffolk is rich in cultural infrastructure and venues, there is still rural isolation and cultural poverty where community venues such as the local library and village hall serve that need. Eastern Angles has worked closely with village halls to develop their experience in producing and programming cultural activities for local residents. But often, this relies on individual motivation and goodwill, meaning that there is a fragility and vulnerability with more isolated communities. The Spirit of 2012 Cultural Volunteering programme, which is being developed collaboratively with Great Yarmouth, is a good example of a project building strength into this delicate network. It will initially focus on Lowestoft then expand into other towns, villages and small communities. Like the heritage sector, which is largely run by volunteers, schemes such as this tend to attract older people looking for opportunities to socialise and develop new skills in retirement. However, there is also opportunity to work with younger people who may have a need to develop personal skills; skills which have been more difficult to acquire due to the pandemic and national lockdowns. This is an opportunity for culture and heritage organisations to act as one.

The programme should look at targeted recruitment to ensure the benefits are felt by residents of a variety of ages and needs, building sustainable volunteer networks for the future.

“Community connectors are a fragile web.”

Stakeholder comment

Additionally, opportunities for creative participation in all areas and at all levels need to be further developed. Whilst data shows that East Suffolk residents are more active than the national average both in childhood and into older age⁸, how residents engage with culture, heritage and creativity on an everyday basis is not fully understood. Some venues can generate meaningful audience segmentation data. However, what barriers exist to participation (lack of public transport, issues with venue accessibility, pay barriers, for example) need further analysis.

There are plenty of opportunities for babies, toddlers & children to participate in cultural activity through the likes of singing and youth theatre. Some communities have a very active cultural offer for their residents – Aldeburgh and Halesworth have multiple societies which support social and cultural stimulation for its community, accounting for residents being less likely to experience loneliness especially in older age⁹. However, anecdotally, many people feel unwelcome at local groups, which may require auditions for new members. To understand the barriers and open up access to more people and all levels of talent and experience will enable more residents and communities to express their full creative potential.

iii. PLACE AND SPACES – COMMUNICATE & ANIMATE

East Suffolk is an ancient region – an idiosyncratic, unique, particular landscape which has attracted and informed human life for millennia. Stone tools found in Pakefield are possibly the earliest evidence of human activity in Britain. Archaeological finds at Sutton Hoo evidence occupation from neolithic times, and the Anglo-Saxon royal burial mounds yielded the finest examples of artistic endeavour of their kind. Clearly, East Suffolk has some history. It has inspired creativity for time immemorial. How the places and spaces can continue to play a role in the cultural lives of today’s residents needs to be explored and maximised.

8 Active Lives survey and Suffolk Observatory
9 Suffolk Observatory



PRO CORDA TRUST
Starting a lifetime in arts as early as possible

Access to high-quality and inspirational culture is a right for all residents. Pro Corda Trust continually aims to expand their offer so more young people can benefit. The Trust works with local children with additional education needs through music making and participation.

A bursary scheme ensures that finance is not a barrier to access to the National Chamber Music School and its many programmes, events and festivals.

Image: Pro Corda Academy students from Alde Valley Academy

Suffolk is the driest county, with its wide-open skies and sunrises, offers the largest area of managed land in the country¹⁰. Creative activity which celebrates this is easy to spot: First Light Festival; the activity programme offered by Suffolk Wildlife Trust at Carlton Marshes; Maggi Hambling's Scallop sculpture on Aldeburgh beach. Each of these examples are notable because they are not in 'traditional' arts venues – they are rooted in the landscape. This principle can inspire new creative and heritage interpretation and participation activities within green spaces. A shared goal of more people developing a deeper connection to wildlife and the landscape can be achieved.

“We want to promote wildlife on doorsteps, in back gardens, communities, businesses, and for people to take action for wildlife everyday.”

Stakeholder comment

Other non-traditional venues for arts engagement include libraries, community halls, village greens, and town squares. In 'small places' it is important to consider all community spaces as potential cultural venues. This is especially important in the national context of declining high street retail and the need to generate alternative reasons to spend time in towns. Culture has a huge role to play in providing animation and social interaction. East Suffolk has plenty of cultural venues in its market towns, so enabling them to act as 'hubs' and work in partnership with smaller or non-traditional venues could enable those experiencing rural isolation to access culture on their doorstep.

“We want to promote wildlife on doorsteps, in back gardens, communities, businesses, and for people to take action for wildlife everyday.”

Stakeholder comment

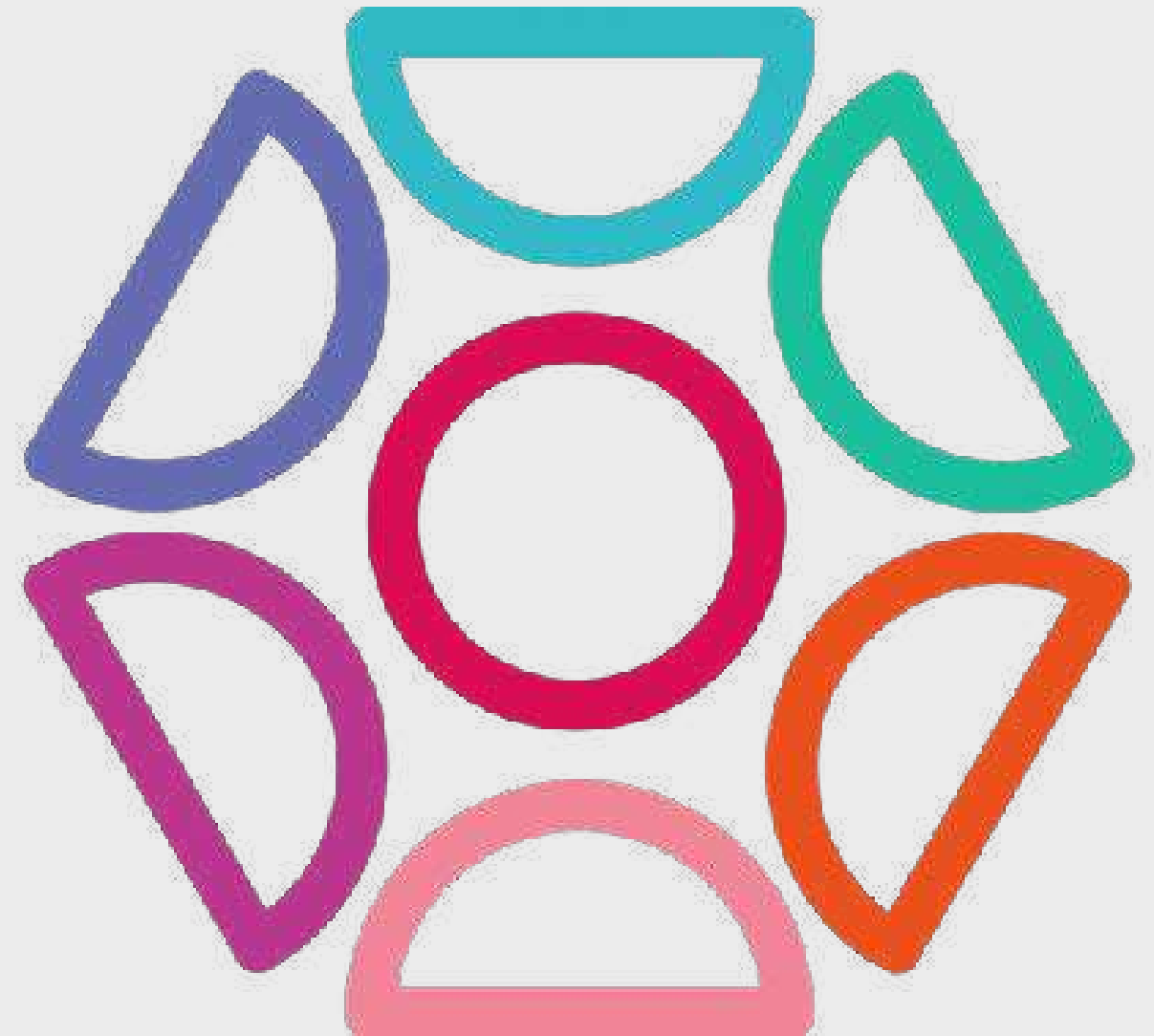
“These are the curses of small places – you're not on the doorstep of great things.”

Stakeholder comment

And whilst the landscape and natural environment are special in East Suffolk, the historic built environment is too. It's a great asset which can be better utilised to realise economic and wellbeing benefits. Lowestoft's High Street Heritage Action Zones attest to this, creatively using built heritage. East Suffolk's communities are full of listed and non-designated historic buildings, with the distinctive “Suffolk pink” exteriors, thatched roofs, timber frames and handsome sash windows; iconic black fisherman's huts...

All of these contribute greatly to East Suffolk's quality of place. Historic buildings are expensive to maintain. Work with partners including the Landmark Trust and East Suffolk Building Preservation Trust can help to prevent decay, dilapidation and loss of these assets and find sustainable uses which enable more people to benefit from them. The conversion of some of the iconic Martello Towers into holiday accommodation is a good example of appropriate commercial utilisation of the sites, enabling unique heritage tourism experiences for visitors. The aesthetic qualities of built heritage must be celebrated and protected, not for just their own sake but for the sake of the community, district and nation.

¹⁰ A combination of AONBs, and land managed by Suffolk Wildlife Trust, National Trust, RSPB



AUDIENCE SPECTRUM

Shared data is powerful data

The Audience Agency has developed and managed the audience segmentation platform for Arts Council England for a number of years. Whilst this contract is in the process of being awarded to another supplier, the Audience Spectrum approach to audience data, cluster analysis and how its insights informs planning remains valid. This applies equally for individual organisations and for cultural places like market towns and rural clusters. Such data can then be overlaid with other accessible datasets including ONS, NOMIS, Active Lives etc.

<https://www.theaudienceagency.org/audience-finder-data-tools/audience-spectrum>

East Suffolk has the best UK climate for festivals, which provide cultural animation and tourism throughout the summer. These festivals serve a wide variety of audiences across multiple artforms, but the shoulder seasons and winter months are not so well served. But East Suffolk's cultural programming could be considered deciduous rather than evergreen. A strategy which looks at the quieter (and less touristic) times of year could enable residents to feel more connected with cultural activities.



“Historic built environment should be supported to be more accessible for the benefit of all – residents and visitors. The uplift in wellbeing is immeasurable.”

Stakeholder comment



THORINGTON THEATRE

An exemplar of use of place and spaces

A beautiful outdoor venue inspired by and rooted in the environment and landscape, the theatre naturally focuses on summer programming and tourist audiences. Taking advantage of the UK's most clement climate, East Suffolk can target an enhanced winter / off-season offer for local residents. This is one way to expand audiences and extend seasons. In the case of assets like Thorington Theatre, it could enable more local theatre-makers to explore working in outdoor environments.

Image: courtesy Thorington Theatre



C. STRATEGY

Image: Earth powered by the Sun,
FolkEast 2022, courtesy John Heald

C1

A ROUTE MAP – CONVERGING COMMON PURPOSE AND FOCUS ACROSS EAST SUFFOLK

B3.1 THE ROLE OF THE COUNCIL

The cultural sector is looking to the Council for strategic leadership (and guidance with funding of course).

As a strategy for East Suffolk, it requires the necessary partnership mentality.

In viewing the cultural & creative industries as regenerators, social and economic value creators, the Council can respond with tools, expertise and support to drive demonstrable impacts, including through nurturing cultural entrepreneurship.

The Council can be a focal point for cultural development, co-designing (across departments and with external partners) and deploying local and district-wide responses.

01 PURPOSE

Use the Cultural Strategy as a unifying common purpose for grassroots engagement and community involvement.



02 MODEL

Use the Cultural Strategy as a unifying common purpose for grassroots engagement and community involvement.



03 LEAD

New cultural leadership to identify how, and in what ways, the Cultural Strategy's priorities can be best advanced and sustained for social and economic impact.



04 CO-DEVELOP

The cultural leadership to identify key strategic partnerships and co-investment opportunities



05 REWILDING

Create energy and momentum, ensuring East Suffolk becomes a regionally and nationally recognised as a dynamic cultural ecology.

Priority aims & Objectives

1. EAST SUFFOLK'S CULTURAL AND CREATIVE ECONOMY WILL THRIVE, REALISING ITS POTENTIAL AND PROVIDING BENEFITS FOR ITSELF AND FOR OTHER SECTORS.

Objectives

- i. Develop a clear position for East Suffolk as a place which inspires, welcomes and backs creative people & businesses through dissemination of the Strategy.
- ii. East Suffolk Council will ensure that the cultural sector is proactively invited to tap into existing business skills, training and other development and support services as any other industry (including but not only Council programmes, e.g. East Suffolk Means Business), to enable them to realise their potential.
- iii. East Suffolk to become a leader within the East of England region in activating its creative workforce, including 'supply chain' businesses, to create a circular creative economy.
- iv. Position and empower the cultural economy to harness opportunities for investment, innovation and growth through more integrated and consistent coordination in joint planning, funding and messaging.
- v. Develop co-location, networking and collaboration opportunities for artists and creatives across the district, countering the isolation of home-based working.
- vi. Explore potential of built heritage and find new, creative, sustainable uses for underutilised buildings.
- vii. Ensure clear (sector and public-targeted) information provision and data capture are effectively managed.
- viii. Undertake a skills and capacity audit for cultural SME and third-sector organisations. This will identify existing skills (and gaps), informing development needs in critical areas (e.g. logistics, communications, fundraising, administration). It will target digital skills as a transformative 'growth and innovation' tool for the sector and individual business development – data capture, marketing & engagement, training, collaboration etc.
- ix. Support creative approaches to heritage and environmental conservation, usage and interpretation. This will involve work with conservation officers, East Suffolk Building Preservation Trust, local museums, Suffolk Coast & Heaths AONB, Suffolk Wildlife Trust etc., to respond to sites of historic interest / ancient monuments, empty buildings etc.
- x. Support environmentally sustainable approaches, solutions and pilots within the cultural and heritage sector.

MUSEUMS

Developing through collaboration

The Long Shop Museum collaborated with other museums across Suffolk to secure funding from the National Lottery Heritage Fund to offer skills development programmes for those interested in careers in museums and heritage.

'Special Delivery' was a multidisciplinary project led by Halesworth Museum that explored historic and modern methods of communication.

Image: Christmas Lights, Suffolk Artlink

2. YOUNG PEOPLE WILL HAVE OPPORTUNITIES TO CULTIVATE CREATIVE CAREERS AND LIVES WITHOUT NEEDING TO LEAVE THE AREA, WITH CLEAR PATHWAYS FOR SKILLS, TALENT AND CAREER DEVELOPMENT.

Objectives

- i. Support the development of the LCEPs, increasing opportunities for school pupils to learn from local practising artists and creatives.
- ii. Embed creative education opportunities for young people, enhancing existing programmes and developing new initiatives where possible, with partners including Festival Bridge.
- iii. Increase opportunities for participation and training in cultural activities.
- iv. Building as standard an approach to cultural programming which includes skills development and work experience opportunities.
- v. Developing a bespoke work experience and apprenticeship model which enables cultural / heritage volunteer-run organisations, sole traders and SMEs to facilitate placements. This will have a particular focus on young people, designing accessible work placements that under 25s and under 18s can take advantage of (working around full-time education, taster weeks etc.).
- vi. Promote business and organisational support programmes to target freelancers, early career creatives and entrepreneurs to help establish themselves in the workforce, including early career leadership development training and support.
- vii. Ensure technical and 'back of house' career experiences are offered alongside 'creative' skills opportunities.



THE ART STATION
Continually evolving the arts centre

The Art Station saw the demand for more studio and co-working provision for creative professionals. It also understood how these assets could create opportunities for young people to gain work experience.

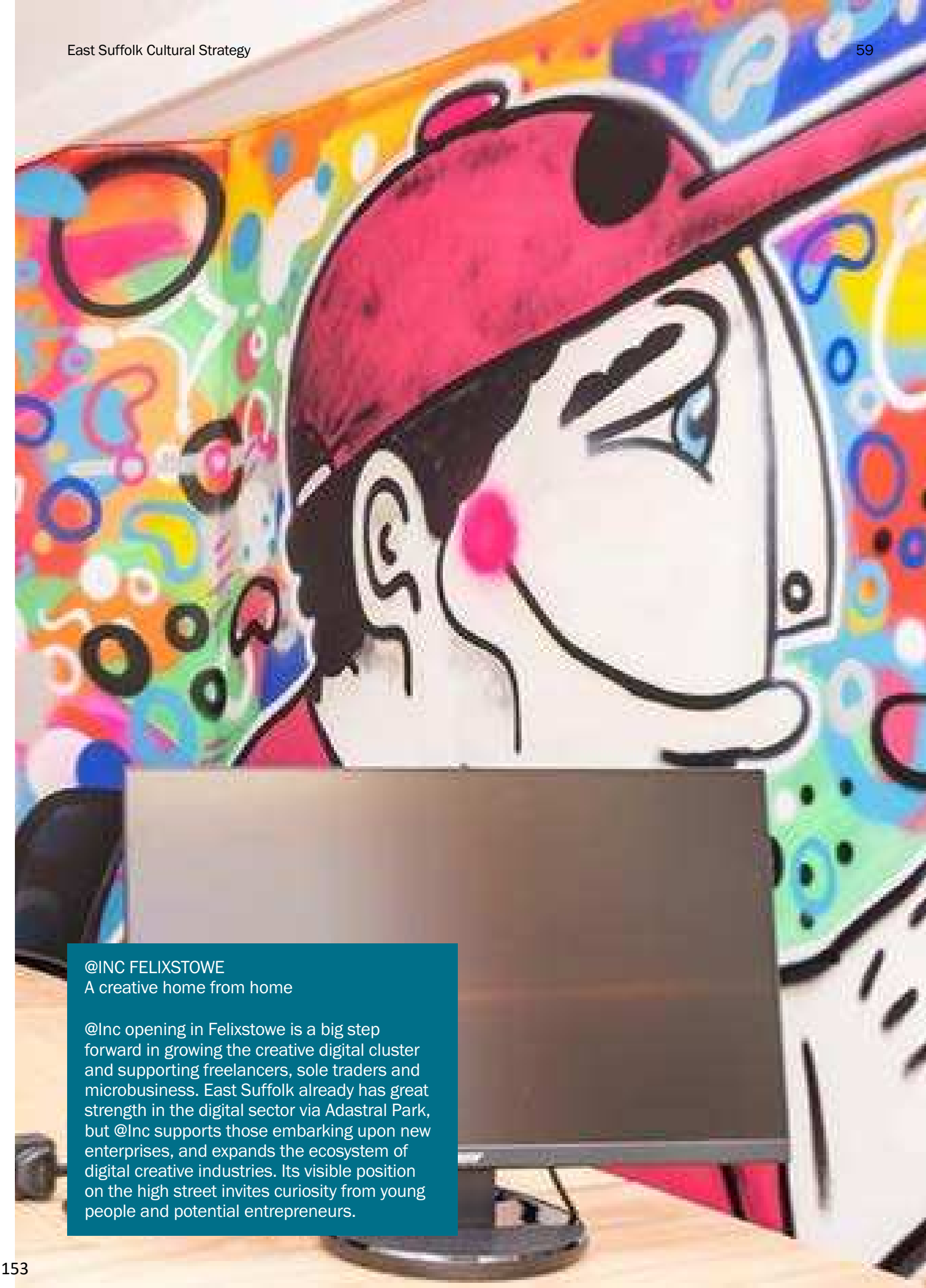
The team is now central to establishing a new Local Cultural Education Partnership – which will deliver creative education programmes for local young people.

Image: Raku firing at Butley Mills, led by Richard Oliver. Courtesy Dean Brannagan

3. COMMUNITIES WILL HAVE ACCESS TO CULTURAL PARTICIPATION OPPORTUNITIES INSPIRED BY THE LANDSCAPE, WHICH BENEFIT HEALTH AND WELLBEING.

Objectives

- i. Continue to refine mapping the organisations and places which could be part of a cultural programming offer, especially those based outdoors and in the landscape. Mapping can add criteria, including funding, target audiences, community programmes etc.
- ii. An audience mapping audit will seek to understand their needs and barriers to participation, to better inform the action plan on an ongoing basis to develop targeted and impactful cultural engagement.
- iii. Develop cultural activity visibility through new / targeted information channels and other engagement / sign-up mechanisms.
- iv. Audit audiences to understand their needs and barriers to participation, to better inform the action plan on an ongoing basis.
- v. Develop a public arts strategy which includes and where necessary prioritises art in the public realm and/or landscape. This should be an embedded consideration in high street regeneration, public realm and urban landscaping and masterplanning.
- vi. Develop an all-year-round cultural events programme which focuses on co-production with residents, linking with East Suffolk Council's Events Strategy.
- vii. Where a mass of culture and heritage organisations exist in one area (e.g. Felixstowe), establish cultural forums which are open to other sectors such as education, leisure, community, environment, health etc. The forums will enable place-based and community-led action.
- viii. Connect these forums / memberships into the existing East Suffolk Community Partnership scheme (eight cover the district), and its initiatives and intelligence sharing.
- ix. A budding scheme can be developed which partners a traditional arts / heritage organisations with a non-traditional / community venue to develop cultural confidence and build access to creative experiences in more community places and spaces.
- x. Work with Spirit of 2012 cultural volunteering programme to sustain the scheme beyond funding period, and target recruitment where it will have the most impact.
- xi. Offer programmes for creative participation which are accessible for all residents and for all talent levels, and where possible, inspired by the landscape.
- xii. Create partnerships between managers of outdoor spaces and cultural, heritage and community organisations to enable more co-programming.
- xiii. Expand and sustain the excellent local practice in creative health so that more residents may benefit (e.g. green social prescribing programme), including better training and support for organisations hosting prescribed patients.
- xiv. Increase opportunities for creative interpretation within the landscape and heritage environment.



@INC FELIXSTOWE
A creative home from home

@Inc opening in Felixstowe is a big step forward in growing the creative digital cluster and supporting freelancers, sole traders and microbusiness. East Suffolk already has great strength in the digital sector via Adastral Park, but @Inc supports those embarking upon new enterprises, and expands the ecosystem of digital creative industries. Its visible position on the high street invites curiosity from young people and potential entrepreneurs.

C3 ACTION PLAN FRAMEWORK

C2.1 INTRODUCTION

This Framework should cover an initial 2-year period. It is designed as a starting point for a dynamic plan to guide actions and build capacity over this period. The principle of co-design will be central to its full development in the months immediately following adoption of this Strategy. This process will be facilitated by East Suffolk Council but will continue to engage the cultural and heritage sector and other relevant stakeholders.

The ‘live’ Action Plan will be an iterative, dynamic document, being updated on a regular basis (at least annually, but ideally much more often), as impacts, insights and opportunities present, through programme investment and evaluation.

The Action Plan will be structured according to strategic priorities and their underlying objectives. Specifically, where possible, it:

- Sets realistic targets;
- Identifies the actions needed to achieve the target;
- Allocates responsibility to task leaders and supporters;
- Defines timescales;
- Set out resource / funding requirements and their sources;
- Identifies methods for evaluating the success rate and impact of each activity against the relevant target;
- Suggests indicative costs where possible.

C2.2 PROGRESSIVE FOCUS

The Year 1 focus is to get getting up and running, building on existing activity and aligning with ongoing plans and programmes. Year 2 will focus more on implementing plans, as well as building on Year 1 activities and lessons learned from them. As new circumstances and opportunities emerge, proposed actions should be reviewed and refined.

OBJECTIVES TO ACTIONS	Priority	Timescale	Lead / partners	Resource	Evaluation
Aim / Objective					
Explore feasibility of, and options for, staff resource for cultural economy development within East Suffolk Council					
Assess how the community grants programme can better service cultural activities and events					
Develop a leadership programme for early career creatives					
Establish roving cultural networking events across the district, with programmed speakers and activities					
Assess and support sectoral communications and online knowledge exchange					

ACTION PLAN BUILDING BLOCKS

The development of the action plan will be a fully collaborative process. As such this sample framework is very much a starting point only.

The actions included below are purely placeholder samples, to show the kinds of tasks that this process may produce, and the detail that will support them.



D. ADDENDUM

D1

LIST OF
CONSULTEES

Role	Organisation
Manager	The Cut Halesworth
Co-Director	Suffolk Art Link
CEO	Suffolk Libraries
Director	Hamilton MAS
Director	The Art Station
Deputy Leader, Cabinet Member, Economic Development	East Suffolk Council
Cabinet Member for Communities, Leisure, Tourism	East Suffolk Council
Leader and Chair of Community Partnerships Board	East Suffolk Council
Chief Executive / Chair	Marina Theatre / Lowestoft Cultural Leadership Board
Head of Knowledge Exchange & Business Engagement	University of Suffolk
Director	First Light Festival
Pro Vice-Chancellor Business and Entrepreneurship	University of Suffolk
Culture and Heritage Programme Manager	East Suffolk Council
Artistic Director	Eastern Angles
Freelance artist	Woodbridge Spirit of Place Festival
Associate Director	Ink
Museums Development Manager	Suffolk Museums
Arts Development Manager	Suffolk County Council
General Manager	Eastern Angles
Managing Director	Old Jet
Operations & Business Development Manager	Screen Suffolk
Arts Marketer & Events Manager	Freelance
Artistic Director	Ink
Director of Outreach	Pro Corda Trust
Deputy Director of Partnerships and Alliance Delivery	Suffolk and North East Essex ICS
Head of Creative Programmes	Dance East
Community Fundraising Manager	Suffolk Wildlife Trust
Chair	Easterly Artists / Suffolk Open Studios

Role	Organisation
Head of Creative Programmes	Dance East
Community Fundraising Manager	Suffolk Wildlife Trust
Chair	Easterly Artists / Suffolk Open Studios
Chairman	East Suffolk Building Preservation Trust
VEE Joint Norfolk & Suffolk DMO Networking Group	Visit East of England
Operations & Business Development Manager	Screen Suffolk
Director	FolkEast
Secretary	East Suffolk Building Preservation Trust
Executive Director and Joint CEO	HighTide Theatre
Executive Director	Britten Pears Arts
Corporate Events and Commercial Partnerships Officer	East Suffolk Council
Leisure Development Partnership Manager	East Suffolk Council
Plus	
Economic Development, Regeneration and Communities Officers	East Suffolk Council
Several businesses and organisations, as well as individual practitioners with c.30 attendees, notably freelancers, not-for-profit and micro-enterprises.	Lowestoft informal meetings

One-to-one consultations were conducted with representatives from a variety of culture, creative and other sectors. The tables below set out who has responded to consulting approaches to date, from a larger database of nearly 200 contacts, which also served the workshops.

Organisations	
Alex Seinet Photography	Babergh & Mid Suffolk Councils
Asset Education	Blyth Valley Team Ministry
Beccles Town Council	Bungay Events & Business Association
Britten Pears Arts	Bungay Town Council
Bungay Museum Trust	Community Action Suffolk
Cohere Arts	East Suffolk Council
DanceEast	Eastern Angles Theatre Company
Easterly Artists	Felixstowe BID
Felixstowe Chamber of Trade and Commerce	Felixstowe Radio
Felixstowe Town Council	Framlingham Town Council
Freelancer: Roger Abbott	Halesworth & District Museum
Halesworth Town Council	Hamilton MAS
Jan Pulsford Music Productions	Jetty Lane CIO
Jo Leverett	Jubilee Opera Chorus
Kesgrave Town Council	Landguard Fort Trust
Leiston Community Land Trust	Leiston-cum-Sizewell Town Council
Little Green Wholefood Shop	London Metropolitan University
Lowestoft Vision	Old Jet
Pier Projects Art Agency	New Anglia LEP
Seckford Theatre	Screen Suffolk
Spadge Art	Southwold Town Council
Suffolk Artlink	Spinning Wheel Theatre
Suffolk Growth Partnership	Suffolk County Council
Suffolk Youth Project	Suffolk New College
The Cuts Arts Centre	The Art Station
The Suffolk Coast DMO	The Gallery Box
The Waffle Shack	The Voice cLoud
Two Sisters Arts Centre	Thorington Theatre
Volunteering Matters	University of Suffolk
Victoria Petchey Art	Waveney Arts & Crafts Centre
Woodbridge School	Woodbridge Town Council



A series of community and stakeholder engagement workshops were held in Lowestoft, Felixstowe, Rendlesham and Bungay in September and October 2022. These workshops tested some early and emerging themes developed from the desk research and one-to-one consultations already undertaken, through use of stimulus questions and facilitated discussions. Attendees included community, cultural, heritage, sport and voluntary groups and organisations; businesses; creative practitioners; and Council officers, with representatives from these organisations. Some additional consultees may have attended but were not registered on the day.

REPORTS, STUDIES AND PLANS

1. Accessibility and Inclusion: Enabling Growth in the Suffolk Visitor Economy 2023
2. Aldeburgh – Understanding the heart of our town: town centre baseline report, 2020
3. An inclusive growth monitor for measuring the relationship between poverty and growth, Joseph Rowntree Foundation, 2016
4. Beccles – Understanding the heart of our town: town centre baseline report, 2019
5. Destination Management Plan, Visit East of England
6. Collaborative Music Practice for Health (CPD Short Course)
7. Consumer Sentiment Survey, Visit East of England
8. Cornerstones of Culture LGA Report
9. CPD Short Course Evaluation Report, Cambridge Institute for Music Therapy Research & Britten Pears Arts
10. Create Growth Programme application, New Anglia LEP
11. Creative Hub Needs Assessment 2020
12. Creativity, Culture and Connection, Responses from arts and culture organisations in the COVID-19 crisis, Common Purpose, 2020
13. Creativity, Culture and Connection, Responses from arts and culture organisations in the COVID-19 crisis, Common Purpose, 2020
14. Cultural Strategy evidence report, New Anglia LEP
15. Culture Drives Growth - New Anglia Cultural Strategy 2016-22
16. Culture Drives Impact - The Norfolk & Suffolk Culture Board Manifesto 2024-28
17. Creative Industries Innovation in Seaside Resorts and Country Towns - Creative Industries Policy and Evidence Centre
18. Digital Springboard presentation, LGA, 2022
19. East Suffolk Economic Strategy 2022-27
20. East Suffolk Open Space Report, 2021
21. East Suffolk Visitor Economy Strategy 2022-27
22. Economic contribution of the Arts, Creative Industries Council, 2020
23. First Light Festival Evaluation 2019
24. Framlingham – Understanding the heart of our town: town centre baseline report, 2019
25. Halesworth – Understanding the heart of our town: town centre baseline report, 2019
26. Indoor & Built Sports Facilities Strategy 2021
27. Kirkley Community Plan
28. Lowestoft Creative Hub Implementation Plan 2020
29. Lowestoft Cultural Strategy 2020-25
30. 'Left behind' areas in Suffolk, OCSI
31. Leisure Strategy 2021
32. Leiston – Understanding the heart of our town: town centre baseline report, 2019
33. Making ends meet: the cost of living in Suffolk, Suffolk County Council and Public Health & Communities, 2022
34. Making Waves Together, Lowestoft & Great Yarmouth Great Places Evaluation 2020
35. Mapping & examining the determinants of England's rural creative micro-clusters, Creative Industries Policy & Evidence Centre
36. Movers & Stayers: Localising Power to Level Up Towns, DEMOS
37. Naturally, Brand story & creative brief
38. Norfolk & Suffolk Economic Strategy 2017
39. Playing Pitch & Outdoor Sports Strategy 2021
40. Saxmundham – Understanding the heart of our town: town centre baseline report, 2019
41. Southwold – Understanding the heart of our town: town centre baseline report, 2018
42. Southwold Town Centre Strategy, 2018
43. Suffolk Coastal Local Plan, 2020
44. Suffolk Devolution Deal
45. Start East evaluation report, 2020
46. Suffolk Hidden Needs report, Suffolk Community Foundation, 2020
47. Suffolk Libraries - A predictive impact analysis, 2019
48. Suffolk Libraries – Creating positive wellbeing and making lives better, 2020
49. Suffolk Libraries Strategy 2019-22
50. The creative countryside: Policy and practice in the UK rural cultural economy, Journal for Rural Studies
51. The State of Children in Suffolk, 2016
52. Town Centre baseline reports, 2019
53. UKSPF Events, Arts & Culture Grants brief
54. Understanding the value of arts & culture, Arts & Humanities Research Council, 2016
55. Visit East of England Destination Development Plans 2021 & 2025
56. Warwick UK Cities of Culture Project: Reasons to Co-Create, University of Warwick
57. Waveney Local Plan
58. Wickham Market – Understanding the heart of our town: town centre baseline report, 2019
59. Woodbridge – Understanding the heart of our town: town centre baseline report, 2019

DATA / WEB

1. Suffolk Mapping – Activities & Attractions, CTConsults, 2022
2. East Suffolk Profile, Suffolk Office of Data & Analytics, 2021
3. East Suffolk Data Pack
4. Lowestoft Town Data, East Suffolk Council, 2019
5. Income estimates for small areas, England and Wales: financial year ending 2018, ONS
6. English indices of deprivation, 2019, gov.uk
7. NOMIS data
8. Census data
9. National Lottery Project Grants 2018-19 – 2022-23, Arts Council England
10. Co-op Community Wellbeing Index
11. The Association for Suffolk Museums key stats 2019/20
12. <https://www.ucl.ac.uk/biosciences/culture-nature-health-research>
13. Suffolk Mapping – Activities & Attractions, CTConsults, 2022
14. East Suffolk Profile, Suffolk Office of Data & Analytics, 2021
15. East Suffolk Data Pack
16. Lowestoft Town Data, East Suffolk Council, 2019
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22. Co-op Community Wellbeing Index
23. The Association for Suffolk Museums key stats 2019/20
24. <https://www.ucl.ac.uk/biosciences/culture-nature-health-research>

D3

Editorial: Inclusive Growth

72

'Inclusive growth' predates the Levelling Up agenda (a strategic fund and policy not designed to benefit Suffolk).

To quote Joseph Rowntree Foundation (JRF) from 2017: "Cities should make inclusive growth an organising principle for their place, leading the agenda and catalysing action. This should include setting ambitious new targets around employment, pay and skills attainment." This applies equally to towns and districts.

Therefore, how the cultural sector plays into the education and skills system is an inclusive growth agenda. If the cultural sector, and the Council in supporting the cultural sector, places the right emphasis on job growth, and better-quality jobs (and being a fair wage / living wage employer), then that is inclusive growth. There is then 'softer stuff' around raising ambition and inspiring action etc., such as fostering collaboration and asking difficult questions. This reflects all the things the cultural sector can contribute to.

The JRF's Inclusive Growth Monitor¹¹ is full of indicators around economic measures; income, living costs, labour market exclusion, output, employment. If East Suffolk continues to explore how to extend inclusive growth into human capital (a JRF phrase) and subjective wellbeing, then culture can play a full role.

East Suffolk Council recognises the place making potential of a wide range of local institutions and businesses, including cultural ones. By working more closely together with the cultural sector on key shared agendas – from employment and skills, to health and wellbeing – the Council and partners can all help to create more inclusive local economies, and through this strategy there is an effort to ensure that cultural stakeholders can play

the fullest role in the development of communities and local economies across East Suffolk.

One of our challenges for East Suffolk could be – through its strategic priorities and inclusive growth agenda – what more can be done to build strong partnership working on key priorities that embraces key cultural stakeholders in more value adding ways etc.

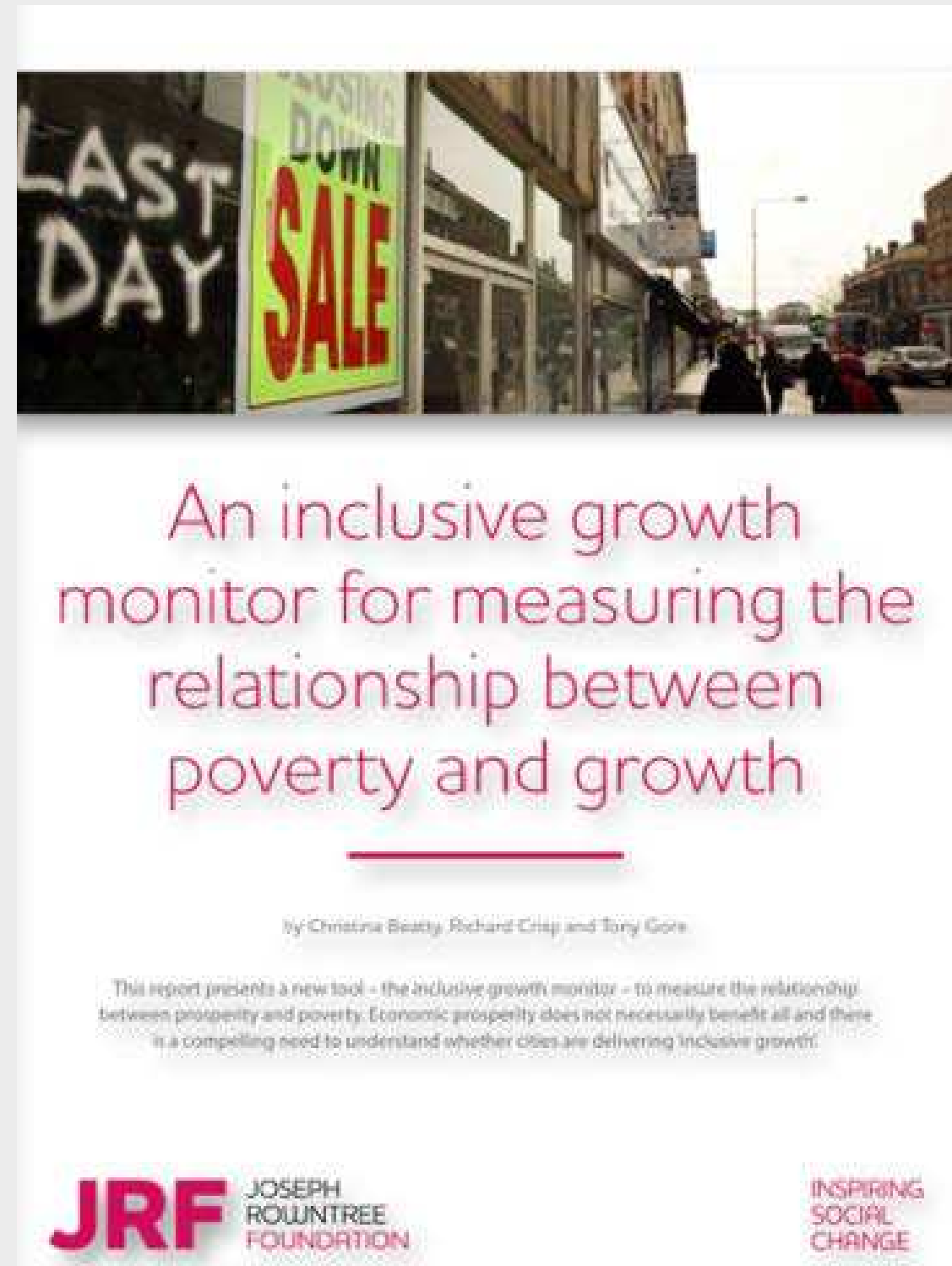
The cultural sector is a unique development asset as it habitually spans commercial profit-oriented activities, with a strong collaborative focus on the 'social economy' – a broad term encompassing social enterprise, cooperatives, community enterprises and numerous other forms of enterprise focused on social outcomes.

The self-seeding of cultural talent across communities in East Suffolk creates real opportunities to see how the cultural sector, and cultural initiatives, could help bridge and connect the social economy to the wider economy, thereby playing a vital role in creating new opportunities and talent pathways across different parts of the East Suffolk economy.

¹¹ <https://www.jrf.org.uk/report/inclusive-growth-monitor>

East Suffolk Cultural Strategy

73



JOSEPH ROWNTREE FOUNDATION

<https://www.jrf.org.uk/report/inclusive-growth-monitor>



ctconsults.

The Intelligence Agency



CABINET

Tuesday, 07 March 2023

Subject	Transfer Agreement for Landguard Trust
Report by	Councillor Craig Rivett Deputy Leader and Cabinet Member with responsibility for Economic Development Councillor Steve Wiles Assistant Cabinet Member for Economic Development
Supporting Officer	Paul Wood Head of Economic Development & Regeneration paul.wood@eastsuffolk.gov.uk

Is the report Open or Exempt?	OPEN
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Wards Affected:	Eastern Felixstowe Western Felixstowe
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Purpose and high-level overview

Purpose of Report:

To set out the proposed agreement between the Landguard and Felixstowe Conservation Trust (the Trust) and East Suffolk Council (ESC) in relation to the management of the Council's interests at Landguard and enabling the development of the peninsula to become a nationally significant tourist attraction.

The report sets out the proposed transfer of management responsibilities of the Landguard nature reserve to the trust as well an agreement on the ringfencing of car parking revenue to support the Trust's activities. In addition, the report also considers how the existing ESC staff who support the Landguard initiative will be deployed within the new Trust structure, however since HR matters will not be resolved in time for this report delegated authority is being sought to finalise these decisions.

Options:

1. That ESC does not enter into any management agreement with the Trust. This would effectively mean the Trust would not be able to operate as an independent entity and deliver on its objectives. These are common objectives with ESC and will support the delivery of a number of Strategic Plan priorities, therefore it is ESC's interests that we support the Trust to become a sustainable and viable entity.
2. That Cabinet approves entering into the agreement with the Trust for the ringfencing of car parking revenue and the management of the ESC owned nature reserve, thereby enabling it to progress its priorities with ESC as a key partner and board member.

Recommendation/s:

1. That the principles of the agreement and lease Heads of Terms between the Council and the Trust be approved.
2. That authority be delegated to the Head of Economic Development & Regeneration, in consultation with the Cabinet Member with responsibility for Economic Development, to finalise staffing arrangements in how they pertain to existing East Suffolk Council employees supporting the Landguard initiative.
3. That it be approved that East Suffolk Council enter into an agreement with Landguard Trust on terms which best protect the Council.

Corporate Impact Assessment

Governance:

The Trust has established a board which oversees the delivery of its objectives. ESC is a member of this board and is represented by the Deputy Cabinet Member for Economic Development, Cllr Steve Wiles. It is clearly important that ESC remains part of the governance structure as the Trust will be managing assets on behalf of ESC and spending ESC revenues raised within the Landguard demise.

ESC policies and strategies that directly apply to the proposal:

East Suffolk Strategic Plan

East Suffolk Economic Strategy

East Suffolk Visitor Economy Strategy

Environmental:

The transfer of the management of the Landguard nature reserve will have a positive impact as it provides longer-term certainty for the protection and enhancement of this environmentally significant and sensitive area.

Equalities and Diversity:

An Equality Impact Assessment has been undertaken in respect of the proposed agreement between ESC and the Trust. The assessment concluded that there will neither be any positive or negative impacts on any of the protected characteristic groups.

Financial:

The car parking income which ESC raises at the Landguard car parks will be ringfenced for the development of the Landguard peninsula as set out with the Landguard Strategic Plan. This will be less any deductions required for the maintenance of these car parks. A sinking fund will be established of £2k pa which will be ringfenced to cover any maintenance costs associated with the car parks. Furthermore, business rates associated with this area will continue to be paid by ESC, however subject to future annual reviews. Other income for the Trust will be raised via the café and kiosk rents.

A management fee of up to £15k pa will also be paid to the Trust for its management of the Landguard nature reserve. This will be conditional on the Trust achieving the deliverables set out in the agreement.

Human Resources:

The arrangements in relation to the deployment of existing ESC staff who work on the Landguard project are being led by the Council's HR team. These will be resolved following the Cabinet report.

ICT:

There are no ICT implications.

Legal:

ESC's legal team will be instructed to formalise the principles agreement and related Heads of Terms.

Risk:

There is a risk that with the Trust being a relatively new organisation it fails to deliver on its objectives which align with ESC's Strategic Plan priorities. ESC will continue to work closely with the Trust, both at a board and officer level to support the Trust in delivering its objectives and to mitigate this risk. Furthermore, ESC also reserves the right to review their agreements with the Trust on a regular basis to determine if it's land and other interests on the peninsula are continuing to deliver against ESC's Strategic Plan objectives.

External Consultees:

External consultees to the transfer agreement include those members of the Trust's board.

Strategic Plan Priorities

Select the priorities of the Strategic Plan which are supported by this proposal: (Select only one primary and as many secondary as appropriate)		Primary priority	Secondary priorities
T01	Growing our Economy		
P01	Build the right environment for East Suffolk	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P02	Attract and stimulate inward investment	<input type="checkbox"/>	<input type="checkbox"/>
P03	Maximise and grow the unique selling points of East Suffolk	<input checked="" type="checkbox"/>	<input type="checkbox"/>
P04	Business partnerships	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P05	Support and deliver infrastructure	<input type="checkbox"/>	<input checked="" type="checkbox"/>
T02	Enabling our Communities		
P06	Community Partnerships	<input type="checkbox"/>	<input type="checkbox"/>
P07	Taking positive action on what matters most	<input type="checkbox"/>	<input type="checkbox"/>
P08	Maximising health, well-being and safety in our District	<input type="checkbox"/>	<input type="checkbox"/>
P09	Community Pride	<input type="checkbox"/>	<input type="checkbox"/>
T03	Maintaining Financial Sustainability		
P10	Organisational design and streamlining services	<input type="checkbox"/>	<input type="checkbox"/>
P11	Making best use of and investing in our assets	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P12	Being commercially astute	<input type="checkbox"/>	<input type="checkbox"/>
P13	Optimising our financial investments and grant opportunities	<input type="checkbox"/>	<input type="checkbox"/>
P14	Review service delivery with partners	<input type="checkbox"/>	<input type="checkbox"/>
T04	Delivering Digital Transformation		
P15	Digital by default	<input type="checkbox"/>	<input type="checkbox"/>
P16	Lean and efficient streamlined services	<input type="checkbox"/>	<input type="checkbox"/>
P17	Effective use of data	<input type="checkbox"/>	<input type="checkbox"/>
P18	Skills and training	<input type="checkbox"/>	<input type="checkbox"/>
P19	District-wide digital infrastructure	<input type="checkbox"/>	<input type="checkbox"/>
T05	Caring for our Environment		
P20	Lead by example	<input type="checkbox"/>	<input type="checkbox"/>
P21	Minimise waste, reuse materials, increase recycling	<input type="checkbox"/>	<input type="checkbox"/>
P22	Renewable energy	<input type="checkbox"/>	<input type="checkbox"/>

P23	Protection, education and influence	<input type="checkbox"/>	<input type="checkbox"/>
XXX	Governance		
XXX	How ESC governs itself as an authority	<input type="checkbox"/>	<input type="checkbox"/>

How does this proposal support the priorities selected?

T01: Growing our Economy

P01: Build the right environment for East Suffolk

Supporting the development of Landguard Trust will enable it to achieve its objectives around making the Landguard peninsula a nationally significant tourist attraction. This will involve significant capital improvements to the Fort, enhancements to the nature reserve and the other buildings which comprise the Landguard peninsula. It will allow the Trust to apply for significant external funding to achieve these objectives.

P03: Maximise and Grow the Unique Selling Points of East Suffolk

The high quality and diverse tourism offer is a major USP for the district. The agreements highlighted within this report will enable the Trust to move forward with its development plans for the Landguard peninsula which will significantly enhance the existing tourism offer and help achieve its ambition of becoming a nationally significant tourist destination.

P04: Business Partnerships

The establishment of the Trust will put the Landguard governance on a much more business-like footing and the new board consists of existing and current business people who will bring a wealth of experience and expertise to running the new Trust. In addition, the Trust will be in a position to establish new business partnerships which support the delivery of its objectives for the peninsula.

P05: Support and deliver infrastructure

A key driver for the establishment of the Trust was to set up an organisation which was able to apply for external funding which could develop the tourism infrastructure at the Landguard peninsula. A key objective is to modernise the tourism facilities and extend the fort experience, with the Trust being in place significant bids to the HLF and other awarding bodies will potentially realise these objectives

Background and Justification for Recommendation

1 Background facts	
1.1	The Landguard Peninsula is positioned between the North Sea, Orwell Estuary and lies adjacent to the UK's largest container port. The Peninsula covers an area of 46 hectares of which 31 hectares is designated as a Site of Special Scientific Interest (SSSI). Part of the SSSI is managed as a Local Nature Reserve. Landguard Fort is Grade I listed and much of the open land covering some 34.9 hectares is scheduled as an Ancient Monument.
1.2	The Peninsula is highly valued as a local recreational amenity and attracts over 500,000 visitors each year. Many people visit the viewing area which overlooks the Port of Felixstowe and the mouth of the Orwell Estuary to watch the shipping and port-related activities, visit the café, Fort and museum, and walk the nature reserve. The rare vegetated shingle is fragile, necessitating a careful and balanced approach to conservation and visitor management.
1.3	Following a review of the Landguard Partnership (a consultative forum of the various bodies operating on the Landguard peninsula, the Town Council, ESC, Harwich Haven Authority and Natural England without executive responsibility) it was determined that the best way forward to realise the joint ambitions for the Landguard area was the development of a formal independent body which brought all these organisations together. As a result, the Trust was formed in 2021, and formally registered with the Charity Commission as a CIO on 5 May 2022, as a result of a governance and organisational development process delivered between 2019 and 2020. The Trust is headed by its chair, David Gledhill.
1.4	Within the Trust's Strategic Plan (see Appendix D) a number of opportunities were identified, including the creation of a strategic partnership between the Trust and ESC. This would help the Trust become the 'go to' organisation for the development of Landguard.

2 Current position	
2.1	In order to formalise ESC's relationship with the Trust an agreement and Heads of Terms has been developed. This is principally because land ownership at Landguard is complex involving a number of key landholders including ESC, which also leases land from the Port of Felixstowe within the Landguard demise. In addition, there is an existing budget for Landguard which is managed by ESC and three members of staff who support the Landguard initiative are currently employed by ESC.
2.2	The Council are an engaged landowner, owning the 25ha nature reserve and leasing a number of car parks and café site at the Landguard peninsula from the Port of Felixstowe. For the Trust to be a viable organisation and be able to deliver

	its objectives, it requires a stable income source, the agreement sets out the principles of this income source.
--	--

3 How to address current situation

3.1	The map shown at Appendix A sets out the proposed areas of land that will be managed by the Trust under the agreement on behalf of ESC. The Council will provide the Trust with a lease of the nature reserve and a management fee of up to £15k pa, as outlined in the Heads of Terms (see Appendix C). The agreement with the Trust ensures that they will have responsibility for the preservation, management, research and conservation of the reserve. In addition, it is agreed that the Trust will highlight to the public the importance of the Landguard site from a historical, architectural, archaeological and natural heritage perspective. Furthermore, it will proactively seek to improve links with the Felixstowe South Seafront area (a key tourism development area for ESC) for the mutual benefit of each organisation's strategic plans.
3.2	There is an existing section 106 agreement between ESC and the Port of Felixstowe. If this is triggered by the port extension or any other works the mitigation measures defined within the s106 agreement, the management and all income will be transferred to the Trust for the benefit of Landguard. In addition, the agreement also supports the assignment of the transfer of the lease from the Harwich Haven Authority of the Ranger's bungalow to the Trust. Furthermore, ESC will also commit, via the agreement, to support any grant applications the Trust makes to conserve, improve and enhance Landguard's nature, heritage, maritime and visitor's facilities.
3.3	The current budget held by the Council in relation to Landguard, will pass over to the Trust to manage. This includes income from the car parks at Landguard less money retained to cover the maintenance of these facilities. ESC will, however, remain liable for the business rates on the car park however, it reserves right to review this on an annual basis. Income from the café and kiosk will also continue to pass over to the Trust, based on the agreement.
3.4	The new agreement signals a change in ESC's financial relationship with Landguard. Previously ESC provided £18k pa contribution to support the activities of the Landguard Partnership. Under the new arrangement ESC will agree to ringfence income derived from the Landguard car parks for the Trust's activities less any maintenance costs. In addition the Trust will also receive a management fee for the managing the nature reserve of up to £15k pa. This will mean that under the current forecast budget the Trust will run an annual surplus of c£40k on top of carried forward reserves of £211k.

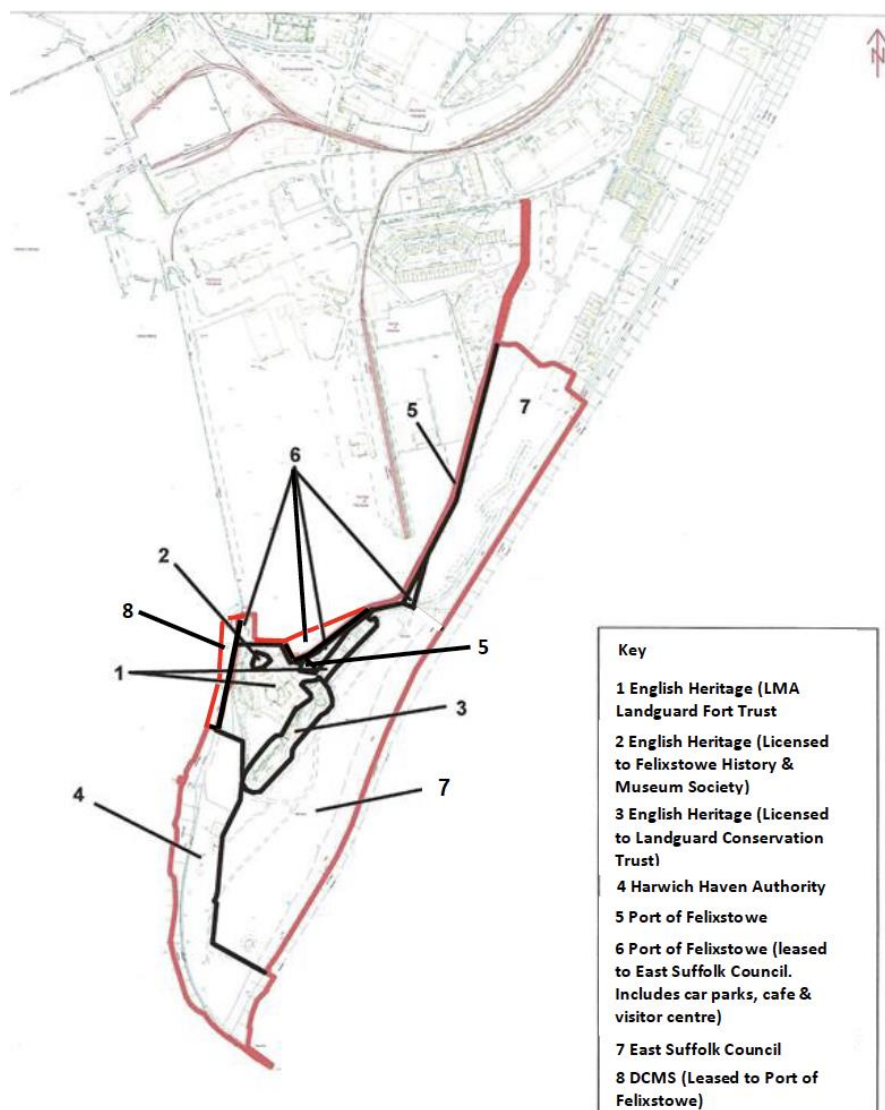
4 Reason/s for recommendation	
4.1	Entering into the land transfer agreement with the Trust will enable it to become financially self-sufficient and realise their vision to become a nationally significant destination. This in turn will support ESC's wider objectives for the district as set out within the Strategic Plan, Economic Strategy and Visitor Economy Strategy.

Appendices

Appendices:	
Appendix A	Landguard peninsula land ownership map
Appendix B	Principle for Landguard Agreement
Appendix C	Heads of Terms for Landguard Nature Reserve Tenancy
Appendix D	Landguard Trust Strategic Plan

Background reference papers:
None.

Appendix A: Landguard Peninsula Land Ownership Map



Overarching principles and clarifications

This agreement does not address staff which will be dealt with separately.

The current budget held by ESC in its entirety including reserves will pass to the trust (excepting rates liabilities for the car park) and staffing matters which will be addressed separately. ESC agree to pay the rates liability on the car park but reserves the right to review this at any time.

The income from the Café and kiosk will pass gross to the trust based on the lease terms. No deductions will be made for management or rent collection.

ESC will provide the trust with a lease of nature reserve as outlined in the separate heads of terms

The areas owned by the port and subject to leases to ESC will remain as existing (excepting income as above)

The car park will be managed as existing, and net income will be passed to the trust in line with the existing budget. (gross income less £3,000pa)

The Trust will receive a management fee of up to £15k pa to cover the management of the nature reserve.

The below agreement includes intent of the parties as well as legal obligations and will be formalised by East Suffolk Legal services.

Draft principles for agreement between Landguard and Felixstowe Conservation Trust (the Trust) and East Suffolk District Council (the Council) regarding the Management of the Council's interests at Landguard, (as defined in the plan at Annex A.) Subject to contract v 2 (19/01/23)

It is agreed that:

The Trust shall;

1. Preserve, manage, research, conserve, and display at Landguard, and surrounding areas, in conjunction with Landguard Fort, Landguard Bird Observatory and Felixstowe History and Museum Society, and other partners, for the benefit of the general public and the nation at large:
 - a. historical, architectural, constructional, military, and archaeological heritage, by promoting and encouraging public access to, study and appreciation of, the historic environment,

- b. wildlife and its habitats, places of natural beauty, and places of zoological, botanical, geographical, archaeological, or special scientific interest in ways that further conservation,
 - c. collections and artefacts, including their presentation to the public,
 - d. the geophysical location and marine activities of Harwich Haven.
- 2 Advance the education and engagement of the public regarding the historical, architectural, archaeological, and natural heritage in the form of buildings of particular historical and architectural interest, art and artefacts, wildlife, the Work with the Trust to improve links between Felixstowe South Seafront area and the Landguard Peninsula for mutual benefit, including the enhancement of access, signage, and promotion.
- 3 Work with the Trust to improve the public realm at Manor Terrace car park and create an improved second 'gateway' to Landguard.
- 4 Support, where feasible, the provision of a jetty at Landguard for the use of the Harwich Harbour Ferry.
- 5 To manage the site in accordance with the management plan as agreed from time to time.
- 6 If the Port extension or any other works trigger the delivery of, or part thereof, the mitigation measures defined in the s106 agreement between the Council and the Port of Felixstowe, transfer the management and all income from the 106 to the Trust for the benefit of Landguard.
- 7 Not grant licences to commercial enterprises at Landguard without the consent of the Trust.
- 8 Support the assignment of the transfer the Lease from the Harwich Haven Authority of the Ranger's Bungalow to the Trust
- 9 Support any grant applications the Trust makes to conserve, improve, and enhance Landguard's nature, heritage, maritime and visitor facilities.
- 10 In the event of anti-social behaviour work with the trust to resolve issues that may arise.

Confirm plans to attach to agreement

V2 19/01/2023

Heads of Terms for Landguard Nature Reserve Tenancy V.4 26/01 – Subject to Contract

1. Details of the land: Landguard Nature Reserve as shown edged red on the attached plan
2. Name and address of the Landowner: East Suffolk Council, East Suffolk House, Station Road, Melton, Woodbridge IP12 1RT
3. Name and address of the Tenant: Landguard and Felixstowe Conservation Trust (Landguard Trust) registered address: HHBC Bungalow, Landguard Nature Reserve, Viewpoint Road, Felixstowe, IP11 3TW
4. Lease term and proposed start date: 25 years, commencing 01 March 2023
5. Break clauses by both landlord and tenant at 5, 10 and 15 Years with not less than 12 months notice .
6. Rent: £1 to be paid annually (if demanded)
7. Rent commencement date: 01 March 2023
8. Rent Reviews: None
9. Permitted use of the premises: Use for public access, learning and education, conservation management, studies and surveys, guided walks and other suitable activities and events at the discretion of the Landguard Trust. No third party events or activities are allowed without the consent of the Landguard Trust, and where applicable, the appropriate consents from statutory bodies. To manage the property in accordance with the “2021 – 2026 management agreement” as may be varied by agreement.
10. Restrictions on use : The Nature Reserve is covered by a Public Space Protection Order. This will be renewed by the Council on its date of termination or as required.

The Trust reserve the right to implement additional restrictions to ensure the safety of the public, staff, volunteers or contractors, or to prevent harm to wildlife, habitat, heritage remains and the natural environment.

The Site is also a Scheduled Monument with restrictions covered in the Ancient Monuments and Archaeological Areas Act 1979. And a Site of Special Scientific Interest with restrictions covered in the Wildlife and Countryside Act 1981.

11. Insurance: Tenant to be responsible for insurances as required
12. Search light building. The building will remain as an asset on ESC and will be inspected annually. ESC will not be required to keep the building in any better than its existing condition as recorded by a schedule of condition. ESC does not warrant to keep it in a condition suitable for public access.
13. Responsibility for maintenance of features:*

	Landlord	Tenant
Fences		X
Gates		X
Hedges, scrub, ponds, and grassland		X
Underground pipes and services		X where serving the demise only
Hard standing		X
Roads, Paths and walkways		X
Litter and dog waste bins	X	
Signage		X

*Trust responsibilities should be subject to Council financial or in-kind contributions.as agreed as part of a separate management agreement

14. Rights to be granted to the tenant: Unrestrictive access along the routes shown blue on the plan. The right to claim subsidies and grants related to the management and/or occupation of the land. The right to host public events. The right, with permission of the Landlord and relevant statutory bodies to carry out projects to:
- protect and / or enhance the built and natural environment
 - protect wildlife, and increase bio diversity
 - improve facilities, interpretation and the visitor experience
15. Assignment and subletting: None
16. Alterations: Alterations may be permitted with the Landlord's consent

17. Legal costs: Each party to pay their own costs
18. Other : Agreed variances as agreed and necessary for legal purposes

LANDGUARD & FELIXSTOWE CONSERVATION TRUST

STRATEGIC PLAN 2022-2032

SEPTEMBER 2021

1. INTRODUCTION	4
1.1 Context	4
1.2 Development Process	6
1.3 Acknowledgments	7
2. WHERE ARE WE NOW?	8
2.1 Current Position	8
2.1.1 Replacing the Landguard Partnership	8
2.1.2 Establishment of the Landguard & Felixstowe Conservation Trust	9
2.1.3 Financial Baseline	11
2.2 Context	14
2.2.1 Opportunity Analysis	14
2.2.2 Risk Analysis	15
2.2.3 Stakeholder Analysis	17
2.2.4 Ownership and Management	18
2.2.5 Volunteering	20
2.2.6 Visitors	22
3. WHERE DO WE WANT TO BE?	25
3.1 Vision	25
3.2 Benefits of the Trust	26
3.3 Operating Principles	27
3.4 Key Visitor Components	27
3.4.1 Maritime Landguard	27
3.4.2 Historic Landguard	28
3.4.3 Natural Landguard	28
3.5 Strategic Projects	29
3.5.1 Maritime Landguard: Viewpoint Cafe and Visitor Centre	29
3.5.2 Historic Landguard: Fort and Museum	30
3.5.3 Natural Landguard: Second Gateway and Nature Reserve Visitor Centre	31
3.5.4 Martello Tower	33
3.6 Areas of Focus	34
3.6.1 Trust Operation	35
3.6.2 Trust Resources	38
3.6.3 Landguard Development Framework	41
3.6.4 Volunteers	43
3.6.5 Visitors	45
3.6.6 Project Delivery	46

4. HOW WILL WE GET THERE?	48
4.1 Initial actions	48
4.2 Short Term (Year 2-3)	50
4.3 Medium Term (Year 4-6)	51
4.4 Long Term (Year 7-10)	52
APPENDICES	54
1. Opportunities	54
2. Risks	58
3. Stakeholders	61
4. Trust Constitution	64
5. About the Consultants	82

1. Introduction

1.1 Context

The Landguard Peninsula is positioned between the North Sea, Orwell Estuary and lies adjacent to the UK's largest container port. The Peninsula covers an area of 46 hectares (114 acres) of which 31 hectares (77 acres) is designated as a Site of Special Scientific Interest (SSSI). Part of the SSSI is managed as a Local Nature Reserve. Landguard Fort is Grade I listed and much of the open land covering some 34.9 hectares (86 acres) is scheduled as an Ancient Monument.

The Peninsula is highly valued as a local recreational amenity and visit counts based on vehicle traffic counters indicate that it attracts over 500,000 visitors each year. Many people visit the John Bradfield viewing area which overlooks the Port of Felixstowe and the mouth of the Orwell Estuary to watch the shipping and port-related activities, visit the café, Fort and museum, and walk the nature reserve. The rare vegetated shingle is fragile, necessitating a careful and balanced approach to conservation and visitor management.

As part of the Felixstowe South Re-configuration (FSR) Section 106 agreement, an interim visitor centre and café were delivered by the Port in 2013 adjacent to the viewing area. This Section 106 agreement was the driver for forming the Landguard Partnership in 2008. Permanent facilities including a permanent café and visitor centre, other enhancements to the car parks, landscaping, sea defences and a contribution towards a permanent ferry berth are promised on completion of FSR. However, the back stop date for delivery of these mitigation measures was removed from the S106 in 2017, and due to changed priorities at the Port, this is now unlikely to be delivered. The current state of limbo affords the Port considerable influence over what can be delivered by restricting the framework within which other funders and supporters can operate.

Responsibility for the Peninsula is split between multiple organisations that have, or are part of various leases, licenses and agreements. Despite collaborative working by Landguard partners¹ since 2008, this has created considerable complexity for effective management.

¹ East Suffolk Council, Landguard Conservation Trust, Landguard Fort Trust, Felixstowe History and Museum Society, English Heritage Trust, Felixstowe Town Council, Harwich Haven Authority and Natural England (Note: Suffolk County Council left the Partnership in 2012 on transfer of their landholding at Landguard to East Suffolk Council. The Port of Felixstowe left the Partnership in 2018).

Efforts to deliver significant improvements beyond the Section 106 agreement with NLHF support floundered in 2015 due to withholding of English Heritage support – a key landowner/agent. This was due to the divergence of organisational priorities at the time, demonstrating the precarious status of the partnership in the eyes of crucial stakeholders. However, in recent years there has been a convergence of interests at Landguard and a consequent greater willingness to consider alternative delivery models.

These challenges and opportunities prompted a governance and organisational development process delivered from August 2019 to July 2020 with National Lottery Heritage Fund (NLHF) investment. Delivered by the Landguard Heritage Group (LHG)², this exercise explored the capacity and capability of existing partnership arrangements to deliver peninsula wide benefits. The need for a new place-based solution, matching place and organisational development, was identified to maximise partnership-wide opportunities whilst ensuring the independence of existing organisations.

The recommended solution was to transition from the existing constituted partnership arrangement to an independent legal entity: the Landguard and Felixstowe Conservation Trust (or Landguard Trust for short).

Formed in 2021, the Landguard Trust replaces the loose partnership structures and over the next 10 years will act as a platform to attract and manage new NLHF investment and other grant funded projects to enhance public benefit across Landguard. Further strategic benefits will arise from a more coherent framework in which marketing, branding and communication plans can enhance the visitor experience across the peninsula.

Between September 2020 and March 2021, a Working Group of nominees from the existing five members of the LHG oversaw the successful recruitment process for five independent trustees and an independent chair. From April 2021, the Working Group was replaced by the Shadow Board for the Landguard Trust overseeing the development of this Strategic Plan. This shadow board is expected to become fully constituted as the Trustee Board for Landguard Trust in October 2021.

The governance, organisational development and business planning process was facilitated by Hilary Barnard (HBMC) and Scott Sullivan (SBSA). The two practices have worked together on several organisational and business planning studies that are shaping the future direction of heritage assets elsewhere, particularly those with

² East Suffolk Council, Landguard Conservation Trust, Landguard Fort Trust, Felixstowe History and Museum Society and English Heritage Trust

complex governance issues to address.

1.2 Development Process

There were four elements of work undertaken to inform the development of this Strategic Plan:

1. **Strategic Plan Framework:** Through Working Group sessions (see below) from January to March 2021 and the Shadow Board from April 2021, the framework of this Plan was fleshed out including a common vision, consideration of key stakeholders, risks and opportunities, and identification of key workstreams.
2. **Financial Modelling:** Informed by the Strategic Plan Framework, initial income, expenditure and visitor growth assumptions were developed with Paul Grant, Paul Winrow and Keith Willetts. However, realistic 10-year forecasts were not deliverable by September 2021 due to the need to complete due diligence regarding the transfer of assets and liabilities from East Suffolk Council to the new Trust and make strategic stop/go decisions. These represent key early actions within this Strategic Plan which will underpin more detailed financial planning by the Board subsequently.
3. **Governance support:** The Strategic Plan process was run in parallel with the formation of the Shadow Board, necessitating a robust recruitment, selection and induction process. Continuing training and advice to the new Chair and Trustees were provided throughout.
4. **Establishment of Landguard Trust:** A process of identifying the most appropriate legal structure for the new Trust was facilitated by the consultants, leading to the formal establishment expected in October 2021. A constitutional document and range of policies were developed, further shaping and informing the operational aspects of this Plan.

These four elements were shaped over the course of 11 sessions:

15 th January:	Landguard Heritage Group 1: Vision, Business Plan Framework, Chair and Trustee Recruitment
26 th February:	Landguard Heritage Group 2: Stakeholders, opportunities, risks and Recruitment Update
9 th April:	Landguard Heritage Group 3: Induction, Assumptions and Volunteering
22 nd April:	Shadow Board induction session 1
4 th May:	Shadow Board induction session 2

24 th May:	Legal Structures Working Group to explore legal options leading to choice of CIO structure
9 th June:	Shadow Board Meeting 1: Confirm membership, terms of reference declaration of interests, appointment of Officers, governing documents and Strategic Plan updates
24 th June:	Finance Working Group to review assumptions, confirming that due diligence required for assets and liabilities transfer before further work
30 th June	Policies Working Group leading to Conflict of Interest, Code of Conduct, Financial Management and Fundraising Policies
14 th July:	Shadow Board Meeting 2: Strategic Planning session at Landguard Fort
13 th September:	Shadow Board Meeting 3: Strategic Planning review session at Landguard Fort

The Plan development was also informed by a detailed review of documentation relating to the governance and development of the Landguard partnership.

A draft version of this Plan was issued on 6th September 2021 and a final version on 15th September 2021. It remains a live document, which will be updated by the Trust going forwards.

1.3 Acknowledgments

Scott and Hilary would like to firstly thank the members of the original Working Group – Tim Clarke, Tim Cockerill, Dave Pearsons, Martin Walklate and Paul Grant – for their contributions and support, particularly relating to the recruitment and selection of independent Chair and Trustees. The establishment of such a credible and experienced Board in a relatively short period of time is a tremendous achievement.

In addition to the above members, we would also like to thank the new Chair David Gledhill for the leadership and direction provided since his appointment and the skilled assistance of Keith Willetts, Siobhan Ferris, Dr. Paul Winrow, Tim Buxbaum and Dr. Chris Hilton throughout. The Landguard Trust is in safe hands.

Finally, additional thanks are due to Paul Grant who has facilitated smooth access to background documentation and generous sharing of his extensive knowledge of Landguard and its history of partnership working.

2. Where are we now?

2.1 Current Position

2.1.1 Replacing the Landguard Partnership

The Landguard Partnership is a consultative forum without executive responsibility. It is not a legally constituted entity and as such is unable to enter into contracts itself. East Suffolk Council fulfil the role of lead partner, providing all support functions such as HR, finance, and IT. The Partnership cannot operate without this support.

The Landguard Partnership Committee (LPC) is a forum for the co-ordination and implementation of management objectives and is intended to facilitate the development of new policies and projects to meet changing circumstances. The membership and terms of reference of the LPC are set out below.

The formal objectives of the LPC are:

- To agree an annual business plan and budget in respect of all Partnership initiatives;
- To consider policy issues where appropriate;
- To co-ordinate the management of the site with other local initiatives relating to for example town centre development, resort regeneration and transport;
- To recognise the importance of and support volunteers working to achieve the management of the range of interests on the site;
- To take account of the views of local communities and wherever possible encourage their involvement in achieving the objectives of the strategy.

The Landguard Heritage Group (LHG) is a subset of 5 organisations that belong to the wider Landguard Partnership (LP) from which the Shadow Board was developed. Like the Landguard Partnership, it is not a legally constituted organisation. The LHG organisations are:

- East Suffolk Council (ESC)
- English Heritage Trust (EHT);
- Felixstowe History and Museum Society (FHMS);
- Landguard Fort Trust (LFT);
- Landguard Conservation Trust.

The other three organisations that are members of the Landguard Partnership are:

- Felixstowe Town Council (FTC);
- Harwich Haven Authority (HHA);
- Natural England (NE).

The Landguard Fort Trust, Felixstowe Museum and the Landguard Conservation Trust do not have the necessary long-term interest in the property they occupy to apply to the Heritage Fund or other capital grant funding (i.e. ownership of the property or a long lease). A Heritage Fund capital works project is only possible as a joint venture with EHT and ESC.

When the Partnership first formed in 2008 in the context of a Section 106 agreement, there were 3 Landguard Partnership Committee meetings and 2 or 3 Landguard Steering Group ('executive') meetings each year. The Steering Group was later streamlined into a Landguard Executive Group (LEG - 3 members plus the Project Officer) which would meet 5 times a year or as required, comprised of two Councillors and Tim Clarke.

LEG meetings became more infrequent once the NLHF bid was shelved in 2015, although there was a resurgence when the Port expressed its wish to vary the Section 106 again in 2016-17. The main thrust in the period since has been the governance and organisational development review leading to the establishment of a Shadow Board for the new Landguard and Felixstowe Conservation Trust. The Landguard Partnership Project Officer Paul Grant has been managing the day-to-day operations and support to the volunteer groups and will be supporting the new Trust.

Since the last variation of the Section 106 agreement between the local authority and the Port of Felixstowe, the delivery of the originally promised mitigation measures at Landguard is highly unlikely. With the current S106 agreement due to end payments in 2022, the ability of the current partnership arrangements to drive significant change is therefore increasingly unsuitable, necessitating a new strategy and approach to take Landguard forward through the new Trust.

2.1.2 Establishment of the Landguard & Felixstowe Conservation Trust

The Landguard partnership arrangements were formed in the context of a Section 106 agreement from which payments will finish in 2022 and is now rather unlikely to complete delivery of the originally agreed mitigation measures.

When the S106 agreements were being negotiated, the Port was very willing to engage with, and be part of, the Landguard Partnership. However, after a change in management the Port became very isolationist and withdrew from the Partnership. Their view is that they have met all of their legal obligations and that there is no need to engage until there is a further expansion of the Port at which time the s106 mitigation measures will be enacted. However, the growth in the size of vessels calling at the Port has meant that there is no room to build a viable new berth as envisaged in the original Port expansion plan and, therefore, the S106 mitigation is very unlikely to materialise.

Past discussions have produced limited results in joined up working between the three volunteer-led charities. Relationships have been strained and at times divergent perspectives have been in evidence. The internal conditions also indicate a different approach should be pursued.

The existing Landguard volunteer-led charities wish to preserve their independence, which is assured under charity law. No charity can be obliged to merge against the will of its members. There is no current appetite to merge the three charities.

At the same time, it is very important that there should be fall back arrangements in the event of one of the charities failing or experiencing serious difficulties. Equally, assured independence of the individual charities does not mean that different, more place-based arrangements cannot be put into effect, ensuring improved effectiveness and more skilled resource leveraged for the future development of the place.

This approach offers considerable benefits for the marketing of the Peninsula and the maintenance and security of the site. This can only be a significant assistance to current volunteer led efforts to sustain the heritage for public benefit. This approach also has the potential to win the support of the landowners at Landguard and fit well with their plans for the site.

Any new arrangements must inspire greater confidence amongst funders and statutory partners particularly for the uses of and accountability for the expenditure of public money. Having looked at a range of options, the identified way forward was to establish a new Trust – the Landguard and Felixstowe Conservation Trust or Landguard Trust for short - bringing five distinct benefits to Landguard:

1. **Sustainability:** By building on the opportunity that the current NLHF grant award has enabled to establish Landguard Trust, the Peninsula will signal it is ready to move forward positively through a more sustainable and tangible legal

entity. The Trust will become the central vehicle for further development during the next phase of Landguard Peninsula.

2. **Existing Finance:** The Landguard Trust will enable improved arrangements to manage resources for the benefit of Landguard. This includes greater control over how resources are used and leveraged for the future development of Landguard as place for the benefit of the public and for the current and future beneficiaries of the charities.
3. **Maintenance:** The Landguard Trust offers a more robust framework for facilitating maintenance and physical security of buildings and sites throughout the peninsula, coordinating and expanding volunteer-led maintenance efforts and better maintaining the heritage for public benefit. This joined up approach will inspire greater confidence amongst funders and statutory partners, particularly East Suffolk Council and English Heritage.
4. **Cover:** In the event that one of the three existing Landguard charities falls into difficulty, the Landguard Trust will provide a suitable fall back on which the existing offer of public benefit can be sustained.
5. **Future investment:** The Landguard Trust will act as a platform for securing future investment, in particular preparing a future larger scale Heritage Fund application that draws further benefit from the current Resilient Heritage investment.

2.1.3 Financial Baseline

The assets potentially available to the Landguard Trust initially are those currently held by East Suffolk Council on behalf of the Landguard Partnership. This includes a reserve built up from previous contributions including S106 which ceased in 2021/22, East Suffolk Council contributions towards the nature reserve upkeep, Felixstowe Town Council contributions, a Higher-Level Stewardship agreement currently until 2023, café contributions from the operator Yeo Group, rent from the bungalow and from 2021, the View Point car park income. This is summarised in the table below.

Additional resources that benefit Landguard are generated by the £2.20 per Fort visitor and £18,000 annual maintenance grant paid by English Heritage to the Landguard Fort Trust (In 2019, the 25,000 visitors equated to £55,000) and the Museum entrance fees (£3 per person; 5,000 visitors in 2019). These are managed separately from the Landguard Partnership by the volunteer-led organisations.

A key early action for the Landguard Trust will be to establish the liabilities for each of the above assets and successfully negotiate the transfer of these from the Port (in relation to the car parks and café) and East Suffolk Council (in relation to the nature reserve, financial reserve and staffing) to the Trust where the liabilities are deemed acceptable to the Trust Board.

The following page summarises the potential reserve, income and expenditure position for Year 1 of this Strategic Plan based on the information available as of September 2021. As the underlying assumptions are refined further, more realistic 10-year forecasts can be developed from this baseline. This is included as a key short-term action within this Plan (A9).

RESERVE (B/F)	£178,908
	£178,908

INCOME

S106	£0
East Suffolk Council	£18,000
Felixstowe Town Council	£1,000
Higher Level Stewardship	£3,310
Café (incl. kiosk)	£46,875
Bungalow rent	£3,600
Event income	£4,000
Car parking	£79,860
	£124,785

EXPENDITURE

Staff costs	£80,000
Reserve Maintenance	£2,000
Bungalow Utilities	£3,300
Bungalow rates and rents	£3,000
General purchases	£2,500
Website	£170
Telephones and data	£1,200
Marketing and events	£4,000
Print costs	£600
Car park management	£7,986
Car park maintenance	£5,000

£109,756

RESERVE (B/F)	INCOME	EXPEND	EOY BALANCE	EOY RESERVE
£178,908	£124,785	£109,756	£15,029	£193,937

NOTES

Landguard Partnership Budget (Dec 20)

S106 payments ended in 2021/22

Linked to Kiosk and Nature Reserve

Annual contribution

Until 2023 (post-EU replacement expected)

7.5% of gross above £100,000; 2019

Paid by resident Ranger

Based on 2019/20 figures

Based on £33,275 during Apr-Aug 2021

Landguard Partnership Budget (Dec 20)

Landguard Partnership Budget (Dec 20)

Landguard Partnership Budget (Dec 20)

Landguard Partnership Budget (Dec 20)

Landguard Partnership Budget (Dec 20)

Landguard Partnership Budget (Dec 20)

Landguard Partnership Budget (Dec 20)

Landguard Partnership Budget (Dec 20)

Landguard Partnership Budget (Dec 20)

10% of car park revenue

Dec 2020 Car Park estimate

2.2 Context

2.2.1 Opportunity Analysis

The Landguard Heritage Group debated the short-, medium- and long-term opportunities available to the Landguard Trust at its meeting on 26th February 2021. Key elements of this review are set out below with appropriate updating in the light of further consideration by core partners.

A fuller explanation of these opportunities are included as Appendix 1.

Short Term Opportunities (within 1 year)					
Establishing L&FCT as a successful legal and organisational entity	East Suffolk Council led projects, incl. South Seafront, with Trust as legal partner/SLA	Changes within English Heritage Trust amenable to Landguard	Improved communications including social media	Strengthening volunteering (with English Heritage), including Trust staff review	Port of Felixstowe has secured Freeport Status as part of 'Freeport East'

Medium Term Opportunities (within 2-5 years)				
A credible NLHF application	Resolving Landguard legal agreements to strengthen trust and work towards a new site wide Service Level Agreement with English Heritage	Improved services and facilities (water, waste, internet) at Landguard offering enhanced visitor experience	Updated Conservation Management Plan and Masterplan to inform future Landguard development	More sympathetic management at Port of Felixstowe
Landguard Trust becomes the 'go to' organisation for Landguard	Strategic partnership between the Trust and East Suffolk Council	Broader economic and social recovery from Covid-19	Climate change mitigation at Landguard	Felixstowe housing/leisure centre development plans

Long Term Opportunities (5 years plus)			
Landguard becomes a widely recognised and appreciated venue	Centre for heritage/natural conservation skills, training and education to attract a wider demographic including young people	Needs of Landguard specifically addressed within economic and spatial planning frameworks and policies	
Securing private/business financial investment at Landguard	Negotiation of new occupational agreements for volunteer-led organisations that encourage investment in Landguard	Technology that reduces costs and improves information and experience	Landguard Trust remains financially self-sufficient through a range of grants and income generation

2.2.2 Risk Analysis

The Landguard Working Group reviewed the most significant short-term risks and other significant medium- and longer-term risks that the Landguard Trust will face on 26th February 2021. This was further developed by the Shadow Board on 14th July 2021 to encompass 16 key risks.

The analysis is summarised below with a fuller explanation of each risk included in Appendix 2.

		Risk Assessment			
No.	Risk	Likelihood	Impact	Severity	Mitigation
Short Term Risks					
1	Policy changes by key stakeholders	Medium	Very High	High	Prioritise relationship building with Council and English Heritage to maximise influence
2	Securing and maintaining active engagement of English Heritage	Medium	Very High	High	Prioritise relationship building with English Heritage to maximise influence
2	Lack of funds	Medium	High	High	Secure site-based income producing assets A diversified approach to key grant funders
3	Not developing right collaboration with Port of Felixstowe	Medium	High	High	Develop senior level relationships between Trust chair and Port senior roles; S106 agreement; lease
4	Physical access to Landguard	Low	High	Medium	Prioritise relationship building with Port and Council to maintain and enhance access
5	Covid-19 restrictions	Medium	Medium	Medium	Develop responses to government guidelines whilst developing digital experience of visitors
6	Failure/slow engagement from key stakeholders	Low	High	Medium	Develop senior level relationships between Trust chair and stakeholder senior roles
7	Poor partnership working	Low	Medium	Medium	Clear decision-making processes within the terms of the governing documents and

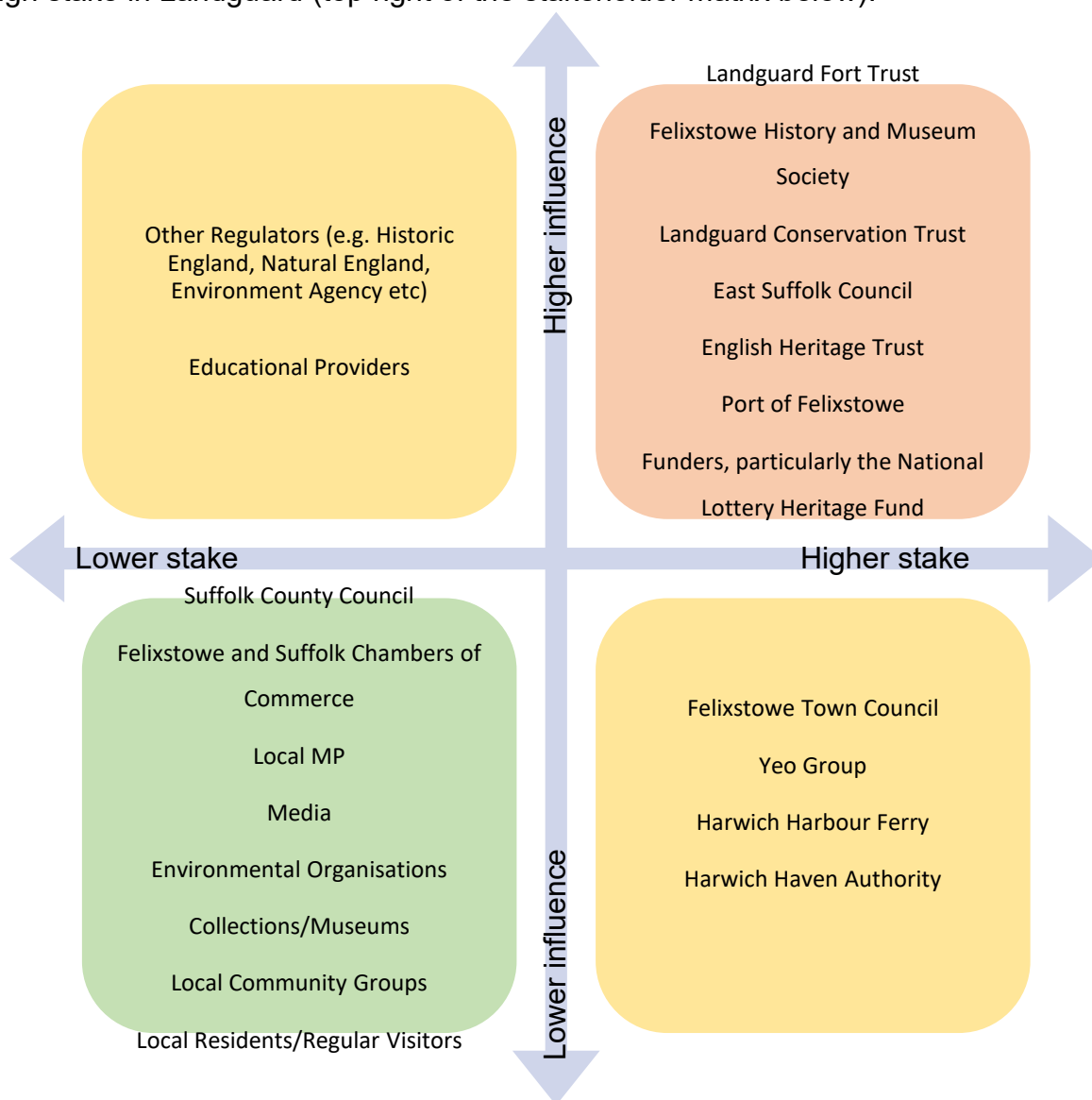
		Risk Assessment			
No.	Risk	Likelihood	Impact	Severity	Mitigation
					continuing informal engagement between chair, trustees and volunteer-led organisations
8	Serious accident/incident	Very Low	Very High	Medium	Ensure policy framework including H&S, safeguarding, insurances are in place
9	Project scope/creep	Low	Medium	Medium	Co-produce compelling vision between partners and stakeholders with effective mechanisms for follow up
10	Failing to develop a clear and exciting vision with which to attract funders and visitors	Very Low	Medium	Low	Co-produce compelling vision between partners and stakeholders with effective mechanisms for follow up
11	Not understanding or addressing all contingent liabilities regarding asset transfers	Very Low	High	Low	Undertake full due diligence exercise relating to Landguard income generating assets and Partnership staff
Medium to Long Term Risks					
12	Negative environmental conditions, including climate change	High	High	High	Develop and implement Conservation Management Plan and Master Plan, including adaptation and mitigation measures; ESC Shoreline Management Plans
13	Insufficient volunteers/lack of engagement from volunteers	Medium	High	High	Develop and implement collective approach to volunteer recruitment and support to maximise recruitment and retention
14	Post 2023 English Heritage contract with Government	Medium	Very High	High	Ensure English Heritage representation maintained on Trust board
15	Adverse economic conditions	Low	High	Medium	Develop financial plans based on a range of

		Risk Assessment			
No.	Risk	Likelihood	Impact	Severity	Mitigation
					scenarios including pessimistic ones

2.2.3 Stakeholder Analysis

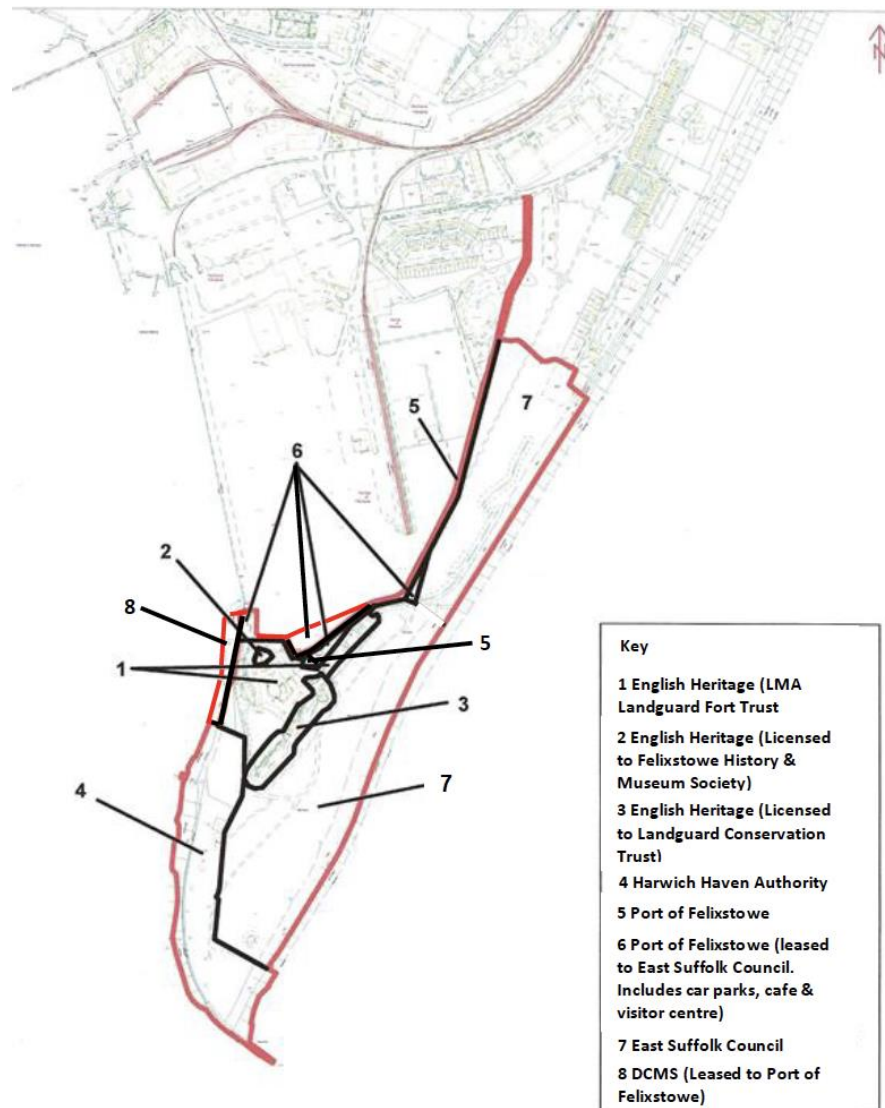
The Landguard Heritage Group identified key stakeholders and their relative importance. The stakeholder analysis is summarised below with a fuller explanation of each included in Appendix 3.

The top priority for the Trust are those stakeholders who have both high influence and a high stake in Landguard (top right of the stakeholder matrix below).



2.2.4 Ownership and Management

Land ownership at Landguard is complex, with the English Heritage Trust (EHT), East Suffolk Council (ESC), Port of Felixstowe and the Harwich Haven Authority (HHA) the key landowners. A plan of tenure is summarised below, indicating the respective landownership and where lease arrangements currently exist.



East Suffolk Council (ESC) is amongst the most engaged and involved of the landowners, owning the entirety of the 25-ha nature reserve (Area 7) and leasing the Viewpoint car park and café site, interim and Left Battery car parks (Area 6) from the Port of Felixstowe. ESC is responsible for the business rates incurred (£4,740 in 2020) and the car park management, maintenance and repairs which are covered using Landguard Partnership resources held by the Council as 'lead authority' for the current

partnership arrangements. The Council is also the local planning authority for Landguard.

The English Heritage Trust (EHT) is also highly significant and active. Their interest is as manager of those parts labelled 1, 2 and 3 above under a Property Licence and Operating Agreement from the Historic Buildings and Monuments Commission for England. EHT remains responsible for the maintenance of the area under its control; considers making financial contributions to support specific management activities; makes ‘in kind’ contributions consistent with EHT corporate policy from time to time; and provides Estates & Landscape management expertise for specific projects.

Its longstanding approach at Landguard has been to work with the local volunteer run organisations through licences or Local Management Agreements to help achieve these objectives. The arrangements are summarised in the table below:

Organisation	Felixstowe Museum	Bird Observatory	Fort Trust
Agreement type	Licence	Licence	Local Management Agreement
Duration	Runs until terminated by either party (12 months’ notice)	Runs until terminated by either party (3 months’ notice)	Expired. Typically, 5 years duration (3 months’ notice)
Financial basis	No rent	No rent. EH pays a maintenance sum	No rent. EH takes admissions monies. EH pays a fee and a maintenance sum
Repair	Museum is not permitted to undertake works	Observatory inspects and carries out some maintenance	The Trust carries out a wider range of maintenance, obtaining consents where needed

The Port of Felixstowe lease the café and visitor centre building and car parks (Area 6) to East Suffolk Council. The Port also own the Viewpoint Road, which is the key access to the Peninsula. The Port are also the key party to the S106 agreement which enables them to complete the final phase of their expansion (FSR2) whenever they want, at which point a new permanent visitor centre and café, new car park and landscape would be delivered, including renewed sea defences. The Port have not engaged with the Landguard Partnership for a number of years but since the inception of the Landguard Trust, which has coincided with a change in Management at the Port,

they have indicated a willingness to re-engage. Early discussions around the transfer of the leases held by East Suffolk Council, to the Trust, have been positive.

Harwich Haven Authority (HHA) own the sea-facing south and western most points on the Peninsula (Area 4). They provide a bungalow (leased to East Suffolk council on a peppercorn rent) for use as accommodation for the Landguard Ranger, and an adjoining office for staff supporting the Landguard partnership.

2.2.5 Volunteering

On 9th April 2021 the Landguard Heritage Group considered the current position of volunteering at Landguard, delivered through the volunteer-led organisations: Landguard Fort Trust, Felixstowe History and Museum Society and Landguard Conservation Trust. The content within this section is informed by those discussions.

At the present time, there are almost 100 volunteers and Trustees across the volunteer-led organisations. The current operation would not be viable without their involvement.

Across Landguard, the following volunteer tasks are required:

Front facing visitor experience

- Guiding the public and interpretation - education (schools), special interest groups, VIPs; meeting, greeting and engaging with the public.
- Retail including tearoom and shop, food and drink preparation.
- Staging events: setup, marshals, car park, welcome, refreshments, planning, supporting activities on the nature reserve.
- Operations – admissions/ticket office, shop, café, opening procedure.
- Operator in charge (deputy manager).
- Out of hours supervision – scouts, guides, paranormal events
- Communications: website, social media, print and broadcasting media.
- Marketing & Promotion & PR, design, photography.
- Fabrication of display material and signage/waymarking.
- Preparation educational material, communications with schools.
- Outreach – lectures/visits.
- Supervisors/leaders children's groups (aspirational), vulnerable adults.

Site and maintenance

- Monitoring the site.
- Maintenance operations (all areas) - painting, woodwork, masonry, carpentry, bricklaying, painting, metalworking, dehumidifiers, electrics, plumbing.

- Ground maintenance: design/landscaping, fencing, scrub clearance, grass cutting, litter picking.
- Nature reserve management tasks – maintenance of leased area?.
- Cleaning.
- Health and Safety: both briefing and records.
- Workshop operations.

Other areas of operations of existing volunteer led organisations

- Stewarding.
- Curatorial and archiving.
- Flora and fauna surveys, recording, bird ringers.
- Conservation.
- Volunteer rangers (soft enforcement);
- Monitoring of birds (passage & resident), moths and forms of wildlife.
- Bird ringing/recording.
- Collections management.

Governance and administration

- Fundraising, funding bids.
- Trustee roles.
- ICT and AV.
- Meetings' support (e.g. minutes) and coordination;
- Ordering/receiving stock.
- Key holding.
- Finance & book-keeping.
- Volunteer support including rotas.
- Other administrative and secretarial tasks.
- Adviser roles.

The volunteer-led organisations have indicated that they plan to continue to recruit their own volunteers once the Trust is established. In terms of their requirements:

Fort	Additional 4-5 effective volunteers per year, ideally 8-9
Museum	Additional 5-6 effective volunteers, particularly for post-pandemic requirements
Bird Observatory	10 with wildlife ID skills, retain/recruit 5 bird ringers, ad hoc for maintenance

In terms of scope for shared recruitment, induction and training of volunteers at Landguard, these are seen to be areas that should be shaped by the operational leads, and Trust staff once appointed. It is very important to secure 'buy in' from the partners.

The strongest appeal of a joint approach is for shared recruitment. This might encompass:

- producing role profiles to assist volunteer management and recruitment. A number of these roles are site-wide not organisation specific (e.g. guiding, maintenance, collections);
- developing roles that provide transferable skills training for volunteers;
- administering volunteer records, CRB checks.

There is strong (but not universal) support for elements of shared induction and training in such areas as:

- how health & safety, safeguarding, fire and data protection law and regulation apply to volunteers and Trustees;
- the duties and responsibilities of Trustees and volunteers;
- introduction to the site including awareness of the aims of the different partners.

Where the Trust is perceived as potentially being helpful for strengthening volunteering at Landguard includes:

- sharing volunteer roles (e.g. curatorial, archivist, marketing, digital/ICT support and other administration);
- managing the review/retention process;
- helping to allocate volunteers to meet organisation needs and volunteer aspirations;
- encouraging volunteers to work across all the organisations where appropriate;
- underlining the substantial contribution of volunteers.

2.2.6 Visitors

Car Park data spanning 2014-2019 suggests that Landguard attracts around 500,000 visitors per year. This is based on 200,000³ vehicles assuming 2.3 people per vehicle. and those walking to Landguard without use of a vehicle. We also know that in 2019, there were 27,300 visitors to the Fort and 5,000 to the Museum. Whilst the figures

³ The full figure was 247,000 vehicles on average, though 47,000 vehicle movements were deducted to account for staff and volunteer movements as advised by Paul Grant

assume visitors to the Fort and Museum are distinct, we suspect many of the Fort and Museum visitors are the same.

In terms of who those 500,000 visitors are, there is limited recent data available. The last comprehensive visitor survey exercise was conducted in 2016. This was a site-based, face-to-face survey with a sample of 300 visitors in May and June 2016, across the half term holiday, school term time, weekdays and weekends to ensure a cross-section of users.

Key findings from this exercise included:

- 13% of all the visitors interviewed were visiting Landguard for the first time, while the remaining 87% had visited the area on at least one previous occasion. The results show that respondents made 4.4 visits to Landguard per year;
- On average, visitor groups consisted of 2.9 people per visiting group (2.4 adults and 0.5 children per group). The highest proportion of visitors fell within the 55-64 and over 65 years' categories;
- The vast majority of respondents were from the East of England (87%), particularly Suffolk (62%). A quarter of all respondents were spending at least a night away from their usual place of residence. Of these, about two-thirds (67%) were staying in Felixstowe;
- The visitors spent an average of £6.25 per person on eating out (£3.70), travel costs (£1.52), entertainment (£0.69) and 'other' spending (£0.35). The vast majority (69%) of visitors knew about Landguard from previous visits to the area. Most visitors arrived by private car or motorcycle;
- The majority of visitors to Landguard fell within the C1 (46%), followed by DE (25%) and C2 (23%) socio-economic groups. Most respondents visited with their partners (38%) or their family (34%);
- 20% of respondents said either them or someone else in their visiting party had a disability. This sub-group of respondents was asked to rate their level of satisfaction with accessibility to the site. They gave an average of 4.3 out of 5;
- The highest satisfaction scores related to the general atmosphere (4.82) and feeling of welcome (4.81). The overall enjoyment of the visit provided an average score of 8.85 out of 10 and likelihood of recommending 9.54 out of a maximum score of 10.

Further audience research and development planning is needed to inform improvements to the existing Landguard offer and develop new audiences. However, based on the information available, an outline audience segmentation framework based on the current position could be:

Type	No.	Segment	Description
Non-ticketed	472,700	Nature Enthusiast	<i>'I am most likely to be a member of an environmental organisation and will visit a wide range of nature reserves and parks on a regular basis. My interest in nature and the environment is both a passion and a hobby, which I indulge whenever time allows. As I age, I have more time to invest and so am more likely to intensify involvement through volunteer work in addition to activities I have always engaged in such as birdwatching, photography and learning about wildlife.'</i>
		Ship Passenger/ Watcher	<i>'I am attracted by the water-based connections afforded by the Orwell Estuary and North Sea. This can either be for practical reasons - for example if I am a ferry passenger leaving or returning from nearby Harwich or due to a deeper interest in spotting ships – a niche hobby that requires good vantage points of shipping routes. Either way, my interest is leisure driven.'</i>
		Local/Dog Walker	<i>'I live in Felixstowe and generally perceive Landguard as a place for walking my dog or go for a walk within easy reach of my home. Occasionally I will take visiting friends and family to Landguard to show them the best of the area and enjoy the stunning views over the Haven over a hot drink.'</i>
Ticketed	32,300	Heritage Enthusiast	<i>'I am fascinated by the past and will visit a range of historic sites to learn more about our national story. I may also be intrigued by my own family heritage and undertake personal research for my own interest. Activities such as talks and lectures will interest me, with family friendly events encouraging me to bring children or grandchildren too. Once retired with more spare time, I am more likely to undertake volunteer work including research, archiving and public engagement depending on my skills and experience.'</i>
		Schools	<i>'As a teacher, I need to understand how a site's educational offer links to the National Curriculum. Whilst fulfilling the Curriculum is a priority, additional opportunities for pupils to develop transferable skills such as cooperation and leadership will add to my perception of value for money. The cost of activities and transport is a major factor. Once there, we require covered facilities with toilets for learning activities and lunch. If I find a suitable location that does all this well, I am likely to return.'</i>
Total	500,000		

3. Where do we want to be?

3.1 Vision

This draft vision is for the Trust for 2031. This vision will need to be revisited at periodic intervals to ensure its continuing focus and relevance.

By 2031, Landguard will have fully realised its visitor potential to become a nationally significant destination that inspires, educates and entertains through a cohesive, compelling offer and collaborative management that is respectful to its sensitive and significant natural, military and maritime heritage

For Place 	<ul style="list-style-type: none">• A nationally significant visitor and heritage destination, supporting the vitality of Felixstowe and East Suffolk• A vibrant focus of community activity, supporting the health and well-being of many• A balanced approach to visitor development that respects the sensitivity and significance of its natural and heritage assets• Acknowledgement and recognition within key planning and development frameworks, particularly English Heritage
For People 	<ul style="list-style-type: none">• A first-class, seamless leisure and educational attraction• An integral part of the overall Suffolk and Felixstowe leisure and educational experience• Enthusiastic, well inducted and engaged volunteers supported by committed staff
Through Effective Plans 	<ul style="list-style-type: none">• Achievement of recognised quality standards in visitor services and in the conservation of the natural environment, built heritage and collections• A strong brand that is communicated coherently and consistently• A cohesive approach to management and maintenance• Trusted and valued by key stakeholders including the volunteer-led organisations, Council and English Heritage• Financially self-sufficient and committed support from funders.
And Projects 	<ul style="list-style-type: none">• Potential of the natural, historic and maritime assets for enhanced community and educational use are fully realised• A centre for heritage and nature conservation skills, supporting young people into heritage careers• Integrated with Felixstowe South Seafront as part of a nationally recognised destination

3.2 Benefits of the Trust

The delivery of the Trust vision and Strategic Plan has the potential to bring considerable benefits to its key stakeholders. These are summarised below.

Volunteer led organisations	East Suffolk Council	English Heritage	Port of Felixstowe	Funders, particularly NLHF
Increased confidence in the ability to deliver public benefit with a practical joined up approach				
Steered by an experienced knowledgeable and skilled Board embracing local and independent perspectives				
Strengthening mutual support with additional inputs on key organisational tasks regarding maintenance, health and safety, and administration; volunteer recruitment, retention and support; and a fall back should one of the volunteer-led organisations fall into difficulty	A stronger environmentally minded partner to complement wider Felixstowe initiatives; attracting additional resources to the area; adding value to the town's visitor economy; and contributing to regional economic regeneration and growth	A pan Landguard purposive framework enabling greater focus on the maintenance and security of historic buildings and land throughout the Peninsula, whilst increasing visitor numbers and community engagement	An opportunity to demonstrate the benefits that the Port brings to Felixstowe	Concrete evidence of progress as a result of previous NLHF investment; able to attract and manage further grant support to deliver further benefits in the public realm, including engaging those who are under-represented in visiting Landguard

3.3 Operating Principles

In discussion with the volunteer-led organisations, East Suffolk Council and English Heritage on 14th July 2021, the Shadow Board agreed a set of operating principles to support added value to existing work:

The Trust will seek to:

- Work effectively with major players including English Heritage and East Suffolk Council;
- Support and focus the volunteer-led character of the Landguard operation, including facilitating volunteer recruitment, retention and succession, particularly younger people;
- Provide expertise and guidance to the volunteer-led organisations, not just money;
- Support visitors to come to Landguard and navigate the site more effectively through improved facilities and interpretation;
- Facilitate further integration with volunteer-led organisations, should this wish be expressed by those organisations;
- Balance visitor management and conservation management.

3.4 Key Visitor Components

The components of the Landguard experience are self-reinforcing and offer multiple synergies. Although told from separate volunteer-led perspectives, Landguard's story has been shaped by all aspects of its history and should be marketed and positioned as such.

The Trust will seek to develop the visitor experience as one Landguard story with three distinct aspects:

3.4.1 Maritime Landguard

- Up close to some of the world's largest ships from several key viewing points. Permanent exhibition of maritime history of the Haven area e.g. coastal shipping, international freight and passenger shipping, fishing, development of port facilities from earliest times to present day (sponsored by Felixstowe Port users);
- Based at Landguard but includes linked experience with exhibits on Harwich side by ferry as an integrated part of the offering;

- Optional sea and river trips are operated from Landguard for activities such as bird watching, seal watching, ship watching, pleasure etc.

3.4.2 Historic Landguard

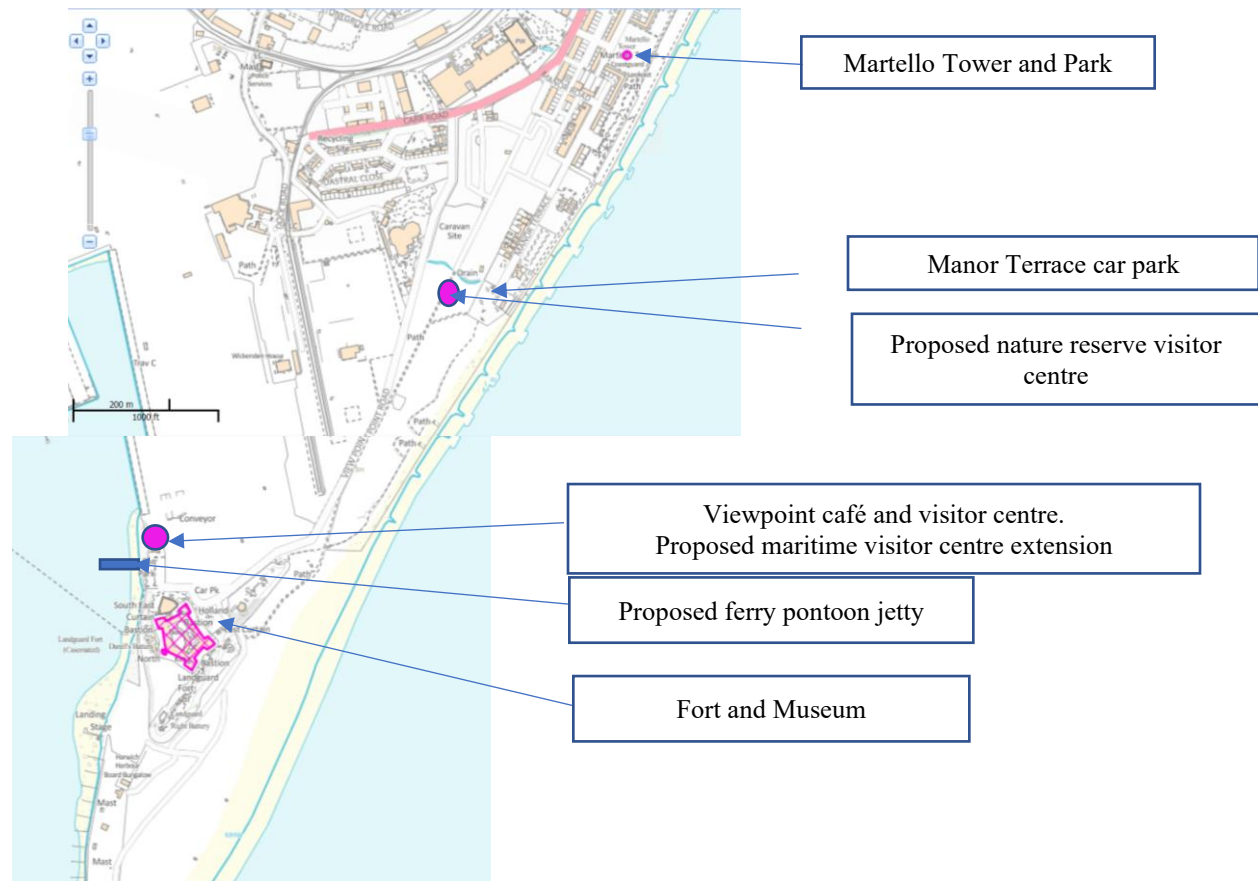
- Integrated and themed exhibitions, exhibits and built architecture over last 500 years, particularly focused on improving access and understanding of Felixstowe's culturally rich social, economic and military history against the national backdrop of Tudor, Stuart, Georgian, Napoleonic, late 19th century, first & second world wars;
- Reference to Army, Royal Navy (Air (RNAS) surface & submarine) & Royal Air Force in the Haven area, especially at Landguard but includes the context of Landguard fortifications and defences, nearby Martello fortifications, development of flying boats, development of Radar etc.

3.4.3 Natural Landguard

- Sensitive and managed access to the Landguard Nature Reserve, which is a very rare and fragile vegetated shingle habitat (LNR and SSSI);
- Build understanding of unusual and rare plants and numerous migrating birds through an extensive series of information boards, advanced phone and tablet explanatory applications, guided tours by an experienced ranger and an education / visitor centre, that has a particular emphasis on Climate Change;
- A world class Ornithological Centre provides for the needs of serious ornithologists, to study and record the wildlife of the entire Landguard peninsula including daily censuses of the birds present many birds trapped for ringing studies;
- All wildlife is recorded, with moth traps run daily from March to early December and made available to a variety of local and national organisations.

During the 10-year life of this Strategic Plan, the Trust will aim to develop a visitor centre for each of the three key aspects of Landguard (incorporating the Fort and Museum).

3.5 Strategic Projects



The Trust seeks to develop the visitor experience through three strategic projects that underpin the three themes (maritime, historic and natural Landguard) over the next 10 years. There is an opportunity to add a fourth project revolving around the Martello Tower, to this Plan, which is being developed by East Suffolk Council. The Trust would play the role of strategic partner in such a project.

These will be developed further in discussion with the key stakeholders and funders.

3.5.1 Maritime Landguard: Viewpoint Cafe and Visitor Centre

There is an aspiration by the Trust that the current Viewpoint Cafe and Visitor Centre should be enlarged to increase the number of covers it can accommodate (before the pandemic it was regularly at capacity) and to renew the visitor centre offer which was installed in 2013.

Initial ideas are to install a second level of additional modules with possibly an elevated decking area. An area, possibly with the best views of the Port operations, would contain a port and maritime visitor centre with an emphasis on 'hands on experience' digital, AV and VR interpretation (e.g. be a crane driver, be a helmsman on a container ship, be a tugboat driver etc.). The aim is to promote understanding and interest in the history and current importance of ports, shipping and global trade, with a secondary aim to generate interest in related careers amongst younger people.

In addition, there is a need for a pontoon jetty to maintain the operation of the Harwich Harbour Ferry which is a vital link to Harwich and Shotley, and would provide opportunities for day trips and seal watching. It is also important if Felixstowe, and East Suffolk Council, in partnership with its neighbours want to take a future step and market the Harwich Haven as a visitor destination.

Given that the building is an interim measure as part of a S106 mitigation package, and it is a modern modular structure it is assumed that NLHF would not fund all additions and enhancements. The Trust will explore other possible avenues of funding.

Benefits & opportunities:

- Many people visit Landguard to watch the Port operations and shipping ('the best vantage point to watch port operations in Europe'). This would enhance that experience;
- It would diversify the offer at Landguard attracting more visitors. The offer would be accessible to a wider audience;
- Enlarging the number of covers in the café generates more revenue for the Trust and in turn more investment in Landguard;
- Greater footfall and a more diversified visitor demographic has benefits for the other attractions at Landguard and Felixstowe;
- Maritime visitor centre would increase use of the ferry, and new water based specific tourist trips (seal watching, river cruises, dinner cruises etc.). Will also increase visitor footfall from Harwich and Shotley.

3.5.2 Historic Landguard: Fort and Museum

The urgent priority is to address the Fort toilets, including waste and water connections. The significance is because this project will facilitate greater financial contributions to revenue as it allows a large expansion not only of the basic food and drink offer but also the ability to handle more revenue earning events from weddings through to civic functions. It is a key touchstone for visitors (the only negative comments are in regard

to the toilets) and staff/volunteers facilities which are inadequate. At present, even simple things like cleaning properly after maintenance and events is a problem. This is being addressed by the Landguard Trust in conjunction with the Fort Trust.

Initial thinking to develop the Fort and Museum more broadly as part of a historic Landguard offer was undertaken during 2015-2016, supported by Mott MacDonald which included engagement with the National Lottery Heritage Fund.

The proposals outline a project concept including an accessible admission building, improved landscaping, a dry ditch walkway, safe access to Darell's Battery and a searchlight building, improved surfacing around the Museum, Fort and Museum internal room refurbishment and service connections within the Fort.

These ideas will be revisited in the context of more recent developments, including the planned development of a toilet block within the Fort and the development of an education programme across Landguard.

Benefits & opportunities:

- Greater capacity to deliver more events and activities to a higher standard with permanent toilet facilities
- A central point of welcome from which to experience and explore Landguard;
- Development of the Fort and Museum volunteer-led offer, encompassing skill development and education opportunities;
- Improved access to historic structures;
- Improved education and skills provision, linked to enhancing heritage skills at Fort and Museum.

3.5.3 Natural Landguard: Second Gateway and Nature Reserve Visitor Centre

To access Landguard most visitors use the car parks at the southern end of Viewpoint Road that are nearest the Fort and café. Car parking is constrained (160 spaces) due to the Port boundary, heritage site and nature reserve. There is nowhere to increase parking provision, which can be a problem at peak times or when running events.

Manor Terrace car park which has 135 spaces and a toilet block is located at the northern end of the Nature reserve. It is difficult to find, being at the end of a residential road and is very much underutilised. However, it is only a short walk from Martello Park.

As the aims of the South Seafront project are realised and more visitors are drawn to this area utilisation of all car park capacity in the area will be necessary to cope with numbers at busy periods.

There is an area of Council owned land adjacent to Manor Terrace car park. Unlike most of the rest of the Peninsula it is not designated as either Scheduled Monument (SM), or as a Site of Special Scientific Interest (SSSI). The Trust believes this would be an ideal site for a small visitor / education centre focused on the natural environment and wildlife found at Landguard (with a smaller element on the heritage that can be found nearby). Initial thoughts on the building are that it should blend into the landscape (think modern Hobbit house, sides banked with earth and seeded), possibly self-contained using the most cutting edge environmental energy and services systems (e.g. solar panels, green roof, rain water harvesting etc). There may be match funding opportunities. This could include a wetland area (or moat) which will help with biodiversity across the nature reserve as well as with educational activities. This would appeal to children and young people, and spark their curiosity with possible involvement at design stage and long term, together with local schools. It could include a covered outside seating area and small refreshment concession. The car park and toilets would require some refurbishment.

The Nature Reserve itself runs from Manor Terrace car park down to the southernmost point of Suffolk. As well as the majority being a SSSI even more is Scheduled Ancient Monument due to the extensive buried archaeological remains of military structures, the few remaining World War 2 buildings and the prominent Rifle Butts and outer gun batteries. Interventions would have to be minimal on the designated areas.

The Trust should seek to improve accessibility, install or refurbish pathways and steps (possibly through volunteer activity projects), as well as landscaping and refurbishment around the public areas near Fort and café, including new signage and interpretation if required. The Trust is interested in exploring non-intrusive digital interpretation including Virtual and Augmented Reality that supports greater access for disabled people. This could include repair and conservation of one or two of the World War 2 Coastal Defence Search Light buildings / or the Submarine Mining Station building for use as a hide / interpretation point.

Benefits & opportunities:

- By creating a second gateway to Landguard it would take pressure off the car parks at the southern end of the Peninsula and make better use of the Manor Terrace car park, increasing the visitor capacity to the area. Possibility of link

road between Viewpoint Road and manor terrace. It would also help alleviate pressure on the more sensitive southern end of the Nature Reserve;

- Perfect hub for school education trips. Parking, toilets and combined offer of Nature Reserve, visitor centre, beach, Martello Tower, Fort, Museum, Port, and park. Also perfect for running school holiday nature / heritage based activities;
- Possibilities of being managed by Landguard Ranger, Trust staff and volunteers;
- An additional specific visitor attraction point linking Martello park to Landguard;
- Highlight importance of the nature reserve and promote understanding of the flora and fauna to instil respect and care for the natural environment among visitors. Promotes Council commitment to the environment with a building showcasing cutting edge practical Green technologies;
- Health and wellbeing. Encourages people to walk / cycle rather than drive and explore further south towards the fort and museum, or further north to Martello Park etc;
- Promotes conservation, interest in heritage and manages visitor impacts on the SM and SSSI;
- Links to visitor centre and education offer highlighting flora and fauna, explaining importance of Landguard's rare vegetated shingle habitat;
- Reinforcing respect and care for the natural environment;
- Also continued link with military heritage between Martello tower and Fort explaining what the military structures and landscape features were used for. Taster interpretation at key points, especially the Viewpoint, about the Seaplane, RNAS, RN, RAF bases and army barracks that the Port now covers (with a 'find out more in the museum' line).

3.5.4 Martello Tower

As part of the South Seafront Project the Council is in the process of scoping ideas for the opening of the Grade II listed Martello Tower to the public. The Trust are engaged in these discussions and may update the Strategic Plan accordingly.





Benefits & opportunities:

- Creating a 'heritage cluster' in south Felixstowe. The Tower, which is in very good condition after a recent S106 funded refurbishment, and Landguard Fort are intrinsically linked both being important examples of Britain's coastal defence history. There is also scope to build links with other important coastal defence sites along the east coast to present a unique collection of coastal defence heritage in Suffolk and Essex (e.g. Harwich Redoubt, Bawdsey Radar, Orford Castle, Orford Ness, Lowestoft War Memorial Museum);

- Landguard has a proven track record with over thirty years of managing volunteer run heritage visitor attractions;
- Martello park and tower provide a specific visitor attraction point between the town and Landguard encouraging visitors to explore further;
- Interpretation linking sites and cross promotion. Complementary, integrated way and visitor information signage to give visitors sense of being at one attraction (Felixstowe) whilst exploring a variety of experiences in different 'zones';
- Cycle hub encouraging people to explore wider area without using cars.

3.6 Areas of Focus

In order to deliver our vision and priorities, there are six distinct areas of work required encompassing Trust planning, place-shaping, people and project delivery:

Plans 	A	Trust Operation	Completing the successful establishment of the Trust and securing a mandate from East Suffolk Council for the Trust and this Plan
	B	Trust Resources	Completing the successful transfer of the Landguard Partnership cash reserve, acquiring and developing site-based income generating assets and securing support from major grant funders including the National Lottery Heritage Fund
Place 	C	Landguard Development Framework	Developing a spatial framework for Landguard that articulates how conservation and visitor management will be balanced, underpinned by a mandate from English Heritage and Natural England as the key regulators.
People 	D	Volunteers	Adding value to the existing volunteer-led organisations through a more integrated approach to volunteer support, recruitment and management at Landguard
	E	Visitors	Developing a more integrated Landguard offer based on improved audience intelligence and marketing
Projects 	F	Project Delivery	Delivery of strategic interventions encompassing maritime, natural and historic Landguard, including strategic connections to Felixstowe South Seafront

The following sections provide further detail regarding these workstreams, identifying the specific numbered actions required to take them forward.

3.6.1 Trust Operation

Trust Establishment

As of September 2021, the Trust awaits confirmation of successful registration as a Charitable Incorporated Organisation (CIO) (Foundation model) by the Charity Commission. Once confirmed this will grant the existing Shadow Board members full legal recognition as Trustees and enable the Trust to enter into agreements and contracts as a legal entity. This will represent a step change to the existing Landguard Partnership which as an unconstituted body is unable to operate independently of East Suffolk Council.

The Shadow Board have outlined the Objects of the Trust within a Constitution, which specifies that the 11 Trustees charged with ensuring delivery of these Objects represent the Trust membership and are elected on a staggered annual cycle of three years to avoid any 'cliff edge' of retirements. A bank account in the name of the Trust has been opened. Full details outlining the rationale for the CIO structure and the Constitution are included as Appendix 4.

Ensuring that the CIO application to the Charity Commission is successfully secured is therefore a critical early priority for the Trust, as subsequent Plan delivery will be contingent on its legal status.

A1 Complete Establishment of the Trust as a legal entity with bank account

In order to consolidate the thinking of the Trust in key areas, set standards and specify how the Trust will execute its purposes, a policy framework is required. To support the CIO application, a core set of policies have already been developed including a Conflict of Interest Policy, Code of Conduct for the Board, Grants Policy in July 2021 and a Financial Management and Fundraising Policies in September 2021.

A Policies Working Group of the Shadow Board recommended that further policies are needed by March 2022 regarding Safeguarding, Equality and Diversity, Employment, Health and Safety, Volunteering, Business Continuity and Data Protection.

A2 Develop Policies including safeguarding, equality and diversity, employment policies, health and safety, volunteering, business continuity and data protection

Due Diligence

At present, the Landguard Partnership benefits from a number of assets including café and car park income and staff support with many of the liabilities absorbed by East Suffolk Council. Before transfer of these assets is formally sought by the Trust, a due diligence exercise to fully understand the assets and liabilities is necessary in order to assess whether these can be realistically borne by the nascent Trust. It is crucial that the Trust is not set up to fail, reversing the progress made over the last few years. The Council's support will be critical in ensuring that this is not the case. Where possible, asset transfers should be requested with resources commensurate to the additional responsibilities.

The potential assets to be reviewed include:

- View Point Café and Visitor Centre (Port and ESC) – in particular, building maintenance and access;
- View Point Car Park (ESC) – maintenance and administration of car park charging;
- Manor Terrace Car Park (ESC) – maintenance and administration of car park charging, including the toilet block;
- Bungalow (HHA) – maintenance and utilities;
- Nature Reserve (ESC) – management of site, including administration of Higher Level Stewardship Agreement;
- Martello P (ESC) – management and maintenance costs should this project be incorporated into the Strategic Plan;
- Existing Landguard staff – particularly pension and redundancy requirements should staff be transferred (TUPE'd) from East Suffolk Council to the Trust.

Depending on the outcome of the exercise, the Board will need to make a series of strategic decisions whether to proceed with the desired transfer of assets or not. This will inform the signing of any leases or Service Level Agreements, which should seek to simplify or rationalise existing land management agreements where possible.

A3	Undertake Due Diligence regarding potential assets and liabilities relating to View Point Café (Port and ESC); View Point Car Park (ESC); Manor Terrace Car Park (ESC); Bungalow (HHA); Nature Reserve (ESC); Martello P (ESC); Existing Landguard staff
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A4	Sign Leases/SLAs relating to transferred assets and wherever possible rationalise existing arrangements
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Trust Operational Planning

Following the completion of due diligence and the resultant greater assurance regarding income and expenditure assumptions, the Trust will be able to develop its operational strategy in more detail based on the resources available. The operational strategy should prioritise consideration of the staffing structure best suited to deliver the Trust vision. The strategy should also give a focus to a Communication and Marketing Plan recognising the importance of engaging stakeholders and visitors. This should help to articulate key messages the Trust wish to convey to stakeholders and visitors, outline the Landguard 'brand' and the channels, methods and resources used to implement it. This should also include updated metrics against which Plan delivery can be assessed.

A5 Develop Communications and Marketing Plan including Strategic Plan metrics to articulate the key messages the Trust wish to convey to visitors and stakeholders, the channels used to achieve this and the key indicators of success for the Strategic Plan

Once a clear position regarding Trust assets, liabilities and operation has been arrived at and leases/SLAs confirmed, the Trust will need to update this Strategic Plan to include financial plans and forecasts based on revised assumptions.

A8 Confirm Staffing Structure and associated operational requirements based on the Strategic Plan

A9 Update Strategic Plan with 10-year financial forecasts based on revised income and expenditure assumptions

With an updated Strategic Plan in place, the Trust will be able to satisfactorily implement the core staffing structures and instigate an annual cycle of board reviews to assess and secure future progress and effective working. The Trust will also need to confirm a Memorandum of Understanding (MOU) with the volunteer-led organisations to ensure alignment of the Plan and ensure clarity regarding roles and responsibilities. This is significant given that the delivery of Plan metrics (section 4.5) are reliant on the Trust and the volunteer-led organisations together.

Halfway through the Strategic Plan and at the end, the Trust will need to review its strategy and governance to make relevant changes in the light of experience and changed circumstances ensuring the Plan's continued relevance. This should include consideration of succession to maintain and enhance a vibrant, diverse and effective Board.

A10 Implement Staffing Structure to support delivery of Strategic Plan

A11 Annual Board Reviews instigated to review progress and objectives

A12 MOU between the Trust and Volunteer-led Organisations to confirm roles and responsibilities in relation to this Strategic Plan and the associated metrics.

A13 Strategic and Governance Review midway through the Strategic Plan

A14 Assure Succession Planning to maintain viability and vitality of the Board

A15 Strategic and Governance Review at the end of the Strategic Plan

Stakeholder Engagement

The Strategic Plan requires the ongoing support and goodwill of East Suffolk Council, English Heritage and the tacit agreement and acknowledgment of the Port of Felixstowe. Should these key stakeholders withdraw support or actively act against Trust interests at Landguard, the Strategic Plan will no longer be viable.

As such, it is critical that senior level engagement with these organisations is prioritised as a critical element of the Plan.

A6 Secure Sustained Support from East Suffolk Council and English Heritage based on the Strategic Plan

A7 Engage Port of Felixstowe regarding post S106 arrangements based on the Strategic Plan

3.6.2 Trust Resources

Site-based resources

In order to resource delivery of this Plan, completing the transfer of the Landguard Partnership cash reserve and key assets and staff approved by the Board following due diligence is an early priority.

Whilst the development of site-based income generating assets such as the café are linked to strategic project delivery (Section 3.5), the development of a car park strategy (that could include an ANPR based car park charging system) will identify pathways towards increasing revenue, decreasing cost and deterring anti-social behaviour at off-peak times. This assumes that the Viewpoint and/or Manor Terrace car parks are acquired by the Trust.

B1 Transfer Reserve from Landguard Partnership

B2 Secure Assets and staff as relevant following due diligence exercise

B6 Develop Car Park Strategy to increase revenue, decrease cost and reduce anti-social behaviour (if Viewpoint and Manor Terrace Car Parks are secured)

External funding

Site-based income will not be sufficient on its own to deliver the full vision within a ten-year window. Additional capital grants are needed to pump prime development and implement key projects. Where revenue funding can be secured, this will further enhance the Trust's financial position and ability to deliver public benefit. The Trust will need to leverage the assets that it does have as match funding to ensure funder confidence and secure external funding.

A fundraising strategy is therefore essential. The process of developing such a strategy will allow the Trust Board to consider the opportunities afforded by a wide range of fundraising sources including statutory, trusts and foundations, community, corporate, legacy, lottery and individual giving. The Chartered Institute of Fundraising recommend that such work should start with a fundraising audit exercise that analyses the external and internal environment to assess readiness and better position the Trust within the fundraising landscape. This audit should subsequently inform clear and measurable fundraising objectives with fundraising strategies and tactics that are budgeted and scheduled with a process of review. A Chartered Fundraiser (MCIOF) can guide the Trust through this process.

B4 Research and Develop Fundraising Strategy to set out how and from whom resources will be secured, balancing risk and opportunity

Initial thinking by the Trust Board has highlighted the potential for corporate supporters in Felixstowe and East Suffolk. These potential supporters could provide both monetary

and in-kind support in pursuit of Trust objectives and should be scoped as an early action. Once identified, relationships should be developed and nurtured accordingly.

B5 Potential Corporate Supporters Identified based on the needs identified in the Strategic Plan

B8 Potential Corporate Supporter Relationships Nurtured based on the Strategic Plan

Application to the National Lottery Heritage Fund

The National Lottery Heritage Fund (NLHF) is already invested at Landguard having resourced the governance and organisational development review, Trust establishment and this Strategic Plan. An early action will therefore be to satisfactorily complete the closure of this project to the satisfaction of the Fund and update the appropriate Investment Manager (Mark Dykes) regarding progress and this Strategic Plan.

B3 Engage NLHF by successfully concluding existing National Lottery Heritage Fund (NLHF) project and update NLHF regarding resultant Strategic Plan

Work should then follow on the development of a major NLHF application (£250K to £5M) to deliver one of the three Strategic Projects outlined in this Plan, the choice of which should be informed by ongoing dialogue with the Fund as the Conservation Management Plan and Masterplan. The development of a major NLHF application is a significant undertaking that should not be taken lightly. This will require sustained commitment over a number of years to successfully achieve.

The initial steps will be to develop the project concept and articulate this in an Expression of Interest (EOI). This is required for any Heritage Grant project proposal over £250,000. The information provided within the EOI is used by NLHF to decide whether or not to invite a development phase application. The EOI requires a narrative of no more than 1,000 words which requires the following 8 elements to be addressed:

1. What is the heritage focus?
2. What will the project do?
3. What NLHF outcomes will be achieved?
4. What is the need and demand for the project?
5. What feasibility or options work has been done so far?
6. Timescales
7. Overall cost including short breakdown of key items of expenditure

8. Development phase application timetable

Whilst an invitation to apply does not guarantee a grant, it does indicate that NLHF see potential in the proposals. NLHF will respond to any EOI within 20 working days. If successful, the approval remains valid for 12 months and a development phase or Round 1 application will need to be submitted during this period. Development phase funding is intended to enable a more detailed delivery phase application for delivery funding. Development activity can include specialist work to develop understanding of costs, resources, timelines and audiences. Successful completion of the development phase will lead to the securing of a project delivery grant.

From start to delivery phase, it will take 3-4 years meaning that delivery cannot be considered an immediate or short-term prospect. Even so, previous NLHF involvement and support makes this work a worthwhile pursuit for the Trust with a realistic prospect of success. English Heritage will need to be actively engaged throughout this process.

B7 Develop NLHF Project Concept and subsequent application including update meeting with NLHF, Expression of Interest submitted and Round 1 submitted

B9 Secure and Deliver First Major NLHF Project encompassing Development grant; Round 2 submission and Delivery phase

It will technically be possible to secure a follow up NLHF grant, so consideration should be made towards a second major NLHF project in 7-10 years' time as a key long term within Strategic Plan.

B10 Develop, Secure and Deliver Second Major NLHF project

3.6.3 Landguard Development Framework

The development of Landguard cannot proceed without the support of English Heritage. The heritage significance of Landguard as underlined by its Scheduled Ancient Monument (SAM) status requires any development to be approved through a SAM consent granted by Historic England. This reality means that close engagement with English Heritage is a critical requirement for this Plan. Ensuring that they are involved and support the principles of this Strategic Plan is therefore a crucial early and ongoing action. Tim Cockerill and Jenny Mayer have both been actively involved in the development of this Plan as nominees of English Heritage interests.

C1 Secure Key Support from English Heritage based on the Strategic Plan

Best practice also recommends the adoption of a Conservation Management Plan. This sets out the significance of a heritage asset and how that significance will be retained in any future use, management, alteration and repair. These are typically expressed as policies which should guide the thinking behind any proposals relating to the heritage assets. An outline Conservation Management Plan has already been developed for Landguard. This should be reviewed and updated in close consultation with English Heritage. By providing a framework within which projects can be conceived, this will help reduce the likelihood of future proposals being opposed by English Heritage and simplify any SAM consent application. This should also encompass the natural heritage at Landguard in consultation with Natural England.

C2 Update Conservation Management Plan in consultation with English Heritage and Natural England

However, the Trust also seeks to develop the visitor offer alongside heritage conservation. For this reason, a holistic, spatial expression of the Trust's vision in the form of a Master Plan is needed for Landguard once the Conservation Management Plan is in place. This will explain how land at Landguard will be developed to meet the needs of visitors navigating the site (including wayfinding, interpretation and visitor focussed interventions such as paths, hides etc) alongside a spatial articulation of the Conservation Management Plan. This will highlight discrete zones where approaches will be developed in response to visitor and conservation need in that area. The Master Plan will also need to indicate how Landguard connects with Felixstowe and the South Seafront. For this reason, East Suffolk Council is likely to play an important role in the development of the Plan.

The Master Plan will be underpinned by management and maintenance actions that specify how the Plan will be implemented, which will provide clarity to volunteers tasked with maintenance across the peninsula.

C3 Develop Master Plan articulating the holistic, spatial vision for Landguard encompassing Conservation Management (informing historic and natural conservation actions); Visitor Management (informing interpretation/wayfinding actions); and Volunteers (in relation to conservation and visitor management)

C4 Implement Master Plan, including conservation maintenance actions

Once the Trust is working to an integrated and holistic Master Plan for the site, the Board will be better placed to engage with English Heritage and influence updates to

Local Management Agreements and Tenancy agreements that reinforce the Plan whilst streamlining the role of English Heritage at Landguard. This should be a medium-term aspiration for the Trust once its development framework is in place and agreed.

C5 Streamlining Local Management Agreements (LMA) and Tenancy agreements with EH and financial plan

With the Trust overseeing delivery against the development framework, it will be important to review environmental impact over time. This should take account of evolving external factors such as climate change related weather events, sea level rise or changes in biodiversity and inform mitigation work or adaptations to the Master Plan. This should be reflected in a revised nature reserve management plan with the endorsement of Natural England. This work will be required in the medium term.

C6 Environmental Visitor Impact Assessment to inform mitigation planning and measures, reflected in updated nature reserve management plan endorsed by Natural England

In the longer term, the Trust will investigate other Forts and heritage sites to identify new opportunities to either develop or join a network of comparable destinations. This will help the Trust better understand regional and national developments, whilst building relationships and knowledge to inform our next Strategic Plan

C7 Develop or join a network of similar heritage sites better understand regional and national developments, and build relationships and knowledge to inform our next Strategic Plan

3.6.4 Volunteers

The Trust will develop its approach to volunteering in a complementary manner to the existing volunteer-led organisations. To inform where it would like to be, the Board will work to the following assumptions developed with the volunteer-led organisations:

- The need for volunteers across the Landguard Peninsula is varied and will continue;
- The 3 volunteer led organisations will continue to need their own volunteers and will recruit them directly;
- There may be some scope for shared recruitment, induction and training but this will proceed on a basis of consensus;
- The Trust will have its own need for volunteers (see below);

- Volunteers have different motivations and the structures for volunteering need to take account of this, particularly in relation to recruiting younger people;
- Volunteers benefit from structures of support, particularly for induction, training and to encourage teamwork. Volunteer support should be built into staff roles;
- A more modern volunteering approach (moving from 'long term volunteering' to 'project based') is needed, a further reason why the structures of support/staff involvement are required.

Based on these assumptions and operating principles (Section 3.3), the Trust will provide advice, guidance, and support to the volunteer organisations initially on a pragmatic, response-led basis.

D1 Support Volunteer-Led Organisations and volunteers based on key principles within Strategic Plan

As this Strategic Plan evolves and develops over the short term, there will be greater clarity regarding the volunteer support the Trust will require. This will need to be documented as volunteer role descriptions to inform subsequent volunteer recruitment. Drawing on the knowledge and experience of the volunteer organisations and their operational leads will help expedite this task.

- **Leadership:** Members of the Board of Landguard Charitable Trust are professional level volunteers;
- **Managerial:** community fundraisers; technical Advisers to the Board; tour guides; natural and built conservation work; skilled trainers; educational activities; events co-ordinators (e.g. talks, lectures, craft activities, Halloween, Easter etc); corporate volunteers;
- **Support:** litter picking; stewarding; café assistants; administrative support to the Trust; ticketing.

There is an opportunity to develop this thinking with English Heritage and best practice guidance materials given the Landguard Fort Trust inclusion in the English Heritage affiliate volunteer scheme. This could support Landguard as an incubator for new types of volunteer activity across the English Heritage portfolio.

D2 Identity, develop and document volunteer role descriptions for the Trust with support from the volunteer-led organisations and English Heritage

Once the volunteer roles are clarified, the Trust will need to work with the volunteer-led organisations to develop a shared approach to volunteer recruitment, induction, and

support with operational leads, particularly aimed at attracting new and younger volunteers on a project basis.

The effectiveness of the approach will need to be reviewed on a regular basis to ensure continued alignment with updates to this Strategic Plan and the subsequent Master Plan (C3):

D3 Shared Approach to Volunteer Recruitment, Induction and Support developed to better attract new and younger volunteers to the volunteer-led organisations, encompassing conservation management and maintenance roles; front facing visitor experience roles; and governance and administrative roles

D4 Ongoing Volunteer Support, particularly around Fort and Museum resources to extend and co-ordinate opening times, educational visits, site appearance and attractiveness, marketing outreach, and Sponsor involvement to leverage increased footfall

D5 Review Effectiveness of Volunteering Support and Contribution to inform revised approaches where required in line with the Master Plan

3.6.5 Visitors

In terms of visitors, the Trust needs to focus on developing a fuller understanding of existing and potential audiences to inform the visitor offer, brand and marketing to maximise appeal. With an experienced and knowledgeable Board in place enhanced by independent Trustees, there is an opportunity to review the current visitor experience and consider the extent to which this works well or could be improved. In the longer term, focused audience research is needed to better understand the needs, motivations and barriers relating to existing and potential audiences. This will allow the visitor offer to be developed more appropriately for Landguard audiences and marketed accordingly. This type of research can be funded by the NLHF and is typically expected as part of any significant application.

E1 Review Visitor Experience to better understand current offer as a baseline and start exploring scope for improvements

E3 Audience Development Research as part of a NLHF funded project to better understand audience profile and develop offer accordingly for new and existing audiences

E4 Audience Research Applied to inform continued development of overall Landguard offering coupled with further expansion of marketing outreach

In parallel, the Landguard Brand will need to evolve and develop in line with the updated experience, complementing the wider destination marketing of Felixstowe and East Suffolk.

E2 Develop Landguard Brand making clear what the experience is and what it stands for with reference to wider Felixstowe destination branding and marketing

3.6.6 Project Delivery

The momentum created during the establishment of the Trust needs to be maintained to continue building credibility and confidence amongst stakeholders and the public. These are crucial prerequisites for the significant deliverables that the Trust aspires to realise through this Plan.

For this reason, two urgent and crucial projects – the completion of Fort toilets and Internet access – are required to demonstrate the value of the Trust early on. Other smaller yet visible ‘quick wins’ are needed for early delivery whilst more strategic projects are developed including improved signage, site tidying and access improvements at key gateway and focus areas.

F1 Fort Toilets to enhance capacity and quality of visitor experience

F2 Landguard Internet Access to enhance capacity to develop digital offer and infrastructure through a reliable fibre broadband connection

F3 Quick Wins to develop Trust reputation and build confidence including improved and updated signage; cleaning and landscaping improvements, and improved accessibility to the site

In terms of the Trust’s strategic projects (Section 3.5), these will require further development and definition as dialogue with stakeholders, funders and the public continues. This will help determine the order in which these projects will be deliverable over the 10 years of this Plan. In particular, an early Board decision regarding the Martello Tower project and the Trust’s role in it will be needed to inform subsequent resourcing decisions. All strategic projects are substantially reliant on the continued access via Viewpoint Road (owned by the Port of Felixstowe and leased to East Suffolk Council). Given the importance of this access, the Trust must be vocal in ensuring

continued access which should be developed and strengthened further especially where this overcomes capacity constraints (e.g. park and ride).

F4 Appraise Martello Tower Project with East Suffolk Council and make decision regarding inclusion within Trust Strategic Plan

F5 Lobby for Improved Site Access including park and ride from Felixstowe

F6 Strategic Project Development and Delivery to enhance access, visitor centre, Fort enhancements and Museum (historic Landguard) or at Manor Terrace with education centre (natural Landguard) or an enlarged viewpoint café and visitor centre (maritime Landguard)

A key aspect of the Trust's vision is for Landguard to leverage its status as a volunteer-led destination into a centre for natural and built heritage skills and education. This will require further planning and development by the Board to inform subsequent implementation including involving a range of specialist stakeholders in the field of wider skills development and training. This should include English Heritage and their strategic application of education, training and volunteering across their estate. Such activity planning is an acceptable component of any NLHF grant request where need and demand can be effectively evidenced (through audience research, see action E3).

F7 Plan Heritage Skills and Education Programme to develop Landguard into a centre for heritage and natural conservation skills, linking with English Heritage

F8 Implement Heritage Skills and Education Programme with young people in place, linking with English Heritage

4. How will we get there?

4.1 Initial actions

The following actions are due for completion by March 2022.

Ref	What	Lead
A1	Complete Establishment of the Trust as a legal entity with bank account	David Gledhill, supported by Dave Pearsons
A2	Develop Policies including safeguarding, equality and diversity, employment policies, health and safety, volunteering, business continuity and data protection	
A3	Undertake Due Diligence regarding potential assets and liabilities relating to View Point Café (Port and ESC); View Point Car Park (ESC); Manor Terrace Car Park (ESC); Bungalow (HHA); Nature Reserve (ESC); Martello P (ESC); Existing Landguard staff	
A4	Confirm Staffing Structure and associated operational requirements based on the Strategic Plan	
A5	Develop Communications and Marketing Plan including Strategic Plan metrics to articulate the key messages the Trust wish to convey to visitors and stakeholders, the channels used to achieve this and the key indicators of success for the Strategic Plan	
A6	Secure Sustained Support from East Suffolk Council based on the Strategic Plan	
A7	Engage Port of Felixstowe regarding post S106 arrangements based on the Strategic Plan	
B1	Transfer Reserve from Landguard Partnership	Paul Winrow
B2	Secure Assets and staff as relevant following due diligence exercise	
B3	Engage NLHF by successfully concluding existing National Lottery Heritage Fund (NLHF) project and update NLHF regarding resultant Strategic Plan	
B4	Research and Develop Fundraising Strategy to set out how and from whom resources will be secured, balancing risk and opportunity	

Ref	What	Lead
B5	Potential Corporate Supporters Identified based on the needs identified in the Strategic Plan	
C1	Secure Key Support from English Heritage based on the Strategic Plan	Jenny Mayer, supported by Siobhan Ferris and Tim Buxbaum
D1	Support Volunteer-Led Organisations and volunteers based on key principles within Strategic Plan	Tim Clarke
D2	Identity, develop and document volunteer role descriptions for the Trust with support from the volunteer-led organisations	
D3	Shared Approach to Volunteer Recruitment, Induction and Support developed to better attract new and younger volunteers to the volunteer-led organisations, encompassing conservation management and maintenance roles; front facing visitor experience roles; and governance and administrative roles	
E1	Review Visitor Experience to better understand current offer as a baseline and start exploring scope for improvements	Chris Hilton
F1	Fort Toilets to enhance capacity and quality of visitor experience	Keith Willetts
F2	Landguard Internet Access to enhance capacity to develop digital offer and infrastructure through a reliable fibre broadband connection	
F3	'Quick Wins' to develop Trust reputation and build confidence including improved and updated signage; cleaning and landscaping improvements; Improved broadband connection and improved accessibility to the site	
F4	Appraise Martello Tower Project with East Suffolk Council and make decision regarding inclusion within Trust Strategic Plan	

4.2 Short Term (Year 2-3)

The following actions are due for completion by March 2024.

Ref	What	Lead
A8	Sign Leases/SLAs relating to transferred assets and wherever possible rationalise existing arrangements	David Gledhill, supported by Dave Pearsons
A9	Update Strategic Plan with 10-year financial forecasts based on revised income and expenditure assumptions	
A10	Implement Staffing Structure to support delivery of Strategic Plan	
A11	Annual Board Reviews instigated to review progress and objectives	
A12	MOU between the Trust and Volunteer-led Organisations to confirm roles and responsibilities in relation to this Strategic Plan and the associated metrics.	
B6	Develop Car Park Strategy to increase revenue, decrease cost and reduce anti-social behaviour (if Viewpoint and Manor Terrace Car Parks are secured)	Paul Winrow
B7	Develop NLHF Project Concept and subsequent application including update meeting with NLHF, Expression of Interest submitted and Round 1 submitted	
B8	Potential Corporate Supporter Relationships Nurtured based on the Strategic Plan	
C2	Update Conservation Management Plan in consultation with English Heritage	Jenny Mayer, supported by Siobhan Ferris and Tim Buxbaum
C3	Develop Master Plan articulating the holistic, spatial vision for Landguard encompassing Conservation Management (informing historic and natural conservation actions); Visitor Management (informing interpretation/wayfinding actions); and Volunteers (in relation to conservation and visitor management)	
D3	Ongoing Volunteer Support , particularly around Fort and Museum resources to extend and co-ordinate opening times, educational visits, Site appearance and attractiveness, marketing outreach, and Sponsor involvement to leverage increased footfall	Tim Clarke
D4	Review Effectiveness of Volunteering Support and Contribution to inform revised approaches where required	

Ref	What	Lead
E2	Develop Landguard Brand making clear what the experience is and what it stands for with reference to wider Felixstowe destination branding and marketing	Chris Hilton
E3	Audience Development Research as part of a NLHF funded project to better understand audience profile and develop offer accordingly for new and existing audiences	
F5	Lobby for Improved Site Access including park and ride from Felixstowe	Keith Willetts
F6	Strategic Project Development and Delivery to enhance access, visitor centre, Fort enhancements and Museum (historic Landguard) or at Manor Terrace with education centre (natural Landguard) or an enlarged viewpoint café and visitor centre (maritime Landguard)	
F7	Plan Heritage Skills and Education Programme to develop Landguard into a centre for heritage and natural conservation skills	

4.3 Medium Term (Year 4-6)

The following actions are due for completion by March 2027.

Ref	What	Lead
A13	Strategic and Governance Review midway through the Strategic Plan	David Gledhill, supported by Dave Pearsons
A14	Assure Succession Planning to maintain viability and vitality of the Board	
B9	Secure and Deliver First Major NLHF Project encompassing Development grant; Round 2 submission and Delivery phase	Paul Winrow
C4	Implement Master Plan , including conservation maintenance actions	Jenny Mayer, supported by Siobhan Ferris and Tim Buxbaum
C5	Streamlining Local Management Agreements (LMA) and Tenancy agreements with EH and financial plan	
C6	Environmental Visitor Impact Assessment to inform mitigation planning and measures	

Ref	What	Lead
D4	Review Effectiveness of Volunteering Support and Contribution to inform revised approaches where required	Tim Clarke
E4	Audience Research Applied to inform continued development of overall Landguard offering coupled with further expansion of marketing outreach	Chris Hilton
F8	Implement Heritage Skills and Education Programme with young people in place	Keith Willetts





4.4 Long Term (Year 7-10)

The following actions are due for completion by March 2031.

Ref	What	Lead
A15	Assure Succession Planning to maintain viability and vitality of the Board	David Gledhill, supported by Dave Pearsons
A14	Strategic and Governance Review at the end of the Strategic Plan	
B10	Develop, Secure and Deliver Second Major NLHF project	Paul Winrow
C7	Develop or join a network of similar heritage sites better understand regional and national developments, and build relationships and knowledge to inform our next Strategic Plan	Jenny Mayer, supported by Siobhan Ferris and Tim Buxbaum
D4	Review Effectiveness of Volunteering Support and Contribution to inform revised approaches where required	Tim Clarke

4.5 Metrics

The following section indicates draft metrics that the Shadow Board will review (Action A5).

			Year 1	Year 2-3	Year 4-6	Year 6-10
Plans 	A	Trust Operation	Acceptance and confidence of partners, especially volunteer groups	Agreements with ESC, EH and Port finalised to Trust satisfaction Positive self-assessment by the Trust Board	Positive self-assessment by the Trust Board	Positive self-assessment by the Trust Board
	B	Trust Resources	The Trust is financially self-sufficient	Grants won	Grants won	Grants won
Place 	C	Landguard Development Framework		CMP and Masterplan produced and accepted by all partners	Rising position amongst UK (regional maybe more achievable) visitor attractions	Awards won (e.g., Trip Advisor)
People 	D	Volunteers		Positive assessment by volunteers	Increased local community engagement and more diverse users / volunteers / visitors	Recognised as a centre for heritage and conservation skills training
	E	Visitors		Annual growth rate of paid visitors 5% above national trend (20%/yr)	Increased local community engagement and more diverse users / volunteers / visitors	Increase total visitors to 650,000
Projects 	F	Project Delivery	Improved broadband accessibility Delivery of improved services / toilet facilities NLHF grant proposals agreed / supported by all partners	Successful EOI, first and second round applications.		Successful EOI, first and second round applications.

Appendices

1. Opportunities

Short term opportunities

1. Working together to establish the Landguard Trust as a 'successful entity'.

This would ensure that the progress made by the Landguard Partnership and volunteer-led organisations is built on significantly. The time invested in improving more cooperative relations in recent years has been important but necessarily needs to be carefully managed. Moving forward the understanding of respective needs and building a shared understanding of what can and cannot be realistically achieved is crucial, together with a common sense of what will benefit all. This must drive the development of an agreed strategy and delivery plan, based on sound Business, Conservation and Master plans that build confidence with the English Heritage Trust, Historic England, East Suffolk Council and the National Heritage Lottery Fund. The Landguard Trust will enable a more focused and dynamic vehicle, bringing new approaches and thinking whilst fostering closer relationship between partners as a result of this project.

2. New East Suffolk Council with Trust as partner: The Council wishes to be seen to be making a difference through the project work it undertakes and supports. There are complementary agendas between the Council and Landguard including enabling communities, economic development and regeneration, environmental conservation and biodiversity, and increasing tourism. East Suffolk Council projects include South Seafront, regeneration of area abutting Landguard, including Martello P.

3. Changes within English Heritage Trust: There is now a separate department with responsibility for free and locally managed sites. This offers the potential of a new attitude towards Landguard's future. There is a clear acceptance that EHT does not have the resources to do 'everything' that it might wish to see done. Landguard can be identified as a special case site. Opportunity to show example of mutual benefits (inc. financial) of EHT and Community collaboration and for both English Heritage Trust and Landguard to use this as a case study for marketing and PR.

4. Improved communications including greater effective use of social media: increasing awareness of the flora and fauna of the whole peninsula through an

improved social media presence; communicating cheaply and widely without the need for intermediary companies and encouraging the involvement of environmentally aware younger people as volunteers and advisers.

5. **Strengthening volunteering (with English Heritage) supported by Trust staff review:** both quality, quantity and level of engagement (recruiting, training & development); the ability to enthuse and attract particularly new younger diverse? Volunteers, supported by staff structure. English Heritage fully recognises the importance of volunteering and supports and recognises the contribution at Landguard, for example through the Fort Trust's membership of the EH affiliate volunteer scheme and is a source of good practice guidance etc. There is a potential for Landguard to be an incubator for new types of volunteer activity across the wider EH portfolio.
6. **Freeport Status:** Understanding how the secured 'Freeport East' status could support local economic development that indirectly benefits the plans at Landguard.

Medium-term opportunities

1. **A credible NLHF bid:** that meets the 2019-2024 outcomes that prioritise natural landscape and community heritage schemes. Landguard will need to develop a well written and presented case for support to meet this changed focus. The Trust needs to be scanning funding opportunities and being fleet of foot in applying or associating itself with key partners with access to broader funding and support opportunities.
2. **Legal agreements, clarity of issues, trust and goodwill with key players,** particularly English Heritage, East Suffolk & Port of Felixstowe. This should strive for a new site wide SLA with English Heritage.
3. **Improved services and facilities (water, waste, internet):** this could include raising funds to build a new visitor centre, public toilets and internet access.
4. **A revised Conservation Management Plan and Masterplan for Landguard** that facilitates appropriate development of the site and reconciles conservation with amenity, commercial sustainability and the needs of the Port.
5. **More sympathetic management at Port of Felixstowe:** Better communication and chance to improve relationship beyond the existing Section 106.

6. Becoming **the ‘go to’ organisation** for issues relating to Landguard but also Felixstowe development and heritage plans and consultations. The Trust should achieve the status where it is approached increasingly more than it has to make the approaches itself.
7. **Strategic partnership:** Whilst maintaining independence from the various local authority bodies, the Trust has the opportunity to ensure that it is perceived as a small p political success story and one that local and key politicians wish to be associated with.
8. **Post pandemic recovery:** Build on the reaction to lockdown and increased demand for outdoor spaces. Potential benefits from government support for employment and skills development, tourism and other recovery based funding where this aligns with the plan. The increased prevalence of staycations in the short term (with the hope that interest will continue post pandemic).
9. **Climate Change:** The Trust offer a focus for practical responses to climate change at Landguard, which is likely to be a higher national priority as a result of COP26 in 2021.
10. **Felixstowe housing/leisure centre development plans:** Improved tourism offer across the town with a knock on effect for Landguard. Increase in local population and visitors increasing demand for leisure / community facilities and activities.

Longer term opportunities:

1. Become a **widely recognised venue** for outdoor events such as concerts, plays, son et lumiere, tattoos etc.
2. **A Centre for heritage/natural conservation skills, training and education for a wider demographic, including young people:** Understanding the uniqueness of Landguard and the activities that go on will encourage people to care for it; developing key youth/community projects.
3. Secure inclusion of Landguard within **relevant local economic and spatial planning frameworks / policies.**
4. **Possibilities of securing private / business financial investment** for commercial income generating improvements.

5. **Negotiate/broker new occupational agreements** for the volunteer-led organisations at Landguard that provide a satisfactory basis for investment:
6. To ensure the Trust remains **financially self-sufficient** following transfer of Landguard Partnership income streams by taking funding opportunities. However, public sector spending will get squeezed in the near to long term future and any funding will head into the health, care and education sector.
7. **Technology:** Technologies offer opportunities to reduce costs and improve information.

2. Risks

Summary of risk analysis

		Impact				
		Very Low	Low	Medium	High	Very High
Likelihood	Very High					
	High				13	
	Medium			6	3 4 14	1 2 15
	Low			8 10	5 7 16	
	Very Low			11	12	9

Most significant short-term risks:

1. **Policy changes by key stakeholders**, including changing requirements of the landlords.
2. **Securing and maintaining active engagement of English Heritage:** the potential difficulty (in the context of wider calls on EH management time) of securing and maintaining the active engagement of EH at a sufficient level to support the timely development of the CMP, Master Plan, and follow-on work to bring forward developments in the visitor offer e.g. provision of visitor facilities in the Fort. A particular issue will be agreeing a mutually acceptable basis to proceed with a NHLF capital works bid that requires access to land under EH's control
3. **Lack of funds** to take opportunities including shortage of funds for investment at Landguard (wider economic situation, competing demands on grant funding, etc); NHLF retrenchment/changes in policies and programme priorities; East Suffolk Council could limit the new Trust's ability to act independently and dynamically

with restrictions on café / car park income; English Heritage Trust do not agree to be partners in significant NLHF funding application. Trust self-generated income not sufficient to cover operational / maintenance costs (e.g., car park resurfacing). Cutbacks affecting staff / functions limit ability to deliver improvements / strategy.

4. **Not developing the right collaboration with the Port;** higher density activity in the Port areas adjacent to the fence; Port development planning that affects the setting of the monument; Port of Felixstowe refuse to engage and continue leaving Landguard in limbo regarding FSR S106 mitigation, land ownership, sea defences etc. and Trust's ability for future planning.
5. **Physical Access to Landguard:** The current road access to Landguard is very limiting and income streams could be seriously affected by even simple long-term roadworks.
6. **Continued Covid-19 style restrictions** caused by further variants, vaccine resistance, general fear.
7. Failure or slow engagement by the **key stakeholders**. Actions of other stakeholders' limits Trust's ability to deliver improvements / strategy to a degree that Trust loses trustees.
8. **Poor partnership working:** internal disagreement; failure to share expertise; organisational dissonance; poor relationships between the volunteer-led bodies. Volunteer group/s do not embrace new strategy or cooperate with the Trust. The Trust and volunteer groups do not 'professionalise' to the point they can be entrusted with maintenance and conservation of the monument to the degree they would wish or to introduce heritage skills project etc.
9. **A serious accident/incident:** that results in considerable reputational damage.
10. **Project scope/creep:** Loss of focus leads to a sub optimum use of limited resources to realise delivery
11. **Failing to develop a clear and exciting vision to attract funders, visitors and supporters:** The Trust does not energise others in support of its vision which risks support and funding.
12. **Not understanding or addressing all contingent liabilities:** There are a range of potential income generating assets, including car parks and café.

However, these come with less obvious liabilities that could undermine the desirability of the asset. Proceeding without due diligence is a risk.

Most significant medium and longer-term risks

13. **Negative environmental conditions**, including the impact of Climate Change on sea levels to which Landguard is susceptible. Increased visitor pressure on nature reserve / heritage site and lack of facilities / parking causes site to decline. Whole range of issues under this heading including the sea defences, rising sea levels, increased risk of flooding, a breach of the sea wall, changing of the beach shape etc. In other words, development so significant in cost that the Trust can have only limited impact. Flooding / environmental impacts cause Viewpoint café closure (EA designated high flood risk area) / Museum and Fort damage to buildings / collection, causes reduction in visitors and income. (Note: Port of Felixstowe is not carrying out beach reprofiling in 2021). Nature Reserve loses important vegetated shingle habitat and SSSI status.
14. **Insufficient volunteers/lack of engagement from volunteers**: volunteer fatigue; volunteering can be misinterpreted as a pastime of the old and retired (ageing volunteers). Increased legal burdens on organisations managing volunteers
15. **Negative developments in EH**: English Heritage Trust contract with Government ends in 2023. Leads to another internal review of organisational structure, policies and care of collection. More financial cutbacks and increased emphasis on directly managed (income generating) properties. Lack of clarity over EH's conservation strategy for the monument (climate change, prioritisation of spend, willingness to countenance change in use of the monument etc). EH lack trust in community groups to manage, maintain and conserve monument to a higher degree than they do now. Without sufficient resources EHT opt for a policy of managed decline.
16. **Adverse economic conditions**: Reduced personal/family income arising from higher taxation, high unemployment, restrictions on benefits etc; collapse of the Yeo Group who run the cafe.

3. Stakeholders

List of stakeholders with higher influence and a higher stake:

1. **The 5 partners** including East Suffolk Council, English Heritage, and the members of the 3 volunteer led organisations. DCMS interests are seen as being incorporated in EH interests. Volunteers in the 5 partners are embraced within this coverage. Acceptance of the Trust's work by the volunteer base is viewed as essential.
2. **Funders:** particularly National Lottery Heritage Fund, realistically the only funder that could fund a large scale project.

List of stakeholders with higher influence and a lower stake:

3. Port of Felixstowe

4. **Other Regulators** including Historic England - the Inspector, Natural England, Historic Estate Conservation Committee; Historic England, and the Environment Agency: Advice, guidance and ultimately their approval of capital works and interventions across more than 90% of the Landguard site is required, including repairs and maintenance, which will have a direct impact on the viability of heritage skills projects and the ability of Landguard to become more self-reliant; Natural England: advice and guidance in maintaining the rare, vegetated shingle and important SSSI status of the Nature Reserve. Approval required from Natural England for interventions on the SSSI.
5. **Educational providers** including higher and further education (University of Suffolk, Suffolk New/Otley Rural College) for heritage and conservation skills, work experience, internships, apprenticeships, project collaboration etc; Work with primary and secondary schools and Academy Trusts to further develop education offer and relationship. Start interest in nature and heritage conservation at early age, promote sense of ownership and instil future interest and commitment to site. Source of future volunteers.

List of stakeholders with lower influence and a higher stake:

1. **Felixstowe Town Council:** A valued source of support and advocate of Landguard; influential at District and County Councils. Important link to community.

2. **The Yeo Group.** Catering is expected to be a major component of the Trust's future income generation and, at least for now, the Yeo Group holds all the concessions that matter; operators of café hold lease until 2028. Key source of income (% based on their profits); business experience; keen to explore further retail ideas.
3. **Harwich Harbour Ferry.** Providing link with Harwich and Shotley. Source of visitors. Attraction in own right. Entrepreneurial owner.
4. **Harwich Haven Authority.** Landguard landowner. Member of Landguard Partnership. Link to Harwich and the wider Haven. Owner of bungalow / office used by Partnership staff; they impact upon us in many ways and have indicated a willingness to become more deeply involved.

List of stakeholders with lower influence and a lower stake:

1. **Suffolk County Council** – Overall responsibilities for much long-term planning and, of course, education.
2. **Felixstowe and Suffolk Chambers of Commerce:** whatever we choose to do they will be perceived as a point of consultation/reference
3. **Local MP** - Therese Coffey, member of the UK Government Cabinet.
4. **Media:** Archant/East Anglian Daily Times
5. **Environmental organisations** including RSPB, British Trust for Ornithology – all ringing activities are governed by them; the Wildlife Trusts; the Lepidopterists' Society – linked via the Suffolk Moth Group who maintain all records of moth sightings in Suffolk; and Bird Observatory Council
6. **Collections/museums**, including SHARE Museums East; and Colchester and Ipswich Museums
7. **Local Community Groups**, including Felixstowe Carnival: Landguard as a Community resource. Art exhibitions, music, youth groups, disability groups, Men shed etc. Seek to maximise use during off peak times. Build community awareness and use of Landguard. Increase community value and influence.

8. **Local Residents/Regular Visitors**, who make up a large proportion of current visitors (62% from Suffolk and 87% repeat visitors) and could have significant influence if our messaging isn't clear.

4. Trust Constitution

Constitution of a Charitable Incorporated Organisation whose only voting members are its charity trustees ('Foundation' model constitution)

Date of constitution (last amended): June 2021

1. Name

The name of the Charitable Incorporated Organisation ("the CIO") is Landguard & Felixstowe Conservation Trust

2. National location of principal office

The CIO must have a principal office in England or Wales. The principal office of the CIO is in England.

3. Objects

The object of the CIO is:

(1) to preserve, manage, research, conserve and display at Landguard Point and surrounding areas for the benefit of the general public and of the nation at large of:

(i) historical, architectural, constructional, military and archaeological heritage, by promoting and encouraging public access to, study and appreciation of, the historic environment;

(ii) wildlife and its habitats, places of natural beauty, and places of zoological, botanical, geographical, archaeological or scientific interest, in ways that further conservation;

(iii) preservation and conservation of collections and artefacts, including their presentation to the public in museums.

(2) to advance the education of the public regarding the historical, architectural, archaeological and natural heritage in the form of buildings of particular historical and architectural interest, art and artefacts, the natural environment and landscape.

(3) to provide facilities available to members of the public at large for recreation or other leisure-time occupation in the interests of social welfare with the object of improving the conditions of life for the persons for whom the facilities are primarily intended.

(4) to advance education for the public in heritage craft skills and local history.

Nothing in this constitution shall authorise an application of the property of the CIO for the purposes which are not charitable in accordance with section 7 of the Charities and Trustee Investment (Scotland) Act 2005 and section 2 of the Charities Act (Northern Ireland) 2008.

4. Powers

The CIO has power to do anything which is calculated to further its objects or is conducive or incidental to doing so.

In particular, the CIO has power to:

- (1) borrow money and to charge the whole or any part of its property as security for the repayment of the money borrowed. The CIO must comply as appropriate with sections 124 and 125 of the Charities Act 2011, if it wishes to mortgage land;
- (2) buy, take on lease or in exchange, hire or otherwise acquire any property and to maintain and equip it for use;
- (3) sell, lease or otherwise dispose of all or any part of the property belonging to the CIO. In exercising this power, the CIO must comply as appropriate with sections 117 and 119-123 of the Charities Act 2011;
- (4) employ and remunerate such staff as are necessary for carrying out the work of the CIO. The CIO may employ or remunerate a charity trustee only to the extent that it is permitted to do so by clause 6 (Benefits and payments to charity trustees and connected persons) and provided it complies with the conditions of that clause;
- (5) deposit or invest funds, employ a professional fund-manager, and arrange for the investments or other property of the CIO to be held in the name of a nominee, in the same manner and subject to the same conditions as the trustees of a trust are permitted to do by the Trustee Act 2000.

5. Application of income and property

- (1) The income and property of the CIO must be applied solely towards the promotion of the objects.
 - (a) A charity trustee is entitled to be reimbursed from the property of the CIO or may pay out of such property reasonable expenses properly incurred by him or her when acting on behalf of the CIO.
 - (b) A charity trustee may benefit from trustee indemnity insurance cover purchased at the CIO's expense in accordance with, and subject to the conditions in, section 189 of the Charities Act 2011.

(2) None of the income or property of the CIO may be paid or transferred directly or indirectly by way of dividend, bonus or otherwise by way of profit to any member of the CIO.

(3) Nothing in this clause shall prevent a charity trustee or connected person receiving any benefit or payment which is authorised by Clause 6.

6. Benefits and payments to charity trustees and connected persons

(1) General provisions

No charity trustee or connected person may:

(a) buy or receive any goods or services from the CIO on terms preferential to those applicable to members of the public;

(b) sell goods, services, or any interest in land to the CIO;

(c) be employed by, or receive any remuneration from, the CIO;

(d) receive any other financial benefit from the CIO;

unless the payment or benefit is permitted by sub-clause (2) of this clause or authorised by the court or the prior written consent of the Charity Commission ("the Commission") has been obtained. In this clause, a "financial benefit" means a benefit, direct or indirect, which is either money or has a monetary value.

(2) Scope and powers permitting trustees' or connected persons' benefits

(a) A charity trustee or connected person may receive a benefit from the CIO as a beneficiary of the CIO provided that a majority of the trustees do not benefit in this way.

(b) A charity trustee or connected person may enter into a contract for the supply of services, or of goods that are supplied in connection with the provision of services, to the CIO where that is permitted in accordance with, and subject to the conditions in, sections 185 to 188 of the Charities Act 2011.

(c) Subject to sub-clause (3) of this clause a charity trustee or connected person may provide the CIO with goods that are not supplied in connection with services provided to the CIO by the charity trustee or connected person.

(d) A charity trustee or connected person may receive interest on money lent to the CIO at a reasonable and proper rate which must be not more than the Bank of England bank rate (also known as the base rate).

(e) A charity trustee or connected person may receive rent for premises let by the trustee or connected person to the CIO. The amount of the rent and the other terms of the lease must be reasonable and proper. The charity trustee concerned must withdraw from any meeting at which such a proposal or the rent or other terms of the lease are under discussion.

(f) A charity trustee or connected person may take part in the normal trading and fundraising activities of the CIO on the same terms as members of the public.

(3) Payment for supply of goods only – controls

The CIO and its charity trustees may only rely upon the authority provided by sub-clause (2)(c) of this clause if each of the following conditions is satisfied:

(a) The amount or maximum amount of the payment for the goods is set out in a written agreement between the CIO and the charity trustee or connected person supplying the goods (“the supplier”).

(b) The amount or maximum amount of the payment for the goods does not exceed what is reasonable in the circumstances for the supply of the goods in question.

(c) The other charity trustees are satisfied that it is in the best interests of the CIO to contract with the supplier rather than with someone who is not a charity trustee or connected person. In reaching that decision the charity trustees must balance the advantage of contracting with a charity trustee or connected person against the disadvantages of doing so.

(d) The supplier is absent from the part of any meeting at which there is discussion of the proposal to enter into a contract or arrangement with him or her or it with regard to the supply of goods to the CIO.

(e) The supplier does not vote on any such matter and is not to be counted when calculating whether a quorum of charity trustees is present at the meeting.

(f) The reason for their decision is recorded by the charity trustees in the minute book.

(g) A majority of the charity trustees then in office are not in receipt of remuneration or payments authorised by clause 6.

(4) In sub-clauses (2) and (3) of this clause:

(a) “the CIO” includes any company in which the CIO:

- (i) holds more than 50% of the shares; or
- (ii) controls more than 50% of the voting rights attached to the shares; or
- (iii) has the right to appoint one or more directors to the board of the company;

(b) “connected person” includes any person within the definition set out in clause 30 (Interpretation);

7. Conflicts of interest and conflicts of loyalty

A charity trustee must:

(1) declare the nature and extent of any interest, direct or indirect, which he or she has in a proposed transaction or arrangement with the CIO or in any

transaction or arrangement entered into by the CIO which has not previously been declared; and

(2) absent himself or herself from any discussions of the charity trustees in which it is possible that a conflict of interest will arise between his or her duty to act solely in the interests of the CIO and any personal interest (including but not limited to any financial interest).

Any charity trustee absenting himself or herself from any discussions in accordance with this clause must not vote or be counted as part of the quorum in any decision of the charity trustees on the matter.

8. Liability of members to contribute to the assets of the CIO if it is wound up

If the CIO is wound up, the members of the CIO have no liability to contribute to its assets and no personal responsibility for settling its debts and liabilities.

9. Charity Trustees

(1) Functions and duties of charity trustees

The charity trustees shall manage the affairs of the CIO and may for that purpose exercise all the powers of the CIO. It is the duty of each charity trustee:

(a) to exercise his or her powers and to perform his or her functions in his or her capacity as a trustee of the CIO in the way he or she decides in good faith would be most likely to further the purposes of the CIO; and

(b) to exercise, in the performance of those functions, such care and skill as is reasonable in the circumstances having regard in particular to:

(i) any special knowledge or experience that he or she has or holds himself or herself out as having; and,

(ii) if he or she acts as a charity trustee of the CIO in the course of a business or profession, to any special knowledge or experience that it is reasonable to expect of a person acting in the course of that kind of business or profession.

(2) Eligibility for trusteeship

(a) Every charity trustee must be a natural person.

(b) No individual may be appointed as a charity trustee of the CIO:

- if he or she is under the age of 16 years; or
- if he or she would automatically cease to hold office under the provisions of clause 12(1)(e).

(c) No one is entitled to act as a charity trustee whether on appointment or on any re-appointment until he or she has expressly acknowledged, in whatever way the charity trustees decide, his or her acceptance of the office of charity trustee.

(d) At least one of the trustees of the CIO must be 18 years of age or over. If there is no trustee aged at least 18 years, the remaining trustees may only act to call a meeting of the charity trustees, or appoint a new charity trustee.

(3) Number of charity trustees

(a) There should be: not less than three (3) trustees nor more than twenty (20) trustees.

(b) There must be at least three charity trustees. If the number falls below this minimum, the remaining trustee or trustees may act only to call a meeting of the charity trustees, or appoint a new charity trustee.

(c) The maximum number of charity trustees that can be appointed is as provided in sub-clause (a) of this clause. No trustee appointment may be made in excess of these provisions.

(4) First charity trustees: The first charity trustees are as follows [and are appointed for the following terms]

..... [for [3 years]

..... [for [2] years]

.....[for [1] year]

10. Appointment of charity trustees

(1) Appointed Charity Trustees

(a) Apart from the first charity trustees, every trustee must be appointed for a term of three years by a resolution passed at a properly convened meeting of the charity trustees.

(b) In selecting individuals for appointment as charity trustees, the charity trustees must have regard to the skills, knowledge and experience needed for the effective administration of the CIO.

(2) Nominated Trustees

(a) Landguard Fort Trust, Landguard Conservation Trust, Felixstowe Museum & History Society, The English Heritage Trust, and the East Suffolk Council ("the appointing bodies") may each appoint one charity trustee.

(b) Any appointment must be made at a meeting held according to the ordinary practice of the appointing body.

(c) Each appointment must be for a term of three years.

(d) The appointment will be effective from the later of:

(i) the date of the vacancy; and

(ii) the date on which the charity trustees or their secretary or clerk are informed of the appointment.

(e) The person appointed need not be a member of the appointing body.

(f) A trustee appointed by the appointing body has the same duty under clause 9(1) as the other charity trustees to act in the way he or she decides in good faith would be most likely to further the purposes of the CIO.

11. Information for new Charity Trustees

The charity trustees will make available to each new charity trustee, on or before his or her first appointment:

- (a) a copy of the current version of this constitution; and
- (b) a copy of the CIO's latest Trustees' Annual Report and statement of accounts.

12. Retirement and removal of Charity Trustees

(1) A charity trustee ceases to hold office if he or she:

- (a) retires by notifying the CIO in writing (but only if enough charity trustees will remain in office when the notice of resignation takes effect to form a quorum for meetings);
 - (b) is absent without the permission of the charity trustees from all their meetings held within a period of six months and the trustees resolve that his or her office be vacated;
 - (c) dies;
 - (d) in the written opinion, given to the company, of a registered medical practitioner treating that person, has become physically or mentally incapable of acting as a director and may remain so for more than three months;
 - (e) is disqualified from acting as a charity trustee by virtue of sections 178-180 of the Charities Act 2011 (or any statutory re-enactment or modification of that provision).
- (2) Any person retiring as a charity trustee is eligible for reappointment.
- (3) A charity trustee who has served for three consecutive terms may not be reappointed for a fourth consecutive term but may be reappointed after an interval of at least one year.

13. Taking of decisions by Charity Trustees

Any decision may be taken either:

- at a meeting of the charity trustees; or
- by resolution in writing [or electronic form] agreed by a majority of all of the charity trustees, which may comprise either a single document or several

documents containing the text of the resolution in like form to which the majority of all of the charity trustees has signified their agreement.

Such a resolution shall be effective provided that

- a copy of the proposed resolution has been sent, at or as near as reasonably practicable to the same time, to all of the charity trustees; and
- the majority of all of the charity trustees has signified agreement to the resolution in a document or documents which has or have been authenticated by their signature, by a statement of their identity accompanying the document or documents, or in such other manner as the charity trustees have previously resolved, and delivered to the CIO at its principal office or such other place as the trustees may resolve within 28 days of the circulation date.

14. Delegation by Charity Trustees

(1) The charity trustees may delegate any of their powers or functions to a committee or committees, and, if they do, they shall determine the terms and conditions on which the delegation is made. The charity trustees may at any time alter those terms and conditions, or revoke the delegation.

(2) This power is in addition to the power of delegation in the General Regulations and any other power of delegation available to the charity trustees, but is subject to the following requirements:

- (a) a committee may consist of two or more persons, but at least one member of each committee must be a charity trustee;
- (b) the acts and proceedings of any committee must be brought to the attention of the charity trustees as a whole as soon as is reasonably practicable; and
- (c) the charity trustees shall from time to time review the arrangements which they have made for the delegation of their powers.

15. Meetings of Charity Trustees

(1) Calling meetings

(a) Any charity trustee may call a meeting of the charity trustees.

(b) Subject to that, the charity trustees shall decide how their meetings are to be called, and what notice is required.

(2) Chairing of meetings

The charity trustees may appoint one of their number to chair their meetings and may at any time revoke such appointment. If no-one has been so appointed, or if the person appointed is unwilling to preside or is not present within 10 minutes after the time of the meeting, the charity trustees present may appoint one of their number to chair that meeting.

(3) Procedure at meetings

(a) No decision shall be taken at a meeting unless a quorum is present at the time when the decision is taken. The quorum is two charity trustees, or the number nearest to one third of the total number of charity trustees, whichever is greater, or such larger number as the charity trustees may decide from time to time. A charity trustee shall not be counted in the quorum present when any decision is made about a matter upon which he or she is not entitled to vote. Questions arising at a meeting shall be decided by a majority of those eligible to vote.

(c) In the case of an equality of votes, the person who chairs the meeting shall have a second or casting vote.

(4) Participation in meetings by electronic means

(a) A meeting may be held by suitable electronic means agreed by the charity trustees in which each participant may communicate with all the other participants.

(b) Any charity trustee participating at a meeting by suitable electronic means agreed by the charity trustees in which a participant or participants may communicate with all the other participants shall qualify as being present at the meeting.

(c) Meetings held by electronic means must comply with rules for meetings, including chairing and the taking of minutes.

16. Membership of the CIO

(1) The members of the CIO shall be its charity trustees for the time being. The only persons eligible to be members of the CIO are its charity trustees. Membership of the CIO cannot be transferred to anyone else.

(2) Any member and charity trustee who ceases to be a charity trustee automatically ceases to be a member of the CIO.

17. Informal or associate (non-voting) membership

Not applicable

18. Decisions which must be made by the members of the CIO

(1) Any decision to:

(a) amend the constitution of the CIO;

(b) amalgamate the CIO with, or transfer its undertaking to, one or more other CIOs, in accordance with the Charities Act 2011; or

(c) wind up or dissolve the CIO (including transferring its business to any other charity) must be made by a resolution of the members of the CIO (rather than a resolution of the charity trustees).

(2) Decisions of the members may be made either:

(a) by resolution at a general meeting; or

(b) by resolution in writing, in accordance with sub-clause (4) of this clause.

(3) Any decision specified in sub-clause (1) of this clause must be made in accordance with the provisions of clause [28] (amendment of constitution), clause [29] (Voluntary winding up or dissolution), or the provisions of the Charities Act 2011, the General Regulations or the Dissolution Regulations as applicable. Those provisions require the resolution to be agreed by a 75% majority of those members voting at a general meeting, or agreed by all members in writing.

(4) Except where a resolution in writing must be agreed by all the members, such a resolution may be agreed by a simple majority of all the members who are entitled to vote on it. Such a resolution shall be effective provided that:

(a) a copy of the proposed resolution has been sent to all the members eligible to vote; and

(b) the required majority of members has signified its agreement to the resolution in a document or documents which are received at the principal office within the period of 28 days beginning with the circulation date. The document signifying a member's agreement must be authenticated by their signature, by a statement of their identity accompanying the document, or in such other manner as the CIO has specified.

The resolution in writing may comprise several copies to which one or more members has signified their agreement. Eligibility to vote on the resolution is limited to members who are members of the CIO on the date when the proposal is first circulated.

19. General meetings of members

(1) Calling of general meetings of members

The charity trustees may designate any of their meetings as a general meeting of the members of the CIO. The purpose of such a meeting is to discharge any business which must by law be discharged by a resolution of the members of the CIO as specified in clause 18 (Decisions which must be made by the members of the CIO).

(2) Notice of general meetings of members

(a) The minimum period of notice required to hold a general meeting of the members of the CIO is 14 days.

(b) Except where a specified period of notice is strictly required by another clause in this constitution, by the Charities Act 2011 or by the General Regulations, a general meeting may be called by shorter notice if it is so agreed by a majority of the members of the CIO.

(c) Proof that an envelope containing a notice was properly addressed, prepaid and posted; or that an electronic form of notice was properly addressed and sent, shall be conclusive evidence that the notice was given. Notice shall be deemed to be given 48 hours after it was posted or sent.

(3) Procedure at general meetings of members

The provisions in clause 15 (2)-(4) governing the chairing of meetings, procedure at meetings and participation in meetings by electronic means apply to any general meeting of the members, with all references to trustees to be taken as references to members.

(4) Proxy voting

(a) Any member of the CIO may appoint another person as a proxy to exercise all or any of that member's rights to attend, speak and vote at a general meeting of the CIO. Proxies must be appointed by a notice in writing (a "proxy notice") which:

- (i) states the name and address of the member appointing the proxy;
- (ii) identifies the person appointed to be that member's proxy and the general meeting in relation to which that person is appointed;
- (iii) is signed by or on behalf of the member appointing the proxy, or is authenticated in such manner as the CIO may determine; and
- (iv) is delivered to the CIO in accordance with the constitution and any instructions contained in the notice of the general meeting to which they relate. (b) The CIO may require proxy notices to be delivered in a particular form, and may specify different forms for different purposes.

(c) Proxy notices may (but do not have to) specify how the proxy appointed under them is to vote (or that the proxy is to abstain from voting) on one or more resolutions.

(d) Unless a proxy notice indicates otherwise, it must be treated as:

- (i) allowing the person appointed under it as a proxy discretion as to how to vote on any ancillary or procedural resolutions put to the meeting; and
- (ii) appointing that person as a proxy in relation to any adjournment of the general meeting to which it relates as well as the meeting itself.

(e) A member who is entitled to attend, speak or vote (either on a show of hands or on a poll) at a general meeting remains so entitled in respect of that meeting or any adjournment of it, even though a valid proxy notice has been delivered to the CIO by or on behalf of that member.

(f) An appointment under a proxy notice may be revoked by delivering to the CIO a notice in writing given by or on behalf of the member by whom or on whose behalf the proxy notice was given.

(g) A notice revoking a proxy appointment only takes effect if it is delivered before the start of the meeting or adjourned meeting to which it relates.

(h) If a proxy notice is not signed or authenticated by the member appointing the proxy, it must be accompanied by written evidence that the person who signed or authenticated it on that member's behalf had authority to do so.

(5) Postal Voting

(a) The CIO may, if the charity trustees so decide, allow the members to vote by post or electronic mail ("email") to elect charity trustees or to make a decision on any matter that is being decided at a general meeting of the members.

(b) The charity trustees must appoint at least two persons independent of the CIO to serve as scrutineers to supervise the conduct of the postal/email ballot and the counting of votes.

(c) If postal and/or email voting is to be allowed on a matter, the CIO must send to members of the CIO not less than 21 days before the deadline for receipt of votes cast in this way:

(i) a notice by email, if the member has agreed to receive notices in this way under clause 22 (Use of electronic communications), including an explanation of the purpose of the vote and the voting procedure to be followed by the member, and a voting form capable of being returned by email or post to the CIO, containing details of the resolution being put to a vote, or of the candidates for election, as applicable;

(ii) a notice by post to all other members, including a written explanation of the purpose of the postal vote and the voting procedure to be followed by the member; and a postal voting form containing details of the resolution being put to a vote, or of the candidates for election, as applicable.

The charity trustees must –

(i) take reasonable steps to ensure that members and charity trustees are promptly notified of the publication of any such notice or proposal; and

(ii) send any such notice or proposal in hard copy form to any member or charity trustee who has not consented to receive communications in electronic form.

(d) The voting procedure must require all forms returned by post to be in an envelope with the member's name and signature, and nothing else, on the outside, inside another envelope addressed to 'The Scrutineers for The Vine Centre', at the CIO's principal office or such other postal address as is specified in the voting procedure.

- (e) The voting procedure for votes cast by email must require the member's name to be at the top of the email, and the email must be authenticated in the manner specified in the voting procedure.
- (f) Email votes must be returned to an email address used only for this purpose and must be accessed only by a scrutineer.
- (g) The voting procedure must specify the closing date and time for receipt of votes, and must state that any votes received after the closing date or not complying with the voting procedure will be invalid and not be counted.
- (h) The scrutineers must make a list of names of members casting valid votes, and a separate list of members casting votes which were invalid. These lists must be provided to a charity trustee or other person overseeing admission to, and voting at, the general meeting. A member who has cast a valid postal or email vote must not vote at the meeting, and must not be counted in the quorum for any part of the meeting on which he, she or it has already cast a valid vote. A member who has cast an invalid vote by post or email is allowed to vote at the meeting and counts towards the quorum.
- (i) For postal votes, the scrutineers must retain the internal envelopes (with the member's name and signature). For email votes, the scrutineers must cut off and retain any part of the email that includes the member's name. In each case, a scrutineer must record on this evidence of the member's name that the vote has been counted, or if the vote has been declared invalid, the reason for such declaration.
- (j) Votes cast by post or email must be counted by all the scrutineers before the meeting at which the vote is to be taken. The scrutineers must provide to the person chairing the meeting written confirmation of the number of valid votes received by post and email and the number of votes received which were invalid.
- (k) The scrutineers must not disclose the result of the postal/email ballot until after votes taken by hand or by poll at the meeting, or by poll after the meeting, have been counted. Only at this point shall the scrutineers declare the result of the valid votes received, and these votes shall be included in the declaration of the result of the vote.
- (l) Following the final declaration of the result of the vote, the scrutineers must provide to a charity trustee or other authorised person bundles containing the evidence of members submitting valid postal votes; evidence of members submitting valid email votes; evidence of invalid votes; the valid votes; and the invalid votes.
- (m) Any dispute about the conduct of a postal or email ballot must be referred initially to a panel set up by the charity trustees, to consist of two trustees and two persons independent of the CIO. If the dispute cannot be satisfactorily resolved by the panel, it must be referred to the Electoral Reform Services.

20. Saving provisions

(1) Subject to sub-clause (2) of this clause, all decisions of the charity trustees, or of a committee of charity trustees, shall be valid notwithstanding the participation in any vote of a charity trustee:

- who was disqualified from holding office;
- who had previously retired or who had been obliged by the constitution to vacate office;
- who was not entitled to vote on the matter, whether by reason of a conflict of interest or otherwise; if, without the vote of that charity trustee and that charity trustee being counted in the quorum, the decision has been made by a majority of the charity trustees at a quorate meeting.

(2) Sub-clause (1) of this clause does not permit a charity trustee to keep any benefit that may be conferred upon him or her by a resolution of the charity trustees or of a committee of charity trustees if, but for sub-clause (1), the resolution would have been void, or if the charity trustee has not complied with clause 7 (Conflicts of interest).

21. Execution of documents

(1) The CIO shall execute documents either by signature or by affixing its seal (if it has one)

(2) A document is validly executed by signature if it is signed by at least two of the charity trustees.

(3) If the CIO has a seal:

- (a) it must comply with the provisions of the General Regulations; and
- (b) the seal must only be used by the authority of the charity trustees or of a committee of charity trustees duly authorised by the charity trustees. The charity trustees may determine who shall sign any document to which the seal is affixed and unless otherwise so determined it shall be signed by two charity trustees

22. Use of electronic communications

(1) General

The CIO will comply with the requirements of the Communications Provisions in the General Regulations and in particular:

- (a) the requirement to provide within 21 days to any member on request a hard copy of any document or information sent to the member otherwise than in hard copy form;

(b) any requirements to provide information to the Commission in a particular form or manner.

(2) To the CIO Any member or charity trustee of the CIO may communicate electronically with the CIO to an address specified by the CIO for the purpose, so long as the communication is authenticated in a manner which is satisfactory to the CIO.

(3) By the CIO

(a) Any member or charity trustee of the CIO, by providing the CIO with his or her email address or similar, is taken to have agreed to receive communications from the CIO in electronic form at that address, unless the member has indicated to the CIO his or her unwillingness to receive such communications in that form.

(b) The charity trustees may, subject to compliance with any legal requirements, by means of publication on its website:

(i) provide the members with the notice referred to in clause 19(2) (Notice of general meetings);

(ii) give charity trustees notice of their meetings in accordance with clause 15(1) (Calling meetings); [and submit any proposal to the members or charity trustees for decision by written resolution or postal vote in accordance with the CIO's powers under clause 18 (Members' decisions)]

23. Keeping of Registers

The CIO must comply with its obligations under the General Regulations in relation to the keeping of, and provision of access to, a (combined) register of its members and charity trustees.

24. Minutes

The charity trustees must keep minutes of all:

(1) appointments of officers made by the charity trustees;

(2) proceedings at general meetings of the CIO;

(3) meetings of the charity trustees and committees of charity trustees including:

- the names of the trustees present at the meeting;
- the decisions made at the meetings; and
- where appropriate the reasons for the decisions;

(4) decisions made by the charity trustees otherwise than in meetings.

25. Accounting records, accounts, annual reports and returns, register maintenance

(1) The charity trustees must comply with the requirements of the Charities Act 2011 with regard to the keeping of accounting records, to the preparation and scrutiny of statements of account, and to the preparation of annual reports and returns. The statements of account, reports and returns must be sent to the Charity Commission, regardless of the income of the CIO, within 10 months of the financial year end.

(2) The charity trustees must comply with their obligation to inform the Commission within 28 days of any change in the particulars of the CIO entered on the Central Register of Charities.

26. Rules

The charity trustees may from time to time make such reasonable and proper rules or byelaws as they may deem necessary or expedient for the proper conduct and management of the CIO, but such rules or bye laws must not be inconsistent with any provision of this constitution. Copies of any such rules or bye laws currently in force must be made available to any member of the CIO on request.

27. Disputes

If a dispute arises between members of the CIO about the validity or propriety of anything done by the members under this constitution, and the dispute cannot be resolved by agreement, the parties to the dispute must first try in good faith to settle the dispute by mediation before resorting to litigation.

28. Amendment of constitution

As provided by sections 224-227 of the Charities Act 2011:

(1) This constitution can only be amended:

(a) by resolution agreed in writing by all members of the CIO; or

(b) by a resolution passed by a 75% majority of those voting at a general meeting of the members of the CIO called in accordance with clause 19 (General meetings of members).

(2) Any alteration of clause 3 (Objects), clause [29] (Voluntary winding up or dissolution), this clause, or of any provision where the alteration would provide authorisation for any benefit to be obtained by charity trustees or members of the CIO or persons connected with them, requires the prior written consent of the Charity Commission.

No amendment that is inconsistent with the provisions of the Charities Act 2011 or the General Regulations shall be valid.

(4) A copy of every resolution amending the constitution, together with a copy of the CIO's constitution as amended must be sent to the Commission by the end of the period of 15 days beginning with the date of passing of the resolution, and the amendment does not take effect until it has been recorded in the Register of Charities.

29. Voluntary winding up or dissolution

(1) As provided by the Dissolution Regulations, the CIO may be dissolved by resolution of its members. Any decision by the members to wind up or dissolve the CIO can only be made:

(a) at a general meeting of the members of the CIO called in accordance with clause 19 (General meetings of members), of which not less than 14 days' notice has been given to those eligible to attend and vote:

(i) by a resolution passed by a 75% majority of those voting, or

(ii) by a resolution passed by decision taken without a vote and without any expression of dissent in response to the question put to the general meeting; or

(b) by a resolution agreed in writing by all members of the CIO.

(2) Subject to the payment of all the CIO's debts:

(a) Any resolution for the winding up of the CIO, or for the dissolution of the CIO without winding up, may contain a provision directing how any remaining assets of the CIO shall be applied.

(b) If the resolution does not contain such a provision, the charity trustees must decide how any remaining assets of the CIO shall be applied.

(c) In either case the remaining assets must be applied for charitable purposes the same as or similar to those of the CIO.

(3) The CIO must observe the requirements of the Dissolution Regulations in applying to the Commission for the CIO to be removed from the Register of Charities, and in particular:

(a) the charity trustees must send with their application to the Commission:

(i) a copy of the resolution passed by the members of the CIO;

(ii) a declaration by the charity trustees that any debts and other liabilities of the CIO have been settled or otherwise provided for in full; and

(iii) a statement by the charity trustees setting out the way in which any property of the CIO has been or is to be applied prior to its dissolution in accordance with this constitution;

(b) the charity trustees must ensure that a copy of the application is sent within seven days to every member and employee of the CIO, and to any charity trustee of the CIO who was not privy to the application.

(4) If the CIO is to be wound up or dissolved in any other circumstances, the provisions of the Dissolution Regulations must be followed.

30. Interpretation

In this constitution: “connected person” means:

(a) a child, parent, grandchild, grandparent, brother or sister of the charity trustee;

(b) the spouse or civil partner of the charity trustee or of any person falling within sub-clause (a) above;

(c) a person carrying on business in partnership with the charity trustee or with any person falling within subclause (a) or (b) above;

(d) an institution which is controlled –

(i) by the charity trustee or any connected person falling within sub-clause (a), (b), or (c) above; or

(ii) by two or more persons falling within sub-clause (d)(i), when taken together

(e) a body corporate in which

(i) the charity trustee or any connected person falling within sub-clauses (a) to (c) has a substantial interest; or

(ii) two or more persons falling within sub-clause (e)(i) who, when taken together, have a substantial interest. Section 118 of the Charities Act 2011 apply for the purposes of interpreting the terms used in this constitution.

Notes

“General Regulations” means the Charitable Incorporated Organisations (General) Regulations 2012.

“Dissolution Regulations” means the Charitable Incorporated Organisations (Insolvency and Dissolution) Regulations 2012.

The “Communications Provisions” means the Communications Provisions in [Part 9, Chapter 4] of the General Regulations. “charity trustee” means a charity trustee of the CIO. A “poll” means a counted vote or ballot, usually (but not necessarily) in writing.

Version: 1 June 2021

5. About the Consultants

The strategic plan has been drafted by Scott Sullivan and Hilary Barnard. Scott and Hilary have been supporting the Landguard partners since August 2019.

Their consultancy support has included:

- Undertaking the Governance and Organisational Development review, including advising the volunteer led organisations on their future governance
- Advising on the governance structure and governing documents for the Landguard Trust
- Supporting the recruitment of the Board for the Landguard Trust
- Facilitating the Board in developing its strategy
- Drafting this plan

Scott and Hilary have previously collaborated on several projects including:

- Business planning for Thames Chase Trust
- Organisational review of Tilbury on the Thames Trust
- Business planning for Coalhouse Fort
- Strategic review for South West Museum Development

Scott Sullivan MRTPI MCIOF

Scott Sullivan is the Founder and Director of Scott B Sullivan Associates (SBSA), specialising in planning and fundraising for heritage and the environment, and a Director of Resources for Change.

He is a Chartered Town Planner able to provide qualified advice that gets the best from the planning process, coupling this professional background with extensive experience in securing funding as a certified Fundraiser. He is on the Heritage Fund's Register of Support Services 2018 - 2022, providing advice and guidance to a range of National Lottery Heritage Fund schemes across the country.

Scott specialises in developing, delivering and evaluating heritage, environment and arts/culture place-based projects. Since 2015, he has worked with 26 clients across 62 projects, raising in excess of £7.5 million to help better connect people to place.

Recent projects include:

- Bedgebury Pinetum Audience Development Plan (2021 – ongoing) – Audience engagement and research to better understand existing and potential audiences

to inform future audience engagement strategies. Included public consultation stalls, surveys and interview work.

- Land of the Fanns (2019 - ongoing) – Stakeholder engagement to support evaluation and legacy planning for a 5 year £2.4million Heritage Fund Landscape Partnership scheme in South West Essex and East London.
- Festival of Archaeology (2020 – ongoing) – Stakeholder engagement to support evaluation planning and delivery for the Council for British Archaeology to inform future strategic planning for a national annual Festival. Testing new delivery approaches as a result of COVID-19.
- Tilbury Carnival (2019) – Development and implementation of a fundraising strategy to raise £72,000 to deliver a Windrush inspired activity programme and Carnival on behalf of a range of partners and stakeholders
- Bata Heritage Centre (2017-2019) – Fundraising and project management to restore and share a fire damaged heritage collection and heritage centre relating to the industrial and social history of the British Bata Shoe Company in East Tilbury.
- Miner2Major Landscape Partnership (2018) – Completion of a Stage 2 application to HLF worth £3.8million as an interim consultant including preparing a comprehensive programme manual and associated financials.
- Coalhouse Fort (2013-2015) – Lead the Round 1 and 2 submission for a £1.3million HLF scheme, including writing the 3-year Activity Plan that guided the work of 2 Community Engagement Officers employed by the scheme.
- Land of the Fanns Landscape Partnership (2013-2017) – Lead the development of a 5-year HLF programme worth £2.5million to enhance the landscape of South Essex and East London, including writing the Landscape Conservation Action Plan – the Activity Plan for this funding programme.

Hilary Barnard MBA FCIPD

Hilary Barnard is a highly experienced organisational consultant specialising in strategic and business planning, governance, and organisational development. Hilary has extensive consultancy and management experience with Boards, Chief Executives, senior managers, and elected Members throughout the UK and in wider international work.

He has undertaken over 50 governance reviews including Trust for Conservation Volunteers, Fulham Palace Trust, National Governance Association, GEM, SSAFA, Crohn's & Colitis UK, Electricity Safety Council, CISV International, British Exploring Society, and Concern Worldwide UK. His governance review work has included widespread use of Board skills audits, auditing governance using the Charity

Governance Code, and detailed reports setting out practical plans to improve governance.

His consultancy work has included:

- Designing and delivering residential and online leadership programmes, including for the Association of Independent Museums, School for Social Entrepreneurs, MaiKhanda project (Malawi) and NAPIMS (Nigeria).
- Designing and delivering in-depth action learning programme for Department of Health.
- Several major evaluation studies including the TimeBank Talking Together programme, Acme UK and international and UK residencies and awards programmes, CABI Spaceshaper programme, Nationwide Building Society Corporate Social Responsibility programme, the ACEVO Capacitybuilders programme, and a review of community trust for the Francis Crick Institute
- Policy and project management for Children's Workforce Network in England facilitating partnership development with Sector Skills bodies, local government, workforce reform, regulatory agencies and Government Departments and Offices
- Supporting 18 charity merger processes
- Over 50 projects for the Lloyds Bank Foundation.

Hilary is the Independent Chair of Creative Barking & Dagenham (an Arts Council CPP programme). He was a Senior Visiting Fellow at Cass Business School, and the External Examiner for MSc in Voluntary & Community Sector Studies at Birkbeck College, University of London.

Hilary is the co-author of Successful Governance of Museums (AIM 2020); Working Better Together: How YPFs are raising the game for local collaboration (YPF Trust 2021); Plan for the Future (ICSA 2015); Improving Equality and Diversity (ACEVO 2011); and Strategies for Success (NCVO 1994). He is the author of Really Intelligent Commissioning (ACEVO 2009), and Vertical Integration (NCB 2007),



CABINET

Tuesday, 07 March 2023

Subject	Leiston Town Centre Masterplan Framework
Report by	Councillor Craig Rivett Deputy Leader and Cabinet Member with responsibility for Economic Development
Supporting Officer	Paul Wood Head of Economic Development & Regeneration Paul.wood@eastsuffolk.gov.uk 07798 797275 Richard Best Collaboration & Connecting Programme Manager Richard.best@eastsuffolk.gov.uk 01502 534605

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

Purpose and high-level overview

Purpose of Report:

To approve the Leiston Town Centre Masterplan Framework document and the high-level conceptual designs contained within, as the basis to guide the future development of Leiston town centre that will attract future private and public sector investment.

Leiston has a strong and proud history of industry, however the decline the Garrett long shop engineering works, which has only been partially offset by the Sizewell nuclear developments. More recently Leiston Town Council and local community have developed a Neighbourhood Plan for the town including a vision and policies to inform and chart future land use, leisure and amenity plans for Leiston to 2029. It is proposed that this Masterplan Framework document once approved provides a basis to inform a review of the current Neighbourhood Plan.

Leiston Community Land Trust (LCLT) have also developed a positive business plan for the town, which proposes the opportunities for regeneration of three key sites – Post Office Square, Church square and Market square. The LCLT has already raised the necessary funding to design and deliver the extensive public realm improvements to Church square, which were formerly opened June 2022.

The Masterplan Framework provides Leiston with the opportunity to consider the positive work already completed within the town, the existing plans and proposals that have been prepared for three key sites by the LCLT and to develop these further within a wider town centre plan. The Masterplan Framework aims to address some of the fragmentation that exists across the town, improve the connectivity between the identified character areas, develop Leiston's unique selling point further and provide short to long-term aspirational high level concept design options for the town. Once completed and delivered, this approach will drive sustainable economic viability of the wider town centre, attracting further public and private sector investment, to ensure long term vitality and recovery of the town, and with links to the potential construction of Sizewell C.

Options:

Option 1 – Not to approve the Leiston Town Centre Masterplan Framework Vision. It will be difficult to progress the regeneration of the town in a structured and cohesive manner at this time, necessary to appease funding opportunities such as the Levelling Up Fund in addition to private sector investment. The development and delivery of projects without the masterplan framework could deliver a fragmented and disjointed approach to the wider regeneration of the Leiston town centre over time.

Option 2 – Approve the Leiston Town Centre Masterplan Framework, which will enable the development of detailed short, medium and long-term project development options and design concepts in readiness for future funding application opportunities, which if successful, will drive the regeneration of the town centre and ensure its inclusive and sustainable viability through a cohesive, strategic high-level plan. This will also act as a catalyst for a submission to the Levelling up Fund round 3 and other future external funding opportunities

Recommendations:

1. That the Leiston Town Centre Masterplan Framework document be approved to inform the future development of development projects within the town.
2. That the subsequent development of projects be approved, to include feasibility and business case development based on the outcomes of the masterplan, including working with other landowners
3. That future funding bid opportunities be approved to draw down external funding support to deliver projects once developed.

Corporate Impact Assessment

Governance:

The future governance arrangements necessary to drive, develop and deliver the short-, medium- and long-term objectives and resulting projects is to be determined in consultation with the key Leiston stakeholders including Leiston Town Council, Leiston Community Land Trust, Leiston Together and East Suffolk Council, following approval of the masterplan Framework document by Cabinet.

It is likely that a Place Board type structure will be adopted however, this is subject to further consultation with local stakeholders.

ESC policies and strategies that directly apply to the proposal:

East Suffolk Economic Strategy, East Suffolk Council 2020-2024

East Suffolk Visitor Economy Strategy

Leiston Neighbourhood Plan 2017

Suffolk Coastal Local Plan, East Suffolk 2020

East Suffolk Cycling and Walking Strategy 2022

Leiston Conservation Area Appraisal, December 2014

Other Strategies Considered:

A Route to Net Zero in Leiston, Technical Report Summary, Net Zero Leiston

Traffic Management Strategy

Leiston Community Land Trust Business Plan 2021

Environmental:

The Masterplan Framework considers the East Suffolk Cycling and Walking Strategy, proposing improved connectivity to existing routes around the town centre, North, West and Southeast of the town.

Biodiversity improvements to each of the existing green spaces are proposed and in preference to introducing further green space within the existing urban, historic high street.

Leiston's Net Zero aspirations to reduce carbon emissions is considered within the Masterplan Framework high-level concept designs, to support the development of a more sustainable town centre.

Equalities and Diversity:

A high-level Equality Impact Assessment (EqIA) has been completed for this project and more detailed EqIA's will be completed for each of the resulting future each of the future projects to be developed.

Financial:

There are no immediate financial implications resulting from the approval of the masterplan framework. This will be used as a robust evidence base when applying for external funding, such as the Levelling Up Fund, to fund project recommendations flowing from the framework.

Human Resources:

No impact.

ICT:

Not applicable

Legal:

No impact at this stage.

Risk:

- Not approving the Masterplan Framework will negatively impede Leiston's opportunity to progress positive project development and aspirational regeneration to deliver the town's vision and ambitions aligned with other ESC towns e.g. Lowestoft and Felixstowe.
- Uncertainties over a Neighbourhood Plan review to be led by Leiston Town Council and supported by East Suffolk Council and informed by the outcomes of this Masterplan Framework.
- External funding opportunities require grant and funding applicants to be *shovel ready* in terms of their regeneration projects with an informed, sound and cohesive long-term strategic plan in place. If Leiston does not have this Strategic plan in place, there is a risk that it will not be possible to develop projects to a *shovel ready* stage and to draw down external investment to enable the regeneration of the town.
- Managing expectations of businesses and the community who will want to see the recommendations come forward very quickly. This will be addressed through regular communications and updating the community on future potential opportunities.
- Some of the recommendations may be unviable for development following further feasibility, however the masterplan vision sets out several options for development.
- Most of the sites rely on third party land and buildings and there is a risk in respect of their interest and engagement in the planned opportunities.

External Consultees:

The development of the Masterplan Framework has been widely consulted with external key stakeholders and the Leiston community. External consultees include the following:

Leiston Town Council
Leiston Together
Suffolk County Council
Leiston Community Land Trust
Suffolk Constabulary

	<p>Citizen Advice Bureau Suffolk Libraries Leiston General Practice Surgery Alde Valley High School Long Shop Museum The Co-Op Super Market Modece Architects</p> <p>The extensive consultation process has included 1-2-1 consultations with key internal and external stakeholders, open public consultation events, online surveys, workshop events with the local high school and further discussions held at each stage of the project development.</p>
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Strategic Plan Priorities

Select the priorities of the Strategic Plan which are supported by this proposal: (Select only one primary and as many secondary as appropriate)		Primary priority	Secondary priorities
T01	Growing our Economy		
P01	Build the right environment for East Suffolk	<input 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 type="checkbox"/>
P04	Business partnerships	<input type="checkbox"/>	<input type="checkbox"/>
P05	Support and deliver infrastructure	<input type="checkbox"/>	<input checked="" type="checkbox"/>
T02	Enabling our Communities		
P06	Community Partnerships	<input type="checkbox"/>	<input type="checkbox"/>
P07	Taking positive action on what matters most	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P08	Maximising health, well-being and safety in our District	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P09	Community Pride	<input type="checkbox"/>	<input checked="" type="checkbox"/>
T03	Maintaining Financial Sustainability		
P10	Organisational design and streamlining services	<input type="checkbox"/>	<input type="checkbox"/>
P11	Making best use of and investing in our assets	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P12	Being commercially astute	<input type="checkbox"/>	<input type="checkbox"/>
P13	Optimising our financial investments and grant opportunities	<input type="checkbox"/>	<input type="checkbox"/>
P14	Review service delivery with partners	<input type="checkbox"/>	<input type="checkbox"/>
T04	Delivering Digital Transformation		
P15	Digital by default	<input type="checkbox"/>	<input type="checkbox"/>
P16	Lean and efficient streamlined services	<input type="checkbox"/>	<input type="checkbox"/>
P17	Effective use of data	<input type="checkbox"/>	<input type="checkbox"/>
P18	Skills and training	<input type="checkbox"/>	<input type="checkbox"/>
P19	District-wide digital infrastructure	<input type="checkbox"/>	<input type="checkbox"/>
T05	Caring for our Environment		
P20	Lead by example	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P21	Minimise waste, reuse materials, increase recycling	<input type="checkbox"/>	<input type="checkbox"/>
P22	Renewable energy	<input type="checkbox"/>	<input type="checkbox"/>
P23	Protection, education and influence	<input type="checkbox"/>	<input type="checkbox"/>

XXX	Governance		
XXX	How ESC governs itself as an authority	<input type="checkbox"/>	<input type="checkbox"/>
<p><u>Build the right environment for East Suffolk</u></p> <p>The Masterplan Framework will enable the long-term sustainable regeneration of the wider Leiston town centre through extensive public realm improvements, to provide a cohesive and connected town and build upon the positive work already undertaken through the Neighbourhood Plan and the Business Plan development. The short, medium and long-term high level concept design options detailed with the Masterplan Framework document are informed through wide consultation with key stakeholders and the local community, to build on the existing plans e.g. Leiston Business plan and Neighbourhood plan, to provide a sustainable, improved environment for the future.</p> <p><u>Attract and stimulate inward investment</u></p> <p>The Masterplan Framework documents will be used by ESC and partners to draw down external public and private sector funding by demonstrating a place that has a considered, joined up, informed and cohesive long-term strategic plan for the area. Funders, particularly government departments, are increasingly requiring this level of strategic, high level conceptual design readiness.</p> <p><u>Support and deliver infrastructure</u></p> <p>The Leiston Town Centre Masterplan Framework includes ten key sites proposed for future development over the next 1–15-year period. Some of these sites will require significant infrastructure improvements including for example the delivery of the Road Traffic Management Strategy and proposed developments at Market Square and the Waterloo Centre.</p> <p><u>Taking positive action on what matters most</u></p> <p>The Masterplan Framework includes a short, medium and long- term prioritisation for delivery of proposed regeneration across the town centre. The determination and inclusion of the ten key sites within the project footprint have been informed and prioritised through consultation, feedback received, and consideration of existing plans developed by Leiston key stakeholders e.g., Neighbourhood Plan and the Business Plan. These plans have informed the high-level concept designs and the 1–15-year delivery plan.</p> <p><u>Maximising health, well-being and safety in our District</u></p> <p>The Traffic Management Strategy proposes extensive infrastructure improvement to the existing road and footpath network within Leiston Town centre, to provide a much safer and greener environment that will encourage improved cycling and pedestrianisation of some of the town centre. A potential opportunity for a new GP surgery proposed at the Waterloo Centre to reflect increasing health demand and growth within the town.</p> <p><u>Community Pride</u></p> <p>Leiston is in urgent need of wider regeneration of its town centre, with some areas being dilapidated and requiring significant restoration. The Leiston Town Centre Masterplan Framework provides a high-level strategic plan for major regeneration of the town centre. This will instil community pride and make Leiston a more attractive place for communities, visitors and tourists contributing to their health and wellbeing and the economic sustainability and the economic viability of the town.</p>			

Making best use of and investing in our assets

Several ESC owned assets are included within the Masterplan Framework project footprint, including the historic building off main Street and home to the existing town council offices and library, 16a – 22b Sizewell Road and land within the Market Square site. The Masterplan Framework proposes positive options and best uses of these sites and assets going forward, to contribute toward the delivery of the councils' key objectives and to promote Leiston's sustainable economic regeneration.

The masterplan Framework proposals include a number of sites and assets that are in third party ownership where engagement with those owners has not fully progressed at this time.

Lead by example

By ESC investing in its own assets as detailed above, it is anticipated that Leiston will be the catalyst to attract wider private and public sector investment. This is demonstrated in other ESC towns e.g., Lowestoft, where other private sector owners have invested in their own properties as a direct result of the Council's positive investments and interventions.

Background and Justification for Recommendation

1 Background facts	
1.1	Town centres across the country are competing to regenerate and recover, particularly post the Covid pandemic. A Masterplan Framework informed and owned by the community and key stakeholders is necessary to ensure the town's future development is aligned with local aspirations and vision. Lowestoft provides a recent example of how this high-level strategic approach is now driving positive regeneration of the wider town centre by providing a joined up, informed approach to the planning and development within the town.
1.2	Extensive previous work undertaken within Leiston, including the Neighbourhood Plan development, Traffic Management Strategy and LCLT's work in developing their Business Plan for the regeneration of three key sites within the town and the delivery of the Church Square public realm improvements, is the catalyst for this Masterplan Framework development. These studies and existing development plans have been thoroughly reviewed and triangulated through extensive consultation, to inform this piece of work. This current thinking and proposed development in Leiston is taken forward by the LDA Design team to provide ambitious high level concept designs, to enable the economic, social, and environmental viability of Leiston, through progressive regeneration and ability to draw down public and private sector funding.
1.3	This document will be used to provide the context and strategic framework necessary, to identify and prioritise projects and enable their corresponding business case development, supported through detailed feasibility studies. This state of readiness will ensure that future developed projects are 'shovel ready' to inform future funding bid applications, to draw down private and public sector investment necessary to regenerate the town.

2 Current position	
2.1	Leiston was a successful historic industrial town, famous for its engineering production and manufacturing through the growth of the Garrett Long Shop works manufacturing production line, which exported engineering products across the world. More recently, nearby Sizewell has seen the development of two nuclear power stations, Sizewell A and B, with a third power station Sizewell C granted a Development Consent Order in July 2022. It is considered that this further development would impact on the surrounding nearby towns particularly Leiston, as well as present significant opportunities to promote the town's recovery and growth.
2.2	The previous work undertaken in Leiston and referred to in section 1.1, informed the selection of the ten key sites that make up the project footprint and are listed and detailed within the Masterplan Framework document. The project footprint is further defined by six identified distinct character areas, which provide improved connectivity and coherence across the town and addresses the fragmentation that currently exists.

3 How to address current situation	
3.1	LDA Design were appointed as principal designer for this project after a competitive tender process Autumn 2022. The successful supplier is required to consider the regeneration and high-level urban planning opportunities within the agreed project footprint in Leiston Town Centre. The development of the resulting Masterplan Framework will provide a high level coherent, joined up strategic plan and concept designs to inform the future development of the town, building on the positive work already completed by Leiston Town Council and the LCLT. The Masterplan Framework, once approved by ESC Cabinet, will be used to identify and prioritise potential key projects to be developed through the business planning and feasibility process. This work will then enable the preparation and submission of future funding applications when funding opportunities become available, to draw down significant public and private sector investment to Leiston, to promote its regeneration and sustainable development over the next 1-15 years. This has not previously been possible in Leiston.
3.2	The Leiston Masterplan Framework is informed through wide consultation with key internal and external stakeholders and a broad sector of the local community. Further public consultation is necessary in terms proposals to come forward and engagement with landowners is required in terms of those sites and assets not under the Local Authorities ownership.

4 Reason/s for recommendation	
4.1	To provide Leiston with a Masterplan Framework and ambitious high-level vision, which will over time facilitate and influence the regeneration and sustainable economic viability of the town, by attracting significant public and private sector inward investment.
4.2	To provide a sense of place to establish Leiston as a more attractive, vibrant, and desirable destination place. This will allow people to primarily spend increased leisure time, whether during the day, or as part of the night-time economy, to encourage people to dwell and shop.

Appendices

Appendices:	
Appendix A	Leiston Town Centre Masterplan Framework

Background reference papers:	
None.	



Leiston Town Centre

Masterplan Framework
February 2023

LD&A DESIGN



Contents

Executive summary	4	4.0 Key themes and principles	34	Appendix A: Consultation material	118
1.0 Introduction	6	4.1 Key themes	35	A1 Questionnaire graphs	120
1.1 Purpose and scope	7	4.2 Key principles	44	A2 Post card examples	134
1.2 Existing material	8	5.0 Masterplan proposals	46	A3 Newspaper exercise	136
1.3 Structure of this document	9	5.1 A vision for Leiston	48	A4 Stakeholder visioning	
2.0 Context	10	5.2 Townwide strategies	50	and prioritisation exercises	138
2.1 About Leiston	12	5.3 Site proposals	60	A5 Summary matrix	139
2.2 History	14	5.4 The masterplan	94	A6 Online survey results	140
2.3 Social and economic profile	15	6.0 Delivery	96		
2.4 Sizewell C and the opportunities	16	6.1 Feasibility	97		
2.5 The sites	17	6.2 Interdependencies	99		
2.6 Baseline environment	20	6.3 Priorities and timescales	101		
3.0 Consultation	30	6.4 Delivery mechanisms	103		
3.1 Workshop event	31	6.5 Summary of actions	104		
3.2 Other consultation	32	6.6 Site specific costings	106		
3.3 Response to consultation	33	7.0 Conclusion	116		

Executive summary

East Suffolk Council (ESC) have commissioned a Masterplan Framework to inform and better coordinate all wider regeneration activities in Leiston in the coming ten to fifteen years.

The Masterplan Framework acknowledges many of the existing opportunities in Leiston, and includes a vision for the town as a whole with overarching principles that enable existing and future regeneration opportunities to be progressed in a coherent way. The report also provides background to supporting potential future funding applications.

Whilst the Masterplan Framework is not a supplementary planning document and holds no formal planning weight, it should be used to inform and influence decisions, as it will form a key tool for the Council and other stakeholders going forward.

The key output of the document is a masterplan for the town centre, which brings together indicative proposals for the following ten sites in the town centre:

- The Waterloo Centre
- The Doctors Surgery
- Historic Quarter
- The High Street

- Church Square
- The Coop Supermarket
- Market Square
- 16a-22b Sizewell Road
- The Crown Inn
- Leiston Community Centre

A number of existing reports and studies relating to the future development of Leiston town centre have been given careful consideration in the development of the proposals set out in this document. Several of the ten sites in the town centre were identified in some of these studies and all the sites were identified in work by ESC leading up to the preparation of this document as potential development sites or sites that are significant for the town centre.

The document looks at Leiston at three different scales: its wider context and the surrounding landscape, Leiston as a whole and the town centre, where the ten sites are located.

A specific focus was placed on Leiston’s heritage, accessibility on different scales, Leiston’s location in the wider landscape, access to greenspace, Leiston’s town centre offer, and its relationship to the coast and Sizewell.

The Masterplan Framework was underpinned by

a series of consultations events with the public and stakeholders. While the first few events were held in Leiston in October 2022, additional meetings and calls with specific stakeholders helped refine the document further. In addition to the in person events, the public had the chance to voice their opinion in two online surveys, the first after the workshops and the second reflecting on initial draft proposals.

The response to the consultation was very wide ranging, with many people supporting the proposals, embracing change in Leiston, but also concern being raised, mainly in relation to access to the countryside, traffic and parking. Wherever this was possible, the work reflects consultation responses.

Through the baseline and consultation a number of Key Themes and Key Principles were identified that captured a ‘snapshot’ of the town centre and highlights its opportunities and constraints.

The proposals part of the Masterplan Framework starts with setting out a vision for Leiston. This includes:

- Embracing and enhancing the relationship between Leiston and Sizewell / the Coast by enhancing physical connections and exploring a destination facility at Sizewell.
- Promoting Leiston as a visitor destination,

based on its unique historical assets and the independent retail offering within a town centre that could act as a stop-off location as part of a wider trip.

- Capitalising on Leiston’s location on an incredible strategic footpath network which connects it with its rural context and the coast.
- Fully realise, and become independent of, the opportunities for Leiston presented by Sizewell Power Station such as potential increased footfall, opportunities for training and employment and other possible synergies.
- Establishing Leiston as a lead town within East Suffolk for delivering on net zero aspirations by capitalising on existing connections, minimising the need to travel, improving public transport connections and maximising synergies with Sizewell power station.

On a town centre wide scale, the document sets out the potential changes from the Transport Strategy, and suggests complementary measures such as a 20mph zone, junction improvements, enhanced routes, particularly to open spaces within the town, and additional public realm and junction improvements. Aspirational measures could also include the pedestrianisation of the northern end of High Street.

From a townscape angle, the strategy seeks to

ensure that the development of the town centre builds on its existing qualities and establishes a high quality, legible and attractive urban environment that reflects the unique history and character of the town. This could include new development on the High Street, Main Street and Sizewell Road to reflect the existing typical built structure of the town, but introducing a refined network of interconnected spaces.

The strategy also identifies different characters within the town centre and highlights the importance of proposals to be in keeping with the identified character areas.

On a site level, the document includes proposals for each of the ten sites. Small annotated plans give an overview of what is being proposed, outlining buildings retained and proposed, landscape works as well as highlighting overarching connections within the town centre and links to other projects. While proposals are still relatively high level, they provide an idea of the character of spaces and who could potentially occupy the surrounding buildings.

The final section of the document looks at the implementation of the proposals. It categorises the proposals into a short term, medium term and long term timeframe, taking into account complexity, priority within the strategy and other interdependencies.

While some projects are directly dependent on other projects to be implemented first, other proposals can be taken forward without many ties. An overview table summarises anticipated timescales and provides next steps.

The final part of the Masterplan Framework gives an overview on high level costings on a project by project basis.

The document concludes by summarising the different scales and types of project proposed.

It reiterates that the implementation will help Leiston to achieve its full potential by bringing out its sense of place and by cultivating its identity by tapping into its rich history and it will create a significant uplift in terms of aesthetics and facilities within the town.

The document aims to present a coherent approach to actions in Leiston, implemented in small steps, so that projects are coordinated even if implemented in parts.

The proposals will have to be taken forward in a collaborative approach with residents, shopkeepers, interest groups and the Local Authority working together, and this report will hopefully form the starting point of a shared ambition for Leiston.



1.0 Introduction

1.1

Purpose and scope

East Suffolk Council (ESC) has commissioned a Masterplan Framework to inform, and better coordinate, regeneration of key sites in the town centre of Leiston in the coming ten to fifteen years.

The aim of this Masterplan Framework is to consider the ten sites identified by ESC and perceived fragmentation across Leiston's town centre, and improve connectivity between potential uses of the sites, while promoting Leiston's unique selling points of unique character, community, and historic heritage.

The Masterplan Framework acknowledges many of the existing opportunities in Leiston, and includes a vision for the town as a whole with overarching principles that enable existing and future regeneration opportunities to be progressed in a coherent way. The document sets out proposed developments, which will require further feasibility work to understand more detailed requirements, and provides background to enable the opportunity to access future inward investment to Leiston town centre.

The key output of the document is a masterplan for the town centre, which brings together indicative proposals for ten sites in the town centre.

The coordinated Masterplan Framework approach will ensure that the council-owned

assets would be developed with a bigger picture in mind and any potential future acquisitions can be guided by this process.

It also serves as an encouragement for business and community partners to develop their projects and initiatives to benefit and strengthen the regeneration process.

The high level conceptual proposals have been informed by a masterplanning process that has included a review of existing available studies, baseline, reports, and consultation, including a two-day workshop in the town, and a number of meetings throughout with a Working Group set up by ESC.

Importantly, while the masterplan and the proposals for the ten key sites focus on the town centre, they have been informed by higher level strategic thinking that has run throughout the masterplanning process. This thinking is embodied in the twelve key principles (explained in section 4) that were identified subsequent to the workshop, as well as a vision diagram for Leiston and its wider context and a series of townwide strategic plans. This material combines to form the other key output of this document - a guiding Masterplan Framework for development in the town centre.

Whilst the proposals within the document for the ten sites and the document more generally are

a response in large part to the views and ideas expressed, the masterplan team have needed to evaluate and rationalise proposals and continue to review them up to the conclusion of the study.

Whilst the Masterplan Framework is not a supplementary planning document and holds no formal planning weight, it should be used to inform and influence decisions, as it will form a key tool for the Council and other stakeholders going forward.

While considerable time and energy has been invested in developing a robust masterplan and indicative site proposals, it is recognised that the context around these plans will inevitably continue to evolve subsequent to submission of this document. There is flexibility for the proposals to evolve in response to these changes, and the Masterplan Framework will provide an important tool for ensuring that this occurs in a way that is consistent with the broader strategy and vision for the town.

Finally, it should be noted that while ESC advocates all of the measures proposed in the guiding Masterplan Framework, it is recognised that some will be easier to deliver than others, and that further work beyond the scope of this commission will inevitably be required to determine if and how some of them are implemented.

Existing material

The Masterplan Framework relates back to the following planning policy documents:

- Suffolk Coastal Local Plan, East Suffolk Council, September 2020
- Cycling and Walking Strategy, East Suffolk Council, October 2022
- East Suffolk Economic Strategy, East Suffolk Council, 2022 – 2027
- Leiston Conservation Area Appraisal, December 2014
- Leiston Neighbourhood Plan, Made – March 2017

In addition to policy, a range of existing reports and studies relating to the future development of Leiston town centre have already been carried out and have been given careful consideration in the development of the proposals set out in this document. These include the following:

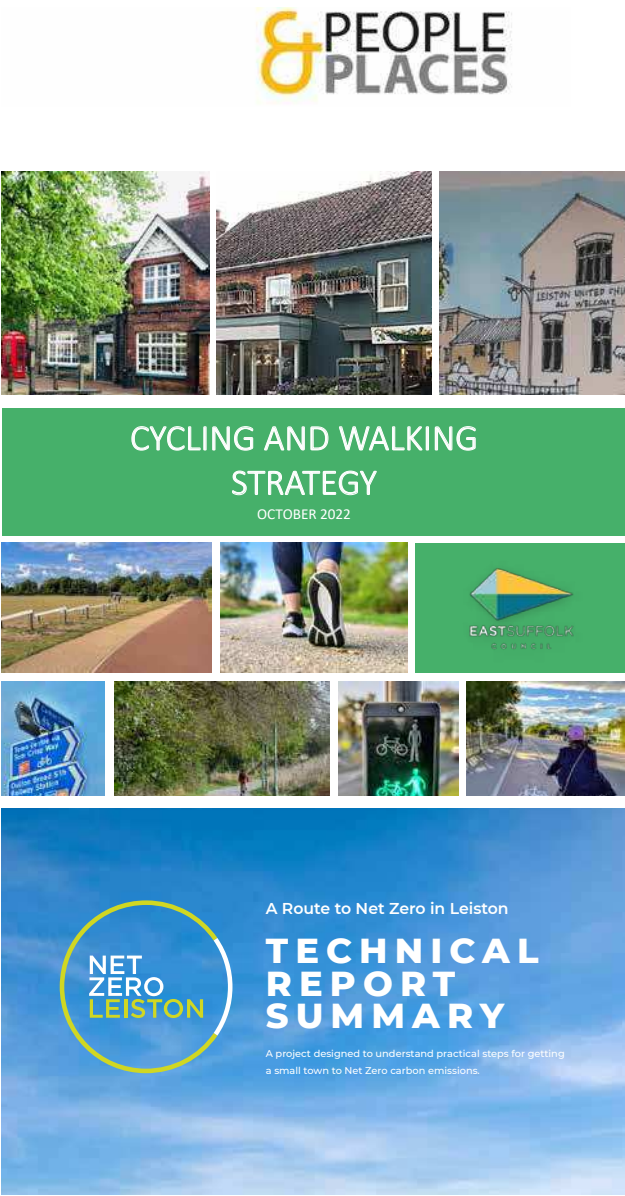
- Aldeburgh, Leiston and Saxmundham Community Partnership profile
- An Economic Plan for Leiston, Leiston Together, March 2017
- Assessing the impact of Covid-19 on East Suffolk town centre businesses – Leiston, East Suffolk Council, March 2022

- A Route to Net Zero in Leiston, Technical Report Summary, Net Zero Leiston
- East Suffolk Strategic Plan 2020-2024, East Suffolk Council
- Leiston Community Land Trust Business Plan 2021
- Leiston Transport Strategy
- Leiston, Understanding the Heart of Our Town, Town Centre Baseline Report, People and Places, September 2019
- Leiston Market Square, Modece Architects
- Proposals by Hoopers Architects for a beach Lido close to Sizewell power station

The existing studies have been produced over a period of several years leading up to this masterplanning work, for a number of purposes. Some have been produced as part of ESC's and Suffolk County Council's multi faceted and on-going responsibilities as local authorities, and in response to changes in circumstances, or opportunities for growth.

The community and the Town Council are active alongside community groups in promoting Leiston through and in response to the studies.

The proposed Sizewell C power station has been the catalyst for some of the studies which promote related initiatives such as the low carbon agenda or to understand and secure mitigation and integration of the new power station.



Structure of this document

The material set out in this Masterplan Framework document is structured as follows:

- 1. Introduction: Sets out the purpose and scope of this document, along with a summary of the key reference material.
- 2. Context: Provides a brief summary of the geographical and historical context of Leiston along with the key findings of the town centre baseline analysis.
- 3. Consultation: Provides a summary of the extensive consultation process, including the workshop, that has been undertaken as part of the masterplanning process.
- 4. Key themes and principles: Sets out the key themes identified subsequent to the workshop along with 12 key principles to guide future development in the town centre.
- 5. Masterplan proposals: Provides a vision for Leiston and its wider context along with four townwide strategies which, together with the twelve key principles, form the guiding Masterplan Framework. Sets out a masterplan for the town centre and indicative proposals for each of the ten key sites, based on the guiding Masterplan Framework and work summarised in Chapters 1 to 4.

- 6. Delivery: Sets out a high-level delivery strategy and costing for the ten indicative site proposals.
- 7. Conclusion: Provides a brief summary and outlook.
- Appendix A: Provides examples of the key material completed by the community and various stakeholders as part of the consultation process.

2.0

Context

2.0

Context

In order to develop a Masterplan Framework for the future development of Leiston town centre, it is first important to understand the context within which the proposals are set. As set out in Section 1.2, a range of material, much of which addresses the economic, social, and environmental context of Leiston, is already available and has been thoroughly reviewed in order to inform this piece of work.

This chapter of the Masterplan Framework document therefore provides a high-level background to Leiston, focusing on the geographical and historical context and the baseline environment within the town centre, which are most relevant to its future development. It also identifies the ten town centre sites for potential development identified by ESC for consideration in developing the Masterplan Framework.



2.1

About Leiston

The town of Leiston is located in the district of East Suffolk, approximately 6km east of Saxmundham and 20km northeast of Ipswich.

The nearest major road to Leiston is the A12, which runs on a broadly northeast axis immediately west of Saxmundham and connects Ipswich with Lowestoft. The closest railway station is located in Saxmundham.

As shown in figure 2.1, although it is not directly on the coast, the town has a strong relationship with it, the centre being just 3km inland from Sizewell Beach. Indeed, the official name of the town is Leiston-cum-Sizewell.

Immediately north of the hamlet of Sizewell, is Sizewell (A and B) power station, which has played an important role in the town in terms of its environmental, social and economic impact since its initial construction in the mid 1960s.

The town sits within an extensive network of Public Rights of Way, which connect it with the surrounding countryside, neighbouring settlements and the coast. There are plans to extend and modify this network as part of the proposals for Sizewell C.

The area of land between Leiston and the coast forms part of the Suffolk Coast and Heaths Area of Outstanding Natural Beauty (AONB), which extends south as far as Felixstowe and north just south of Lowestoft.

The topography of the area is relatively flat and the immediate landscape generally characterised by large, open agricultural fields, though there is a large area of woodland (Kenton Hills and Goose Hill) located approximately 1km north east of the town.

Leiston Abbey, a Scheduled Monument is located just north of the town, immediately west of Abbey Road.

While Leiston is a relatively quiet town, it has a lot to offer with great landscape and beaches on the doorstep, a rich history that can still be experienced in Leiston today and is strongly reflected in the town's historic character, and a varied community and town centre offer, founded on independent businesses.



History

Leiston has a rich heritage as a place that benefited from an intense and key period in its history and development. The town is a relatively small rural community that developed and thrived around a specialised and innovative engineering industry, and the community infrastructure that supported it. Stemming from its rural surroundings, Leiston embraced the industrialised advancement in farming to be a centre for agricultural engineering and transport technology of the time. This has been its historic USP.

The Garrett Long Shop works production line was first developed in Leiston and this drive for simplification and efficiency in engineering production is reflected in the town’s efficient linear streets of red brick Victorian homes of the same period, which sit alongside older traditional East Anglian flint and brick cottages, many of which pre-date the industrialisation of the town.

The town centre is anchored by The Long Shop Museum at its northern edge where it showcases the town’s unique manufacturing history. The town also has Leiston Film Theatre at the southern edge of the town centre, Suffolk’s oldest surviving purpose-built cinema.

Leiston grew from a small and essentially rural settlement into a tight-knit town, with its key industrial focus at its centre supported by a community of employees and service. It could be regarded as having been a sustainable

settlement, and somewhat isolated or different from neighbouring settlements, but certainly not disconnected. Through its key industry, manufacturing, and innovation, Leiston established world-wide connectivity through its exports and its reputation.

Leiston has continued to change over the last 60 years to become larger and more dispersed, and not defined by a single employer at its heart. It is perhaps influenced in many people’s minds now by the major industry of nuclear power generation nearby at Sizewell A and B, but the community of Leiston identify with the town as a place that is quite independent of the neighbouring power station.

Leiston’s rural setting, close to coast, beaches, meres, pine forest, farmland, its industrial heritage, authenticity, good schools and being one of a string of small rural and desirable market town settlements are positive aspects and give it great potential as a great place to live and especially to bring up families.

Sustaining good local jobs and therefore retaining local wealth will ensure that the town can prosper. Changes in working practices and technology together with clean energy can enable Leiston to capture business and entrepreneurial opportunities seeking an exceptional environment assuming the principles sustained by a circular economy coupled by wider environmental, health and wellbeing improvements.



Signage at The Long Shop Museum



The listed Long Shop Buildings



Entrance to the museum

Social and economic profile

This section provides a brief overview of the social and economic profile of Leiston, largely based on the Leiston Neighbourhood Plan 2014-2029, published in March 2017.

The Neighbourhood Plan relies on the 2011 Census as the latest Census at the time. With the information of the 2021 Census not fully released yet, this information still holds up as the latest.

2.3.1 Population and growth

The settlement of Leiston-cum-Sizewell has a population of around 5,500, with an above average proportion of younger people under the age of 25. This age group makes 29% in Leiston, compared to 25% elsewhere in the district.

Since 2001 the overall population of Leiston has grown by 4.4%, which is significantly below the district average of 9.6%. Growth in Leiston can be attributed to most age bands, except the 0-15 year olds and the 25-44 year old, two age bands that are strongly related as ‘young families’. The strongest growth took place in the 45-64 year age bracket.

There is a declining base of young people in Leiston, creating long term problems of an ageing population.

2.3.2 Education and employment

Leiston’s levels of employment are similar to the average of the district, with unemployment at around 3%.

More than 25% of the population in Leiston (aged 16 and above) have no qualifications and the percentage of people educated to degree level or higher is low at just over 15%, compared to 24% in Suffolk. In Leiston more people than (the Suffolk) average are completing an apprenticeship or are educated to A-level or BTEC.

There is an under-representation of the higher skilled sectors such as professional, scientific and technical industries as well as services industries n Leiston.

The working population of Leiston has a higher than average number of people who are self-employed. Strong employment sectors are utilities and energy sector, due to Leiston’s proximity to Sizewell, but also hotels and restaurants as well as health and social work.

The Neighbourhood Plan notes that numbers demonstrated a significant tourist element to Leiston, even though it was not a typical ‘tourist town’.

Numbers show that 56% of the working age population of Leiston work locally, 14% travel to Saxmundham and Framlingham and Ipswich.

2.3.3 Housing

Within Suffolk, Leiston is one of the more affordable towns to buy property with the built structure dense, largely urban in nature and made up by an above average amount of terraces and semi detached dwellings.

Leiston features an above average percentage of rented properties, and social rent in particular with 20%. With a proportion of about 60%, the majority of dwellings are nonetheless owned privately.

With reference to the Suffolk Coastal Local plan, the Leiston Neighbourhood Plan highlights the requirement for around 600 dwelling being built in Leiston in the plan period 2010-2027. A particular need for affordable housing has been identified as one of the strategic objectives of the Local Plan and this is reflected in a substantial waiting list of people wishing to access affordable housing in the Leiston parish.

Sizewell C and the opportunities

There are plans by EDF to create a new 3.2 gigawatt power station (Sizewell C) with two reactors, immediately to the north of the existing facility, Sizewell A and B. A Development Consent Order (DCO) was granted for the project in July 2022. A final decision is anticipated in 2023-2024.

The development associated with this during the construction period would include a temporary campus for approximately 2,400 workers, which will be located immediately east of Eastbridge Road, approximately 1km north of Leiston. A further 550 non home based workers would be accommodated at the existing caravan site in Leiston.

The construction of the power station will take in the order of ten to twelve years and will have a substantial impact on Leiston and its residents through the influx of workers, construction traffic and closing/ re-routing of Public Rights of Way to name a few.

While Leiston needs to be a town independent of Sizewell and find its own niche that is separate to the power plant, it should still capitalise on the opportunities this project brings to the area and the town. An example of the potential for this is the beach Lido proposals by Hoopers Architects for a unique Scandinavian style facility in the dunes, using heat take-off from Sizewell power station.

A number of funding streams have been set up to provide mitigation through the construction and into the operational phase of Sizewell C:

- Employment and skills
- Environment
- Community Fund

In addition, the implementation of a Traffic Management Strategy will help mitigate impact through increased traffic.

Some of the ideas presented in this Masterplan Framework could be financed, at least in parts, by the Community Fund, which will be administered by Suffolk Community Foundation.

These projects might be centred around the net zero carbon aspirations of Leiston to allow the town to put its own sustainable spin on the generation of energy in a region where the energy is pivotal.

Linked to the net zero carbon plans, improvements to pedestrian and cycle connections could add to the wider idea, and projects around improvements to public realm, streetscape and connections in town could be successful in applying for funding.

Funding through the employment and skills fund should create the opportunity for Leiston’s legacy as a centre for manufacturing and technical expertise to be continued.

The sites

Figure 2.2 shows (in red) the ten key town centre sites that were included by ESC in the brief for this masterplan framework document. It also shows (in blue) the extent of the town centre to be considered. It is important to note that the extent of both the sites and the town centre shown should not be interpreted as exact or fixed – they are a starting point for this document only and will need refining as the proposals evolve.

The ten sites have been identified by ESC for a number of reasons: some of the sites are in key locations of the town centre, some had been earmarked for regeneration activities already or were identified for their catalyst function or for their potential to strengthen Leiston’s offer, while other sites were chosen for their potential to consolidate public services.

It is important to note that the sites vary significantly in terms of their ownership, which has a big impact on how the individual proposals can be implemented. While sites in public ownership will be less complex to bring forward, there is still considerable scope for privately owned land to potentially come forward later on in the process, or for land owners to adopt the proposals in this document for their land.

ESC considers this Masterplan Framework document a crucial opportunity to guide the future development of Leiston town centre over

the next 10-15 years and want it to be bold and ambitious.

Whilst discussions are already underway for some sites, others have been selected because they have significant potential, and it is recognised that there will be challenges to realising some of these. The engagement process forms a key component of this piece of work and will need to continue after the document is completed to ensure all opportunities are explored.

Finally, it should be noted that the identification of these ten sites does not exclude the possibility of others coming forward. The key themes, principles and the masterplan set out in Sections 4 and 5 of this document will form a crucial tool in identifying potential additional sites further down the line and ensuring that any proposals for these are consistent with the overall strategy for the town centre.

The ten key sites identified are summarised below:

Site 1: The Waterloo Centre. This site in public ownership was previously part of a school and is currently principally used for community uses. Changes to this site offer the potential to consolidate public services in an accessible site, maximise symbiotic effects between them, and increase the use of already existing facilities.

The central and northern buildings are recent, while the older structure located on the southern edge

of the site is currently undergoing refurbishment. At the centre of the site there is a fenced-in hard-surfaced games area, which appears not to be used. The area of landscape and parking around the buildings and games area is generally in quite poor condition. The Waterloo Centre has a weak relationship with the eastern half of Leiston Recreation Ground due to the existing fence and planting along the site boundary, having been the historical boundary separating the former school from the public recreation field.

Site 2: The Doctors Surgery. This site is currently occupied by the Doctors Surgery, which is accommodated within the historic Victorian building on Main Street and a modern extension to the rear. Proposals provide the opportunity for additional strengthening the heritage offer, while providing a modern GP surgery co-located with other uses. There is a significant change of level across the site with a ramp leading up to a raised area of parking to the rear of the plot giving access to the building’s main entrance at the first floor level. The car park provides an important pedestrian link between the footpath on Main Street and the pedestrian bridge over Park Hill.

Site 3: The Historic Quarter. This site, which is located either side of Main Street, comprises the Long Shop Museum to the south and the Engineers Arms pub, Town Council, Library and Post Office Square (currently used as a car park) to the north.

Together these buildings form part of the historic former industrial core of Leiston. Ownership of the site is partially in public, partially in private hands.

Site 4: The High Street. This site contains the entire stretch of Leiston High Street, which runs from Main Street in the north down to Kings Road in the south. While the street is public highway, the buildings alongside are owned by individual private owners. The High Street formed the historic retail core of the town and currently features a range of retail, leisure and residential uses, including Leiston Film Theatre – the oldest cinema in Suffolk. The tight junction with Cross Street and Sizewell is seen by many as the centre of the town. The High Street with its unique character still forms the centrepiece of the town and its preservation is therefore fundamental.

Site 5: Church Square. This site, owned by the church, comprises the recent landscape improvements that were brought forward by the Community Land Trust, and remodelled the alleyway and garden located immediately south of the United Church Leiston. These improvements include an area of seating and a small garden, as well as improvements to the building itself in the form of a glazed entrance to the rear hall. The alleyway and garden area are usually open to the public, but the Church retains the right to close them off if it desires e.g. for private events.

Site 6: The Co-op site. This site is currently principally occupied and owned by the Co-op supermarket, but also includes a factory shop at the western end of its interface with Sizewell Road. The car park, access and delivery area to the rear of the Co-op building is generally poor in terms of structure, legibility and accessibility. This includes the western end, which has a very weak relationship with the Church Square site. The massing and scale of the main Co-op building also relates poorly to the remaining historic building fabric on Sizewell Road with its non-animated frontage and indistinct street entrance. Due to the site's prominence in the town and significance for pedestrian movement, improvements would have a great impact for the town centre as a whole.

Site 7: The Market Square site. This site comprises three land ownerships: the western parcel owned by Trillium, BT and Royal Mail; the central parcel owned by ESC; and a narrow strip of land along the eastern edge owned by a private landholder. The site currently comprises a mix of uses including a Royal Mail Delivery Office, BT offices, a public car park, semi-derelict land and a bungalow in its own garden plot accessed via Sizewell Road. Access to the site is currently possible via the High Street and a small alleyway off Eastward Ho.

The site in the heart of the town has the potential to be an additional focal point at the southern end of High Street with an increased pedestrian

connectivity and improved public realm offer. A building with council offices and library would draw in people and would support the idea of accessible services in a central location.

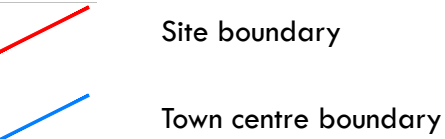
Site 8: 16a-22b Sizewell Road. This site comprises the group of buildings located between the Market Square site and Sizewell Road. Some of them appear to be in poor condition, but they make an important contribution to the character of the Sizewell Road in terms of their scale, massing and use of materials, especially given the insensitivity of recent development near this location. Site and buildings are in public ownership, so that change in this location could be brought underway within a short timeframe.

Site 9: The Crown Inn. This site is currently occupied by a former public house and in private ownership. The building forms an important focal feature on the corner of Sizewell Road and Crown Street, but is currently vacant and in declining condition. There is also a small timber barn-type building located in the corner of the site, off Crown Street, which adds to the location's character and is potentially of heritage interest.

Site 10: Leiston Community Centre. This site is currently occupied by Leiston Community Centre and comprises a modern, single-storey structure set back from the road, with parking to the front and rear. A footpath linking King George's Avenue

with the allotments to the north runs immediately east of the site boundary.

A potential relocation of the centre would allow for an increased size and improved offer and would allow for new housing in short distance of the town centre.



278 Figure 2.2: Town centre and sites location plan

2.6
Baseline environment

2.6.1 Access and movement

Leiston benefits from a strong setting amidst a varied network of routes. These connect the town with its more rural hinterland, but also provides great connections towards the sea and important sites close by.

A National Cycle Network route runs close to Leiston, looping through Suffolk and connecting to Leiston Abbey and Dunwich by the Sea.

Many of the local routes provide direct access to beautiful countryside, and the network of paths is particularly pronounced towards the east and southeast, where routes lead through commons, areas of heathland and fragmented woodlands towards the coast. The area around Sizewell will be subject to diversions due to Sizewell C construction, but remains reasonably accessible and integrated, with some of the routes being reinstated on construction completion.

ESC is promoting a number of Leisure Routes as part of their Cycling and Walking Strategy and these will focus on connections running from Leiston towards the north, west and southeast.

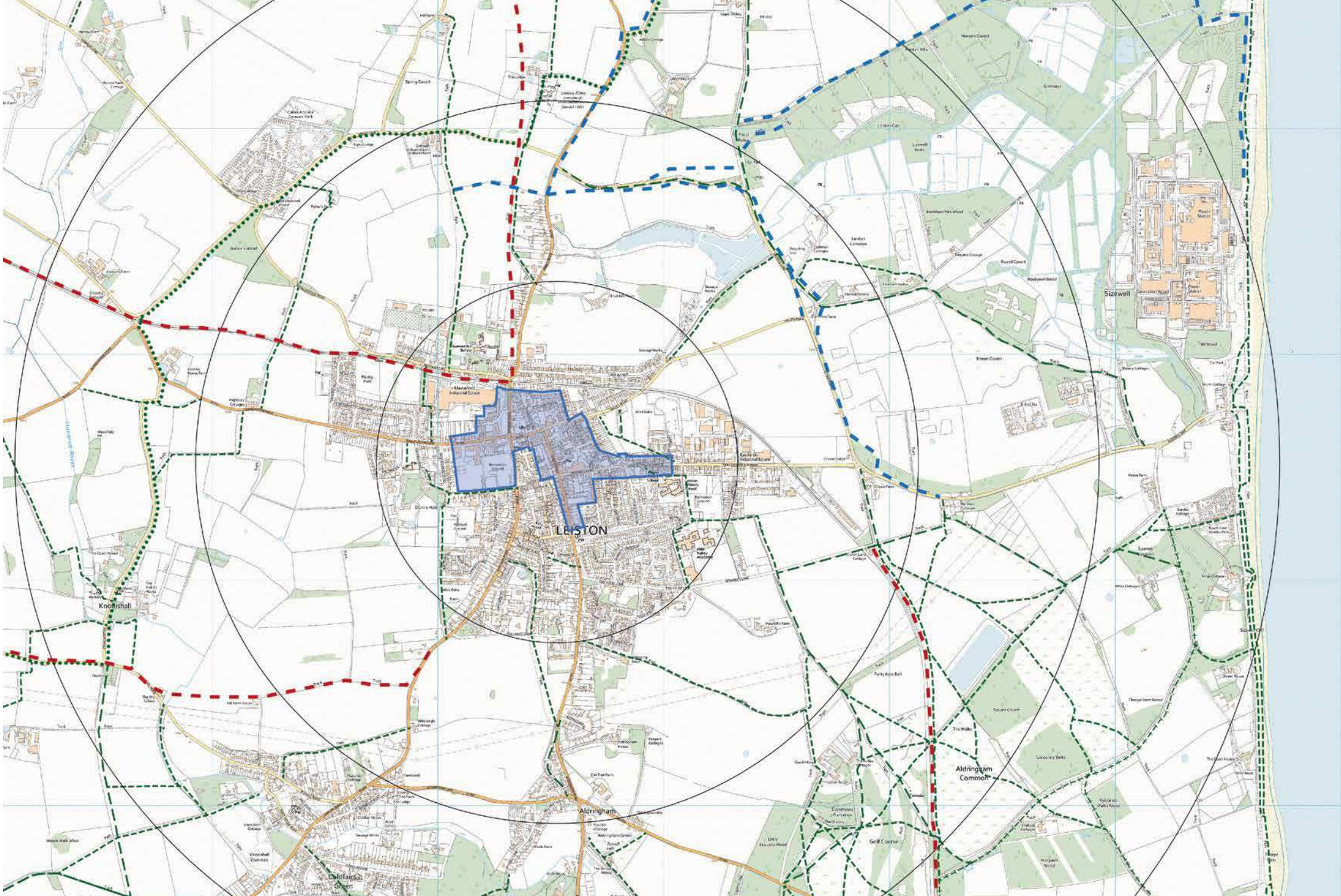
These Leisure Routes and many of the Public Rights of Way lead into Leiston and its fringes. However, very few paths lead all the way into the town centre itself.

As Leiston effectively functions as a connector into all directions, the shortcomings of the town centre as the core connecting element becomes apparent, and shortfalls in the quality of its pedestrian and cycle environment and the usability of its junctions are important issues to be addressed.

Leiston benefits from its location close to the sea. Journeys to Sizewell Beach by car are under ten minutes, and there different walking routes leading there. However, there is little public transport to local beaches with Aldeburgh being the closest beach accessible by bus. There are also Saturday services running to Dunwich, but all in all public transport remains limited.

The town features a bus service to Saxmundham, Ipswich, Aldeburgh and Woodbridge. Buses run on an hourly basis during the day, stopping around 7pm. While locations of Aldeburgh and Saxmundham take half an hour and less, connections to Ipswich take 1.5 hours.

- Town centre boundary
- Public Right of Way - Footpath
- Public Right of Way - Bridleway
- Public Right of Way - Byway
- National Cycle Network
- Walking distance 800m - 10 min walk
- Leisure routes - ESC Cycling and Walking Strategy
- Proposed enhancements/diversions from Sizewell C DAS



279 Figure 2.3: Access and movement plan (strategic)

2.6.1 Access and movement

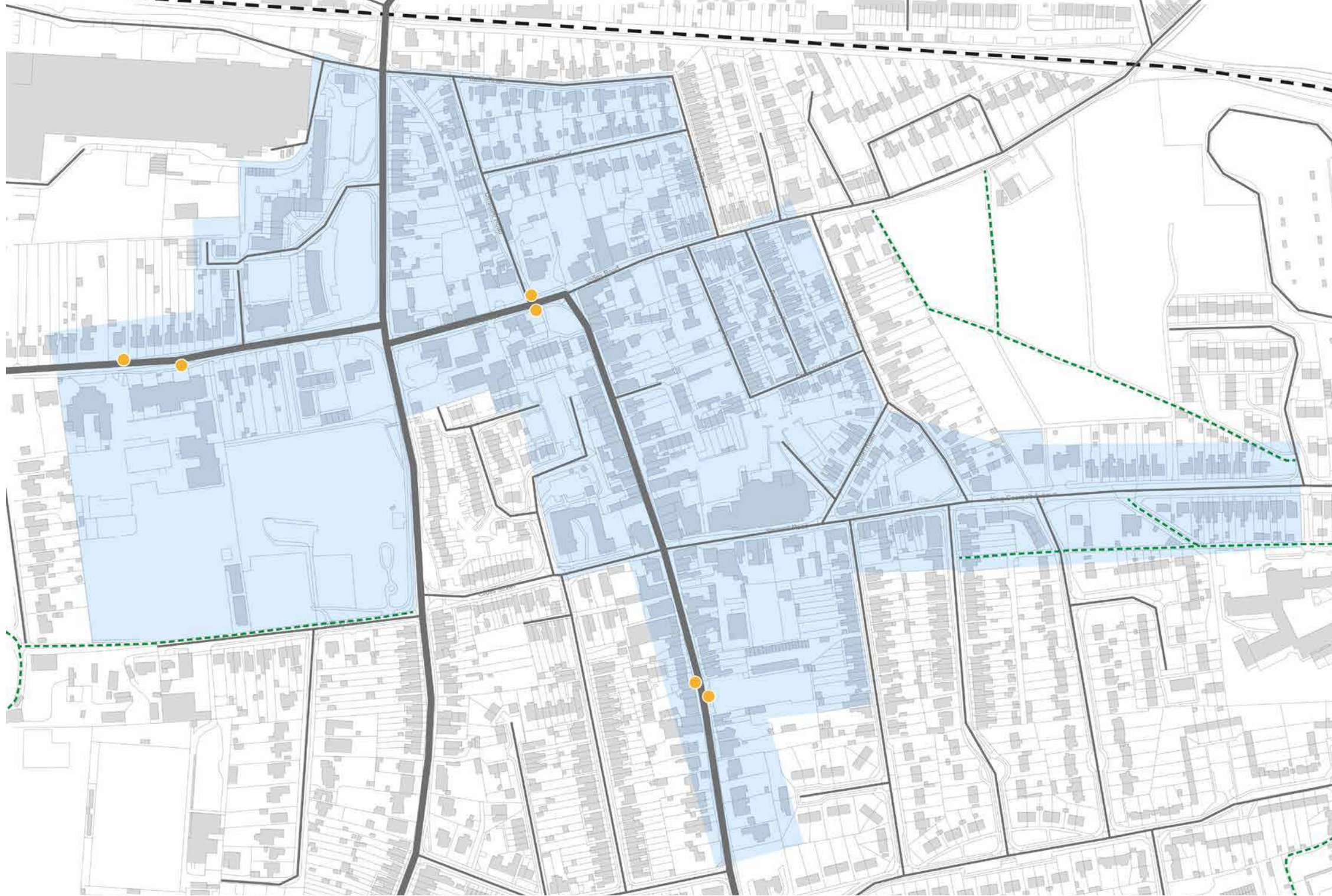
On a town centre level, Leiston's road network translates into an almost cross shaped figure ground with two slightly splayed north south connections and a staggered east west link.

Saxmundham Road, Waterloo Avenue, Main Street, High Street and Aldeburgh Road also serve as bus routes and connect Leiston with Aldeburgh, Saxmundham and Ipswich.

Very few of the wider pedestrian connections can be followed into and through the town centre, where streets and public realm are mostly car dominated and add little to Leiston's sense of place.

The historic street and block plan pattern in the town centre and also beyond are often elongated with very long streets and continuous runs of terraces. Streets are frequently narrow with insufficient pavement width.

- Town centre
- Main road
- Local roads
- Railway line
- Public Right of Way
- Bus stop



280 Figure 2.4: Access and movement plan (town centre)

2.6.2 Landscape and green infrastructure

The town centre and its immediate context are relatively void of open spaces, both green and urban ones.

The layout and shape of the historic town centre features tight and very linear streets as the open spaces and main church were located outside of this core. Only High Green at the northern end of High Street provides a space for people to use and dwell.

When the town grew in Victorian and Edwardian times, greenspace featured at the edges of the town.

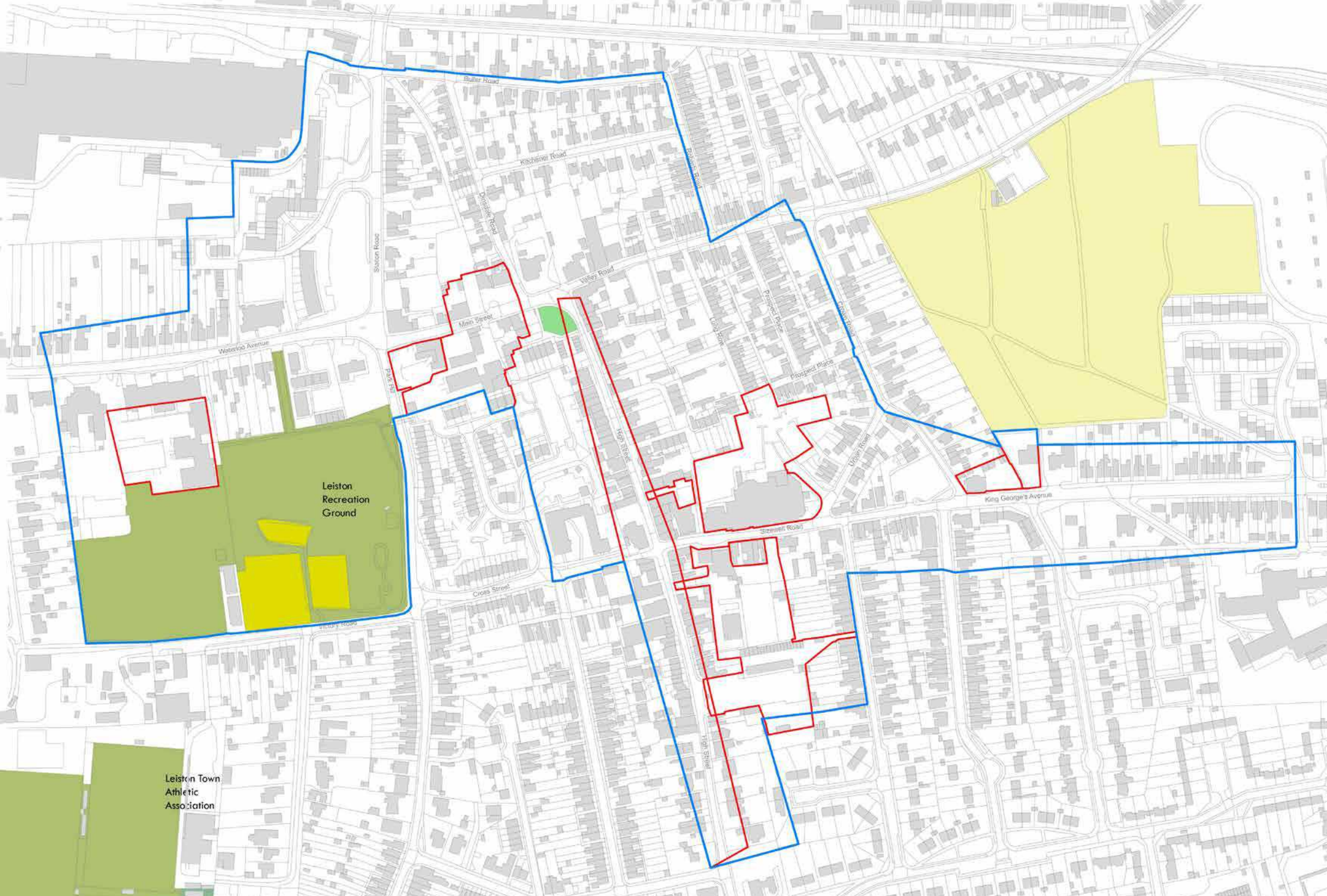
Leiston Recreation Ground acts as the main greenspace, including playing pitches, play areas and skate park.

Further sports facilities with bowling green are located to the southwest, while large areas of allotments lie to the east of the town centre.

All the facilities are in relatively close walking and cycling distance to the town centre and to the majority of residents of Leiston.

However, the lacking quality of the public realm, dominance of traffic and mean provision for pedestrians and cyclists results in perceived barriers and neither of the routes to and from the open spaces feel particularly inviting to walk or cycle.

- Site boundary
- Town centre boundary
- Playing fields
- Playspace
- Allotments
- Bowling green
- Garden



281 Figure 2.5: Landscape and green infrastructure plan

2.6.3 Heritage

The importance of Leiston as a place with a strong heritage in manufacturing is particularly evident in the northern part of the town centre, where Leiston’s Conservation Area is located and where the town’s industrial history translates most directly into Leiston’s urban form.

The Conservation Area Appraisal states that “The Leiston Conservation Area is a small area in the centre of Leiston; it contains the majority of the most concentrated area of buildings of architectural and historic interest in the town. The Conservation Area is centred on Main Street and includes the surviving buildings of the old Garrett’s Town Works site on the south side, Old Post Office Square, and some of the workers’ cottages to the north, the very top of High Street to the east and the buildings and spaces surrounding the crossroads to the west.”

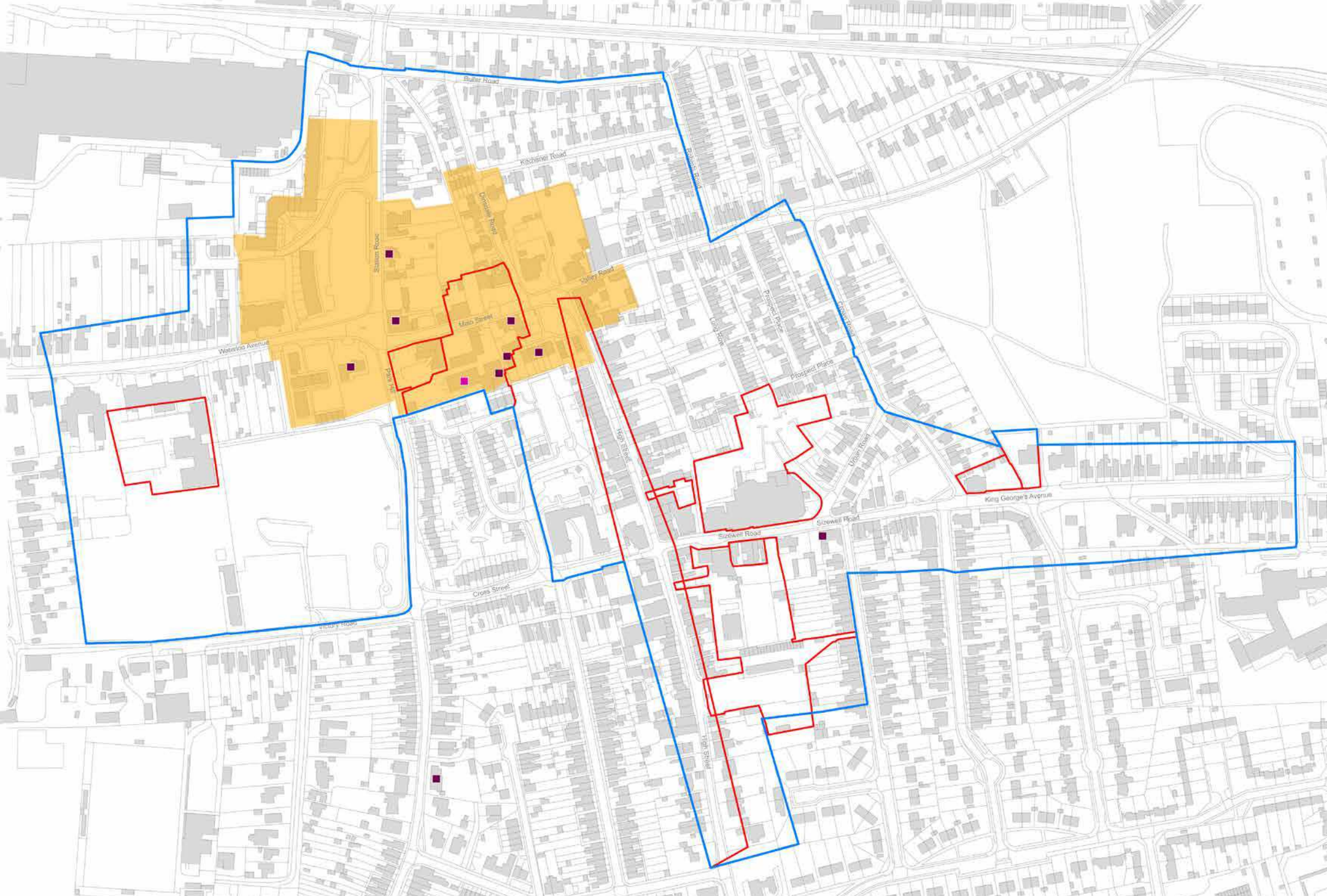
The majority of listed structures in Leiston are Grade II listed, reflecting their importance in the context of Garrett’s Works and the strong manufacturing heritage of the town. Grade II* listed structures are The Long Shop in the light of its significance as a remnant of industrial archaeology and its importance as a centrepiece within the Garrett’s Works buildings ensemble that now serves as a museum.

In addition to The Long Shop, the church of St Margaret is also Grade II* listed.

While there are only a few buildings within the Conservation Area that are listed, the appraisal draws attention to the fact that all other buildings make a valuable contribution to the Conservation Area and its setting, and any alterations and refurbishments should be mindful of preserving the town’s historic character as a priority.

The appraisal also notes that the quality of the area is undermined by poor street furniture and surface treatments, as well as excessive overhead cabling and unsympathetic alterations to the built structure.

- Site boundary
- Town centre boundary
- Conservation Area
- Grade II* listed structure
- Grade II listed structure



2.6.4 Services and amenities

Leiston and its residents benefit from a reasonable offer of facilities for a town its size.

With a working High Street and numerous facilities dotted about in the town centre and beyond, the town accommodates most daily needs with the odd journey needed further afield.

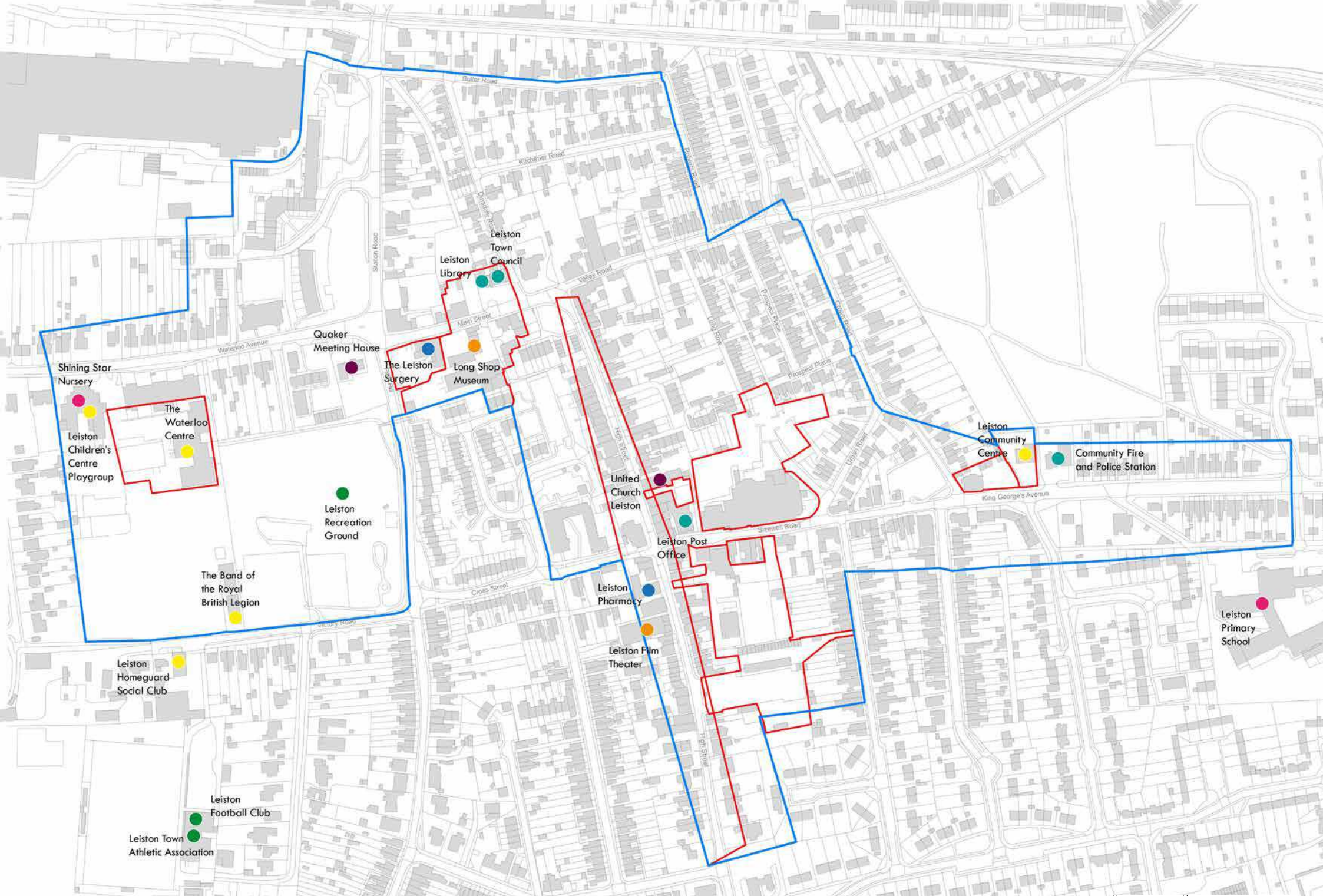
The offer in the town centre is to a large degree through independent businesses, which makes it more unique.

Many of the public uses such as Leiston Town Council Offices, public library and GP surgery are currently located in buildings and spaces that were previously associated with the Works and are located at the northern end of the town centre, along Waterloo Avenue, Main Street and High Street.

Leiston benefits from a number of leisure uses with the cinema, leisure centre, sports ground, skate park, recreational park, art gallery and football club all contributing to the town's varied offer.

In addition to this, Leiston benefits from a great number of well-attended community events and a great community spirit that manifests itself in numerous community groups.

- Site boundary
- Town centre boundary
- Community
- Culture
- Education
- Health
- Place of worship
- Leisure and recreation
- Public service



283 Figure 2.7: Services and amenities plan



3.0 Consultation

Consultation with both the public and other key stakeholders has been at the heart of the process that has led to the development of this Masterplan Framework Document. The project team This Chapter of the document provides a summary of the consultation process that has been undertaken. There has been a number of consultation discussions with the Working Group comprising ESC officers throughout the process and preparation of this document. Further details of the process and examples of the material that was produced are provided in Appendix A.

3.1 Workshop event

A core component of the consultation process was a two-day workshop that was held in Leiston on 5th and 6th October 2022.

The first day (5th October) involved an all-day stakeholder workshop with attendees representing a broad spectrum of interest groups, including local business owners, Leiston Town Council, the Leiston Community Land Trust, Sizewell power station, Net Zero Leiston, and local organisations and businesses. The day involved three main sessions:

- The initial session involved a visioning exercise in which attendees were asked how they saw the future of Leiston, what makes it special,

and what are the challenges it faces.

- The main sessions involved a mapping exercise in which attendees were divided into three groups to consider the following three strategic themes (in line with the structure of this document) and to come up with proposals for the future of the town:

– Transport and movement

– Public realm

– Town centre role / function

- During the final session (a prioritisation exercise), the groups were asked to talk through their ideas and map them on a graph to help understand aspects of delivery of the ideas.

Following on from the stakeholder workshop, a two hour evening session then involved a public consultation event, during which the public were invited to engage in the following exercises :

- A post card exercise used to communicate aspirations of Leiston in the future (e.g., 15 years-time).
- An icon mapping exercise to encourage envisioning and ideas for the ten town centre sites.
- A sticky dot exercise to identify positive and

negative opportunities throughout the town centre.

- Fill out questionnaires (physical or online).

The sessions involved much discussion and anecdotal information and views which were useful to the project team.

During the second day (6th October) of workshops stakeholder one-to-one session were held to provide opportunities for discussion on specific topics and about particular concerns or opportunities mainly resulting from the work and discussions at the first day workshop or subsequently..

During the afternoon a further period of ‘open-door’ public consultation was held, and shop owners and High Street (and Sizewell Road) businesses were visited and encouraged to either attend the session or offer views and thoughts on a one-to-one basis on the ‘doorstep’ and to fill in a questionnaire.

The workshop proved to be a helpful tool with plenty of ideas forthcoming from stakeholders and the wider public to inform the consultant design team.

Following on from the workshop a summary matrix was developed of the ideas expressed (see Appendix A). It identifies all ideas and

options, including who identified them (where possible) and which of the ten town centre sites they relate to. This includes consideration of those from the Leiston Neighbourhood Plan, Leiston Transport Strategy and the Market Square proposals by Modece Architects to name a few.

It was clear from the workshops and sessions that many of the ideas extend beyond the brief for this project, but that it was necessary to identify how the views expressed can be translated into being part of the proposals for the ten sites, and the town centre more generally, where possible, to reflect the sentiment of the input from consultees. The task of identifying connectivity between the ten sites and where there can be joined-up thinking between proposals is part of this study, and the feedback from consultation and engagement provides a valuable and unique cache of information with which to work.

The outcome from the consultation and engagement was used to inform the key principles and vision, and to develop the town-wide strategies set out in this document, which form a context for the proposals for each site to be made.

3.2

Other consultation

In addition to the in person workshops held in October a number of other stakeholders were consulted through emails and calls, and an online survey gave the wider public the opportunity to comment on draft proposals.

The following consultations have informed the Masterplan Framework in addition:

- Engagement with the High School, Alde Valley Academy, took place in November with students from years 8,9,10.
- CYDS Young People Taking Action Group (co-ordinated by Stuart Watson) were given the opportunity to engage.
- Two presentations to the ESC Working Group (2nd November and 13th December) and verbal and written feedback.
- Separate meetings with ESC Working Group, including transport and movement, asset management, housing strategy, Economic Development Team.
- Meetings/ calls with land owners and potential occupiers such as Leiston Surgery, Citizens Advice Bureau and Coop.
- Presentation to Leiston Town Council before workshop and on 5th Jan.
- Citizens Advice Bureau in January 2023.

- Suffolk Police by email and in conversation in January 2023.
- Suffolk Fire and Rescue Services were given the opportunity to comment in January 2023.

On the back of draft proposals, a re-engagement process started with the public at the start of January 2023, which allowed the local community to express their views on a physical draft of the document through an online questionnaire. A total of 40 responses to this survey were received.

Many favourable responses were counted in relation to the vision, High Street proposals, enhanced pedestrian and cycle environment as well as the site specific proposals. People felt that the vision was a good approach to the regeneration of Leiston and felt that its rootedness in the wider landscape with direct access was a big draw.

Negative comments were made in relation to the traffic and parking situation, re-routing of bus services, the one way system and blocking of Public Rights of Way due to Sizewell C and proposed wind farms. People responded negatively to the amount of food outlets and cafés in the centre and felt that they wanted to see Leiston’s character as an ‘honest working town’ preserved.

3.3

Response to consultation

The first parts of the consultation in October was designed for the public and local stakeholders to have a direct influence on what is being proposed, with the workshops distinctly encouraging ‘blue sky thinking’ and to consider the town an the ten sites quite broadly.

Meetings and calls with stakeholders were then helpful in firming up proposals, mostly in terms of project requirements, but also to establish general buy-in and integration with existing and other aspirations and considerations.

The online survey in January generated a wide range of responses, with many referring to measures in the Leiston Transport Strategy that this document had referenced and developed, as well as issues around the proposed Sizewell C project, some of which are outside the scope of this document.

Parking and the potential reduction in parking spaces was raised a lot. As a response to this, as many spaces as possible were retained or re-provided, and a phased approach to the Coop site has been introduced that puts the potential reduction in parking into a long term timeframe. This would mean that public transport and improvements to the pedestrian and cycle network could be considered further in light of this and implemented as priorities.

As a result of the feedback the ten sites proposals now include more reference to how the proposals could contribute to the net zero carbon aspirations of Leiston.

The project team has also been in discussion with a potential occupier following their responses to the online survey, so that requirements could be understood better and reflected in the high-level proposals. A few online responses raised concern over the number of potential cafés being proposed, and the viability of certain museum uses. Where possible, alternative uses have been listed to enable broader discussions around uses., and that at sites come forward the framework allows for review of the overall mix and suitability at that time.

A few additional references have been added to the Masterplan Framework, where feedback indicated potential for different interpretations of the proposals, and where the text was not considered specific enough. An example is the potential pedestrianisation of parts of the High Street; references to service access and loading spaces have now been included to clarify that this is not intended to be restricted by the proposals. The feedback also highlighted ideas that have been integrated into the proposals such as the potential for implementation of a heritage trail in the town centre.



4.0

Key themes and principles

4.1

Key themes

The baseline work, consultation, and engagement provided initial understanding of many of the issues influencing Leiston's town centre, and the ten town centre sites.

A response to the different issues influencing the town was discussed by the masterplan team, and a number of Key Themes were identified that captured a 'snapshot' of the town centre based on our understanding of its opportunities and constraints.

The Key Themes are the basis for some distilled Principles for the masterplan (see section 4.2).

4.1.1 Footfall

Encouraging use of the town centre and increasing its wide appeal is key for the success of the high street for visitors to Leiston, residents, tourists, and employees.

Leiston's heritage is an asset and is a reason for visits to Leiston, and include for example the Long Shop Museum, the David Silver Honda Collection, and work by Leiston Works Railway Trust leading to the re-opening of a stretch of track to the Long Shop Works. The idea for a beach Lido would be an attraction close by that would add to footfall from tourism and people who live in the surrounding area.

Leiston has good access to and from Southwold, Walberswick, Saxmundham, Sizewell Beach, Yoxford, Ipswich, Aldeburgh, Snape, and further afield. Being on a key local through route, potential visitors to the town could be encouraged to use the town centre.

Essentially Leiston is a 'working town' - but the town centre should appeal to a widening demographic including higher earners, widening 'weekly-shop' food choice, and it should maximise both day and evening economies. There is a high proportion of takeaway premises already. The town centre should continue to serve everyday requirements really well, encouraging greater footfall with greater choice.



Independent businesses on the High Street



Long Shop Museum; part of Leiston's culture



Leiston's independent cinema on High Street

4.1.2 Permanent vs. temporary

Leiston has historically been shaped through innovation and entrepreneurship with a degree of self-reliance. In the past this has been facilitated through its town centre being able to adapt to change.

Several town centre buildings exist today that were originally intended to be single purpose, or short-term, but they have endured. These add interest to the streetscene and evidence changes over time.

Flexibility of building stock in the town centre enables its resilience with adaptable uses. Existing examples include shops that have been converted to become dwellings, or a youth venue in a high street shop premises, with potential to reverse the changes back to shops in the future.

With widening the town centre's appeal, the demand for new businesses and services should increase. This would lead to demand for start-up and expansion premises to meet different opportunities in both new and existing town centre locations. Premises could be initially provided by pop up accommodation, temporary or meanwhile uses, mobile or temporary kiosks, or permanent premises. The locations could be in the streets, spaces, or temporarily on vacant sites, and could even be provided beyond the

town centre as far as Sizewell Beach or along the route to the beach, seasonally for the summer.

The commitment to establish new business or community opportunities is not to be underestimated. However, there is potential to try out some proposals and test how they will work before committing to them; e.g., use quick wins to establish trials using vacant or temporary premises, temporary designs and adaptable arrangements for street improvements, traffic management, market stalls, etc., allowing opinions for more permanent options and layouts to be informed and determined.

It is important to recognise that Sizewell C impacts would be significant but temporary with opportunities arising that can be shaped by the town. Leiston's community organisation is strong and can enable the town to achieve quick-wins to make the most of existing opportunities.

It would be easier, more appropriate, and likely lead to greater success, if proposals are home grown, owned and conceived from within Leiston harnessing existing enthusiasm and energy, rather than imposed.



Opportunistic individual businesses



Shop premises with accommodation



Quick to erect premises that have endured



Wayfinding



Promoting walking and cycling



Net Zero ambitions

4.1.3 Sustainability - net zero

Through an initiative in conjunction with the Sizewell C project, Leiston has net zero carbon ambitions. Although difficult to achieve, the embracing of the initiative has been a crucial step and a programme of activities and opportunities are being pursued. Together with central government funding and EDF funding, the initiative is growing.

Many of the other themes for this town centre Masterplan Framework highlight sustainable aims and opportunities, many of which are based around low or zero carbon principles.

For the ten sites in the document, where new buildings are proposed, they offer an real opportunity to stretch the ambitions for net zero carbon on a building by building basis. Where there are several buildings proposed ,the opportunity increases when the buildings can be joined.

This applies to businesses, premises, homes, and public buildings, especially where they are not being developed purely for the open market and where organisations who are willing to sign up to the net zero ambition are involved long term (e.g., East Suffolk Council, Leiston Community Land Trust).

The compact nature of the town as a whole, and the concentration of the High Street and town centre lend themselves to introducing net zero carbon measures. These include for example the aims to reduce car use within the town, making the streets more conducive to walking and cycling, creating the environment, infrastructure, and opportunities for trips by electric bicycle rather than the car, and encouraging healthy lifestyles that include active recreation in the immediate surroundings to Leiston accessible on foot and by bicycle, including such places as the coast and Sizewell Beach. The proposals by Hoopers Architects for a beach Lido that takes heat from the proposed Sizewell C power station is an example of a place-led idea unique to Leiston and its immediate surroundings, and would be easily accessible.

4.1.4 Character and placemaking

The town centre has many characteristic passageways, backway routes and linked spaces. The scale of spaces and their relationship to buildings is ‘quirky’ and creates interest providing a human scale to the urban fabric.

Together with the distinctive small scale of ‘backs’ of premises and workshops to high street businesses (being part of the design and layout of a working high street), several shop premises have been converted into dwellings. Historically some dwellings have been converted into shops; this has retained the scale of the high street as intended for the buildings’ original and collective purposes

There is evidence of signage and lettering being a distinctive feature of the town centre, and it is an important feature of the function of the town centre with both good and poor examples currently evident. There is opportunity for this to be graphically excellent and add legibility, meaning and character in keeping with Leiston’s heritage, but also interpreted to be current.

Residential areas that are close to and adjoin or are part of the town centre each have good qualities; some should be conserved, some need careful enhancement. There is an opportunity

for a mix of existing heritage alongside new contemporary design, with a design language well rooted in Leiston’s vernacular and location in East Suffolk. Public buildings and new homes are a real opportunity to set the standard for the town centre through exemplary and sustainable design that will endure and influence.



Characterful buildings conserved



Attractive and varied shop fronts



Smaller scale outbuildings behind shops



Narrow streets for all modes of travel



Overcoming barriers to safe, easy movement



Traffic undermining the sense of place

4.1.5 Movement and connectivity

Leiston has innovative transport as a significant part of its heritage, and features transport related museum attractions such as the David Silver Honda Collection, and the Long Shop Museum.

It is laid out historically as a compact town, which provided the majority of its community’s requirements, and which was always meant to be walkable and cyclable for its residents, and the workers at the Garret Works.

Being of a compact shape, Leiston has ideal potential for bicycles to replace many of the car journeys made within the town, and electric bicycles could go a long way to replacing car journeys to neighbouring settlements.

Although being an ideal walkable town centre, there are perceptions that some parts of the town centre extend too far to walk. The spacing of car parks means that completing journeys on foot is inevitable.

Access to Sizewell Beach is popular; regular sustainable travel to and from the beach and surrounding settlements and landscape routes could be considered to reduce daily car dependence and encourage rural exercise. An example of sustainable transport to Sizewell Beach (albeit in the summer season) is the

beautifully designed push-pull electric bus to convey visitors to and from Mont St Michel in Normandy which is not unlike the innovative electric trolley buses of the period designed and built in the Long Shop Works in the early C20th.

4.1.6 Leiston as a centre of its wider environment

There are links in Leiston's development to its surroundings. It would be logical that these are as relevant today as in the past, and can shape Leiston's future in an equally bespoke way.

Agricultural industrialisation drove Leiston's engineering past, as much as the UK's need for low and zero carbon energy infrastructure technology and engineering is already shaping the future of the landscape around Leiston today.

However, there is an opportunity for the community of Leiston to take something back and as a community they have expressed the wish to 'own' decisions made in relation to the proposed Sizewell C power station and avoid them being imposed; the town will exist beyond the power station.

It is recognised that the natural environment and landscape on the town's doorstep are assets for Leiston and its population. They will have access to part of their surrounding green infrastructure long-term through the proposed Sizewell C project, although how the community will experience it will be different in the short term compared to the longer term.

Overall, the town's fortunes can be viewed as steps backwards and forwards over time. The town is at the cusp of much change through the development of the proposed Sizewell C, but it has suffered to some extent through the construction of the earlier power plants, and before that with the demise of the Garret works as a main employer.

The principles of a home-grown circular economy exist and with planning and 'full-circle' thinking resilience can be built-in. Leiston has potential for a number of themes that apply including its history informing its future, technology and engineering, energy and propulsion, nature and landscape, zero carbon and cyclable/walkable and healthy town.

There is excellent opportunity to enable better access to the fantastic natural landscape and coastal environment on Leiston's doorstep, and to benefit from access to green infrastructure improvements through the proposed Sizewell C project.



Heritage assets are close by



Promotion of wider walking and cycle routes



Beach nearby with Sizewell power station



Businesses that contribute to Net Zero



Small independent businesses



Complementary uses alongside the museum

4.1.7 Entrepreneurism

Probably through Leiston's relative isolated location, Leiston has an independent vibe as a settlement and feels independent as a community; many community initiatives are home grown and self-reliant.

The Garret engineering works was innovative in its production process, and exported from its design and manufacturing base in Leiston across the UK and abroad. Somewhat a discreet visitor attraction, the David Silver Honda collection is located close to the town centre in Leiston but is acknowledged as probably the best collection of historic Honda motorcycles outside Japan and maybe the USA, but is modestly curated and is excellently executed.

Technology and engineering has been an overall theme in Leiston through the Long Shop Works presence, both in the past and present.

The independent cinema is a much loved asset that is symbolic for success of independence mixed with heritage in a contemporary era. The first woman GP in Suffolk was a member of Leiston's Garret family, demonstrating how a 'can-do' approach can break down barriers and lead to success.

Start-ups in pop-ups, temporary premises, and other comparative easier ways for new

entrepreneurism could be encouraged to entice new entrepreneurship, especially where linked to remote-based further education initiatives to encourage and entice young Leiston people to see their future in the town. Sizewell C and the sustainable energy industry can provide this too.

The Co-op food store presents an opportunity for a renewed approach to provide fantastic and local/ regional food choice for the community especially when it is currently the single large supermarket business available for Leiston's captive community.

4.1.8 Community

Leiston is a working town for a working population, with functional streets, allotments, pubs, cultural and sports facilities. Although there is a need to widen Leiston's appeal through improving the town centre, the community wish to protect its functional role and do not envisage the type of gentrification experienced in Aldeburgh for example, or the loss of high street diversity in Saxmundham.

The town has great schools and an excellent pre-school, and these are essential infrastructure for the community. Education/ skills, training, and employment, are located in Leiston, but further education is principally provided elsewhere, requiring daily travel away from the town, which is dependent on good public transport or being able to drive.

Local businesses enable local spending in the town centre. Leiston will need to plan to retain this economic activity and jobs in the town rather than allow its economic activity to reduce along with the added inconvenience of the community needing to travel elsewhere for essential services and requirements.

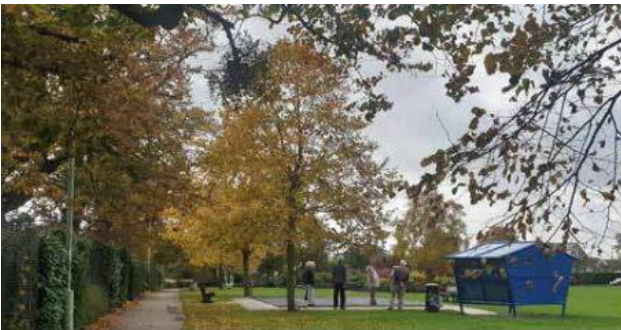
Leiston has lower cost housing compared to surrounding settlements, and Leiston is not identified for housing growth (only 8 homes

this plan period). But there is a need for homes for local people and to retain families from dispersing to other settlements. Sizewell C is likely to influence the housing market albeit more so in the short term during the construction adding to the price of homes in the town.

The town already supports residents on lower incomes through a number of ways e.g., affordable town celebrations, events, clubs, and the existence of some low price retail.

The majority of daily and weekly requirements are available in Leiston albeit there is only one food store choice. Leiston has the ability to be an equitable town which would fit well with its working town character, and the sense of community amongst its population.

As an example, there is support for Leiston to be established as a Dementia Town, emerging through necessity, but reinforcing the realisation and willingness where possible to be independent and self-reliant through community support, facilities, and infrastructure.



Areas and facilities for a range of ages



Cafés and meeting points



Platforms for social and cultural life



Sizewell power station



Retail offering job opportunities in town



Food and hospitality

4.1.9 Sizewell influences

Sizewell A and B have been an influence on Leiston, but although very different in scale and character from the town and its rural setting when experienced close-to, the complex is not visible from the town and only visible when relatively close. The power line infrastructure is perhaps more prominent.

The proximity of the town to the power stations could make it suitable for a district heat (and power) network from the complex that could benefit Leiston in its zero carbon ambitions, and the town's sustainability and equity. This is being considered for specific purposes i.e., heat for the beach Lido project idea.

Great schools are a catalyst for relocation to Leiston for the permanent workforce at Sizewell power station. There is scope to piggyback skills, training and specialisms to create a centre of excellence in exporting renewable energy technology and skills with Leiston at the centre of this.

Sizewell C has the potential to continue high level of employment in the area around Leiston. Housing availability and pricing will be affected during the operational period and some of the construction phase of Sizewell C affecting the rental market in particular.

Increased footfall in Leiston will be influenced in particular by the proposed construction of Sizewell C, should it get the go ahead, potentially affecting both day and night time economies in the town centre, as well as its emergency, social and healthcare services, albeit recognising that there are provisions in place for the majority of the construction workforce.

The community want to 'own' the decisions relating to Sizewell C impacts on the town and shape the responses and benefits to be achieved, if it goes ahead.

Key principles

The themes set out on the preceding pages have been distilled into a number of key principles. These embody the themes into simple-to-apply measures to identify proposed uses and projects proposals for the ten town centre sites.

The key principles have been used to test decisions for each of the sites, and to evaluate the mix and relationships between the sites. They have also informed the vision set out in the following section.

Further development of ideas that follow on from this Masterplan Framework should also refer to the key principles listed below:



Embrace and reinforce the strong sense of community and the working town character of Leiston.



Attract visitors, residents, tourists and employees to Leiston in order to retain and increase footfall and support the High Street and wider town.



Embrace the unique industrial heritage of Leiston, including the Long Shop Works, the David Silver Honda collection and the Leiston Works Railway Trust.



Retain and reinforce the qualities that give Leiston its unique physical character, including the scale of spaces and buildings, the ‘backs’ and workshops to High Street premises; the mix of heritage and contemporary; and the signage and lettering.



Reinforce the compact settlement form of Leiston and optimise the opportunity this presents in any proposals to ensure that all areas of the town are walkable and cyclable.



Embrace and strengthen the relationship between Leiston and its wider surroundings, including improving access to the coast and countryside and bringing nature into the town.



Explore the potential to trial temporary projects before committing to their full delivery and allow flexibility in design for future change.



Embrace the town’s independent character and history of entrepreneurship by supporting small-scale start-ups, pop-ups, and beautifully designed but simple temporary premises.



Promote inclusivity by ensuring that proposals appeal to a complete range of demographic, incomes, ability and accessibility.



Help young people stay in Leiston through choice and the attraction of affordable housing, training opportunities, recreational facilities and improved public transport links.



Ensure that all future proposals demonstrate the core principles of sustainability and help Leiston to achieve its target of Net Zero carbon emissions by around 2030.



Fully realise, and become independent of, the opportunities for Leiston presented by Sizewell Power Station, including employment, training, footfall and district heat.



5.0

Masterplan proposals

5.0

Masterplan proposals

This section of the document sets out the proposals for the ten town centre sites based on the existing studies, baseline analysis, workshop, further consultation and key themes and principles set out in the preceding sections.

Importantly, the proposals for the town centre sites have not been developed in isolation and are informed by higher level thinking in the form of a vision diagram for Leiston and its wider context (see Section 5.1) and a series of townwide strategy plans (see Section 5.2).

These plans have been informed by the work set out in the preceding sections of this document and, alongside the key principles, provide an important guiding framework for the site proposals. It is important to note that these proposals are not intended as ‘fixed responses’ to each of the sites, but rather an indication of options for how they could come forward based on the current position.

The context for each of these sites has the potential to change after the submission of this document and the key principles, vision diagram and townwide strategies will provide an important guiding framework to refer to if any of the proposals need to be re-visited at any stage.

5.1

A vision for Leiston

Figure 5.1 shows a vision diagram for Leiston and its wider context. This has been developed based on the existing studies, workshop event, further consultation, and key themes and principles discussed in the previous sections of this document. The different elements set out in this vision underpin the townwide strategies set out in Section 5.2 and the proposals for each of the ten sites set out in Section 5.3. They are as follows:

- Embracing and enhancing the relationship between Leiston and Sizewell / the Coast, by:
 - Enhancing the physical connections for pedestrians and cyclists.
 - Exploring the potential for a new destination facility at Sizewell Beach.
- Promoting Leiston as a visitor destination in order to retain and increase footfall and support the reinvigorated High Street and wider town. This can be achieved through maximising the potential of:
 - Unique historical assets such as the Long Shop Museum, the David Silver Honda Collection and Leiston Abbey.
 - The independent retail offering provided by the town.

- Being a practical stop-off location as part of a wider trip e.g. the circular recreational route linking the town with Sizewell village and Sizewell Beach, the coast and Kenton Hills.
- Capitalising on Leiston's location on an incredible strategic footpath network which connects it with its rural context and the coast, and which is likely to be further enhanced through Sizewell C and the leisure routes proposed by East Suffolk Council. This includes the circular route that connects the town with Sizewell, the Coastal Walk, Kenton Hills, and the new open space at Aldhurst that could come forward as part of the Sizewell C proposals.
- Fully realise, and become independent of, the opportunities for Leiston presented by Sizewell Power Station, including:
 - Potential increase in footfall and the increased demand on town facilities.
 - Employment and training opportunities.
 - Possible synergies / shared facilities e.g. using waste heat from the plant.
 - Potential financial support e.g. Leiston Transport Strategy.

- Establishing Leiston as a lead town within East Suffolk for delivering on net zero aspirations. In terms of the relationship with the wider context this would include:
 - Capitalising on Leiston's location on a dense network of strategic footpaths and cycle connections, which connect it with its rural context and the coast.
 - Minimising the need to travel beyond Leiston for daily needs by supporting the services within the town and providing education, training and employment opportunities.
 - Providing good public transport connections to surrounding settlements to reduce the reliance on private vehicles.
 - Maximising the opportunities for walking and cycling between Leiston and the accommodation for Sizewell workers, including the accommodation campus for Sizewell C if it goes ahead.
 - Maximising the potential for possible synergies with Sizewell power station and the town e.g. using waste heat.
 - Potential for an 'Eco-Centre', celebrating Leiston's Net Zero ambitions.
 - High level proposals of this strategy to reflect the net zero carbon ambitions at detail stage.



293 Figure 5.1: Vision diagram

5.2

Townwide strategies

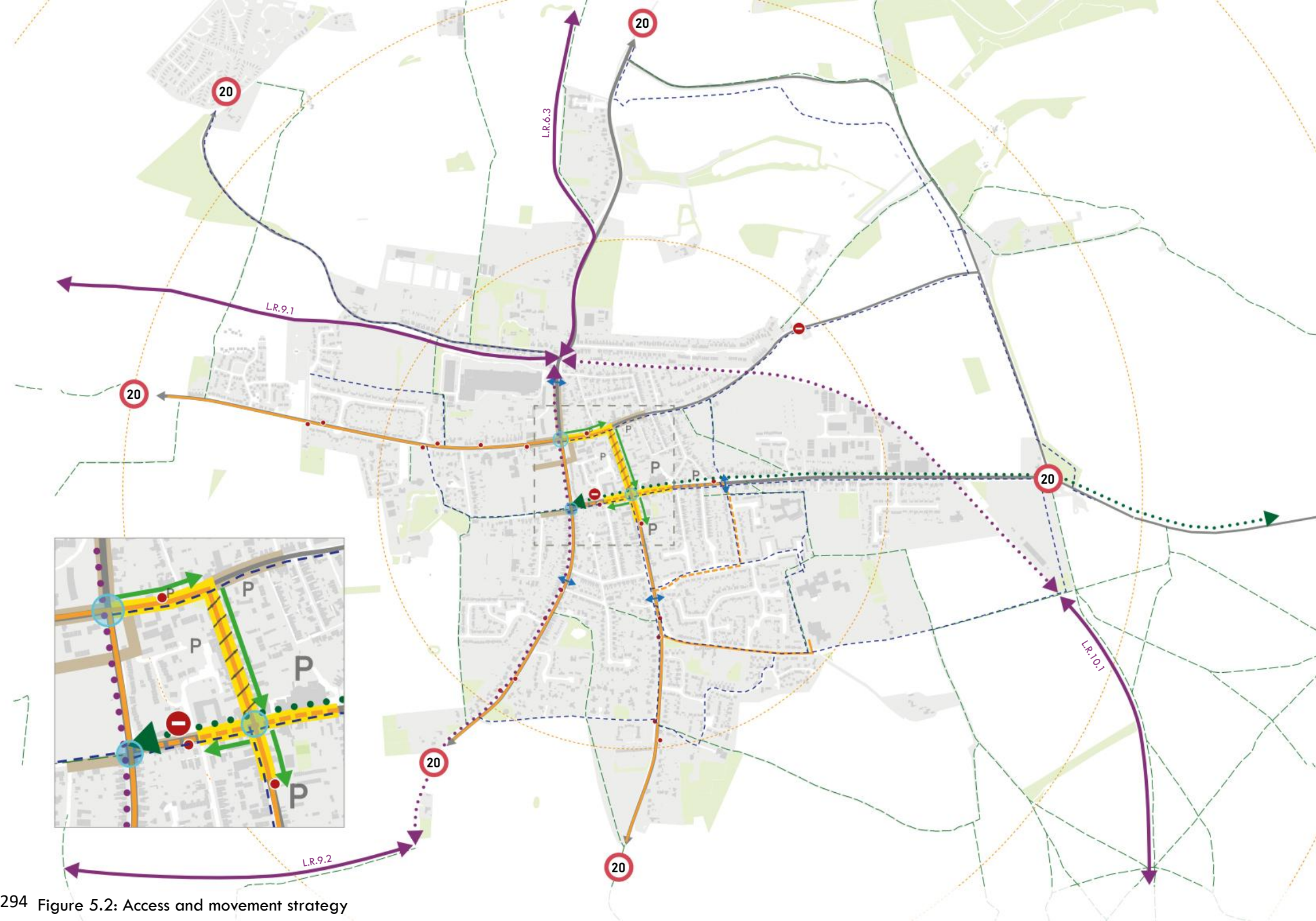
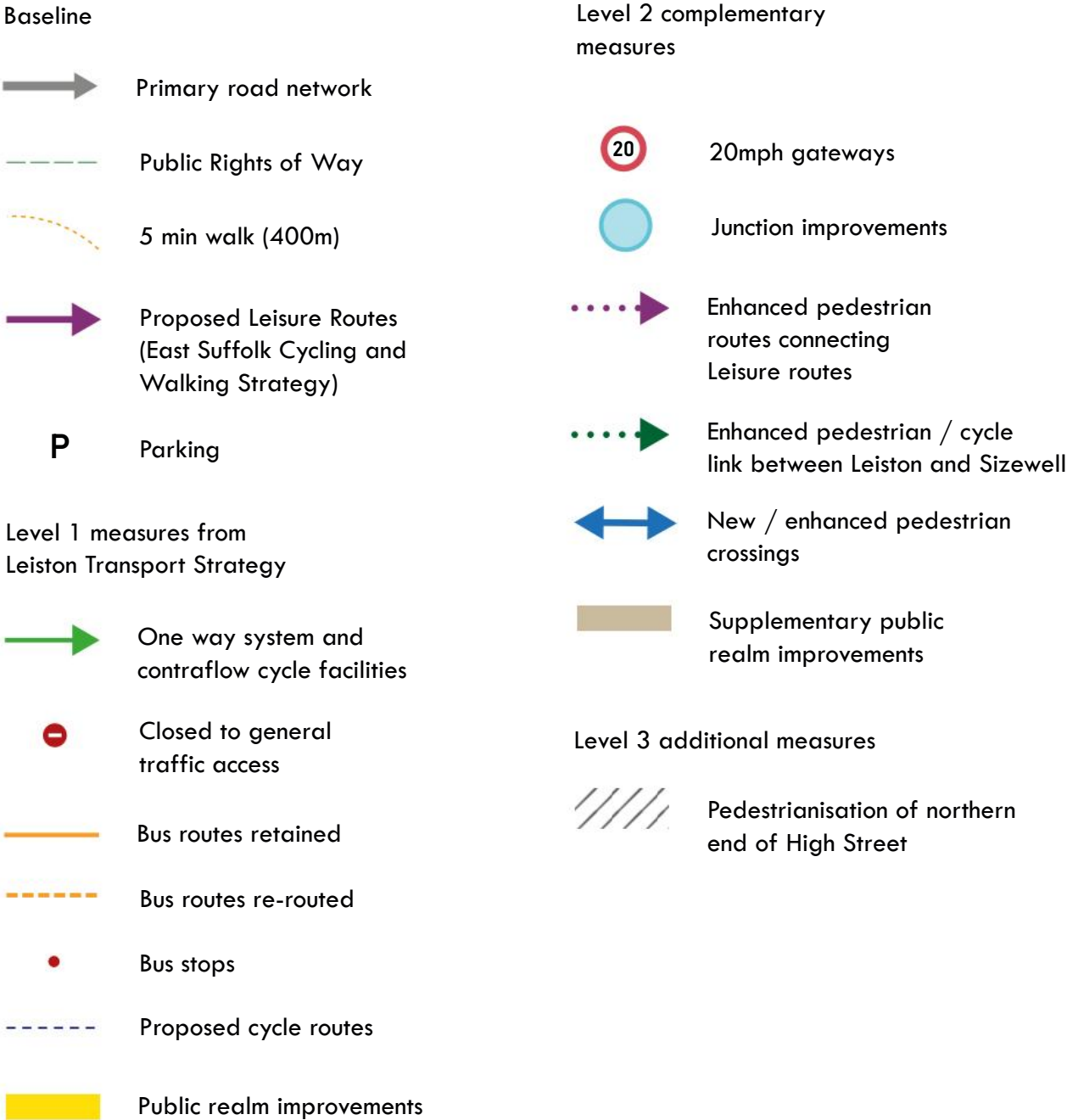
5.2.1 Access and movement

Figure 5.2 shows the access and movement strategy for Leiston and its immediate context. This builds on the existing Leiston Transport Strategy and was developed in conjunction with the vision diagram set out in Section 5.1 and the townwide strategies set out in this section.

The proposals set out in the access and movement strategy can be split into three different categories as follows:

- Level 1: Measures that are included in the Leiston Transport Strategy and are supported by this masterplan document. It is recognised that the Transport Strategy has gone through considerable consultation and it is considered that the measures set out represent a robust strategy to build on.
- Level 2: Measures that are complementary to the Leiston Transport Strategy and would be considered to significantly improve the town centre without being too challenging to implement.
- Level 3: Additional measures, which are considered would be greatly beneficial to the town, but it is recognised would potentially be more controversial / challenging to implement.

A summary of these measures is set out below.



294 Figure 5.2: Access and movement strategy

5.2.1.1 Level 1 Leiston Transport

Strategy measures

This Masterplan Framework endorses the following measures that were proposed by the Leiston Transport Strategy:

- One way system along Main Road, the High Street (as far south as the public car park) and Cross Street. Proposed one-way streets would include contraflow cycle facilities to ensure two-way cycling access throughout the town centre.
- Closure of Valley Road to certain types of vehicles to discourage traffic through the town centre. As a general principle, while it is accepted that through traffic in the town would continue to rely on the north-south route along Haylings Road, Park Hill, Station Road and Abbey Road, it should be possible to reduce the reliance on the rest of the town centre for these journeys, particularly on east-west routes given the alternative route provided by Lovers Lane.
- Bus routes re-routed along Seaward Avenue, Sylvester Road, Sizewell Road and Cross Street in-line with the one-way system.
- Provision of a network of safe cycle routes through highways improvements (including the one-way system), to include promotion of

slower vehicle speeds and cycle track provision along sections of Seaward Avenue and Sylvester Road.

- Public realm improvements on Main Street, the High Street (as far south as the public car park), Sizewell Road and the eastern section of Cross Street.

5.2.1.2 Level 2 supplementary measures

The following measures would supplement the proposals of the Transport Strategy. If implemented, these measures would make a significant contribution to improving the town centre. However, with a certain degree of complexity, the suggestions still come with certain challenges.

- Establish Leiston as a 20mph town. The 20mph zone would start at the gateway locations indicated in figure 5.2. The signage would be integrated with the town gateway features proposed in the Leiston Transport Strategy.
- Improvements e.g. surface treatments, new controlled crossing locations and pedestrian prioritisation to the following key junctions:
 - Main Street / Waterloo Avenue / Park Hill / Station Road – this would be particularly important in terms of improving the connections between the Waterloo Centre and the town centre.

– High Street / Cross Street / Sizewell Road – potential to improve appearance, safety and efficiency of this key crossing at the heart of the town centre.

– Cross Street / Haylings Road / Park Hill / Victory Road – this would be particularly important in terms of improving the safety of the existing crossing to the recreation ground entrance; potentially including a set of traffic lights, which would need to be explored further.

- Connect Leisure Routes L.R.6.3, L.R. 9.1, L.R.9.2 and L.R.10.1 (proposed by East Suffolk Council as part of the East Suffolk Cycling and Walking Strategy) by providing attractive, safe and legible connecting routes through the town in the following locations:
 - Along Cross Street, Haylings Road, Park Hill and Victory Road, linking routes L.R.9.1 and L.R.6.3 with route L.R.9.2.
 - Adjacent to the railway line, linking Leisure routes L.R.9.1 and L.R.10.1. This option needs further investigation to determine its viability and may involve diverting some sections of the route onto adjacent roads / footpaths.
- Enhanced pedestrian and cycle routes along

King George’s Avenue and Sizewell Gap to ensure an attractive, legible and safe strategic connection between Leiston and Sizewell / the Coast.

- New / enhanced pedestrian crossings on Haylings Road, Park Hill, Aldeburgh Road and King George’s Avenue / Sizewell Road to ensure the safe movement of pedestrians through the town.
- Additional public realm improvements, to include the following:
 - Along the eastern end of Waterloo Avenue and on the ramp/bridge over Park Road to improve access to the Waterloo Centre and Recreation Ground, which are currently perceived to be beyond the town centre despite their proximity.
 - Along the western section of Cross Street and Victory Road to improve access from the heart of the town centre to the Recreation Ground.

5.2.1.3 Level 3 supplementary measures

The following additional measures could have a large impact on the future quality of the town centre. The suggestions will most likely be challenging to implement and might also be controversial in nature.

- Pedestrianisation of the northern section of the High Street. This would bring the following major benefits to the town centre:

– Reclaim the High Street for pedestrians and cyclists allowing a much more attractive, safe and enjoyable environment in which to enjoy the retail / leisure uses on offer and, in doing so, providing increased footfall to support them.

– Essentially create a new public space in the town centre that has a clear purpose (as a High Street), but can be used for alternative events / activities. It is considered that this is preferable to creating a large new public space for which there is no definite demand on one of the ten sites and would be more consistent with the layout and shape and the history of the town.

– Help alleviate existing traffic issues relating to the narrow carriageway and the tight junction with Cross Street and Sizewell Road.

– Appropriate phasing in the reduction in parking as other green transport methods develop.

– Potential to establish a bus service to Sizewell Beach.

- It is appreciated that this measure would require an adjustment to the one-way system and local access for businesses, residents and buses which is likely to be more complex to implement.

5.2.1.4 Parking

- From the engagement with the public and key stakeholders parking provision (capacity, location, cost and management) is a very contentious issue in the town and one that would play a key role in the success of its future development. The proposals set out in Section 5.3.6 assume that it would be possible to reduce parking provision on some of the sites in conjunction with the proposed transport measures set out above, which seek to reduce reliance on private vehicles and promote walking and cycling in a town which, due to its industrial past, is very compact. However, further technical work, which is beyond the scope of this masterplan document would need to be carried out to understand the parking situation and create a robust strategy to support the proposals.

5.2.2 Public realm and landscape

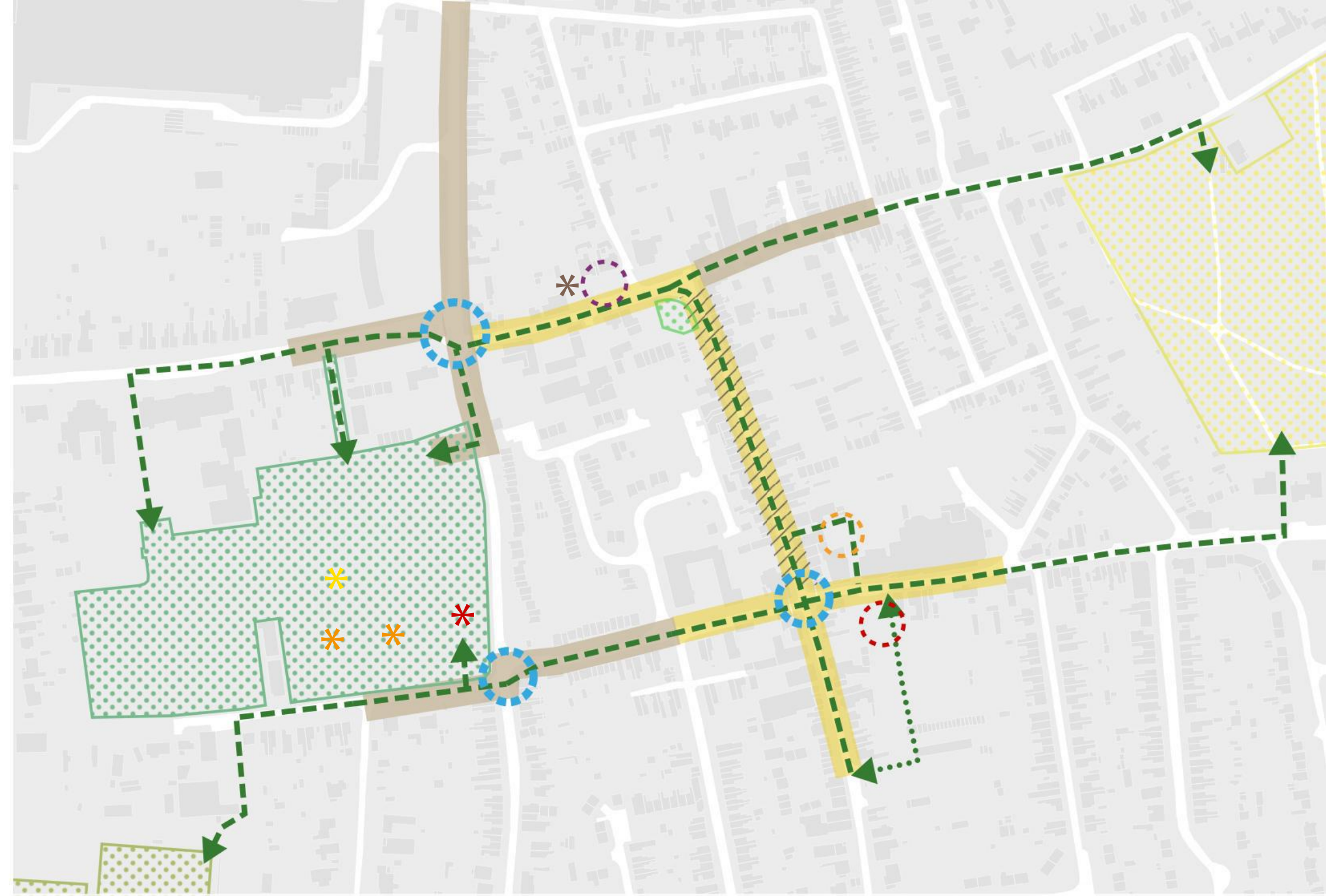
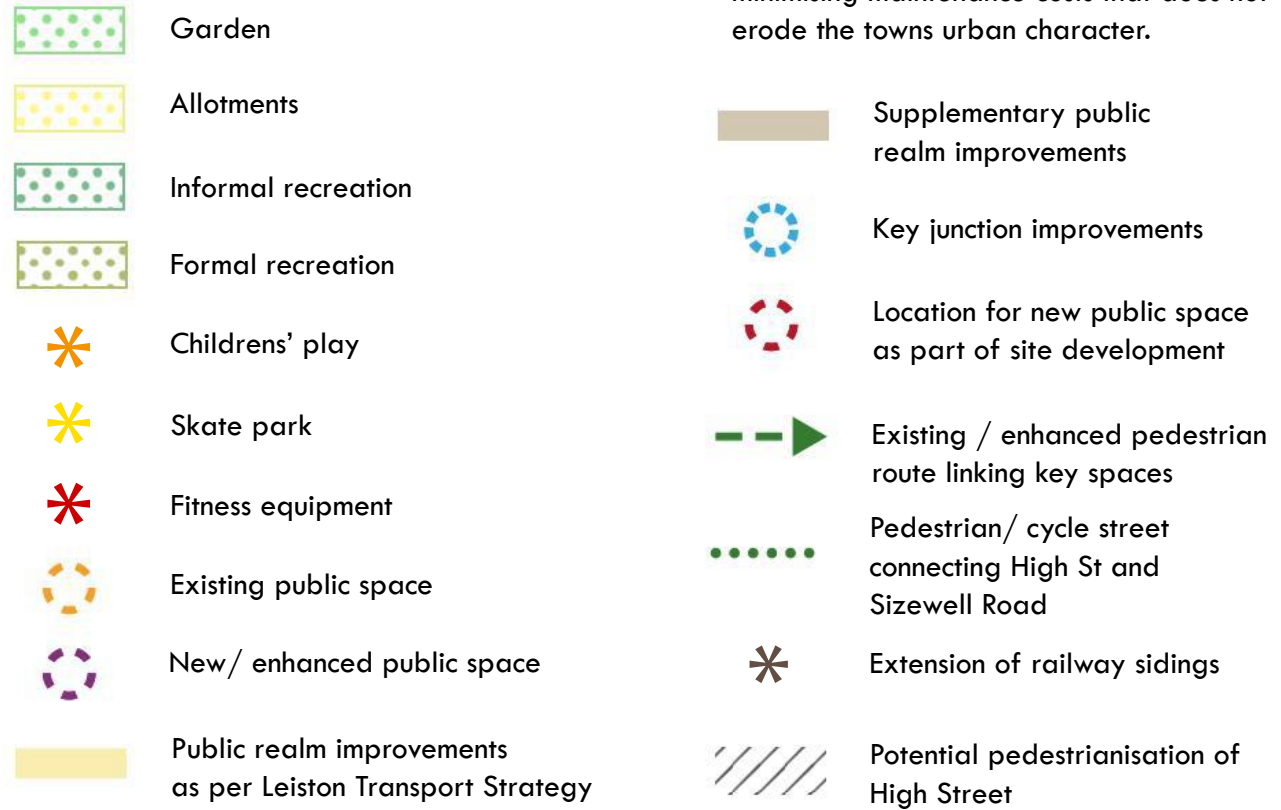
Figure 5.3 sets out the public realm and landscape strategy for Leiston town centre. The strategy seeks to establish a network of high quality, well-connected and easily accessible green and urban spaces in the town, which reflect its unique character.

The key proposals are as follows:

- Enhance pedestrian connections to the Recreation Ground, which is a major asset, but difficult to access from the town centre. This would be achieved through public realm improvements along Main Street, Waterloo Avenue, Cross Street and Victory Road as well improvements to the two junctions on Park Hill.
- Enhance the quantity and quality of urban space in the town in a way that reflects its built form and history i.e., through small-scale spaces off key streets rather than a central large public space at a key intersection. This could involve the following:
 - Enhancing Church Square by improving links through to Sizewell Road/ High Street.
 - Reclaiming Post Office Square as an attractive, public space off Main Street, potentially incorporating an extension to the railway sidings.

- Providing space off Sizewell Road as part of the Market Square site development with tertiary street or mews through the block.
- Enhancing garden space at the intersection of Main Road / the High Street.
- Possible pedestrianisation of High Street with access for loading at the start or end of the day.

- Improvements to lighting.
- Improving the pedestrian routes and areas of public realm that link the key existing and proposed green and urban spaces in the town.
- Potential to integrate a trail on the mediaeval, Saxon and Roman history of the town.
- Provide planting (particularly within existing green spaces) that promotes biodiversity, whilst creating an attractive environment and minimising maintenance costs that does not erode the towns urban character.



296 Figure 5.3: Public realm and landscape strategy

5.2.3 Townscape

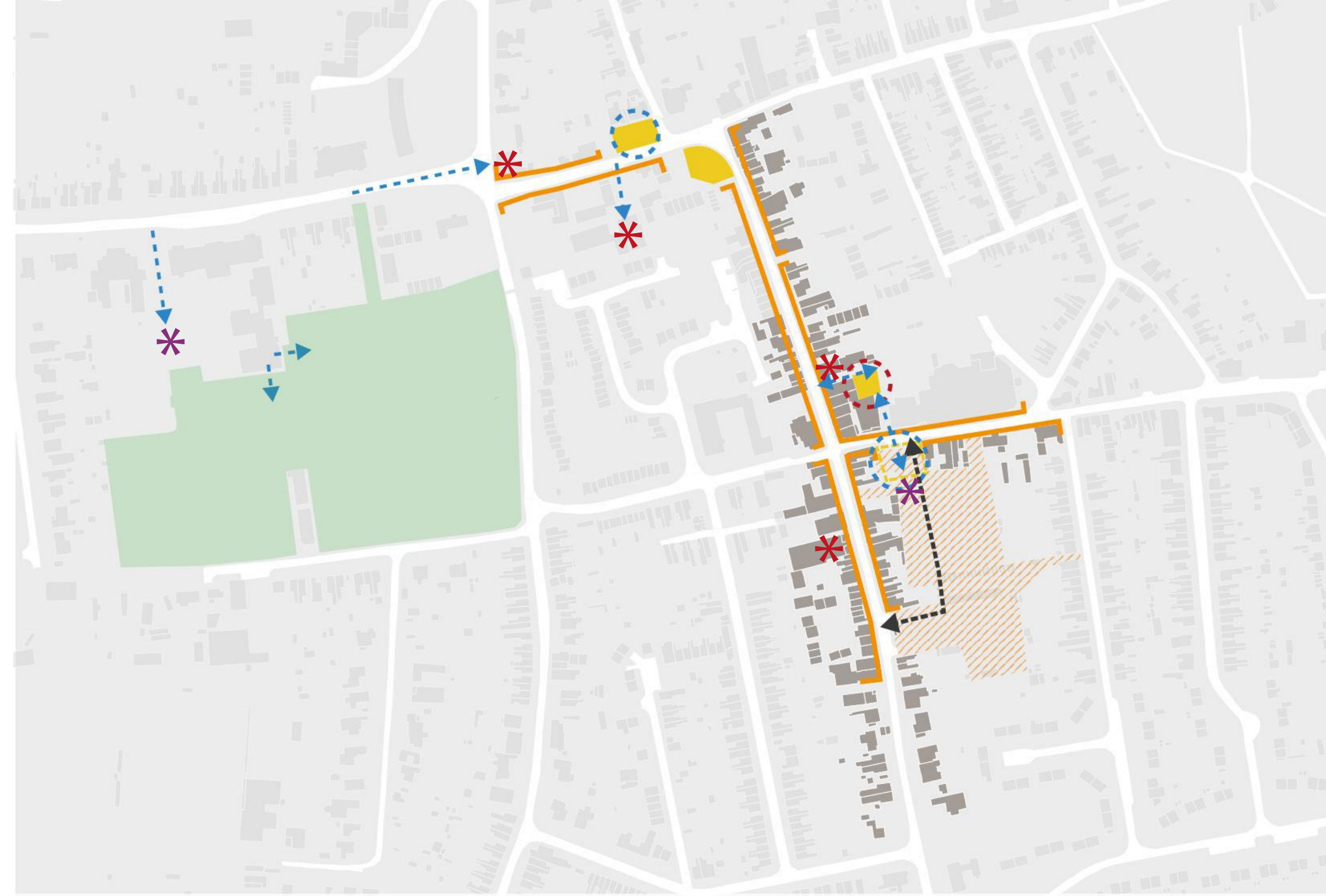
The strategy seeks to ensure that the development of the town centre builds on its existing qualities and establishes a high quality, legible and attractive urban environment that reflects the unique history and character of the town.

The key proposals are as follows:

- New development on the High Street, Main Street and Sizewell Road on ESC owned land to either reflect the existing tight building frontage or to take a deliberate and carefully considered step back e.g. to accommodate a public space.
- Establish a network of small-medium scale urban spaces by retaining and enhancing Church Square, Post Office Square and the garden at the intersection of Main Street and the High Street. Introduce a new small-medium scale space off Sizewell Road (on the Market Square site), where it will have a strong presence and benefit from the link through to Church Square.

- Redevelop the Market Square site in a way that reflects the scale and massing of the existing High Street (i.e. small-scale units with annexes and workshops to the rear) and the back of block location e.g. through a tertiary street or mews.
- Provide focal buildings in key locations to enhance the legibility of the town e.g. on the southern edge of the new space off Sizewell Road and/or at the entrance to the Waterloo Centre.
- Consider key existing and future strategic views e.g.
 - From Church Square through to Sizewell Road and the new public space.
 - From Post Office square through to the Long Shop Museum.
 - From the Waterloo Centre across the recreation ground to better integrate the centre and the open space into their surroundings.

- ↔ New pedestrian/ cycle street
- New development to reinforce tight building frontage
- Existing urban space
- - - New urban space (indicative)
- ⊘ Existing node
- ⊘ New node
- * Existing landmark / focal building
- * New landmark / focal building
- ↔ Key visual relationship
- Leiston recreation ground
- Existing annex/workshop urban morphology
- ▨ New development to reflect workshop / annex morphology



297 Figure 5.4: Townscape strategy

5.2.4 Character and land use

Figure 5.5 shows the different character areas that have been identified within the town centre. These character areas reflect different qualities, including land use, history, urban morphology, and building design, scale and use of materials. Together they help to structure the town centre and help addressing the fragmentation across the town by improving connectivity, variation, interest, and legibility.

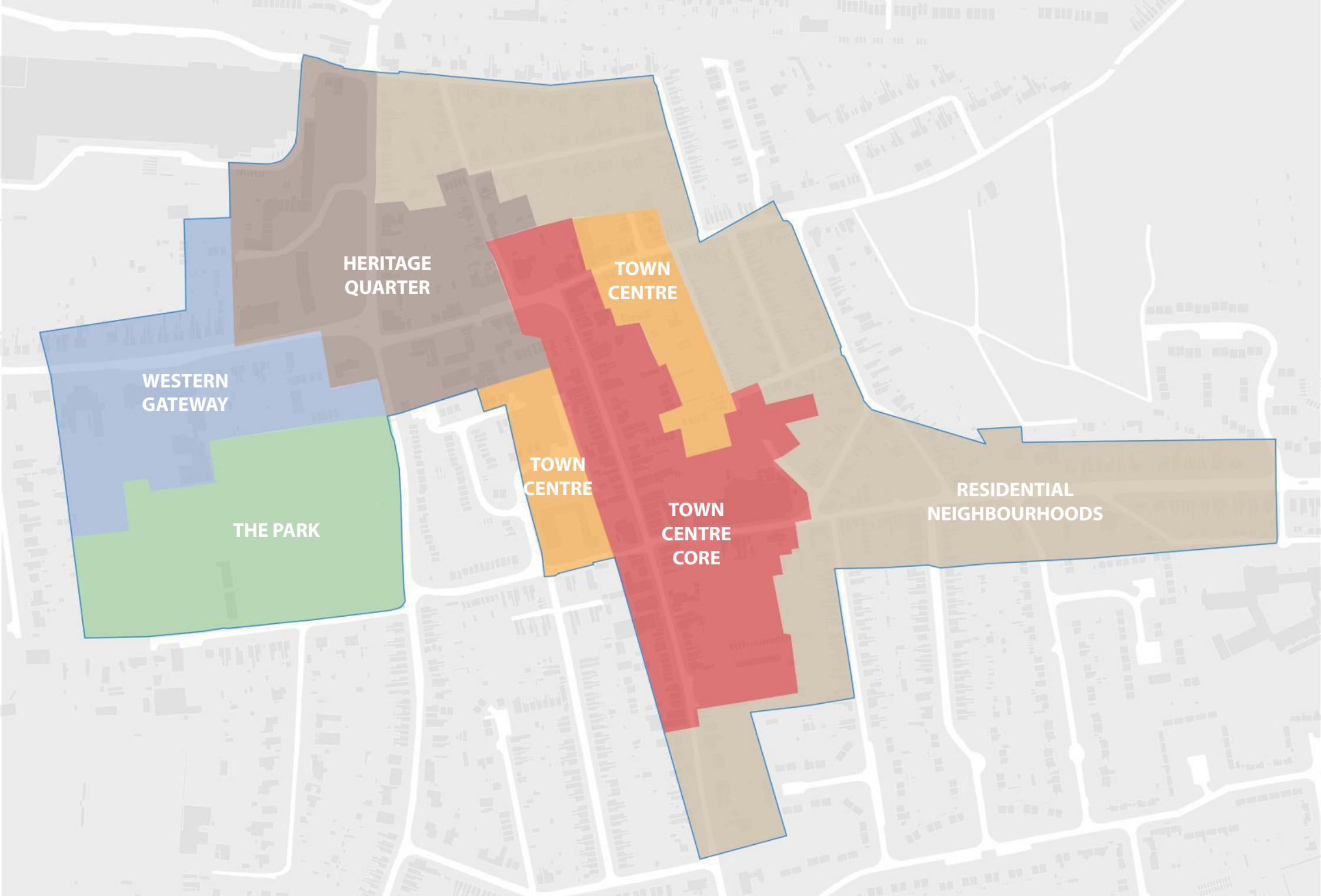
The character area strategy for the town seeks to ensure that the proposals for each site help to reinforce the existing character.

The six character areas identified are as follows:

- **Town centre core:** The historic retail core of Leiston. Predominantly retail and leisure uses with some residential. Mainly small-scale terraced units many of which feature annexes and/or outbuildings to the rear. Small scale lanes provide a good degree of connectivity. Sites 4, 5, 6, 7 and 8 are located in this character area.
- **Town centre:** The area behind the High Street characterised by a mix of development types, scales, and periods and with no clear formal structure. Predominantly residential uses. This character area adjoins sites 4, 5, 6, 7 and 8.

- **Heritage quarter:** Historic industrial core of the town incorporating the Long Shop Works on Main Street. Largely consistent with Leiston Conservation Area. Mix of scales, including some larger scale industrial buildings associated with the works. Sites 2 and 3 are located in this character area.
- **Western Gateway:** Predominantly residential area, featuring some (now converted) school buildings. Strong coherence due to the consistency of the Victorian, red brick architecture and the larger scale of dwellings. Site 1 is located in this character area.
- **The Park:** Large, flat recreational open space divided along the centre on a north-south axis by a belt of tree/shrubs. The western side of the space features more formal pitches and has a stronger relationship with the Waterloo Centre. The eastern side has a positive relationship with the housing on Victory Road, but the relationship with Park Hill and Waterloo Avenue is weak due to the change in levels and restricted access points. Overall, there is a weak relationship with the town centre, despite its proximity. This character area adjoins site 1.
- **Residential neighbourhoods:** Predominantly residential development to the north and east of the town centre. Mix of periods, scales, and

styles, but predominantly Victorian, Edwardian and inter-war and largely based on well-defined perimeter block layouts. Sites 9 and 10 are located in this character area.





5.3

Site proposals

Following on from the high level vision for Leiston and the town and town centre wide strategies, this section presents an overview of how the ten sites within Leiston town centre could be taken forward in line with the wider scale concept.

All plans and information are conceptual and present spatial ideas, complemented by ideas of future uses and a lively character of the town centre.

These diagrammatic plans have been prepared to show how changes on the ten sites could shape the future of the town centre and Leiston as a whole, and can help shape discussions at this early stage.

While many of the sites relate to one another, and their success would be positively influenced by taking into account the wider picture, they could also be taken forward on a one by one basis to contribute to change in Leiston.

All ideas would need to be followed up by more detailed work with regards to their feasibility and viability, and all concepts would be subject to planning at a later stage.

5.3.1 Site 1: The Waterloo Centre

Proposals for the Waterloo Centre could form a long term project in Leiston, as certain funding streams require more lead in. The proposals for this site seek to establish an attractive, accessible, and practical community and health hub, located at the interface between the Western Gateway and The Park. This would retain and enhance the existing community facilities at the Waterloo Centre and provide a new building to potentially accommodate a relocated Doctors Surgery (from site 2), Community Centre (from site 10) and Citizens Advice Bureau.

The project would enable better access to modern health and community facilities in a consolidated offer, by using existing buildings and adding new ones. The site would enable services to address current capacity and spatial issues, while the co-location of certain uses would create a mutual benefit.

The Waterloo Centre would potentially offer a much more practical site for the Doctors Surgery, as there are no levels issues and there is capacity for increased parking provision. The site is also centrally located, whilst being easily accessible by car.

As shown in figure 5.6, the proposals for the site would establish a more positive relationship between the Waterloo Centre and the adjacent Recreation Ground. This could partly be achieved through the



introduction of a new café extension to the building (currently undergoing refurbishment) in the southeast corner of the site.

Potential alternative options for this site, should the Doctors Surgery and/or Community Centre not wish to relocate, include the provision of a training facility alongside the existing community uses. This would require further capacity testing

and discussions with potential providers e.g., Suffolk New College on the Coast.

Consultation feedback reflected in the proposals includes co-location of community, well-being, and healthcare facilities together alongside recreation facilities, within easy reach of the town centre.

Access from Waterloo Avenue. Car parking for adjacent residential properties retained

Proposed car parking, landscaped with trees and low level planting

Potential to include charging points for electric vehicles

Existing community centre buildings retained and refurbished where necessary

New building, potentially incorporating relocated Doctors surgery (site 2), relocated Community Centre (site 10) and Citizens Advice Bureau, along with associated car parking; alternative use could include an education or training centre

Potential to extend the corner of the building to house a café, community rooms or other active uses overlooking the adjacent recreation ground

Area of soft landscape to improve the legibility and visual amenity of the Waterloo Centre; to include safe cycle storage

Proposals would reflect sustainable and net zero carbon ambitions, e.g. by reusing existing buildings and consolidating health and community uses into one location, the provision of cycle parking and electric vehicle charging points.



Café use as indoor/ outdoor interface



Contemporary architecture in high quality landscape



Hub for community uses

Figure 5.6: Proposals for the Waterloo Centre

5.3.2 Site 2: The Doctors Surgery

There is potential for the Doctors Surgery to relocate to the Waterloo Centre (site 1), where it could form part of a community and health hub, and benefit from purpose-built buildings, better parking and flatter site. The relocation of the GP surgery would be dependent on practical and viability considerations and is therefore a high level proposition at this stage a longer term timeframe project. Further work would need to be undertaken to understand the feasibility and viability of these proposals. It would depend on NHS England agreement and involvement of the Intergrated Care Board (ICB).

Relocation could not only benefit the Doctors Surgery, but also free up an historic building and strongly reinforce the heritage quarter concept (see site 3), by allowing the vacated building to be used for heritage, cultural or educational uses and thereby complement the heritage offer in town, such as an engineering college or alternative use associated with the Long Shop Museum. This change in use would be accompanied by improvements to both the current buildings and the adjacent courtyards, which would be integrated into the Long Shop Museum site. use associated with the Long Shop Museum site.



Figure 5.7: Proposals for the Doctors Surgery

Consultation feedback reflected in the proposals includes consideration of a different location for the Doctors Surgery where there is better access, more space and storage, less restricted parking

for patients and staff, and the co-location of community, well-being, and healthcare facilities together but still within easy reach of the town centre.

Potential for the Doctors Surgery to relocate to the Waterloo Centre (site 1) and building to be used as an engineering college or an alternative use associated with Long Shop Museum

Potential to re-align boundary walls and improve planting

Potential to open up the car park, take out the wall and integrate the site into the neighbouring Long Shop Museum

Proposals would reflect sustainable and net zero carbon ambitions, e.g. by reusing existing building, improving building fabric and energy performance.



Potential to merge site / building into the museum



Connections with Leiston's industrial heritage



Integrating education into the ethos of the Long Shop

5.3.3 Site 3: The Historic Quarter

The proposals seek to establish a unique historic quarter focused around the Long Shop Museum and Post Office Square, and potentially also including the building currently occupied by the Doctors Surgery (site 2).

While this is a key project for the future of Leiston and the town centre, it is likely to be implemented with in a long term timeframe as negotiations with land owners, potential occupiers and funding applications would have to be coordinated and forged into one holistic concept.

The overarching public realm improvements would help to make the buildings and square read as an ensemble.

The Town Council and library would be relocated to the Market Square site (site 7) and the building converted into a museum and café. The intention is that the museum would focus on the history of the town (potentially including the exhibition of historic material from the Titlow & Son store) and would complement the existing Long Shop Museum. All of this will have to be market tested.

However, there is potential for the building to be used flexibly and/or accommodate alternative uses. For example, part of the museum could



- Extension of the historic Leiston Works Railway into Post Office Square
- New railway buildings that allow for maintenance, repair and demonstration of old engines; low key vehicle access and hardstanding
- Potential to establish a new platform
- Town Council and Library could relocate to Market Square (site 7). Refurbished buildings to potentially accommodate museum or a visitor centre to potentially include bike hire facilities
- Railway tracks to extend into Post Office square to allow for the public display and demonstration of the historic engines
- Careful re-landscaping of Post Office Square to include additional elements in line with the industrial heritage
- Shared surface treatment on Main Street to establish a low speed environment with safe pedestrian movement and surface treatments that allow the space between the different parts of the Historic Quarter to read as a single entity
- Potential for better relationship of the Engineers Arms pub with the Long Shop Museum and historic offer in this area, possibility to include seating within Post Office Square

Proposals would reflect sustainable and net zero carbon ambitions, e.g. by reusing existing buildings, providing new buildings with good energy performance/ zero carbon.



Bringing history back to life



Enhance the inter-relationship between spaces



Industrial elements within public realm

Figure 5.8: Proposals for the Historic Quarter

be made available for use by local community groups, particularly those with a culture and heritage connection, or link to East Suffolk's cultural strategy & development.

Alternatively, if there wasn't the necessary backing for extending the museum, the building could be considered for other uses such as a visitor/information centre for the town.

The café could spill out onto Post Office Square, which would be reclaimed from the existing parking to form an attractive, public open space for relaxation and possible events.

To the west of this, it is proposed that a section of the Leiston Works Railway could be restored, including potential new engine maintenance and repair buildings on land to the north of the Engineers Arms, which is in private ownership. The line could extend into the western end of Post Office Square, allowing for the public display and demonstration of the historic engines and providing additional interest and character to the space.

To the south of Post Office Square, public realm improvements would be carried out to Main Street to ensure a safe and accessible pedestrian environment and tie together the Long Shop Works and Post Office Square, helping to reinforce the cohesiveness of the

historic quarter.

In line with the Heritage Quarter Character Area, the proposals would add another layer of history to this part of the town that is characterised by mixed scale of industrial buildings from different eras.

Any new buildings and structures could be contemporary in design in order for the continuation of history being made apparent in the town.

Consultation feedback reflected in the proposals includes the long Shop Museum's aspirations and the ambitions and plans of the Leiston Works Railway trust, and co-location of heritage uses in a clearly defined area focussed around the main assets of the Long Shop Works.

The proposals also integrate the need for more appropriate accommodation for the Town Council and expansion for the Library elsewhere, and for the heritage responses to integrate with the street and Post Office Square space.



5.3.4 Site 4: The High Street

Overview

As part of the Town Centre Core Character Area and arguably the most crucial element of Leiston town centre, the High Street should be improved under a number of aspects. While some of these projects can be started relatively immediately, particularly the smaller scale, building based ones, others such as public realm improvements, would require a longer lead in. Any improvements, irrespective of scale, should make the town centre more attractive and pedestrian friendly, and increase footfall and time spent here.

Figure 5.9 shows an overview of the proposals for the High Street. These are consistent with the Leiston Transport Strategy and the access and movement strategy set out in Section 5.2.1 of this document. Proposals are broken down into the following three categories in the proceeding sections:

- Streetscape
- Built structure
- Character

Proposals would reflect sustainable and net zero carbon ambitions on opportunities presented through building by building basis, cycle and walking provision, encouraging greater use and appeal of local facilities.



Figure 5.9: Proposals for The High Street - Overview

Consultation feedback reflected includes safer streets for pedestrian and cyclists, reduce unnecessary traffic, a mix of retail, services, and businesses that provide for everyday needs, foster Leiston's independence and reflect this in the individuality of its high street businesses, widen the appeal of the high street for community and visitors, and highlight heritage.

- Cross roads/raised table
- Street/public realm improvements
- Main access routes
- Pedestrian/cycle link
- New street link
- Heritage - requires work
- Heritage - needs some improvement
- Heritage - good condition
- Non-heritage - future opportunity/benign
- Gable end/building lettering
- Improvements to shopfronts and shop signage
- 'Gateway' into town centre



Streetscape

The quality of the pedestrian environment is currently undermined by traffic flows and very narrow pavements. The following measures (shown in figure 5.10) are proposed to create a much more accessible, safe and attractive environment:

- A one-way system (incorporated into the Leiston Transport Strategy) would enable a completely new street layout for the High Street. This would ensure a much more attractive, safe and enjoyable environment in which to enjoy the retail / leisure uses on offer and, in doing so, providing increased footfall to support them.
- As set out in the access and movement strategy, there is potential to go further and fully pedestrianise the northern section of the High Street. This would allow the street to be fully reclaimed for pedestrians and cyclists and essentially create a new public space in the town centre. It is recognised, however, that this option has not been consulted on and is likely to be controversial.



- The High Street junctions with Main Street / Valley Road and Cross Street / Sizewell Road should be designed to encourage low traffic speeds. Measures could include raised tables, shared surfaces or pavement materials drawn into the carriageway.
- The new street layout would facilitate the introduction of planting and street furniture to allow people to stop and enjoy the space.
- Potential bespoke treatment of lanes.
- Potential to install low key catenary lighting prior to overall lighting proposals as part of public realm strategy.
- Going forward, the Suffolk Disability Group should be involved in any consultation to ensure maximum inclusion and usability.

- Cross roads/raised table
- Street/public realm improvements
- ➔ Main access routes
- ➔ Pedestrian/cycle link
- ➔ New street link

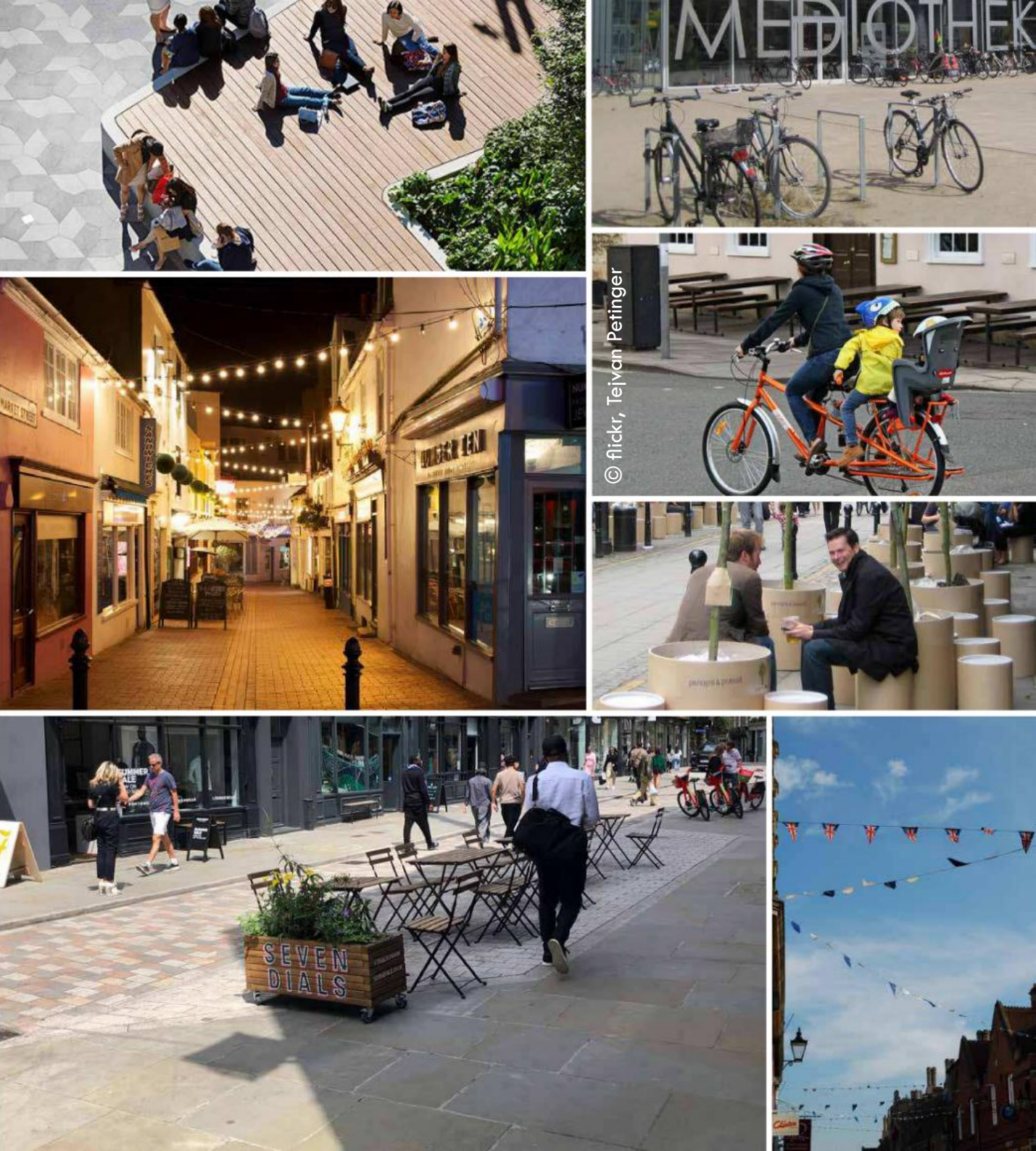


Figure 5.10: Proposals for the High Street - Streetscape

Built structure

The built structure forms a crucial component of High Street and building improvements would, in the medium timescale and over time, result in a more attractive street with its historic small scale character being restored.

Any improvements would be seeking to enhance the character of the typical small scale built structure and would be implemented at on a plot by plot basis to strengthen the street's diversity.

To guide any future development on the High Street, the buildings have been classified into different categories, indicating their significance for the town centre and their potential for improvement (see figure 5.11).

Many of the buildings located on the High Street are not outstanding in their own right, but as an entirety, form a valuable contribution to Leiston's character.



Figure 5.11: Proposals for the High Street - Built structure

- Heritage - requires work
- Heritage - needs some improvement
- Heritage - good condition
- Non-heritage - future opportunity/benign



Character

Interventions in relation to character could largely be implemented on a short to medium timeframe as many of them are smaller scale and less structural in nature.

As shown in figure 5.12, to retain and enhance the existing character of the High Street, it is proposed that improvements to shop fronts, signage and lighting are made in strategic locations. In order to increase the prominence of these projects, grouping together individual locations would be beneficial.

This includes some gable ends of buildings which are to feature large-scale letters relating to the specific place or its history. The key gateways into the town centre would also be strengthened.






-  → Gable end/building lettering
-  Improvements to shopfronts and shop signage
-  'Gateway' into town centre

Figure 5.12: Proposals for the High Street - Character



5.3.5 Site 5: Church Square

Church Square is already a major asset in the town centre with a landscaped area that invites people to spend time in the town centre.

With improved pedestrian connections, the space could form part of a small network of lanes, as is typical for the Town Centre Core Character Area.

As a relatively self-contained project, these improvements should go ahead early on in the process, with pedestrian connections through the Co-op site going hand in hand or linking into it at a later date.

The proposals seek to build on its strengths by providing public realm improvements on the adjacent land that would enhance the quality and intuitive use of connections through to the High Street, Co-op and Sizewell Road (and on to the Market Square site).

The measures proposed for Sizewell Road to lower traffic speeds and improve pedestrian connectivity reflect the Leiston Transport Strategy.

Proposals would reflect sustainable and net zero carbon ambitions by enhancing the pedestrian environment and connectivity in the town centre.

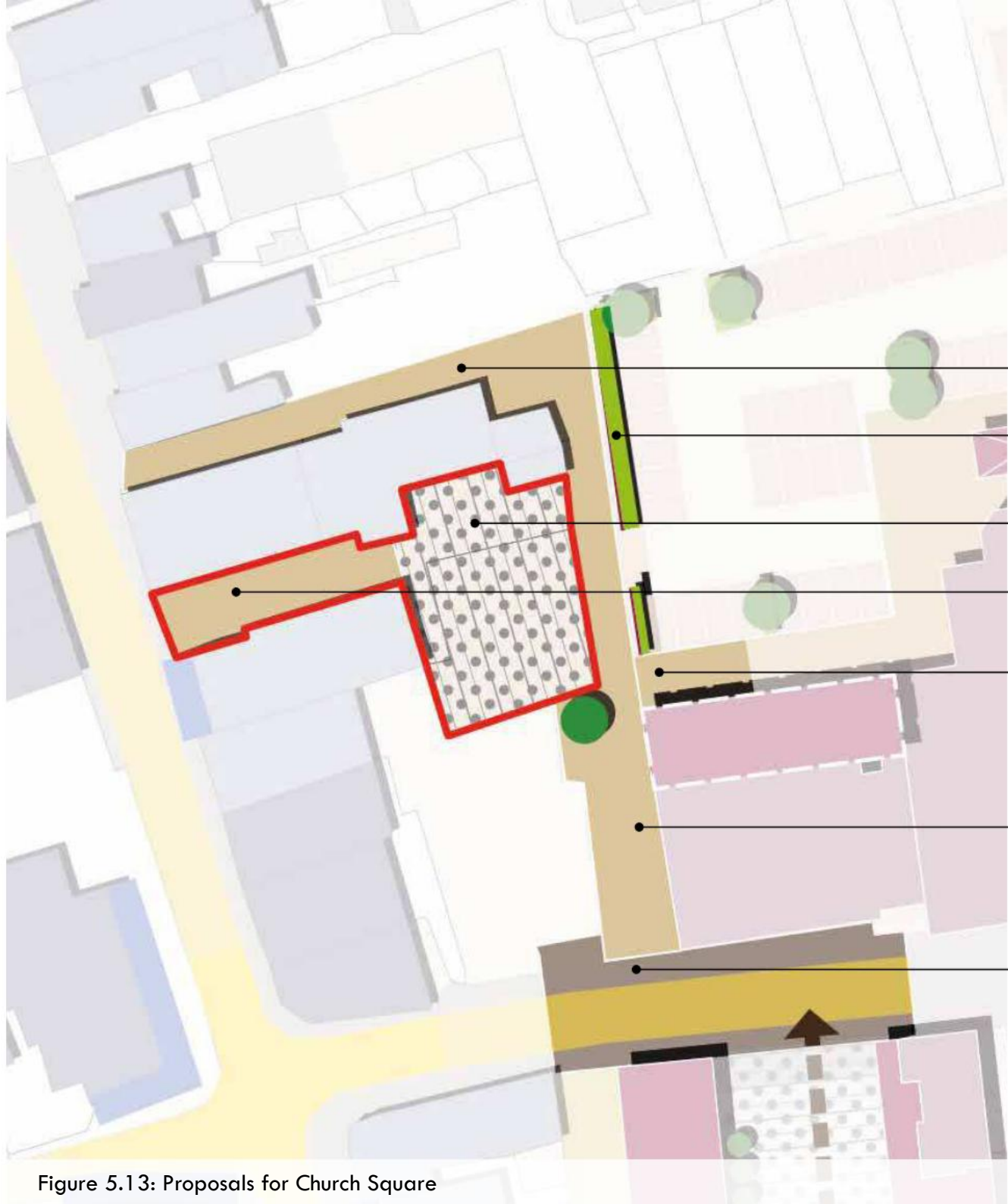


Figure 5.13: Proposals for Church Square

Consultation feedback reflected in the proposals includes to further build on the success of the Church Square implementation, to complete the connectivity of the finished scheme to Sizewell Road by extending the scheme and the improvements to land beyond that owned by the Church. This includes completing connectivity of the finished scheme to Sizewell Road with

an appropriate edge for pedestrians and cyclists adjoining the Coop car park, and for the passageway link to the High Street on the north side of the chapel to be equally improved to provide an alternative route when Church Square is closed-off for Church functions, and to benefit the businesses opposite the chapel to the north by the passageway.

- Enhanced public realm / pedestrian lane along northern edge of Church
- New low level wall and planting to help structure and define the space around the Church and ensure it does not bleed into the Co-op car park
- Existing Church Square, incorporating seating areas
- Church Square entrance from High Street
- Accessible and well-defined pedestrian footpath connection through to the Co-op and the residential areas to the east (see site 6 proposals)
- Pedestrian lane providing a safe and attractive route between Church Square / the Co-op car park to Sizewell Road and on to the Market Square site (site 7)
- Low speed environment / public realm improvements along Sizewell Road, creating a more accessible and safe pedestrian environment and allowing good connections between Church Square and the Market Square site



Enhancing the setting to existing assets



Enhancing links to the existing Church Square scheme



Landscape that invites people to dwell in spaces

5.3.6 Site 6: The Co-op Supermarket

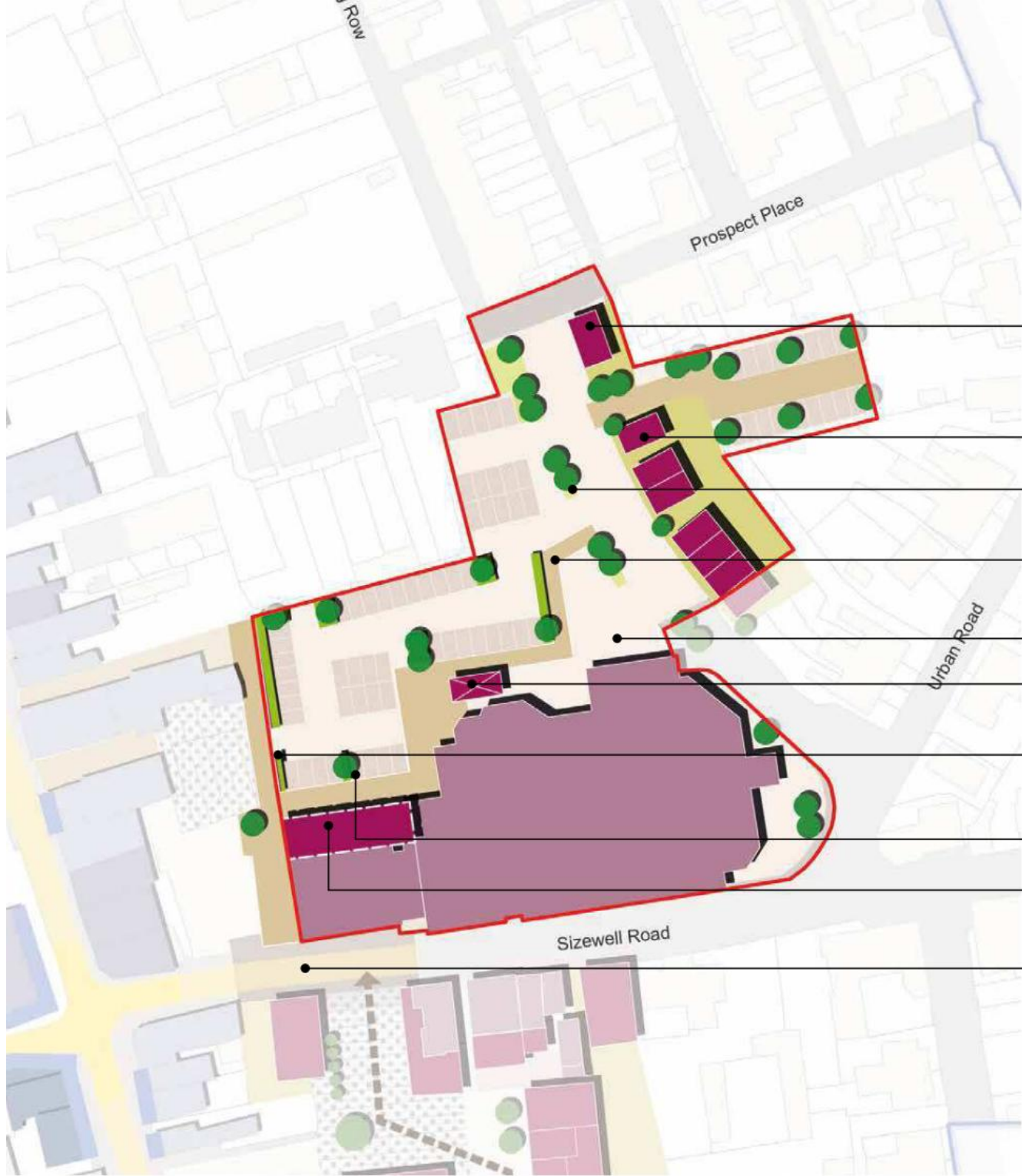
The site of the Co-op supermarket is one of the key sites in Leiston's town centre. As an 'entrance point', due to its parking provision and grocery offer, a good proportion of Leiston's footfall stems from here.

All suggested proposals are ideas and should be used to influence future development, but any plans ultimately rely on the Co-op and their aspirations. However, if they were agreeable, the majority could take place in the short term.

The proposals would sit in line with the Town Centre Core Character Area that features continuous building lines along streets as well as pedestrian connections, some as back lanes.

With some of the suggested proposals relating to landscape works and improving pedestrian connectivity, these could be taken forward relatively early on. Other suggestions around the built fabric and housing component could follow later.

Despite the efforts of the project team, it has not been possible yet to speak to the relevant person at the Co-op to discuss the future of the Leiston site in more detail. The proposals shown in figure 5.14 therefore assume that it has no



Consultation feedback reflected in the proposals includes review of the Coop store as the only supermarket food store in Leiston, potential to keep footfall in the town and avoid trips to food stores locally, improvement in the retail offer

for the community, reduction of car trips and better provision for residents who do not drive, improvement to the legibility and access, and design and functionality of the store ideally retaining it in its location in the town centre.

New housing to complete the existing residential block. Corner dwelling to mark the connection to Prospect Place

New housing establishes a well-defined street, with clear fronts and backs; residential car parking to the rear of the block

Landscaped edge to the Co-op car park to help create a more coherent streetscape

Well-defined footpath through the site, allowing for safe and convenient access between Sizewell Road, Church Square, the Co-op entrance and the residential area to the east

Service area to be retained and more attractive boundaries to be established

Secure cycle storage

Wall and planting to strengthen lane character and help structure / define Church Square and the Co-op car park

Car parking retained and reorganised

Back of Co-op building opened up to incorporate the existing (reconfigured) café, forming an active corner at the intersection of key pedestrian routes

Pedestrian lane linking Church Square and the Co-op car park with Sizewell Road and beyond to Market Square (site 7)



Safe and attractive pedestrian connections



Well-designed parking



Easily identifiable entrances

Figure 5.14: Proposals for the Co-op supermarket

plans to vacate or completely redevelop the site, but that there may be potential to reconfigure/ redevelop parts of the site and/or make modifications to the building.

In the long term, the fragmented section of the car park located to the northeast could be developed for housing to ‘complete’ the existing residential block and provide a far more legible, cohesive and structured street and retained car park. This would assume a reduction in parking numbers that would be made viable through the implementation of the access and movement strategy set out in Section 5.2 (subject to further technical work to inform the parking strategy).

The reconfiguration of the main car park would create a much more attractive, safe, and legible pedestrian environment. This would include a new footpath that connects the site with Church Square, Sizewell Road, and the residential area to the east. In conjunction with these improvements, the Co-op Café could be relocated within a new extension at the western end of the building, helping to establish a much more attractive, legible and accessible entrance adjacent to Church Square, as well as an improved café experience.

It is considered that the proposals for the Co-op site set out above would significantly improve the site and the wider town centre.

However, depending on priorities, a potential alternative approach would be to retain the parking in the northeast corner of the site and open up a new public space at the western end by reconfiguring the car park (see figure 5.15). This space could be framed by a new building along the northern edge of the site and by a new café to the rear of the supermarket, essentially extending the open space at Church Square and establishing a much more cohesive and integrated urban environment in this location.

If the Co-op were interested in redeveloping their current store entirely, further benefits could be achieved through consideration of the following key design aspects (and the townscape strategy set out in Section 5.5):

- The potential for a significantly improved relationship with Sizewell Road in terms of the scale, massing, positioning and detailing of the building/s.
- The potential for enhancing the relationship between the new buildings / spaces and Church Square and the proposals for the Market Square site.
- The potential for enhancing the legibility of the entrances into the building/s and the relationship with the car park.

Figure 5.17 shows a possible layout for the redevelopment of the site with the potential to achieve these principles.

If the Co-op were to move out of the site, then it would be important that any redevelopment incorporates a replacement supermarket as it currently performs a crucial role in attracting footfall into the town centre, and there are currently no clear alternative sites with the capacity to accommodate one.

We are aware there may be resident parking in parts of the car park and this would need to be considered in the long term scenario.

Figure 5.16 illustrates potential for a small cutting edge visitor centre (*) to draw visitors.

Proposals would reflect sustainable and net zero carbon ambitions by improving cycling and walking provision, encouraging greater use and appeal of local facilities with the potential for a new more energy efficient store with greater longevity and choice.



Figure 5.15: Reconfigure site (as per Fig 5.14)



Figure 5.16: Alternative reconfiguration option

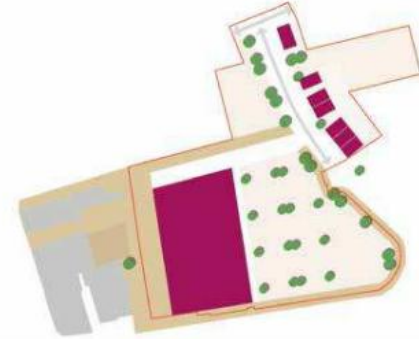
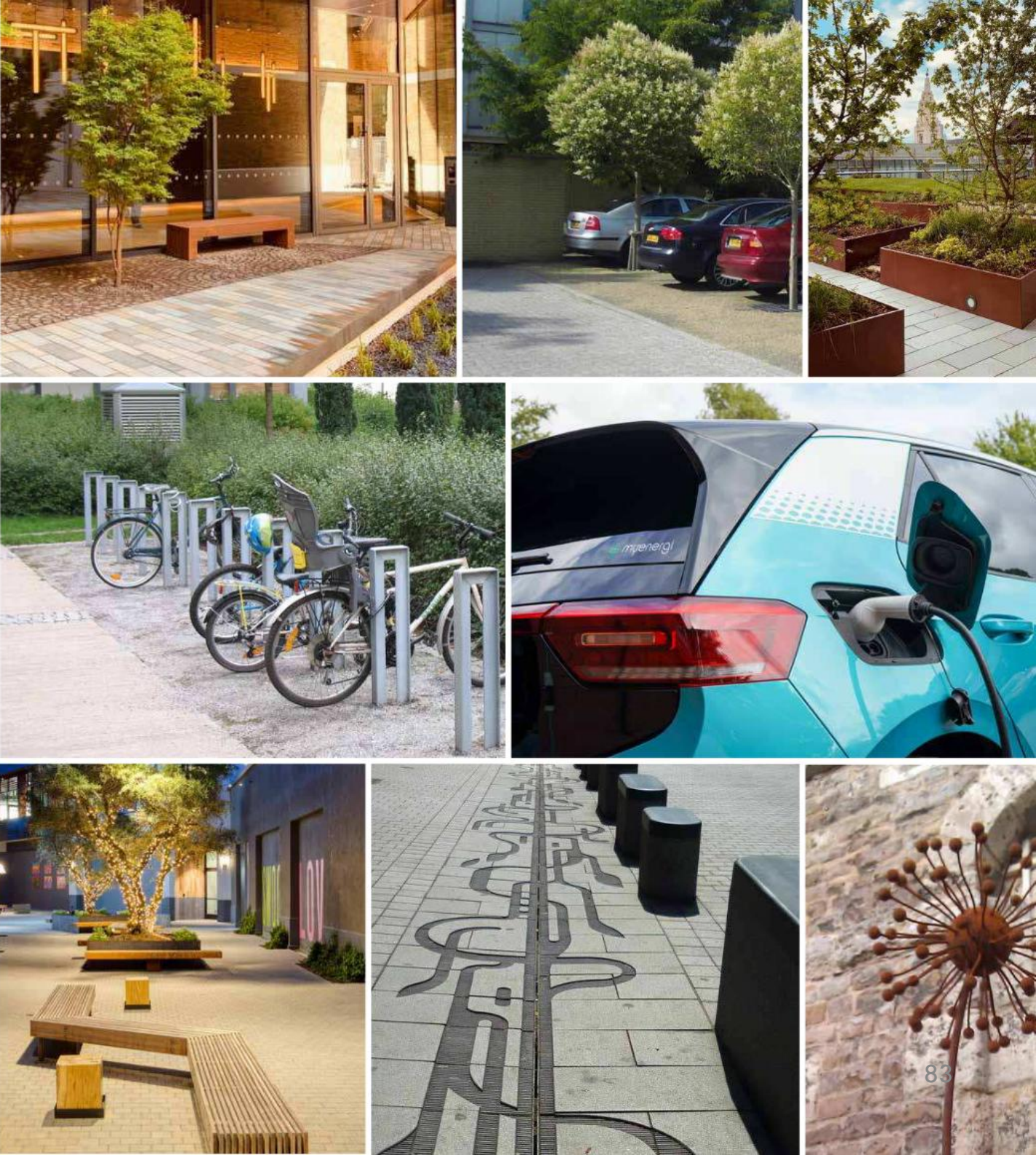


Figure 5.17: Possible redevelopment layout



5.3.7 Site 7: Market Square

The site south of Sizewell Road is one of the pivotal sites for regeneration activities in Leiston town centre. As this project is complex in its implementation, it might make sense to split it into phases. The northernmost part with square and adjacent uses could be taken forward in the medium term. The residential/ mixed use lane extending south would be implemented later on to fulfil the project's full potential for housing provision, highly accessible services and connectivity.

The proposals for the Market Square site could provide a vibrant and distinctive additional street and space in the town centre, which complements rather than competes with the existing High Street and reinforces the unique character of the town.

In line with the Town Centre Core Character Area, the proposals would provide a mix of uses, including commercial, start-ups, housing (including a range of typologies aimed at younger and older age groups), a café and a new Town Council and Library building. A small scale built structure, potentially with annexes in the back and situated along a small back lane would reflect the predominant structure of this Character Area.



Low-speed environment and public realm improvements along Sizewell Road, providing improved pedestrian and cycle accessibility and ensuring a strong link between Church Square / Co-op and Market Square.

New building to comprise commercial and residential uses, terminating views from the lane to the north and defining a new public space to the east

New small-scale pedestrian public space, easily visible and accessible from Sizewell Road, and well-defined by the new building to the west and the new library / Town Council building to the south, which would have a strong relationship with the space

Mixed-use building with space for offices and start-ups on the ground floor and residential on the upper floors

New Town Council offices and Library (relocated from site 3). Key focal building which would define the southern edge of the public space and have a strong relationship with it. Alternative location for a visitor centre and/ or Community Centre.

Secure cycle storage

New pedestrian/ cycle street, accommodating limited vehicle movements for residents, emergency and servicing access from the South only; streetscape to reflect character of different uses and define areas for communal use.

Enhancement of existing pedestrian links with surrounding streets to ensure development is well-integrated with the town centre and adjacent neighbourhood

Small-scale residential development featuring a variety of typologies to include terraces, town houses, apartments and work/ live units with studio and workshop spaces to the rear

Town houses at the southern end of the street, framing areas of residential car parking

Area of car parking for local residents of existing neighbouring properties

Retained and reconfigured public car parking, incorporating landscape enhancements



Café seating in a square



Open and positive frontages that allow interaction



Small-scale terraces appropriate to low order street

Figure 5.18: Proposals for Market Square

Different models for the housing delivery would need be explored to ensure they are sufficiently accessible to target groups.

The new uses would be structured around a tertiary street and a small-scale public space that would be fronted onto by the Town Council / library building and would have a strong relationship with the improved Sizewell Road and to Church Square. The formality, scale and use of these spaces and the adjacent buildings would reflect the back of block location and the existing morphology of the town centre (see Section 5.5) and would include small-scale, flexible units for start-ups/ creative industries.

Vehicular access into the site would principally be provided via the High Street, with an additional emergency access provided from Sizewell Road.

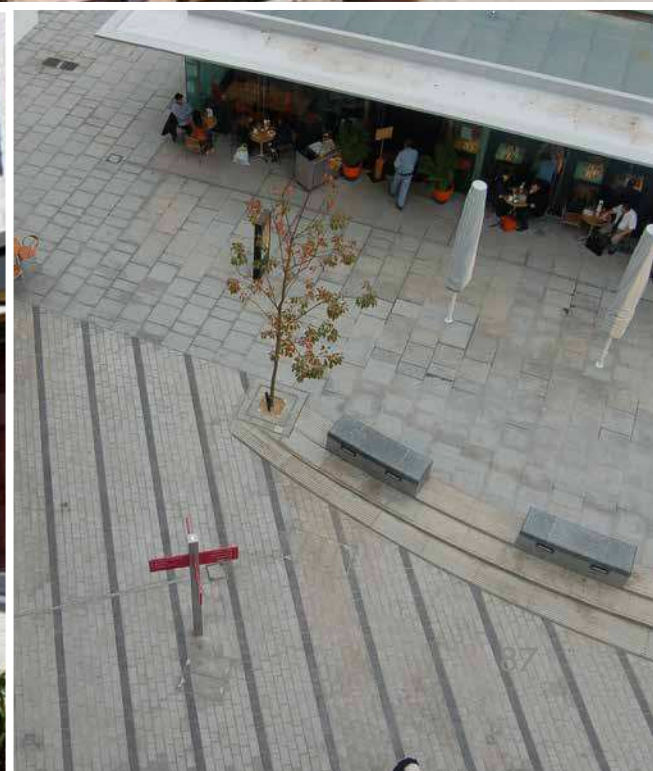
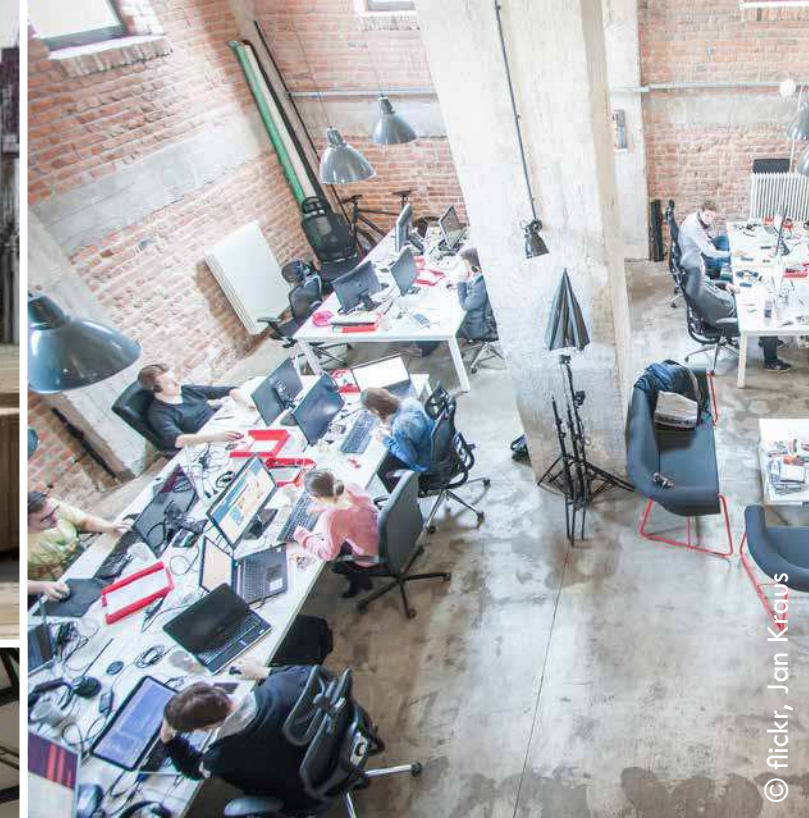
Good levels of pedestrian permeability would be ensured through pedestrian links onto the High Street (to the north and south), Sizewell Road and Eastward Ho. The existing public car

park should be reconfigured in conjunction with the access and movement strategy set out in Section 5.2 (subject to further technical work to inform the parking strategy).

The development proposals shown in figure 5.18 rely on the sale of three privately owned sites, with the remainder on ESC owned land.

Consultation feedback reflected in the proposals includes a good level of alignment with the overall aspirations of the Leiston Community Land Trust (and Modece Architect) proposals for Market Square. The masterplan proposals make several adjustments in terms of retention of 16a-22b Sizewell Road, premises suitable for different community groups, business opportunities and civic facilities in response to discussions and feedback, and housing in line with local requirements. New buildings proposed are intended to be sustainable and/ or zero carbon in line with views expressed and the Leiston Net Zero campaign. The new street and spaces created would offer safe routes for pedestrians and cyclists in response to feedback.

Proposals would reflect sustainable and net zero carbon ambitions by creating dwellings in the town centre, potential for these to be zero carbon/ energy efficient, improving connectivity, cycling and walking provision, electric car charging for residents, potential for low car ownership, co-locating local facilities and potential for new employment/ studios at the heart of the town centre and removal of older inefficient building stock.



5.3.8 Site 8: 16a-22b Sizewell Road

As an adjacent project to the important Market Square site the proposals are to retain 16a-22b Sizewell Road. Fitting well into the Town Centre Core Character Area the buildings are considered to make a very important contribution to the historic character of the town centre in terms of their small scale and massing, former uses, traditional materials. and vernacular architecture. Most of the historic buildings at this end of Sizewell Road have been lost, and newer buildings such as the Co-op and BT/Post Office buildings do not integrate well with the qualities that give the town centre its unique character. It is therefore considered important that the main front sections of these buildings are retained, accepting this involves major restoration work. The project could come forward in the short term and could be planned in tandem with the northern end of the Market Square site.

Careful consideration would need to be given to the relationship between these buildings and the Market Square site. As shown in figure 5.17, it is proposed that renovations include demolition of the rear sections of the buildings to accommodate new extensions, possibly a cafe or other suitable use. The rears would front onto the proposed space on the Market Square site, and be south-facing. The front part of the building(s) could also form part of the café or complementary uses e.g., shop, gallery, or to exhibit the heritage collection from the Titlow and Son store that is currently in storage at the Long Shop Museum if this cannot be accommodated in the Heritage Quarter. It is proposed that other units of accommodation within the group of buildings could be a mix of commercial and residential uses.

Subject to condition, it may be appropriate to demolish part or all the rear sections of these buildings to ensure they function efficiently

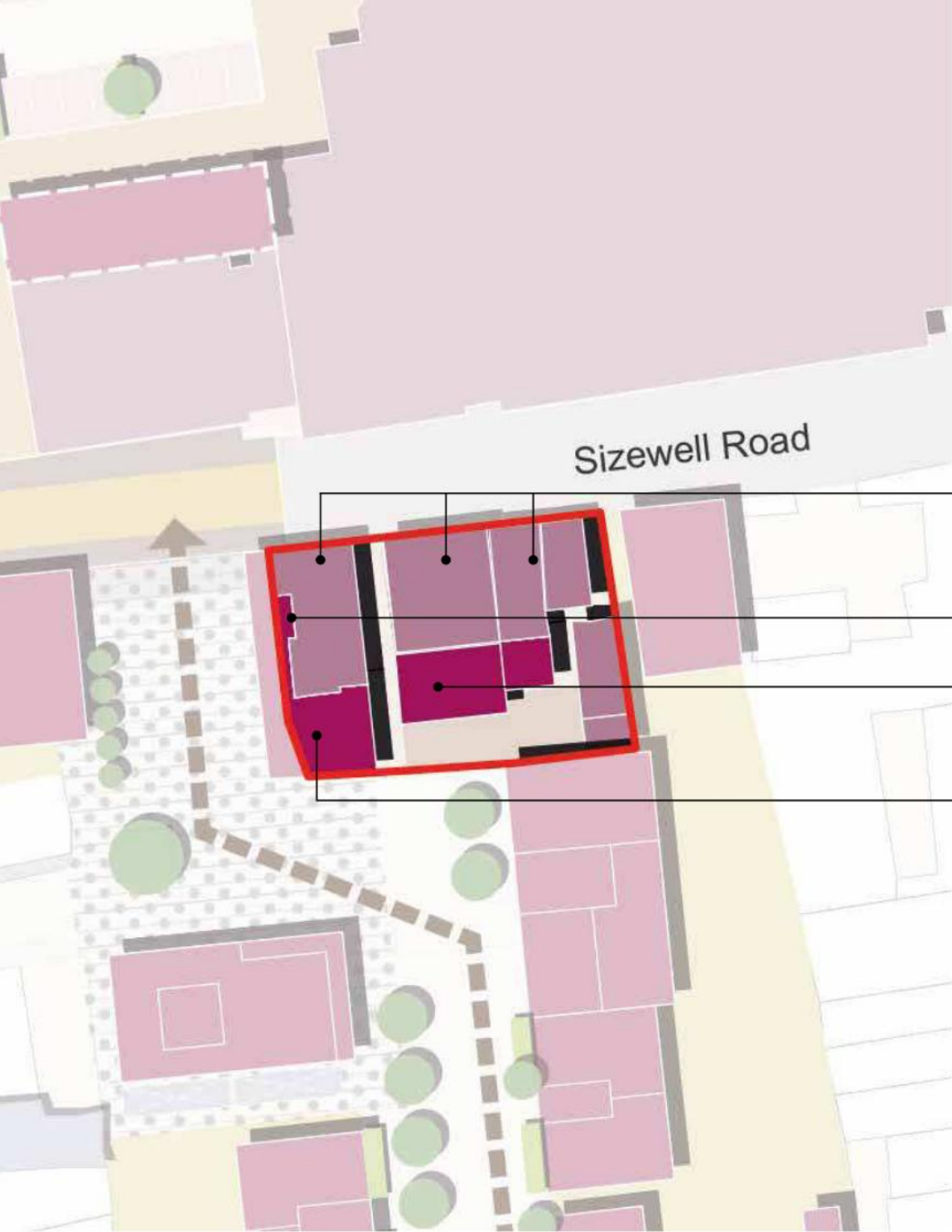


Figure 5.19: Proposals for 16a-22b Sizewell Road

and establish an appropriate relationship with the Market Square site, retaining only the facade(s) onto Sizewell Road, forming the street elevations to well redesigned and appropriate new buildings that work with Market Square.

An alternative option would be to demolish 16a-22b and replace with potential high energy performance and contemporary interpretation

Historic buildings that make an important contribution to the overall townscape character of Leiston due to their form, scale, massing, materiality and relationship to the street. The main front sections of buildings to be retained and refurbished for commercial, cultural and residential use

Opportunity for large scale lettering on the gable end of the westernmost building to create an attractive eastern elevation to the new public space

Opportunity to demolish modern extensions to provide new, improved buildings and accommodate private, south-facing rear gardens/terraces. Careful consideration of treatment of interface with Market Square site would be needed

Rear section of the building to be demolished and replaced with new café, which wraps around the western and southern edges of the retained section of the building and fronts onto the Market Square public space. Main part of building to be used for café or complementary use e.g. gallery. Pedestrian access from Sizewell Road and Market Square site.

Proposals would reflect sustainable and net zero carbon ambitions, e.g. by reusing existing buildings, remodelling them with contemporary architecture with good energy performance/ zero carbon.

of traditional Leiston town centre terraces with height, massing and shapes to reflect the historic structure.

Consultation feedback reflected in the proposals includes conservation of Leiston's built heritage, and pragmatism around viable new uses and the potential to integrate Market Square.



Café with strong relationship to public open space



Large scale lettering at gable ends



Frontages that allow for views in

5.3.9 Site 9: The Crown Inn

The main (former Crown Inn) building on this site forms an important focal feature on the corner of Sizewell Road and Crown Street, significantly influencing a first impression people get approaching from the east.

As part of the Residential Neighbourhood Character Area, the building would provide a strong corner with a 'special use' within a network of regular and enclosed residential streets.

The building would be converted to accommodate apartments on the first floor and start-ups or a pub/restaurant/café on the ground floor.

Due to its size and limited complexity, this project could be taken forward relatively immediately.

The historic outbuilding would also be refurbished to be used as a start-up or uses associated with the neighbouring pub/restaurant/café, such as a microbrewery or smokehouse.

As the premises are privately owned, this document will serve to influence discussions around potential uses, but proposals will rely on decisions by the owner.



Consultation feedback reflected in the proposals includes importance of public houses in Leiston that are being lost to the community to become other unrelated uses, and the nature of multi occupancy dwellings as proposed for the Crown Inn by its current owners in relation to the types

of homes needed locally, and the difficulty of conversion of purpose designed buildings despite already providing some accommodation. The proposals also reflect the view that the Crown Inn is prominent on Sizewell Road and could continue to perform a community-facing function.

Garden to be refurbished and used for pub/restaurant/cafe

Conversion of previous pub building into mixed-use; first floor/ attic to accommodate residential, ground floor to be used for start-ups or pub/restaurant/ cafe through a possible apprentice scheme building refurbishment

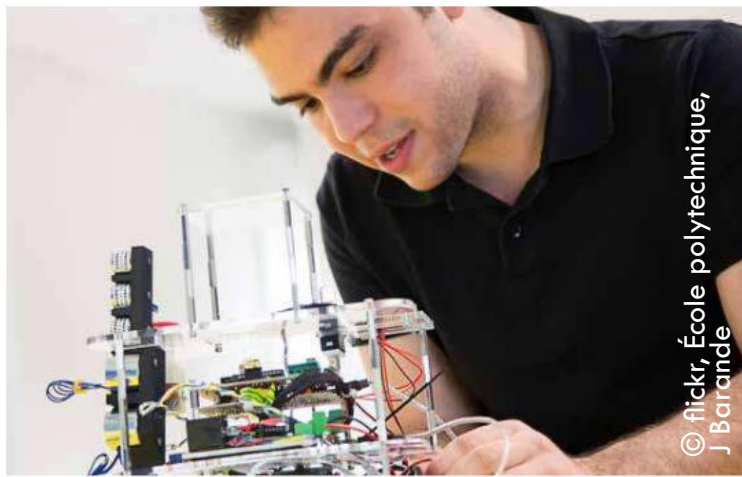
Car parking for residential / start-up use; shared access with new neighbouring dwellings

Conversion of historic outbuilding into a start-up or uses associated with the neighbouring pub/restaurant/cafe, such as a microbrewery or smokehouse

Proposals would reflect sustainable and net zero carbon ambitions, e.g. by reusing existing buildings, and alterations with good energy performance/ zero carbon.



Outdoor gastronomy



Opportunities for start-ups



Potential for a unique gastronomic experience

Figure 5.20: Proposals for The Crown Inn

5.3.10 Site 10: Leiston Community Centre

The site of the Leiston Community Centre presents a great opportunity to build homes in close proximity to the town centre, making walking and cycling a viable option to access services. These proposals could come forward in the long term as they rely on the move of the community centre.

The site forms part of the Residential Neighbourhood Character Area and proposals would fit into the clear block structure with back to back orientation of properties that frame the streets and provide continuity.

- The existing community centre could potentially be relocated to a new building on the Waterloo Centre site (site 1), where it would form part of the community and health hub.
- This would allow the site to be redeveloped as housing, which would help to support the town centre in terms of vibrancy and footfall, and create a much stronger built frontage along Sizewell Road. The redevelopment of the site would potentially also allow the quality of the footpath link between Sizewell Road and the allotments to be improved.
- An increased requirement for emergency services provision in Leiston may need to be



accommodated on the existing fire/ police site adjacent, and this site could potentially be identified for expansion for this purpose as an alternative option.

Consultation feedback reflected in the proposals includes the opportunity for the Town Council to be based in new appropriate premises in the heart of the town centre as part of the Market Square proposals in accordance with the aspirations of the Leiston Community Land Trust proposals.

New dwellings in back to back arrangement, allowing frontage / views onto allotments

Small scale access street

Car parking for new dwellings. Shared access with adjacent pub/restaurant/cafe and residential in former Crown Inn building

New dwellings to front onto Sizewell Road with parking to the rear, helping to enhance the definition of Sizewell Road. Mix of market and affordable units. Potential for high environmental performance and contemporary take on traditional Leiston town centre terraces

Proposals would reflect sustainable and net zero carbon ambitions, e.g. by creating dwellings close to the town centre with zero carbon, good energy performance and opportunity for electric vehicle charging and cycle storage.



High quality, but simple contemporary housing



Attractive and safe access streets

Figure 5.21: Proposals for Leiston Community Centre

5.4

The masterplan

Figure 5.21 shows the masterplan for Leiston town centre, which draws together the proposals for the ten sites set out above and supporting townwide strategies.

It is important to note that the masterplan should not be interpreted as a fixed scheme for the town centre - it will need to develop as the context around each site evolves and possible further sites in the town centre could come forward.

These developments will be informed by the Masterplan Framework document, in the form of the key principles, vision diagram and townwide strategies set out in Sections 4.1, 4.2, 5.1 and 5.2, which will ensure a consistent and coherent response.



316 Figure 5.21: Leiston Town centre masterplan



6.0 Delivery

6.1

Feasibility

The proposals identified for the ten town centre sites have been made because of the town-wide understanding of Leiston derived from visits and consultation and engagement.

As non-residents of Leiston the masterplan team have studied Leiston with fresh eyes and experience of similar places, what works and what doesn't, and through listening to residents, businesses and stakeholders the team has applied its mix of skills and professional expertise in regeneration and placemaking to the proposals.

The proposals for the ten sites are high-level and appropriate for this level of study, and there are further steps that need to be made before the projects can be decided upon and ultimately progressed – this study is a necessary step in the delivery process. An aim of this masterplan framework has been to understand potential for the ten sites in relation to each other, and how they each and collectively can bring about positive and appropriate change in the town centre.

Numerous factors will need to be considered to develop the ten sites as deliverable projects. The Masterplan Framework is based on initial responses and further deeper discussions will be

needed. For example, the GP surgery has not proposed or agreed to move from its current location to the Waterloo Centre but did indicate some interest which would need to be explored further.

For the purposes of the Masterplan Framework it has been identified as a positive idea to co-locate facilities with community functions especially those with well-being and health interests, where there is more space and good access. The community and stakeholder responses have been positive to this idea and has identified further enhancement of this approach proposing dental care to be added to the mix in this location.

This highlights that further exploration is required with the surgery in the main, but to explore the feasibility with other providers, organisations, and specialists, as well as with professionals dealing with infrastructure, buildings, architecture, planning, quantity surveying, land ownership, etc., as examples.



6.2

Interdependencies

The implementation of the Masterplan Framework and its individual components depends on a number of decisions, circumstances, groups and individuals. There would be benefit in identifying which elements can come forward independently, which need to be considered in conjunction or in sequence with other sites, and therefore which can be implemented sooner or later.

The proposals may have a catalyst or triggering effect beyond the site itself, the implications of the proposals are minimal and preparation for implementation is straightforward, or because there are complexities, reliance, or interdependencies between specific proposals that dictate the order in which they can come forward.

Separating out the opportunities along the High Street, the overall dynamics of the Masterplan Framework would see the focus of interventions around the Waterloo Centre, the Historic Quarter, around the Crown Inn pub and around Church Square and Market Square.

As there are a number of occupants earmarked for relocation and consolidation with other uses, these relocations would either have to be completed prior to other projects, or parts thereof, being implemented, or addressed through temporary accommodation in the interim.

The dynamics of the interdependencies between sites and occupiers are indicated in Figure 6.1 as follows:

- Proposal for the GP surgery to move to the Waterloo Centre.
- Proposals for the Leiston Community Centre to move to the Waterloo Centre.
- Proposal for the Town Library and the Council Offices to move to a new hub at Market Square.
- Proposal for the Long Shop Museum to extend their operations into surrounding buildings and land, including the old GP surgery, the pub opposite, new sheds, the old library and Council offices to the north.

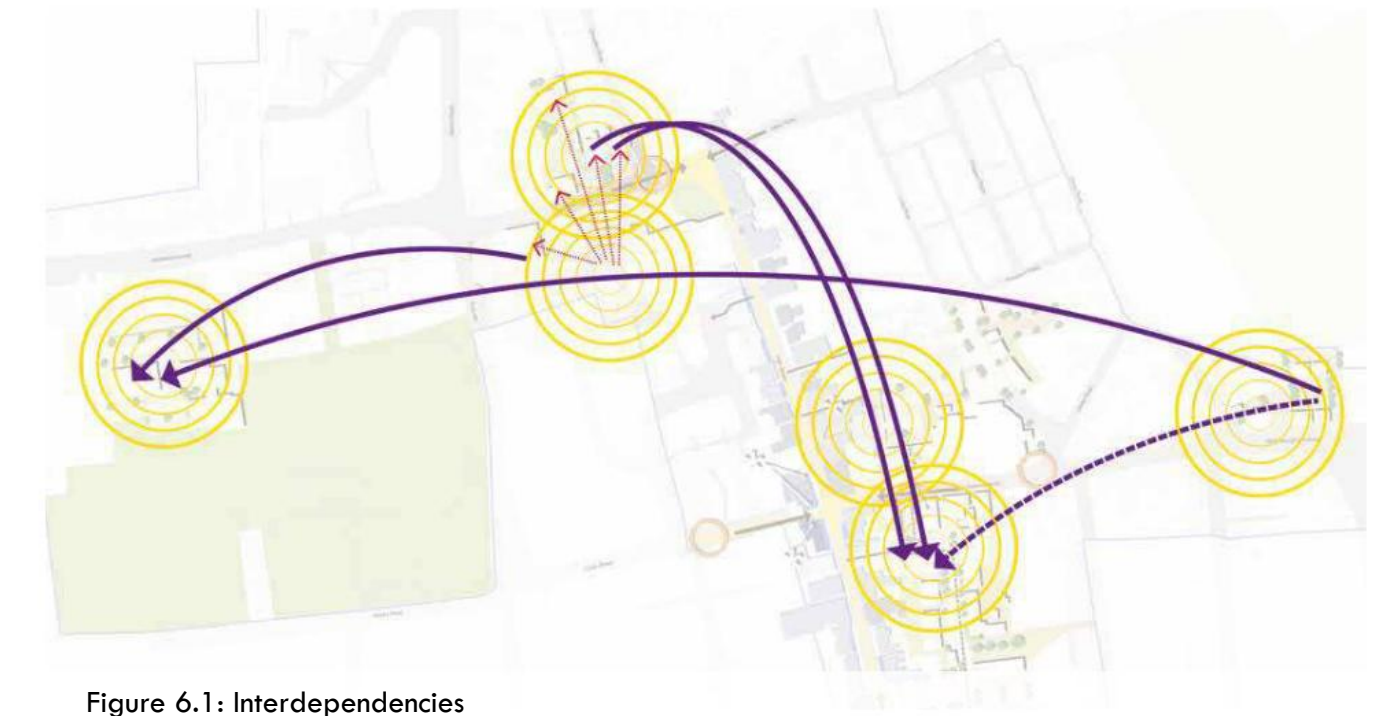


Figure 6.1: Interdependencies



Figure 6.2: Implementation Priorities and Timescales

6.3

Priorities and timescales

For the individual opportunities to come forward in a coordinated way, all sites and interventions have been prioritised according to their impact on Leiston, and a plan has been drawn up that, in addition to priority, reflects the projects' complexity and need for enabling works to take place.

The plan to the left shows simple squares for the different opportunity sites, which are colour coded to reflect assumed timescales. In addition, all proposed interventions for High Street are shown in their previous symbols, but colour coded to indicate timings for the purpose of this plan.

- Site boundary
- Town centre boundary
- ▨ Opportunity 0-2 years
- ▨ Opportunity 3-5 years
- ▨ Opportunity 6-10+ years
- High Street opportunity 0-2 years
- High Street opportunity 3-5 years
- High Street opportunity 6-10+ years

The implementation of the Masterplan Framework is subject to interdependencies between the town's sites, but is also impacted by larger scale changes, largely associated with the construction of Sizewell C.

Any funding allocated for local projects would only be coming forward once construction has reached a certain stage and associated projects are therefore likely to be implemented with a horizon of three years or more. This is largely true for public realm projects and projects relating to accessibility.

Proposals of the Masterplan Framework have been subdivided into opportunities that can be implemented in

- the short term: 0-2 years
- the medium term: 3-5 years
- and the long term: 6-10+ years

6.2.1 Short term projects

Short term projects have an approximate timescale of 0-2 years, and their implementation can be initiated with an almost immediate start.

The following projects could potentially fall into this category:

Proposals for **Church Square** and the **Co-op**

Supermarket could go hand in hand, as they both have an impact on pedestrian links through town, and both proposals effectively link into one another. Discussions with the Co-op could be started early on to address the supermarket part of the site, while the housing part might fall into later phases, when improvements to public transport and improvements to pedestrian and cycle connections might allow for the loss of some of the central parking.

In relation to the **High Street**, there are a few interventions that could be implemented early on. **Large scale lettering** on some of the gable ends could be started almost immediately, as soon as talks with owners have taken place and potential funding has been agreed.

Another project that could be tackled early on are **High Street shopfront improvements**. A strategy on shopfront improvements, possibly in combination with building improvements, should be commissioned by ESC to draw up a set of rules and establish potential financial support mechanisms. This process could be started immediately.

The proposals for **16a-22b Sizewell Road** would form the northern elevation onto the new Market Square, but could come forward earlier to strengthen the streetscape and character along Sizewell Road. Negotiations with property

owners with regards to funding and potential uses should be started in the short term.

The development of the old **Crown Inn** should also be implemented within a short timeframe, as the repurposing and refurbishment of the pub would not be too complex and would also help to improve the area along Sizewell Road/ King George’s Avenue. Due to the property being privately owned, this project is dependent on discussions with the owner.

6.2.2 Medium term projects

Medium term projects have an approximate timescale of 3-5 years as their implementation has a certain complexity or might rely on external funding.

The **northern end of Market Square** could potentially come forward within the medium term. This would include the demolition of the Royal Mail sorting office, the construction of a new building in the western part of the new gap to face Sizewell Road, a new building combining Town Council offices and library and the square to the front. It could also potentially include the construction of the mixed use building that frames a new square along the eastern perimeter.

Detailed designs for the Market Square should therefore take property boundaries into consideration so that the project can be divided into phases, if needed, and to also lessen dependencies on land owners.

The Market Square site would benefit from a Design Brief that sets out the fundamentals of the development from an urban design point of view. This is particularly important if the development was split into different phases.

Associated with the northern part of Market Square, the **shared surface on Sizewell Road** should be brought forward, as this would strengthen the pedestrian connection between Church Square, Market Square, Co-op and links east.

Measures along **High Street** should include **building improvements**, which would require a strategy, possibly in combination with shopfront improvements, to establish a set of rules any alterations should work to. While the High Street is not included in the Conservation Area and would not require as stringent rules, due regard should still be paid to the historic character of the built fabric, which is a valuable asset of Leiston that should be preserved. A number of successful shopfront and building improvements serve as examples. Funding mechanisms and/ or grants for this could be set up.

As part of the aim to strengthen pedestrian links in the town and the town centre, **High Street junction improvements, public realm improvements and gateways** should also feature in the medium term, with the design process potentially starting earlier.

The High Street public realm improvements would largely be reliant on money being made available through Sizewell C and the one-way system being established before any public realm design could be implemented.

6.2.3 Long term projects

Long term projects have an approximate timescale of 6-10 years and longer as their implementation is highly complex or might require the relocations of uses.

Long terms projects would still require negotiations to take place in the short term to ‘get the ball rolling’ but are likely to finish within a longer timeframe.

The **Historic Quarter** falls within this category as it is a complex project that would include negotiations with different land owners, some of who are private, the construction of new buildings, existing uses to relocate to other parts of town and negotiations with the potential new occupier who would have to be part of the planning all along.

While the northern end of **Market Square** could be implemented in the medium term, the larger residential part could come forward later, requiring negotiations with a number of landowners, demolition works and a more complex planning process. Design work would have to be undertaken to ensure the quality of the built fabric and streetscape would be to the high standard that a central location like this demands. The Market Square project could come forward in several phases.

The **Waterloo Centre** could come forward in the longer term. The existing buildings have been refurbished in parts, but are currently underused and would benefit from additional community uses to consolidate the offer in this location.

The construction of a health and community hub would be subject to clearing works on the site and negotiations with the surgery, but the feasibility and planning process could be brought underway relatively promptly and proposed uses would complement the sports/ community uses on site.

A feasibility study for this multi-use health and community site should be commissioned to establish further detail on uses, space requirements and cost.

After the relocation of the **GP surgery**, the building on Main Street could be refurbished

and could be available to house additional museum uses such as an engineering college. Any needs of the potential occupier should be negotiated earlier on in the process, ready for implementation in the long term.

The proposed housing on the site of the **Leiston Community Centre** could come forward as soon as the centre would have moved and the building would have been demolished. Any landowner negotiations and start of the design and planning process could be started earlier, as soon as the move of the centre is confirmed to go ahead.

6.4 Delivery mechanisms

Achieving the vision and aims for the town would demand the implementation of a range of co-ordinated physical development projects delivered, hand in hand with vital business support, economic and community initiatives and possibly a coordinated events programme.

Mechanisms could include the following:

- Potential for the Neighbourhood Plan Review to align with and incorporate:
 - Advice on shopfront improvements and

building improvements; in line with the Conservation Area appraisal, but less onerous.

– Public Realm Strategy.

– Placemaking Strategy

- Feasibility Studies for individual sites to inform discussions.
- Design Briefs for individual sites.
- Setting up funding mechanisms or grants to support some of the proposals for High Street; funds related to regeneration, housing and heritage.
- Establish an officer working group to proceed with applications for funding, preparation and coordination of applications, commissioning development briefs for priority projects
- Initiate a Business Forum.
- Support on business rates/ initial rates/ temporary reduction.

6.5

Summary of Actions

Site	Project	Project Component	Timescales	Nexts steps
1	The Waterloo Centre	Refurbishment existing buildings	Long term	Liaison with interested occupiers, Feasibility Study
		New-built	Long term	Liaison with interested occupiers, Feasibility Study
2	The Doctors Surgery	Relocation of surgery and refurbishment	Long term	Overarching concept for heritage/ uses in Historic Quarter, Feasibility Study
3	Historic Quarter	Refurbish buildings for new uses, museum expansion	Long term	Overarching concept for heritage/ mixed use in Historic Quarter, Feasibility Study
		Leiston Works Railway + related	Long term	Liaison, feed into overarching concept for heritage/ mixed use in Historic Quarter
		Public Realm Improvements	Long term	Design/ planning
4	The High Street	Building Improvements	Short term	Building Strategy
		Streetscape, public realm improvements	Short term	Temporary testing of one way system/ pedestrianisation
			Medium Term	Public Realm Strategy
		Character: large scale lettering, gateways, shopfront improvements	Short term	Liaison with property owners, initiate large scale lettering,
			Medium term	Design ideas on gateways
			Short term	Shopfront Strategy
5	Church Square	Improve pedestrian connections	Short term	Landscape Design

6	The Coop Supermarket	Improved pedestrian connections	Short term	Design Brief, Landscape Design
		Store related	Short term	Liaison with Coop, Consultation
		Housing	Long term	Design/ planning
7	Market Square	Square and surrounding buildings	Medium term	Liaison with land owners, Feasibility Study, Design Brief
		Mixed use along lane	Long term	Liaison with land owners, Feasibility Study, Design Brief
8	16a-22b Sizewell Road	Improving existing built fabric Remodelling of building backs	Short term	Liaison with land owners, Feasibility Study, Design Brief
9	The Crown Inn	Crown Inn refurb	Short term	Liaison with property owner, Feasibility Study
10	Leiston Community Centre	Demolition and construction of new housing	Long term	Design and planning

Site specific costings

6.6.1 Site 1: The Waterloo Centre

Net Building Rates	No.	GFA m2	Cost m2	Total
GP surgery - New Build	1	910	£2,525	£2,297,750
Community Centre - 1B - Refurb	1	340	£970	£329,800
Community Centre - 1C - Refurb	1	303	£970	£293,910
Community Centre - 1D - Refurb	1	55	£970	£53,350
Community Centre - 1E - Refurb	1	397	£970	£385,090
Café - New Build/extension	1	144	£1,810	£260,640
Site/External Works	Quantity	Unit	Rate	Total
Demolition				
Site Preparation	930	m2	£37	£34,410
External Works	1932	m2	£110	£212,440
EV Charging Station (surfacing inc above)	5	nr	£1,800	£9,000
Drainage	1	item	£75,000	£75,000
External Services	1	item	£80,000	£80,000
Landscaping	1442	m2	£22	£31,724
Facilitating Costs	Quantity	Unit	Rate	Total
Preliminaries	-	%	15.00%	£609,467
Fees	-	%	15.00%	£700,887
Contingency	-	%	10.00%	£537,347
Total				£5,910,815

Pricing based on 1Q2023 Prices
No allowance has been made for abnormal ground conditions.
All costs exclude VAT.
No allowance has been made for section 106/CIL payments.
No allowance has been made for sales and marketing costs.
No allowance has been made for artwork / display.
Areas based on LDA Architects measures
Re-use existing car park (allowance for minor amends only)



Figure 6.3: Costing of the Waterloo Centre site

6.6.2 Site 2: The Doctors Surgery

Net Building Rates	No.	GFA m2	Cost m2	Total
2.A. Use Education/Training - Refurbished	1	550	£1,518	£834,900
2.B. Use Education/Training - Refurbished	1	95	£1,518	£144,210
Site/External Works	Quantity	Unit	Rate	Total
Demolition (boundary wall to car park)	35	m	£100	£3,500
Site Preparation				
External Works	1	item	£50,000	£50,000
EV Charging Station				
Drainage				
External Services				
Landscaping	1	item	£5,000	£5,000
Facilitating Costs	Quantity	Unit	Rate	Total
Preliminaries	-	%	15.00%	£155,642
Fees	-	%	15.00%	£178,988
Contingency	-	%	10.00%	£137,224
Total				£1,509,463

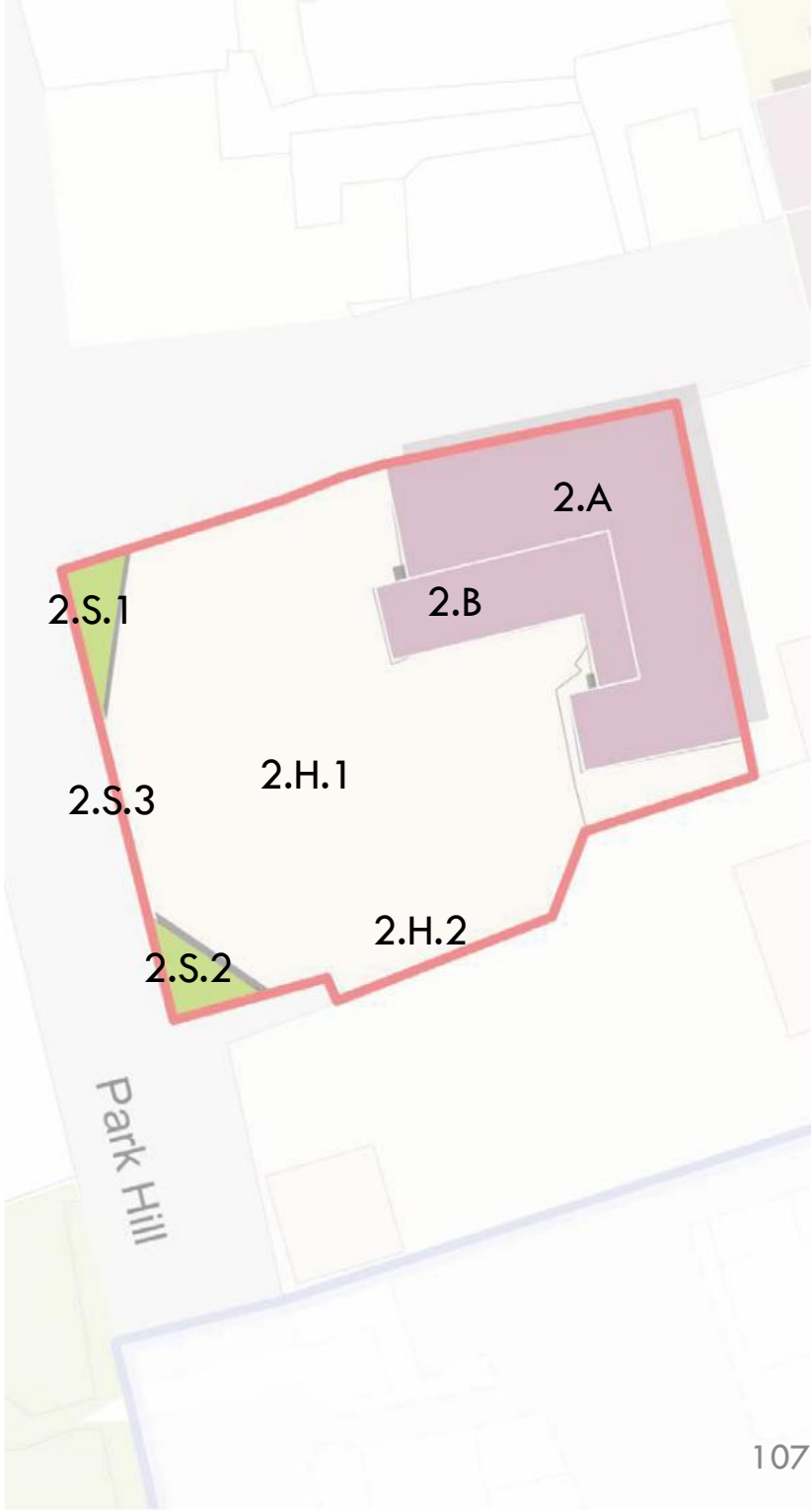


Figure 6.4: Costing of the Doctors Surgery site

6.6.3 Site 3: Historic Quarter

Net Building Rates	No./m	GFA m2	Cost m2	Total
3A. Pub - refurbished	1	366	£2,000	£732,000
3B. Museum and Café - refurbished	1	282	£1,500	£423,000
3C. Museum and Café - refurbished	1	288	£1,500	£432,000
3D & E. Rail Sheds - New Build	1	180	£1,850	£333,000
3F. Platform - New Build	1	23	£1,525	£35,075
3G. Rail Tracks - New Build (95m)	95		£2,000	£190,000
Site/External Works	Quantity	Unit	Rate	Total
Demolition				
Site Preparation				
External Works	1	Item	£175,253	£175,253
Hard standing to rail shed area	300	m2	£175	£52,500
Drainage	1	Item	£15,000	£15,000
External Services (lighting excluded)	1	Item	£10,000	£10,000
Landscaping	1278	m2	£22	£28,116
Highways				
Facilitating Costs	Quantity	Unit	Rate	Total
Preliminaries	-	%	15.00%	£363,892
Fees	-	%	15.00%	£418,475
Contingency	-	%	10.00%	£320,831
Total				£3,529,141

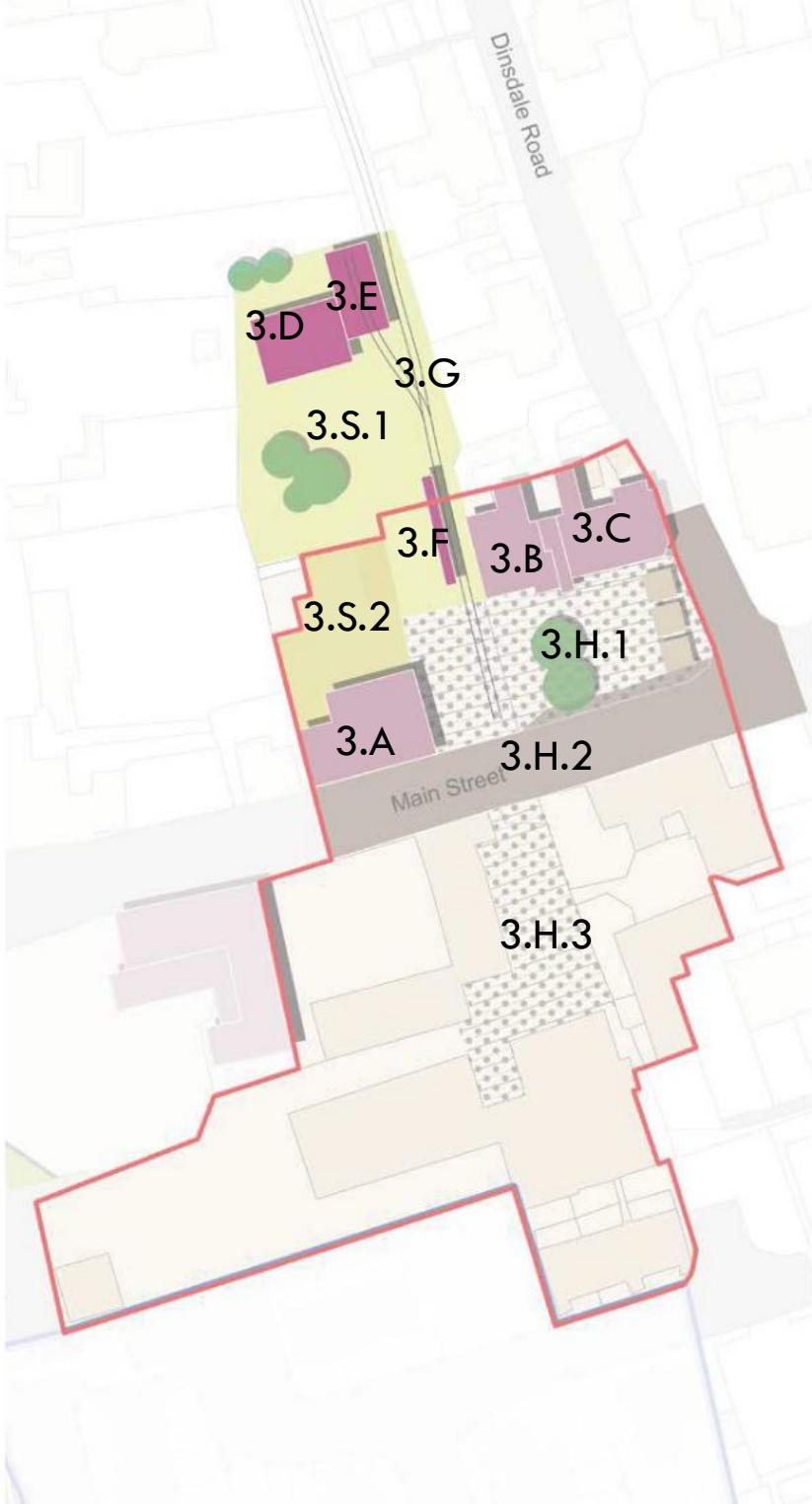


Figure 6.5: Costing of the Historic Quarter

6.6.4 Site 4: The High Street

Net Building Rates	No.	GFA m2	Allowance	Total
Buildings requiring work	3		£100,000	£300,000
Buildings requiring improvement	21		£75,000	£1,575,000
Gable end/Building lettering	5		£12,000	£60,000
Shopfront improvements (Signage and decs only)	22		£15,000	£330,000
Site/External Works	Quantity	Unit	Rate	Total
Demolition				
Street/public realm improvements	2970	m2	£260	£772,200
Crossroads/Raised table	950	m2	£500	£475,000
Gateway improvements	4	no	£15,000	£60,000
Drainage				
External Services				
Landscaping				
Facilitating Costs	Quantity	Unit	Rate	Total
Preliminaries	-	%	15.00%	£535,830
Fees	-	%	15.00%	£616,205
Contingency	-	%	10.00%	£472,423
Total				£5,196,658



Figure 6.6: Costing for the High Street

6.6.5 Site 5: Church Square

Site/External Works	Quantity	Unit	Rate	Total
Demolition				
Site Preparation	430	m2	£15	£6,450
External Works - Pedestrian Lane NS (H3)	430	m2	£200	£86,000
EV Charging Station				
Drainage				
External Services				
Landscaping				
Highways				
Facilitating Costs	Quantity	Unit	Rate	Total
Preliminaries	-	%	15.00%	£13,868
Fees	-	%	15.00%	£15,948
Contingency	-	%	10.00%	£12,227
Total				£134,492

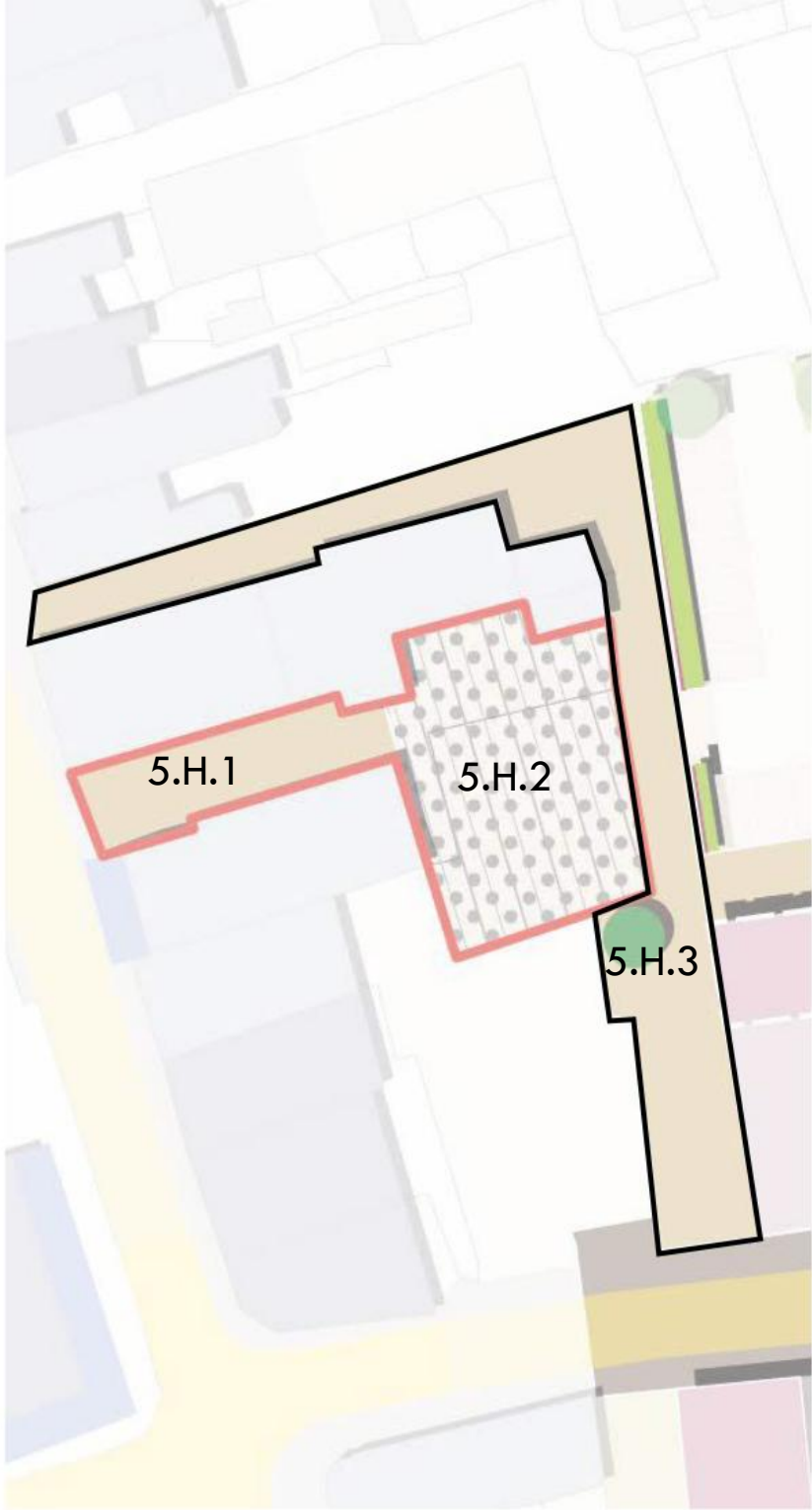


Figure 6.7: Costing for the Church Square site

6.6.6 Site 6: The Co-op Supermarket

Net Building Rates	No.	GFA m2	Cost m2	Total
6A. Co-op - refurbished	1	2071	£1,200	£2,485,200
6B. Commercial - refurbished	1	305	£970	£295,850
6C. Café- New Build	1	155	£2,000	£310,000
6D. Residential - New Build	8	560	£1,500	£840,000
Site/External Works	Quantity	Unit	Rate	Total
Demolition	1	item	£15,000	£15,000
Site Preparation	1	item	£100,000	£100,000
External Works	2430	m2	£144	£349,920
EV Charging Station/ Bike Storage	1	item	£25,000	£25,000
Drainage	1	item	£50,000	£50,000
External Services	1	item	£28,000	£28,000
Landscaping	690	m2	£70	£48,300
Highways				
Facilitating Costs	Quantity	Unit	Rate	Total
Preliminaries	-	%	15.00%	£682,091
Fees	-	%	15.00%	£784,404
Contingency	-	%	10.00%	£601,376
Total				£6,615,141



Figure 6.8: Costing for the Co-op supermarket site

6.6.7 Site 7: Market Square

Net Building Rates	No.	GFA m2	Cost m2	Total
7A. Commercial and Resi - new build	1 block	234	£1,950	£456,300
7B. Town Council offices - new build	1 block	410	£2,305	£945,050
7C. Mixed use, office/startup/resi - new build	1 block	750	£1,950	£1,462,500
7D, E, H. Resi Flats - new build	3 blocks	1350	£1,700	£2,295,000
7F. Resi Terrace - new build	4 units	440	£1,500	£660,000
7G, J, K. Resi Townhouse - new build	13 units	1196	£1,550	£1,853,800
7I. Resi detached - new build	1 unit	70	£1,550	£108,500
Site/External Works	Quantity	Unit	Rate	Total
Demolition	1700	m2	£24	£40,800
Site Preparation (removal and disposal of hardstanding)	2800	m2	£37	£103,600
External Works	13050	m2	£144	£1,879,200
EV Charging Station	10	nr	£1,800	£18,000
Drainage	1	item	£390,000	£390,000
External Services	1	item	£175,000	£175,000
Landscaping	2915	m2	£50	£145,750
Facilitating Costs	Quantity	Unit	Rate	Total
Preliminaries	-	%	15.00%	£1,580,025
Fees	-	%	15.00%	£1,817,029
Contingency	-	%	10.00%	£1,393,055
Total				£15,323,609

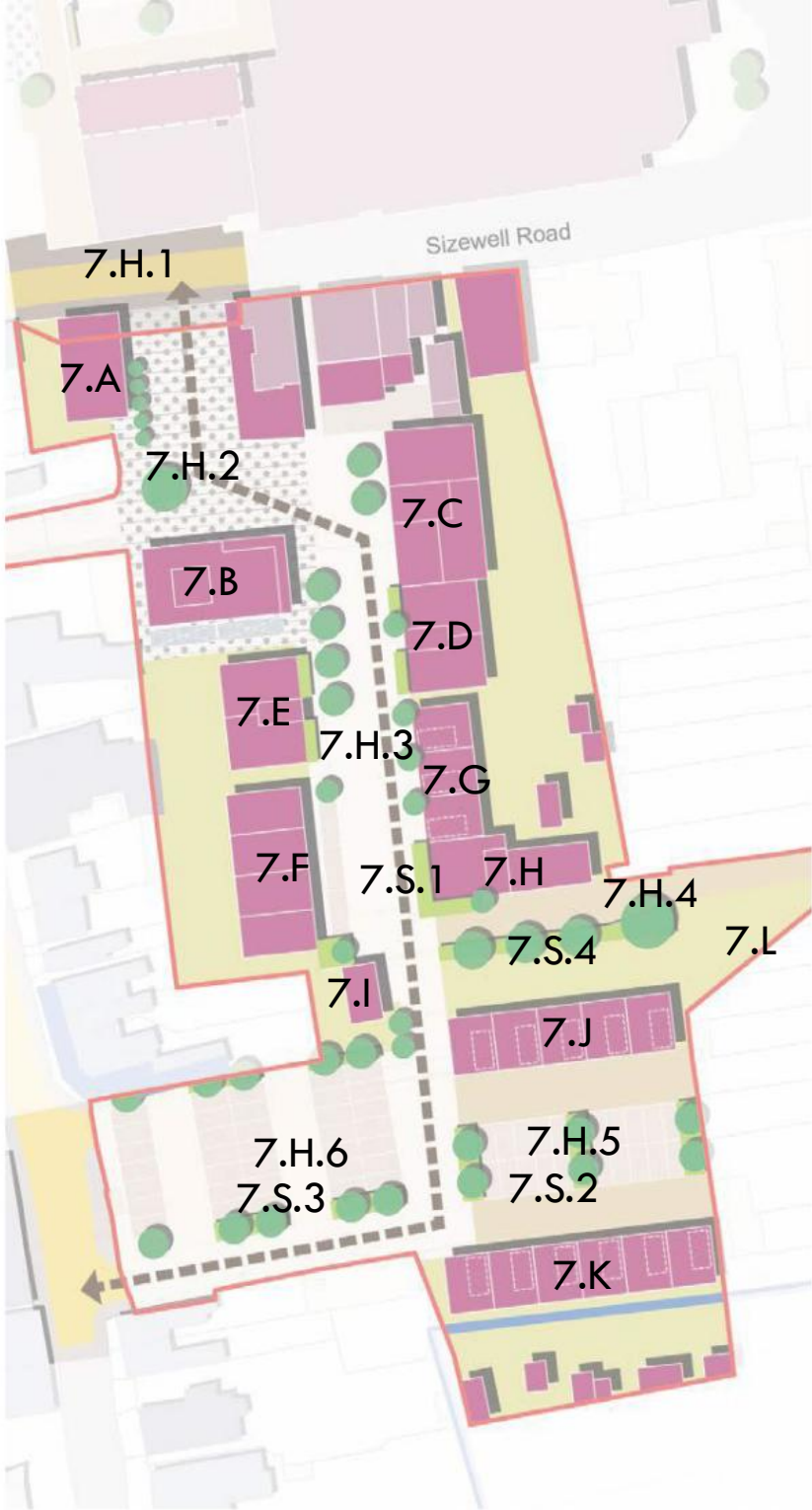


Figure 6.9: Costing of the Market Square site

6.6.8 Site 8: 16a-22b Sizewell Road

Net Building Rates	No.	GFA m2	Cost m2	Total
8A/B/C/D. Commercial/Cultural/Residential - New Build (Ext.)	3 extensions	165	£2,000	£330,000
8A/B/C/D. Commercial/Cultural/Residential - Refurb	4 units	482	£1,200	£578,400
Site/External Works	Quantity	Unit	Rate	Total
Demolition	1	Item	£15,000	£15,000
Site Preparation	1	Item	£5,000	£5,000
External Works	85	m2	£140	£11,900
EV Charging Station				
Drainage	1	Item	£10,000	£10,000
External Services	1	Item	£3,500	£3,500
Landscaping				
Highways				
Facilitating Costs	Quantity	Unit	Rate	Total
Preliminaries	-	%	15.00%	£143,070
Fees	-	%	15.00%	£164,531
Contingency	-	%	10.00%	£126,140
Total				£1,387,541

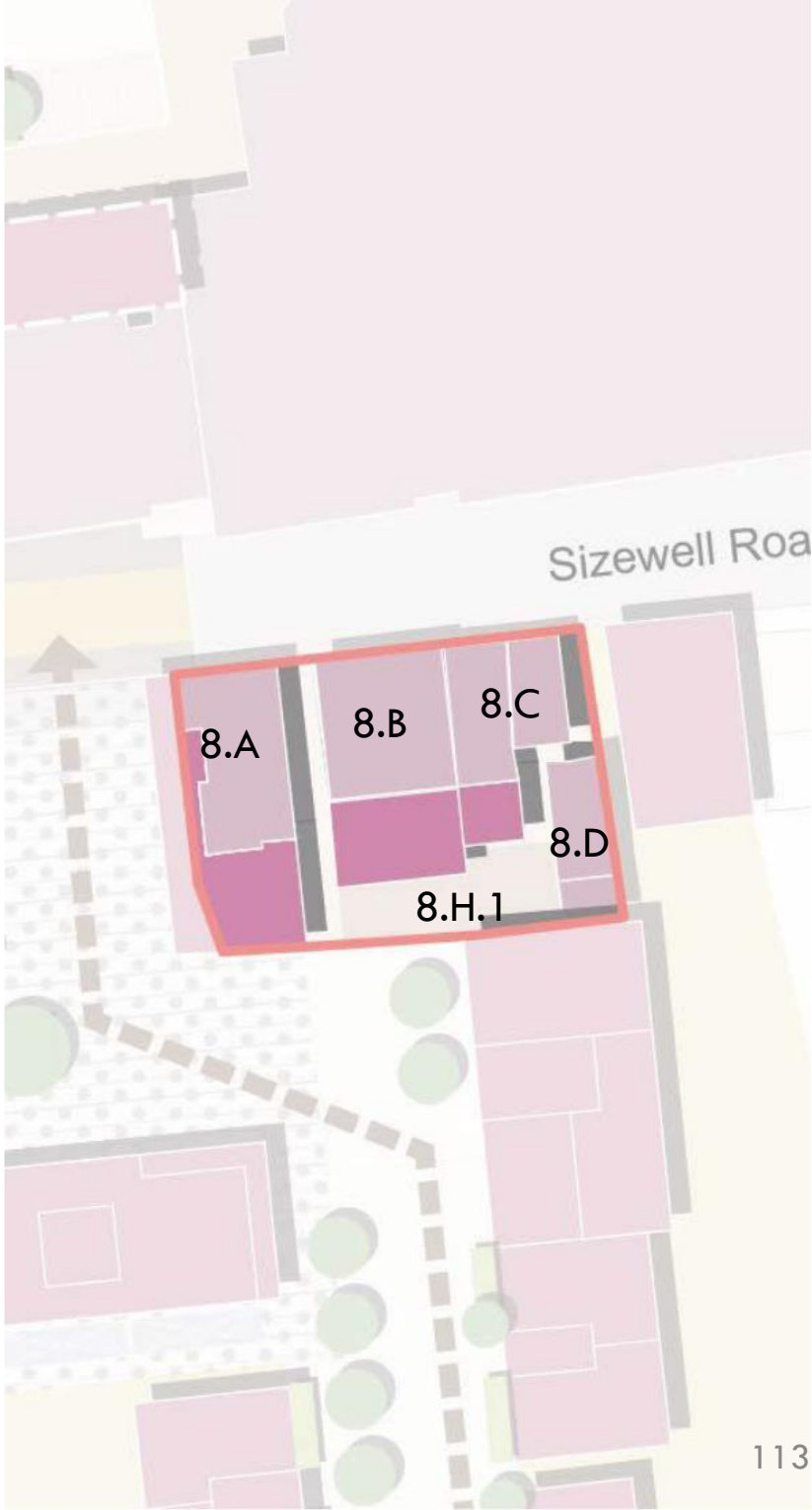


Figure 6.10: Costing of 16a-22b Sizewell Road

6.6.9 Site 9: The Crown Inn

Net Building Rates	No.	GFA m2	Cost m2	Total
9A. Mixed use - final use TBC New Build	1	350	£2,000	£700,000
9B. Single use - final use TBC New Build	1	50	£2,200	£110,000
Site/External Works	Quantity	Unit	Rate	Total
Demolition				£0
Site Preparation	1	Item	£30,000	£30,000
External Works	305	m2	£140	£42,700
EV Charging Station				£0
Drainage	1	Item	£20,000	£20,000
External Services	1	Item	£15,000	£15,000
Landscaping	1	Item	£8,500	£8,500
Highways				£0
Facilitating Costs	Quantity	Unit	Rate	Total
Preliminaries	-	%	15.00%	£138,930
Fees	-	%	15.00%	£159,770
Contingency	-	%	10.00%	£122,490
Total				£1,347,389



Figure 6.11: Costing of The Crown Inn site

6.6.10 Site 10: Leiston Community Centre

Net Building Rates	No.	GFA m2	Cost m2	Total
10A. Residential New Build	9	630	£1,400	£882,000
Site/External Works	Quantity	Unit	Rate	Total
Demolition	190	m2	£50	£9,500
Site Preparation	1	item	£15,000	£15,000
External Works	600	m2	£140	£84,000
EV Charging Station	2	nr	£1,800	£3,600
Drainage	9	nr	£6,000	£54,000
External Services	9	nr	£1,500	£13,500
Landscaping	1	m2	£20,000	£20,000
Highways				
Facilitating Costs	Quantity	Unit	Rate	Total
Preliminaries	-	%	15.00%	£162,240
Fees	-	%	15.00%	£186,576
Contingency	-	%	10.00%	£143,042
Total				£1,573,458

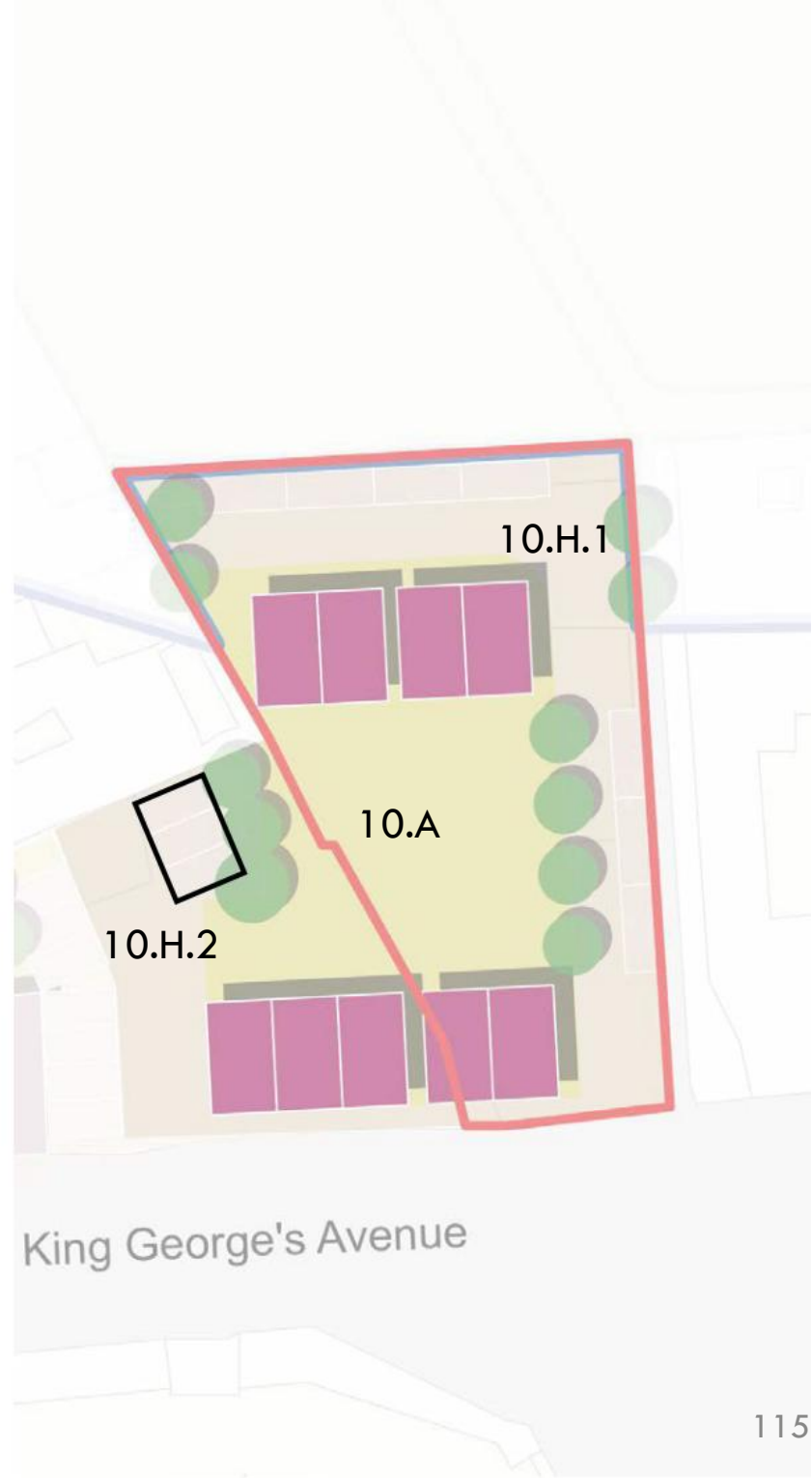



Figure 6.12: Costing for the Leiston Community Centre site



7.0 Conclusion

The Masterplan Framework presents ideas for the regeneration of Leiston on a wider scale, town centre scale and site scale. These included already existing and endorsed projects as well as new ideas. The document aims to present a coherent approach to actions in Leiston, implemented in small steps, so that projects are coordinated even if implemented in parts.

Their implementation will help Leiston to achieve its full potential by bringing out its sense of place and by cultivating its identity. The report proposes measures that will enhance the public realm and built structure of the place, will tap into its rich history and will create a significant uplift in terms of aesthetics and facilities within the town. Proposals consider the morphology and character of the place and aim to strengthen these.

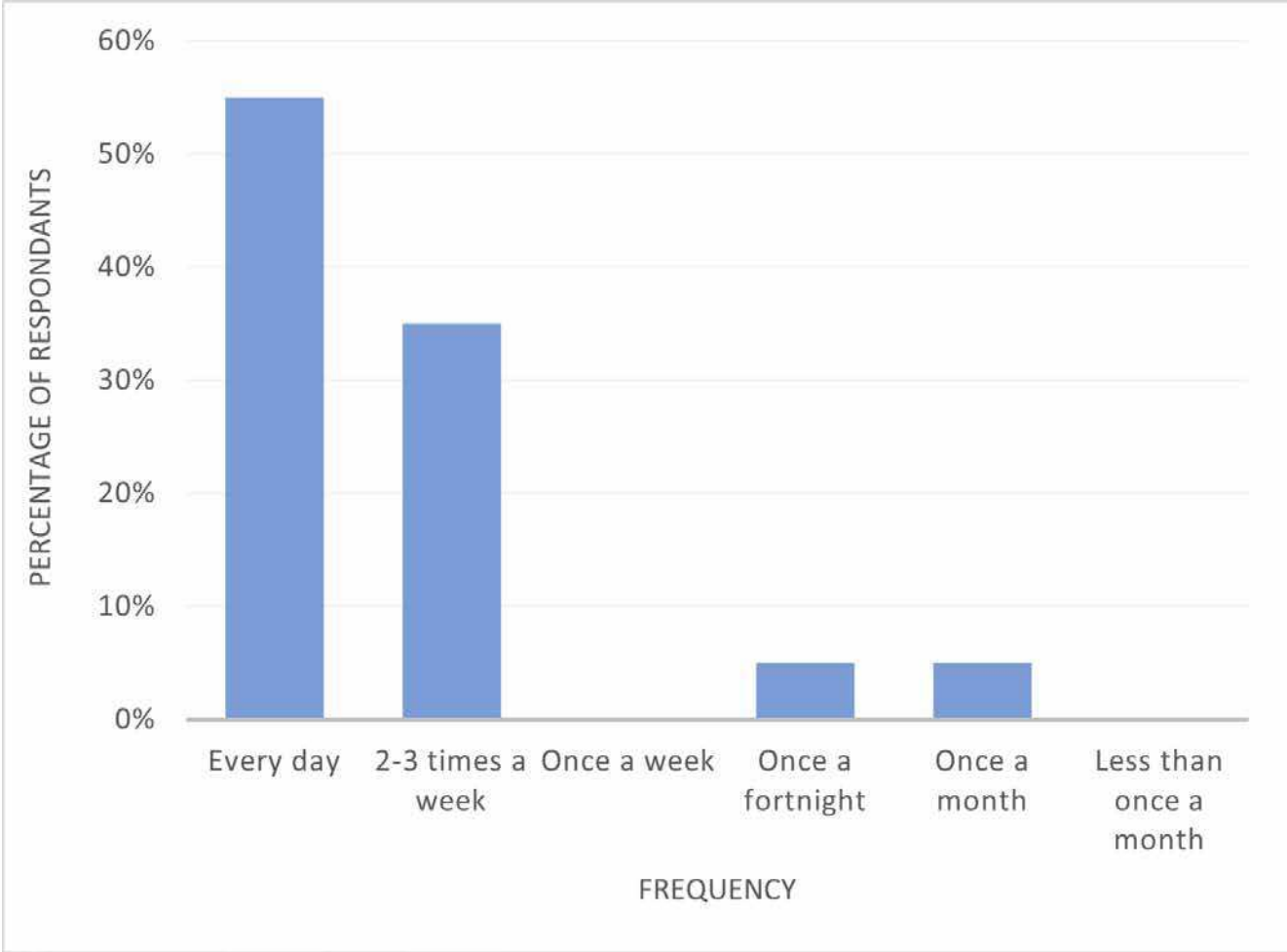
The report makes clear recommendations with regards to the phasing and coordination of the individual projects and sets out the approximate costs that are associated with the individual proposals.

The proposals will have to be taken forward in a collaborative approach with residents, landowners and businesses, interest groups and the Local Authority working together, and this report will hopefully form the starting point of a shared ambition for Leiston.

Appendix A: Consultation material

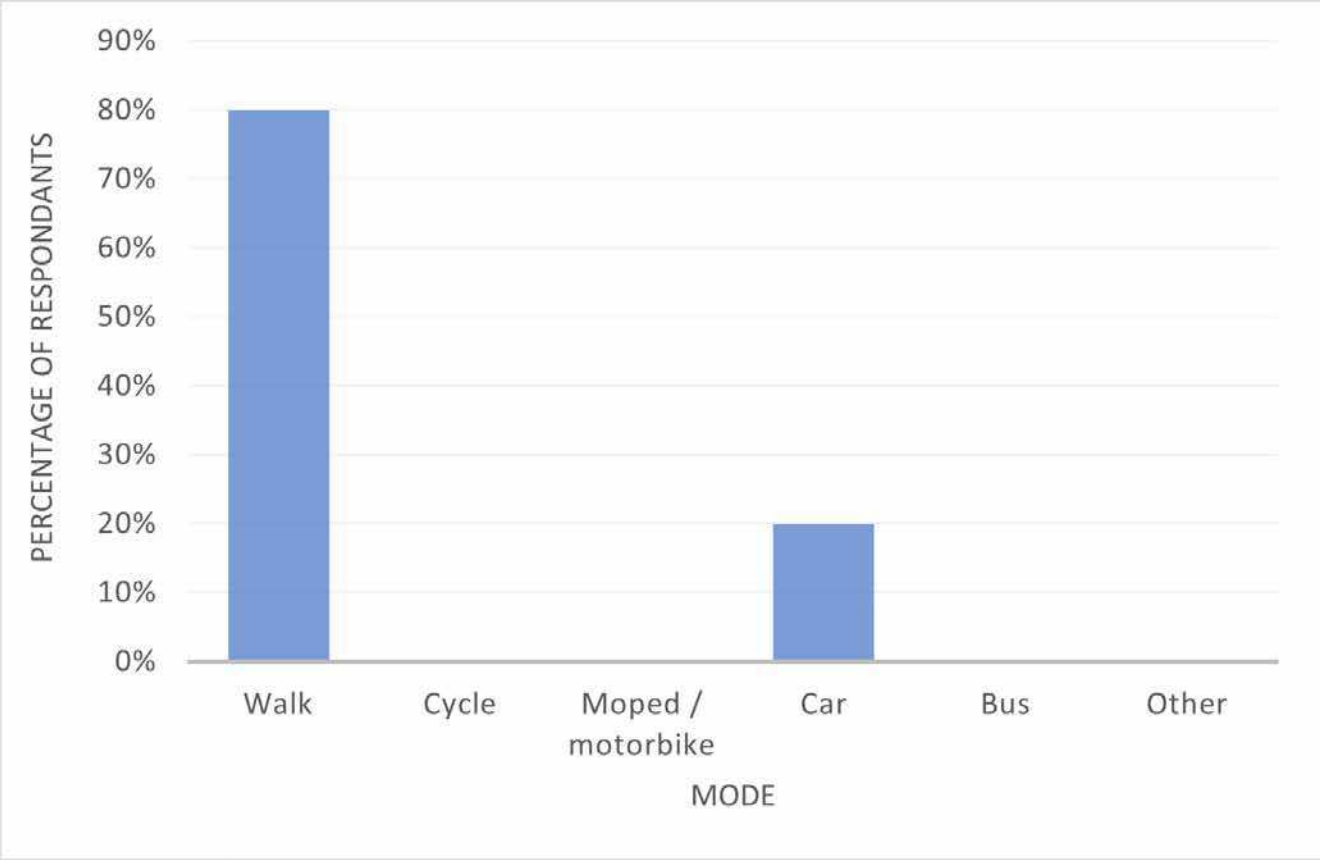


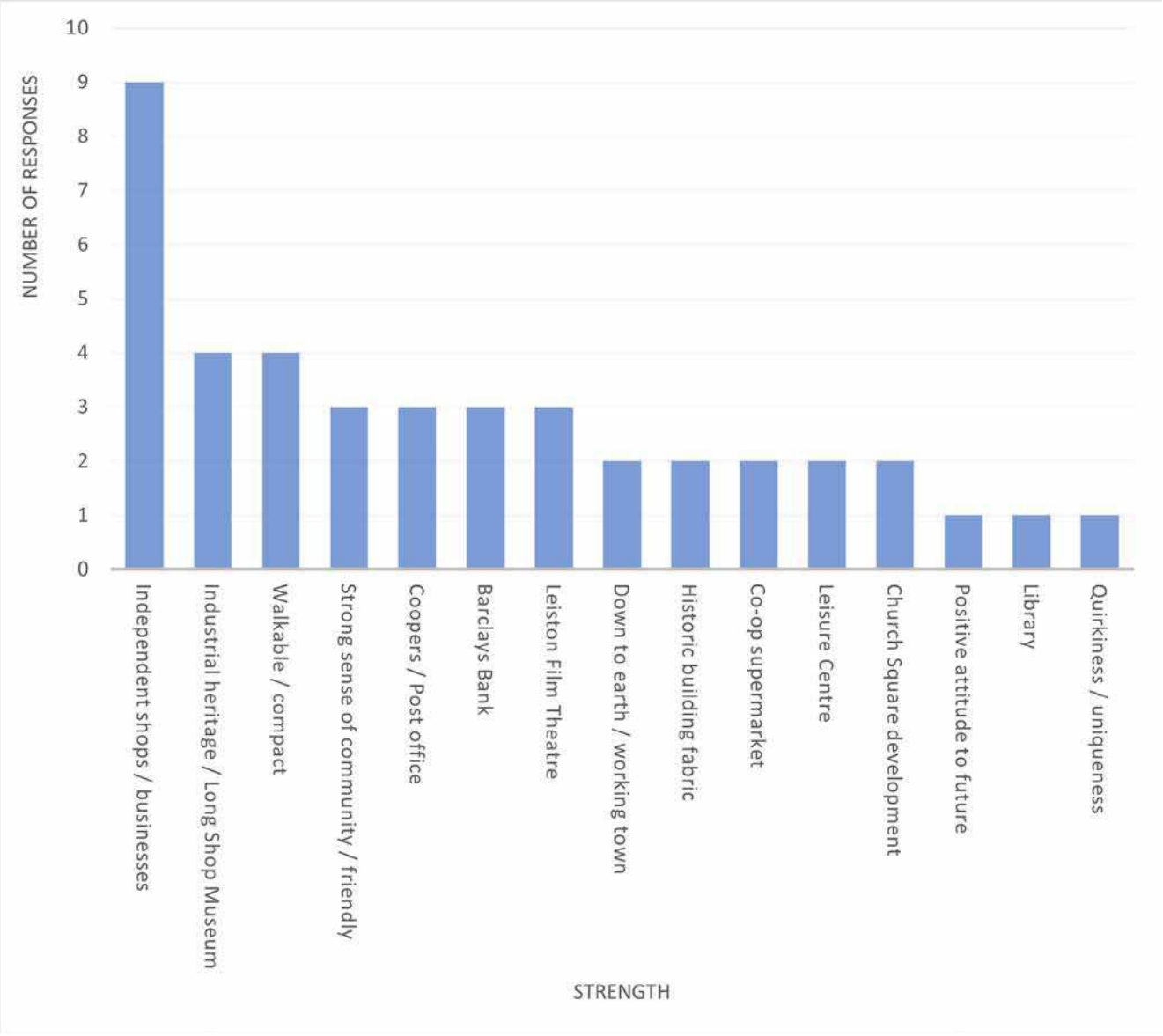
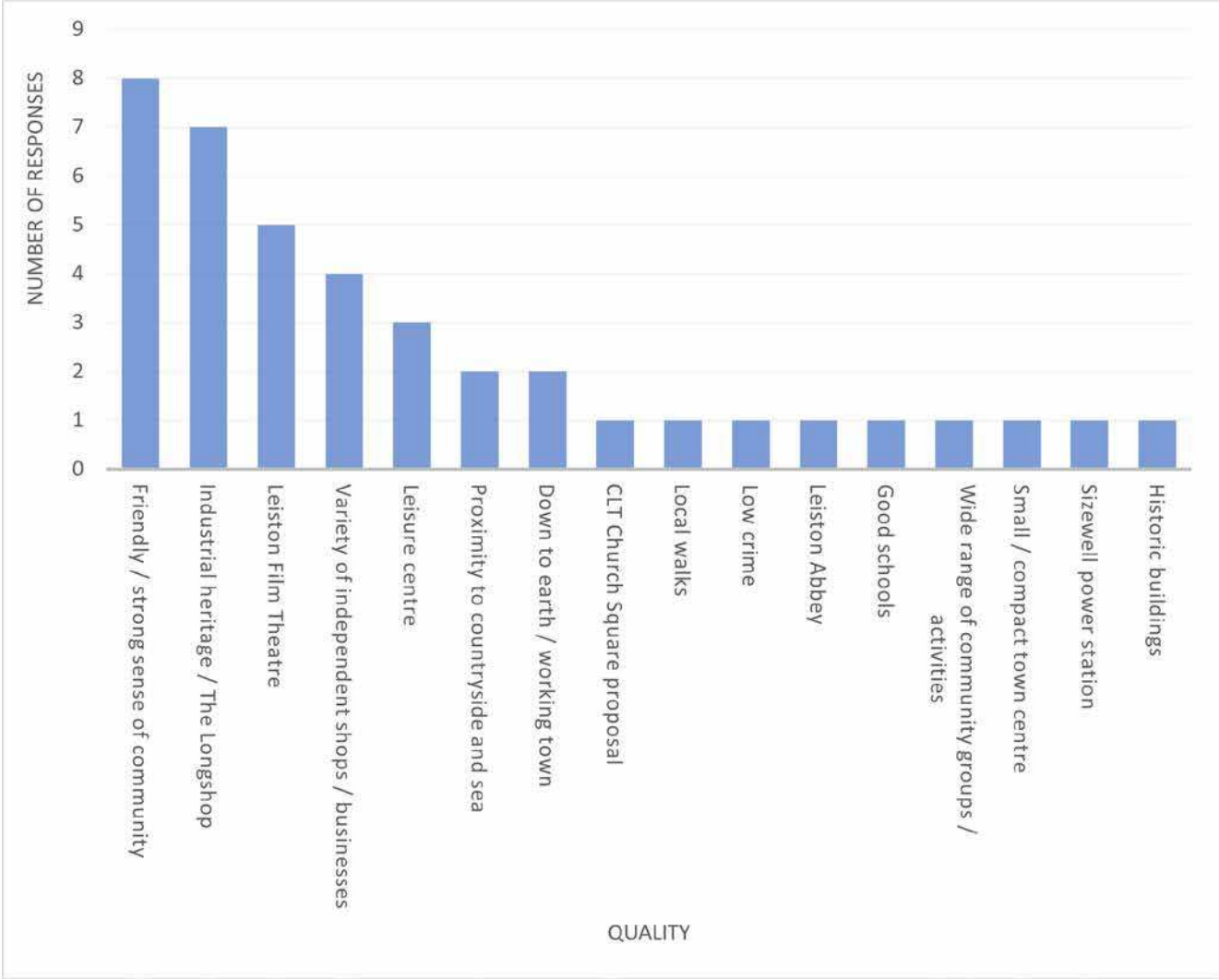
Questionnaire graphs (workshop/local community) - October 2022

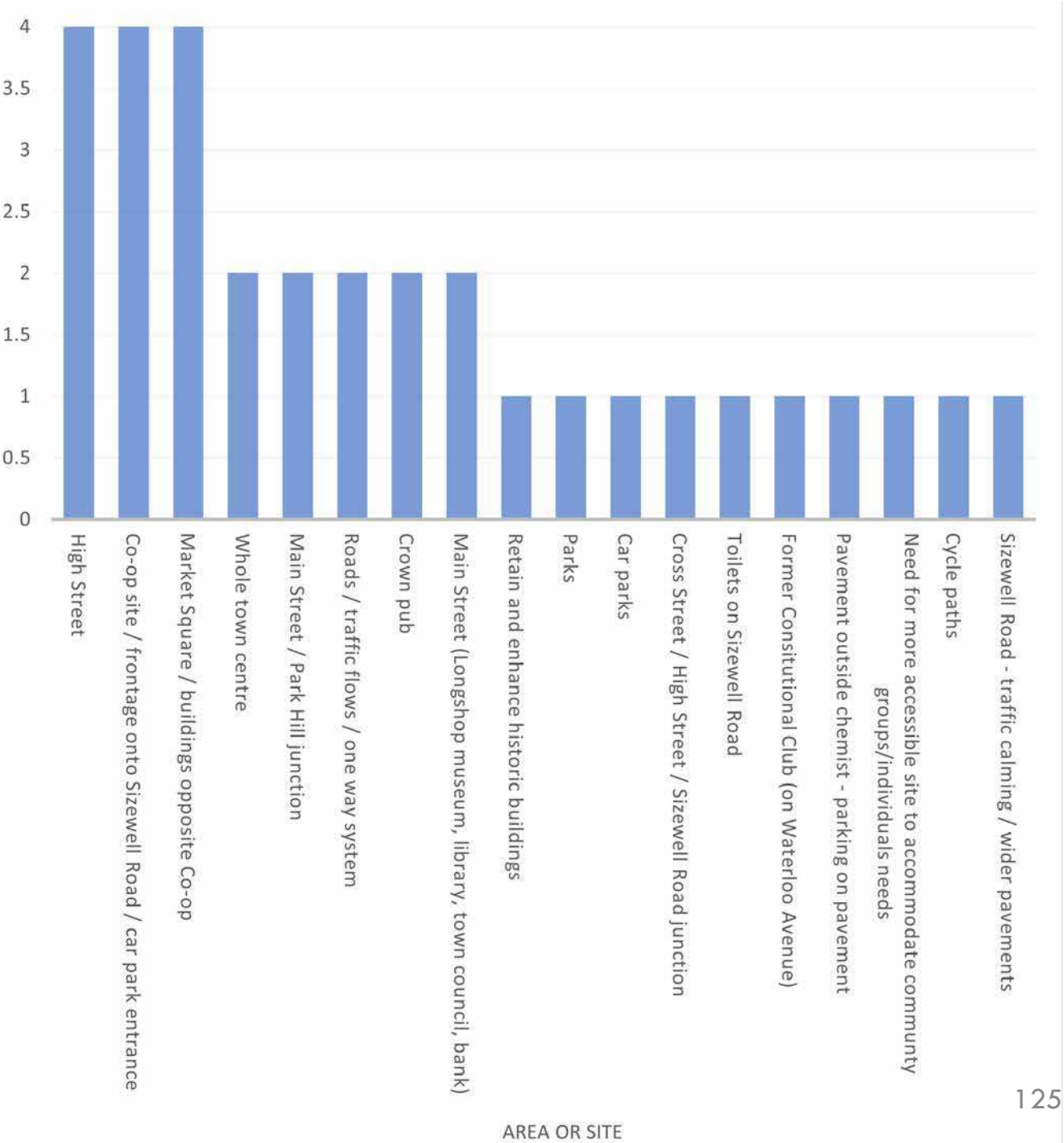
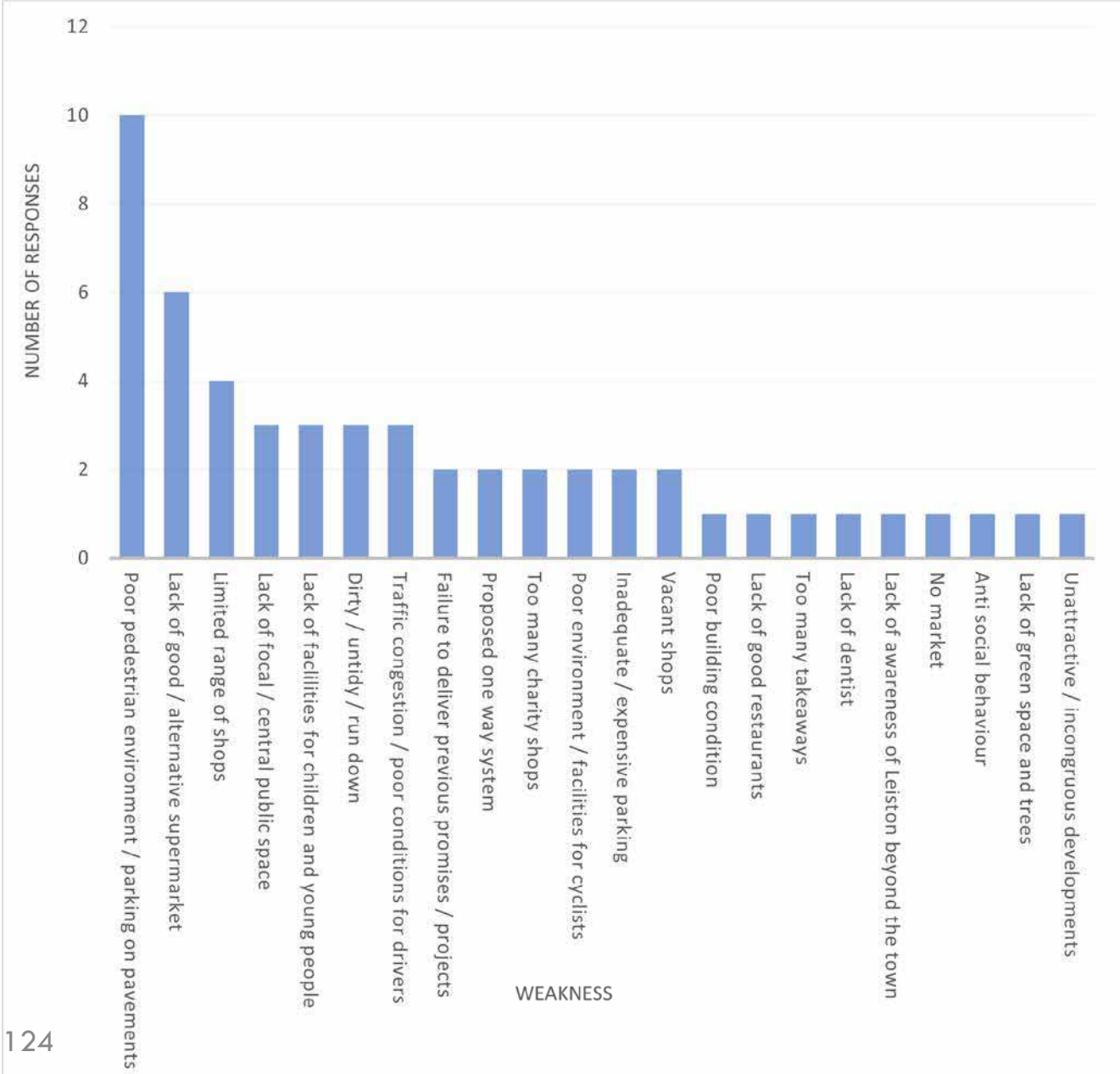


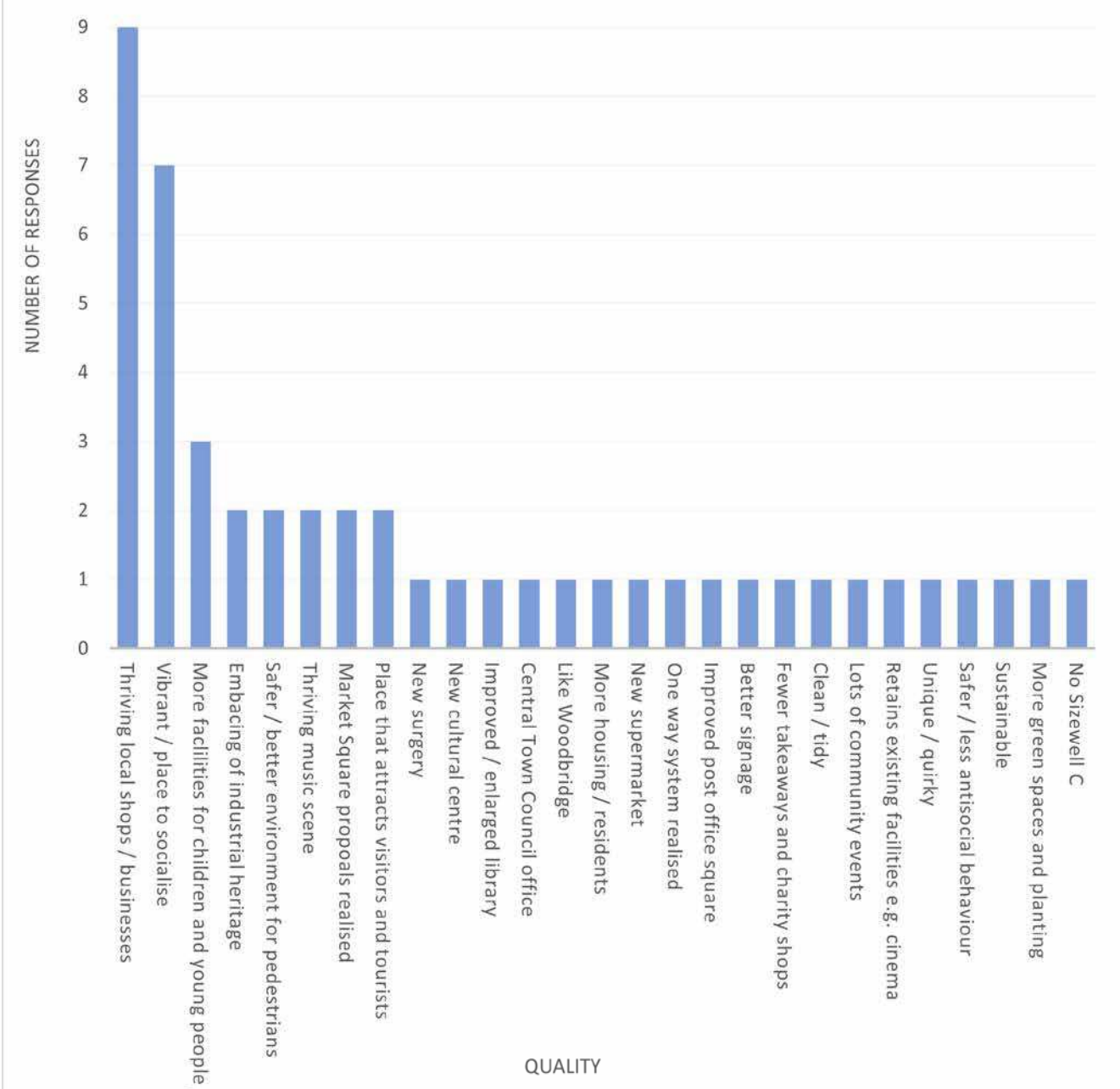
On average, how often do you visit Leiston town centre?

Which mode of transport do you most frequently use to visit the town centre?



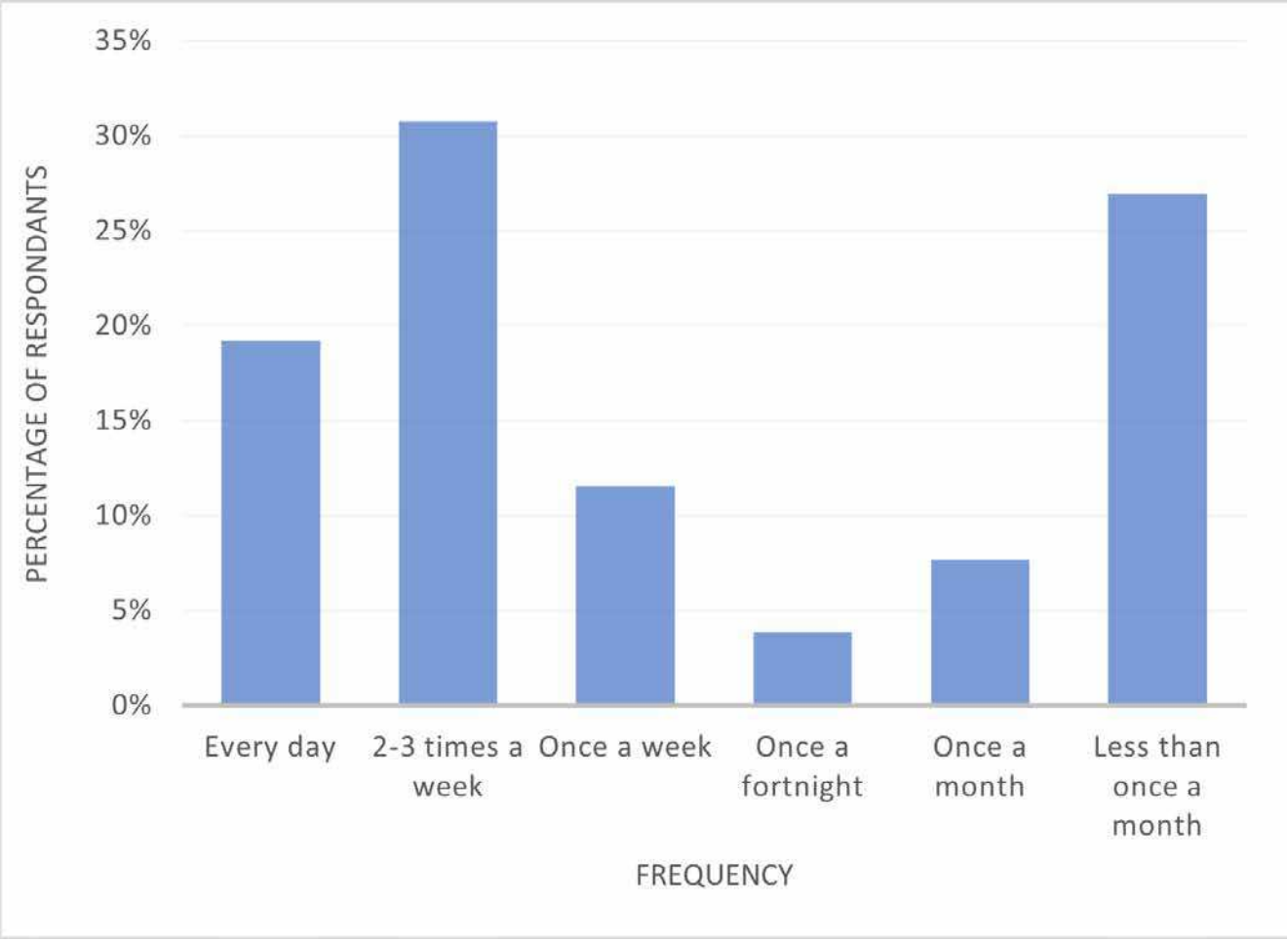


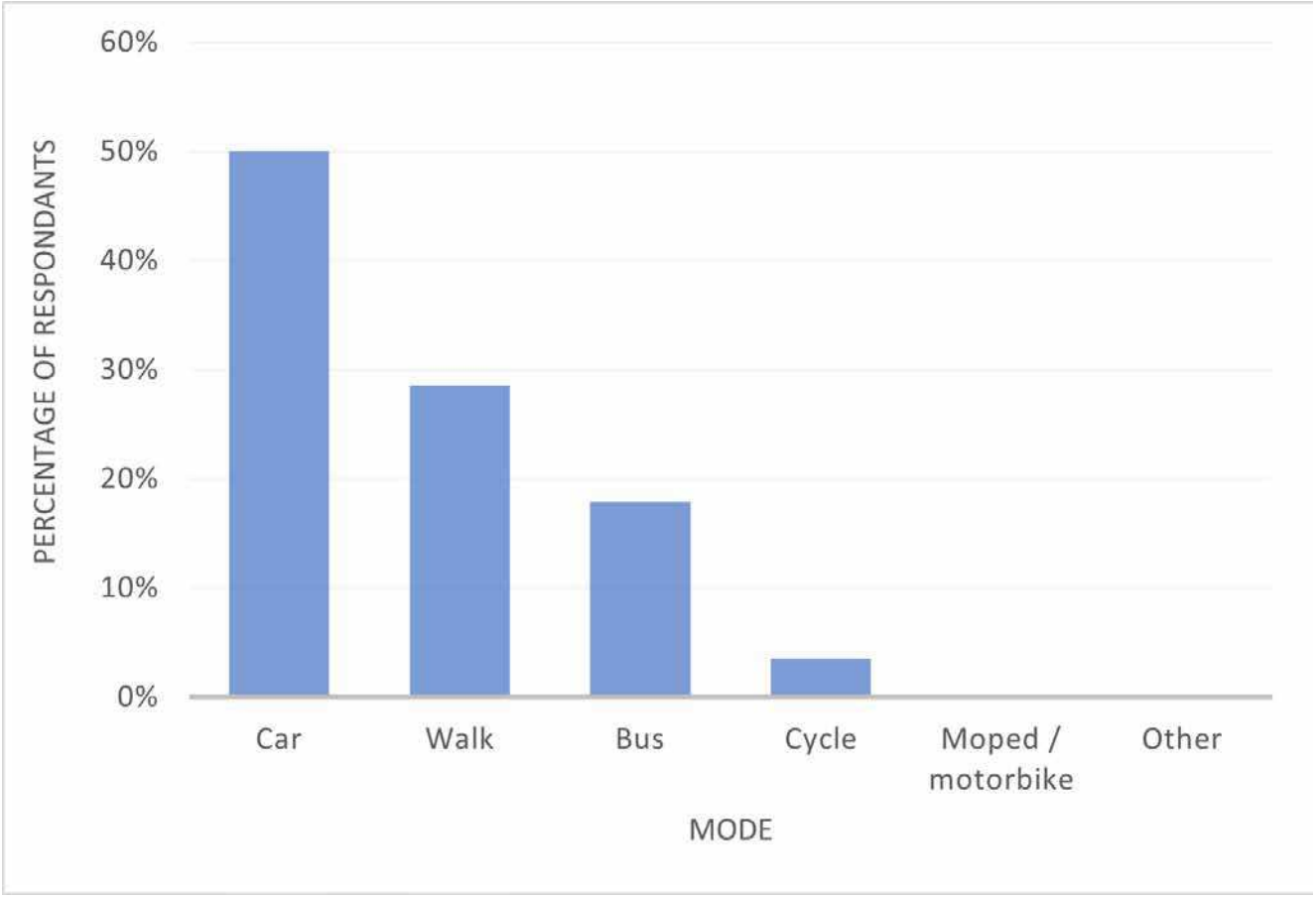




Questionnaire graphs (Alde Valley Academy)

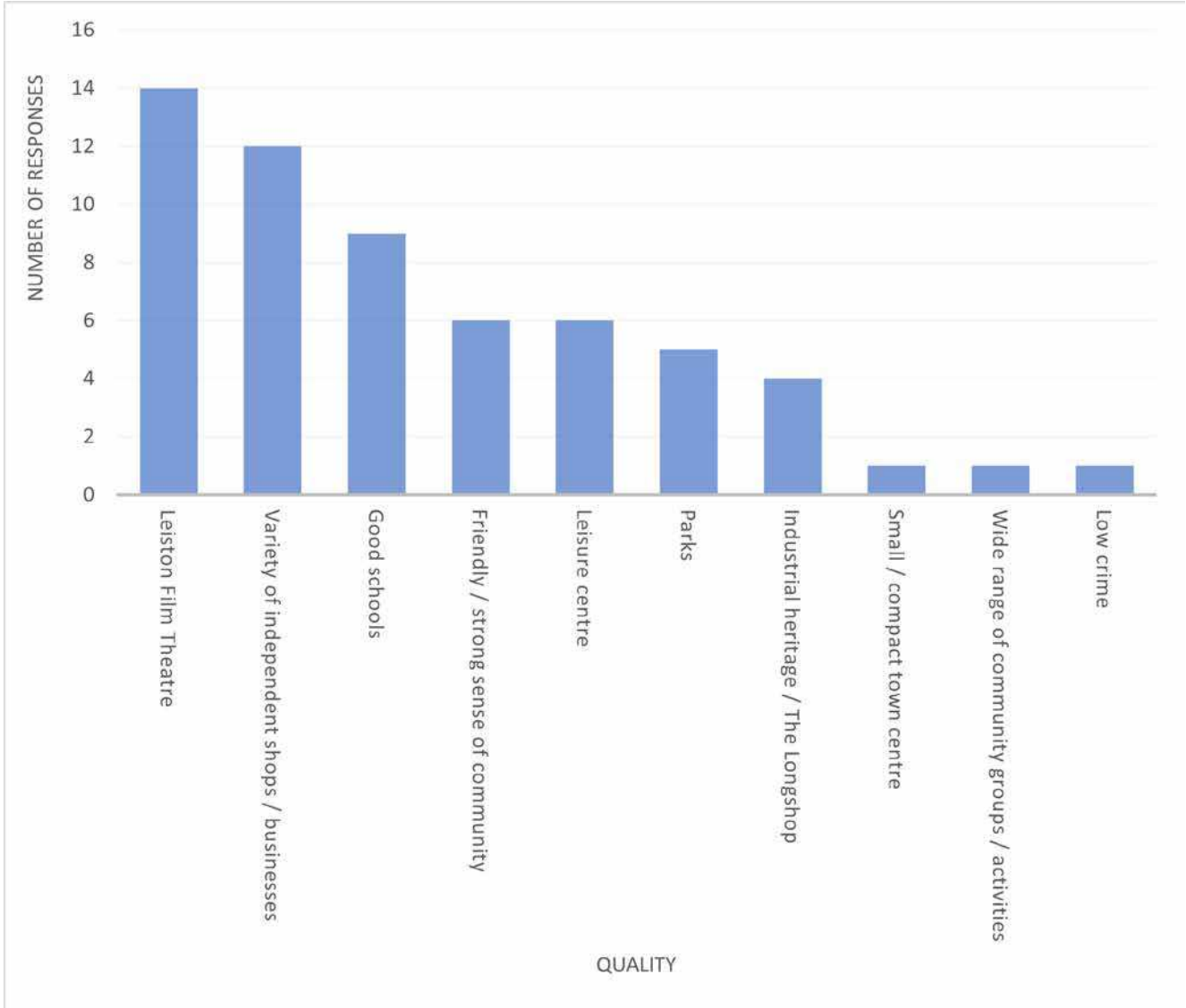
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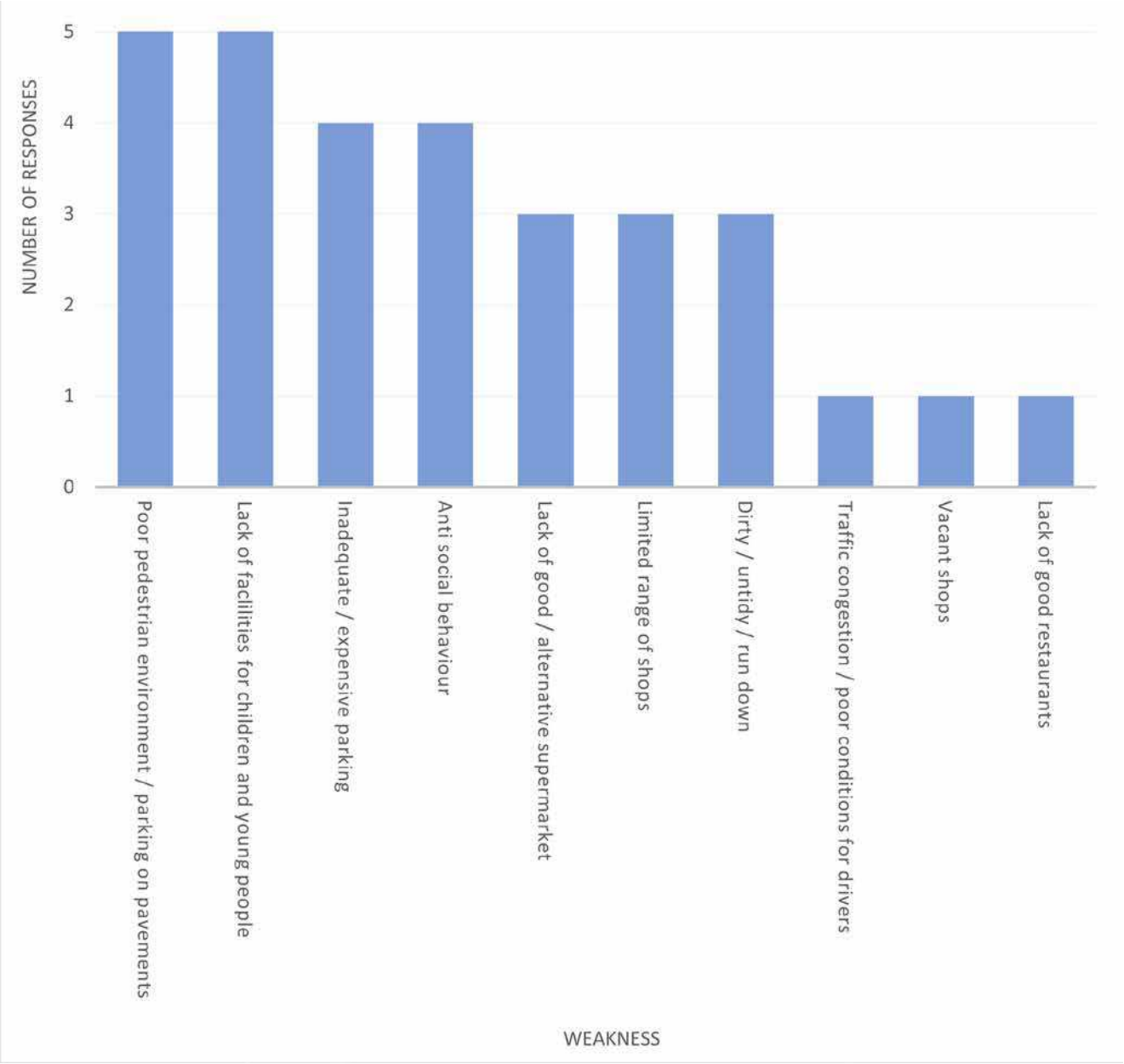
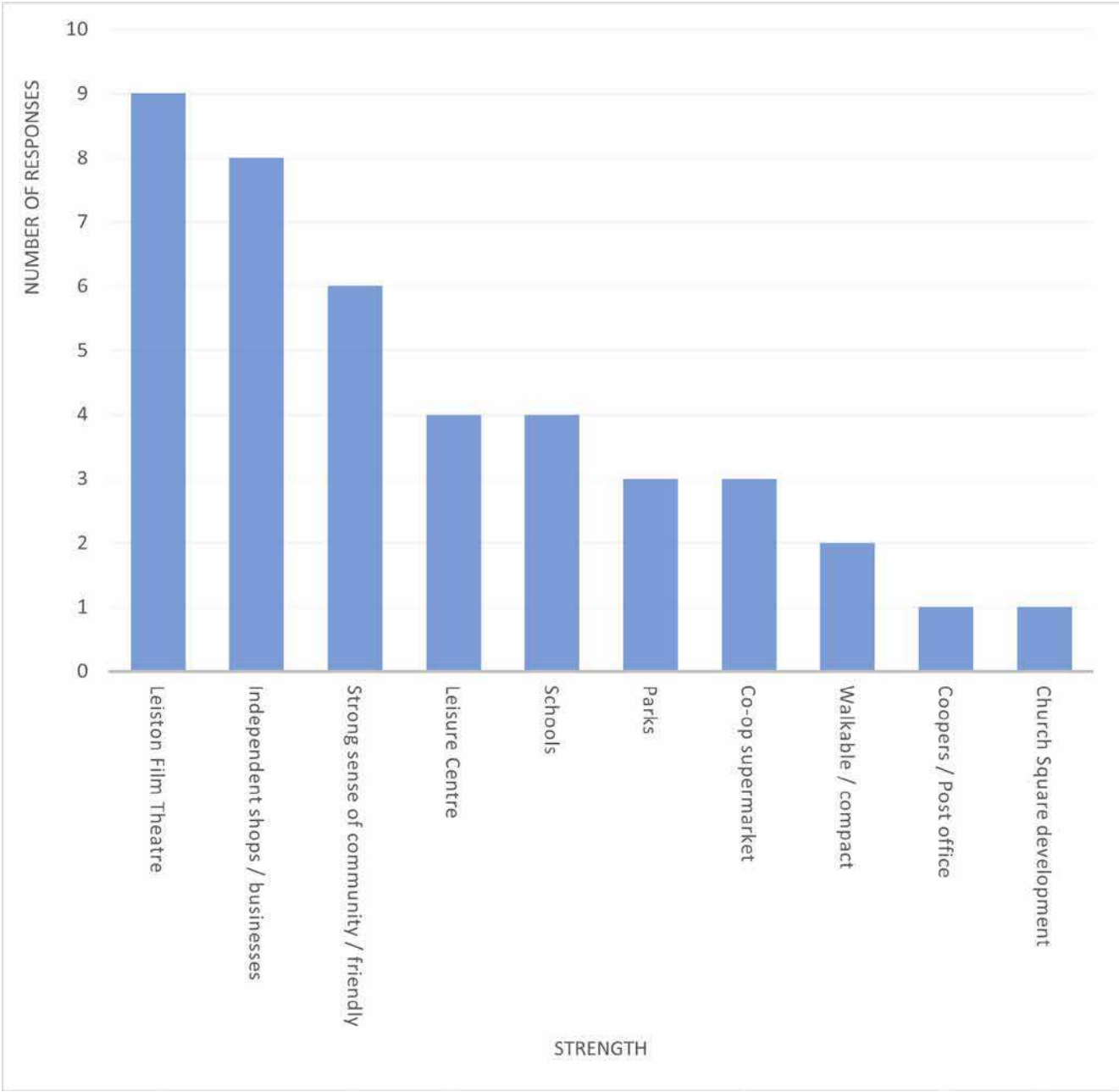


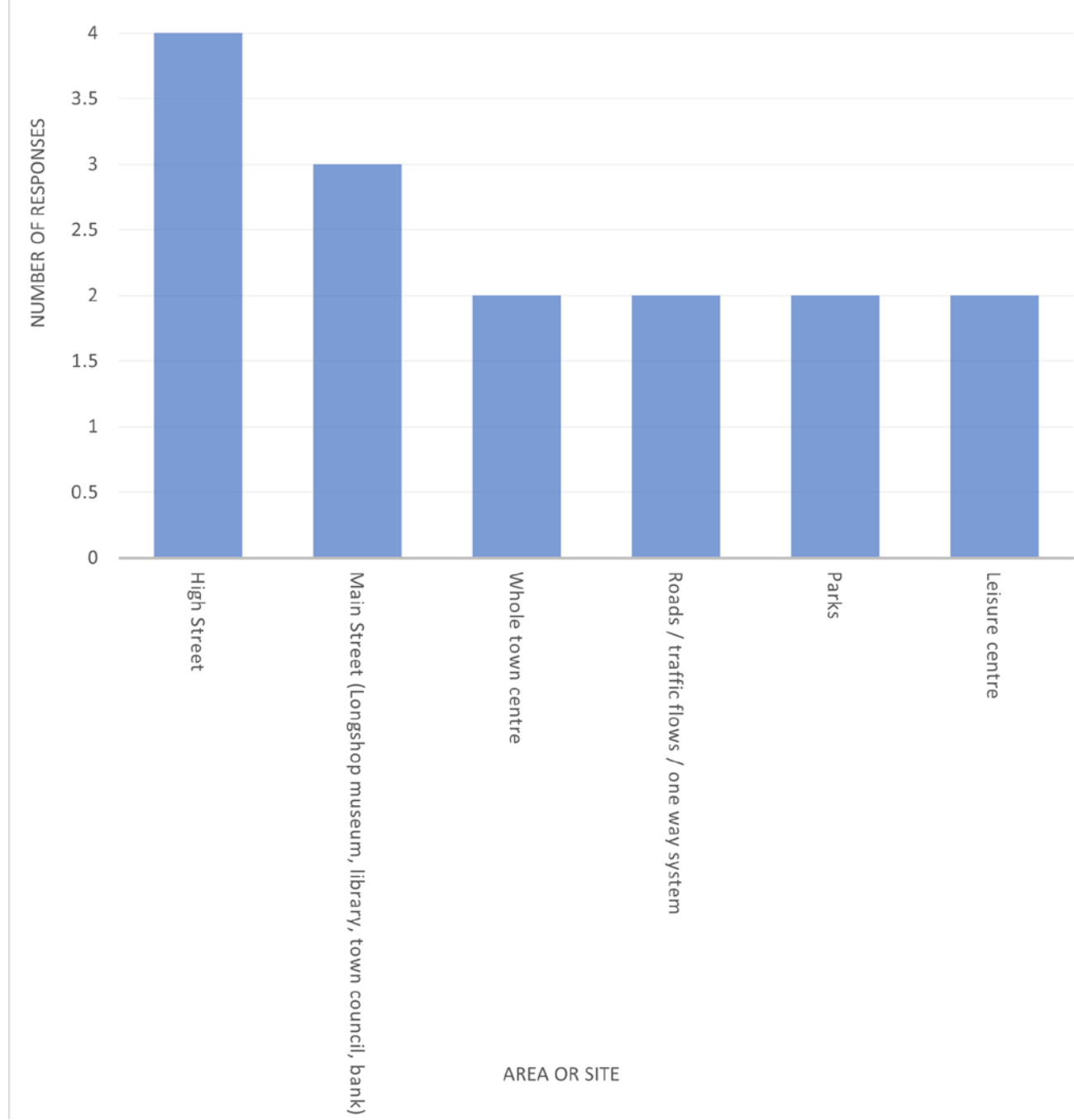


Which mode of transport do you most frequently use to visit the town centre?

What do you consider to be the key qualities that make Leiston special / give it its identity?

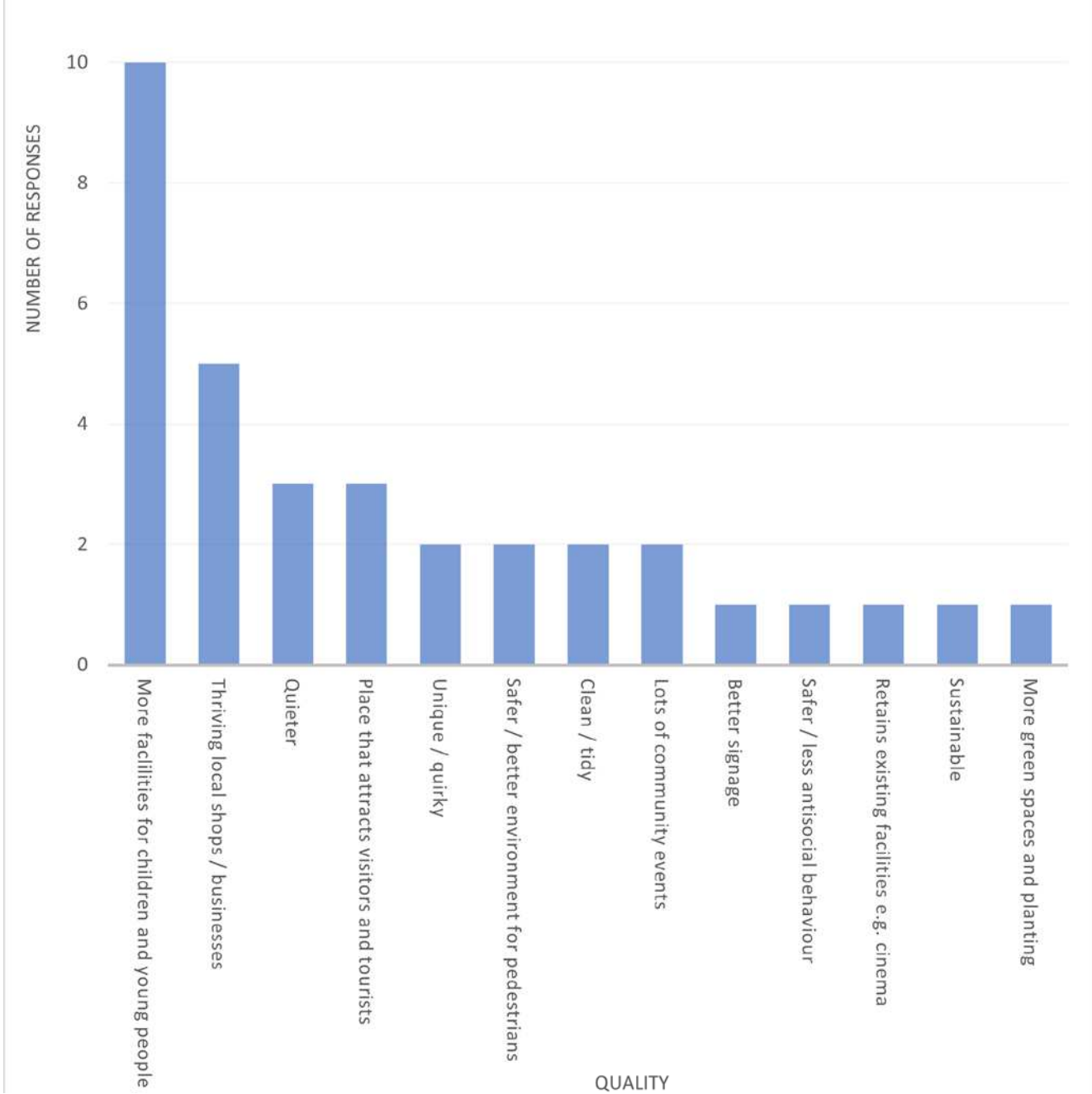






Are there any specific areas or sites within the town centre that you would like to see improved and, if so, how?

What would you like Leiston town centre to be like in 20 years from now?





Newspaper / website name

Alde valley News !!!

Date

18/11/2030

Catchy Title

New Transport Links In Small Suffolk Town!

Headline Grabber

Leiston Train Station renovated and reopened with new branch line.

Image

Challenge Tackled

Instead of getting the bus, you can now get the train to Ipswich, Lowestoft, ~~Saxmundham~~ and alot more stations along the line.

Solution Overview

The station was built for more reliable transport around Suffolk.

Impact

So many more people without cars can travel to work and travel for leisure.

Newspaper / website name

Leiston Suffolk News

Date

Catchy Title

Leiston Looking New.

Headline Grabber

Improvements on leiston!

Image

Challenge Tackled

Nothing to do and too much litter. more ~~at~~ nature.

Solution Overview

More youth clubs, trees and bins.

Impact

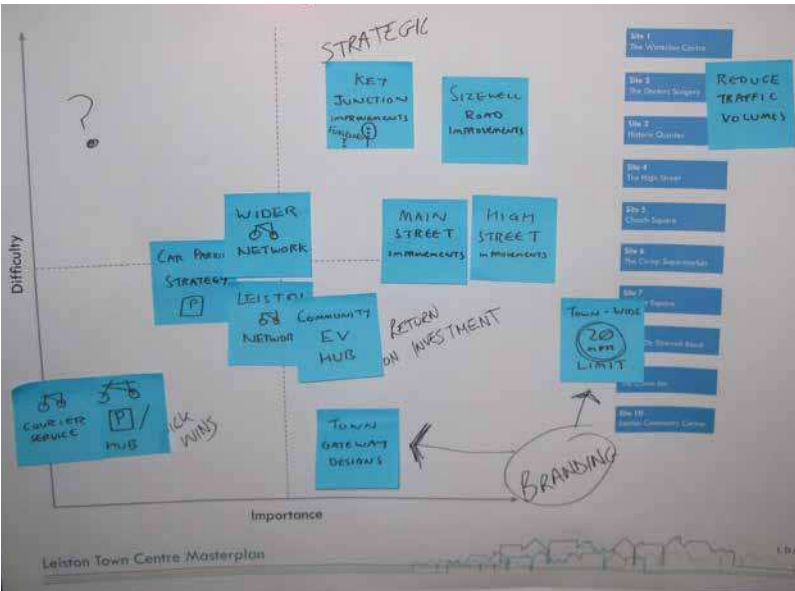
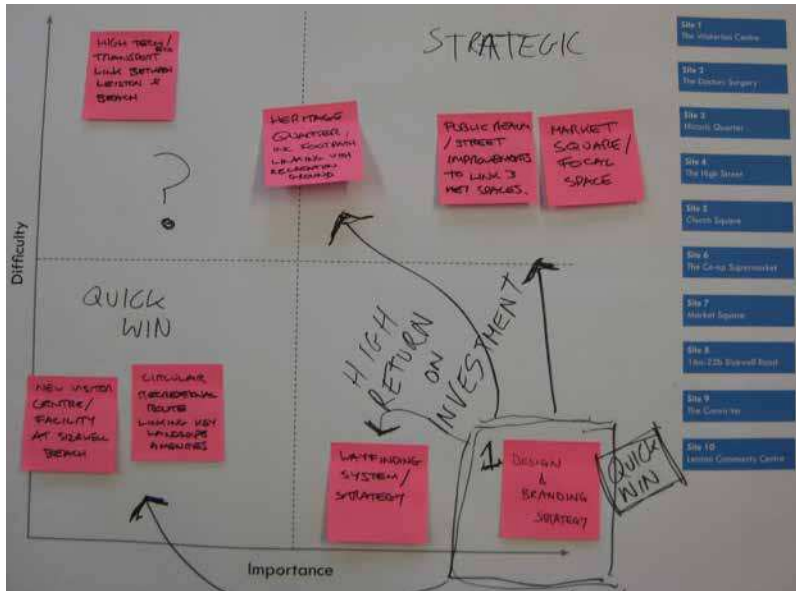
Young

A place for people to hang out. Less teenagers on the ~~park~~ kids parks. ~~more~~ There will be less litter. Much more nature making the place look less sad.

137

337

Stakeholder visioning and prioritisation exercises



Summary matrix

Idea / option	Group / study / report raised by*				Site									
	Key Stakeholders	Public	Leiston CLT report	Leiston Transport Strategy	1 Waterloo Centre	2 Doctors Surgery	3 Historic Quarter	4 High Street	5 Church Square	6 The Co-op	7 Market Square	8 16a-22b Sizewell Road	9 The Crown Inn	10 Leiston Community Centre
Transport and movement														
One way system	x	x		x		x	x	x	x	x	x	x	x	x
20mph town wide limit	x				x	x	x	x	x	x	x	x	x	x
High Street, Sizewell Road and Main Street public realm improvements	x	x	x	x		x	x	x	x	x	x	x	x	x
Pedestrianisation of Main Street as part of Heritage Quarter	x					x	x							
Close off section of Cross Street to certain types of vehicle	x			x			x							
Key junction improvements: Main Street / Park Hill / Station Road / Waterloo Avenue intersection	x	x			x	x	x							
Key junction improvements: Cross Street / High Street / Sizewell Road intersection	x	x		x			x			x	x	x		
Improve bus routes and stops, including accommodation of one way system	x	x		x						x	x	x	x	x
Town gateway designs	x			x										
Electric vehicle hub	x				x					x	x		x	x
Sustainable / high-tech transport link between Leiston and Sizewell Beach	x									x	x		x	x
Improved cycle network within Leiston and beyond, including links to Sizewell Beach	x	x		x		x	x	x	x	x	x	x	x	x
Cycle courier service	x													
Cycle hub / parking	x				x	x				x	x	x	x	x
New footpath through Longshop Museum site on desire line between recreation ground and High Street	x					x	x	x						
Circular recreational route linking Leiston, Sizewell Beach, Kinton Hills/Goose Hill and Leiston Abbey	x													
Landscape and public realm														
Provision of new / enhanced focal point or space in town	x	x	x						x	x	x	x		
Provision of market space / square	x	x	x						x	x	x	x		
Public realm improvements on streets, including High Street, Sizewell Road and Main Street						x	x	x	x	x	x	x	x	x
New / improved wayfinding strategy (could extend into wider context and following branding strategy)	x				x	x	x	x	x	x	x	x	x	x
Reclaim Post Office Square as public space (potential use by alternative uses e.g. cafe)	x	x	x				x							
Extension of heritage railway sidings to form feature of Post Office Square	x	x					x							
Extend Church Square scheme to connect with Sizewell Road			x						x	x	x	x		
Enhance green space behind Waterloo Centre	x				x					x	x	x		
Provide additional tree planting / vegetation	x	x			x	x	x	x	x	x	x	x	x	x
Landuse, role and identity														
Housing for young age groups	x	x			x			x		x	x	x	x	x
Housing for older age groups	x	x			x			x		x	x	x	x	x
Move Town Council offices to alternative site	x	x	x		x		x			x	x	x		
Move library to alternative site	x	x	x		x		x	x		x	x	x		
Use Town Council / library building for museum	x	x	x				x							
Use Town Council / library building for café	x	x	x				x							
Use Town Council / library building for gallery / exhibition space	x						x							
New / relocated community building			x							x	x	x		
Create heritage quarter building focused on the Longshop Museum, Honda collection and Leiston Works Railway Trust	x	x	x			x	x							
Move surgery to alternative site	x	x	x			x		x		x	x	x	x	x
Move pre-school to alternative site	x				x									
Provide café at Waterloo Centre overlooking recreation ground	x	x			x									
Improve High Street offer e.g. evening economy / choice / quality	x	x						x						
New market space / building	x	x	x		x		x		x	x	x	x		
Co-operative building / space	x				x					x	x	x	x	x
Units for small creative businesses / start-ups, building on existing pattern of annexes / workshops								x		x	x	x		
Re-configure Co-op site	x	x								x				
New supermarket	x	x								x	x	x		
Support / encourage local, independent shops and businesses	x	x						x		x	x	x		
New training facilities	x	x			x	x		x		x	x	x	x	x
More facilities for young people	x	x			x	x		x		x	x	x	x	x
New visitor point / facility at Sizewell Beach	x													
New lido at Sizewell Beach		x												
Design and branding strategy	x	x			x	x	x	x	x	x	x	x	x	x

*The matrix includes all ideas / options raised whether there was a consensus across the group or not

Online survey results - January 2023

1. Vision for Leiston and its wider context (see Section 5.1 and figure 5.1)				
Answer Choices			Response Percent	Response Total
1	Open-Ended Question		100.00%	20
1	09/01/2023 15:57 PM ID: 208035995	the vision is good and has the right approach to make more of Leiston and its situation now and going forward.		
2	10/01/2023 20:04 PM ID: 208145156	The plan states that it proposes to enhance the physical connections for pedestrians and cyclists with the map depicting connections to Sizewell and Leiston Abbey. This is all well and good but the proposals for Sizewell C include blocking up the path to Leiston Abbey in order to accommodate the railway extension. This, together with the many other blocking up of public rights of way caused by both the Sizewell C construction and the various wind farm proposals will severely restrict pedestrian access from Leiston to the surrounding countryside. I have made my representations against such blocking up proposals to the various consultations yet it would seem as a Leiston resident I am generally ignored. This is a shame as Leiston is central to the various commons and heathland that adjoin the coast which I for one take advantage on a regular basis without having to rely upon transport, as I am sure many other local residents do. Without such access then any visitor may have second thoughts of choosing Leiston as a place to base an extended visit. I strongly support the enhancement of facilities within the town and consider it has huge potential for tourists given its historical heritage, both from industrial times and, in a wider context, going back to mediaeval, Saxon and Roman times. I have researched and investigated much of the areas history over the 25 years as a resident and know there is a lot more to discover for any visitor that is seldom available in the public domain and which the town could capitalize upon. I would certainly support some kind of town trail with history notes available. With regards to transport, a better public bus service would be greatly appreciated although I cannot see this as a viable commercial possibility. The current limited services off little opportunity to get to local tourist destinations without resorting to private transport or walking.		
3	10/01/2023 23:17 PM ID: 208155658	Please see last Box for comments		
4	11/01/2023 10:16 AM ID: 208177075	Looks good		
5	12/01/2023 11:38 AM ID: 208295280	Leiston will never be a tourist town per se, it is just not made that way but I like the cycle routes and connectivity to coastal routes which is in the Transport Strategy. Not so sure about about a lido at Sizewell, people like to swim in the sea when at the beach and where would it go and who would look after it and maintain it? Ideally Leiston needs a Business Association again for the businesses to work together to create a better shopping facility and environment and encourage other businesses to the town. We have too many food outlets and takeaways and I wouldn't want to see more!		
6	12/01/2023 12:58 PM ID: 208303954	It's very good to see a vision which recognises the leisure aspect of the area - e.g. footpaths and natural resources. The proposal doesn't mention the possible negative impact of the Sizewell build and wind farms on the vision. For example closure of footpaths and beach access and tourists being put off visiting the area. Perhaps this needs to be acknowledged/considered?		

1. Vision for Leiston and its wider context (see Section 5.1 and figure 5.1)		
7	13/01/2023 21:05 PM ID: 208419771	Nothing added to Leiston can possibly make up for the enormous disruption and environmental harm which Sizewell C will bring!
8	14/01/2023 12:45 PM ID: 208448087	All worthy thoughts but please think about what Leiston is. Dont try to change the character of this honest working town. A 'destination facility' at Sizewell? NO NO NO ! Sizewell is perfect as it is, it doesn't need more vistors, please don't wreck our peaceful, rugged landscape. If you want people to stay in Leiston and bring more people into town a second supermarket to challenge the Coop would be more useful than squares and cafes.
9	15/01/2023 08:27 AM ID: 208522347	Generally supportive of the plan.
10	15/01/2023 09:17 AM ID: 208524610	The visions seems good for Leiston, actually having the money and deciding which bit of these plans to implement first should be thought through very carefully!
11	16/01/2023 12:35 PM ID: 208594748	What a waste of public money, nearly everyone who I have spoken to saying the same thing, if it ain't broken don't fix it. It would be interesting to know how much public money has been wasted on these farcical plans.
12	16/01/2023 15:47 PM ID: 208616188	The proposal for a Leiston wide development from the Waterloo Centre to the Community Centre aligns directly with the urban plan drafted by the Community Land Trust and our vision of a series of linked uses and spaces.
13	16/01/2023 23:51 PM ID: 208653830	As this is only Section 5 it would be useful for context to see the other sections of the document The proposal for a Leiston wide development from the Waterloo Ctr to the Community Ctr aligns directly with the urban plan drafted by the Community Land Trust, so we are supportive of the scope. Although we do feel that key assets such as the ESC land (formally the caravan site) is a strategic plot that should be utilised in this scheme, both for economic return to ESC and the overall growth of Leiston. Leiston is a town of two parts 1) the High St with the traditional retail mix trying to draw trade from residents, outlying villages and tourists. 2) While from King Georges Avenue and other locations there is light commercial premises that support the town that do trade to a more nationwide network. This light commercial/business. Hence 1 tries to draw people in from the hinterland and 2 tries to export trading to the hinterland and beyond. The proposal to invest in premises devoted to development and training is a welcome boost for the long term prospects of Leiston.
14	17/01/2023 11:19 AM ID: 208683434	Boom and bust scenario
15	17/01/2023 11:25 AM ID: 208684129	The vision is great a real transformation that could lift and improve Leiston as place to live and place to visit. The only concern is the high level of project delivery risks. The plan relies on a large number of number successive activities: 1) develop the Waterloo Centre – Move the Doctors – expand the Long Shop 2) acquire private land on east of Market Square – acquire private land to west of Market Square – acquire a new sorting office plot – move the sorting office – develop Market Square 3) move library and town council to Market Square – develop the former space for Long Shop and Railway 4)even the development of the Crown involves private land (currently earmarked for conversion to an HMO) 5) this all has to be integrated into to a potential demolition and rebuild of the only supermarket in town along with widespread highways work to develop the public realm. Please don't misunderstand, I'm not saying I'm against the ideas, but it would help to know more detail. How these land purchases would be implemented and how the plan could be adapted if elements are delayed or found not practicable. Regeneration of Leiston is overdue and this plan represents a real boost, just when Sizewell C could be coming along. East Suffolk Council own a large part of the land off Sizewell Road and this could be

1. Vision for Leiston and its wider context (see Section 5.1 and figure 5.1)		
		developed without the long chain of delays in the other proposals. This would be a quick win that could be expanded by later acquisition of the adjacent land parcels for a big more cohesive development. East Suffolk Council also own the former caravan site off King Georges Avenue, this plot should be developed. There is a possibility of improving access by linking it to Valley Road or Eastlands Road. Even if it was only as a Glamping site to encourage tourism, leaving the land unused is gross waste of an asset. The plan needs more quick wins to bring the public along on the journey of change and improvement. New street furniture, better finger signs, notice boards and waste bins would give an easy lift. This could be further developed with improvements to shop fronts.
16	17/01/2023 13:11 PM ID: 208697731	Very happy with vision and wider context
17	18/01/2023 01:06 AM ID: 208748407	I do not consider it necessary to consider having a new destination facility at Sizewell. Sizewell is already over developed, what remains of the area after the construction of Sizewell C should be preserved.
18	18/01/2023 14:43 PM ID: 208797986	No additional comment - looks great
19	18/01/2023 15:17 PM ID: 208802247	I generally support the Vision. In particular the improvement of links by foot and cycle with the coast appears particularly important to attract visitors to the town. Similarly the provision of cafes and shops will help to attract visitors. Anything that will improve the often unsightly condition of some buildings and improve or remove some of the worst 60s / 70s architecture (e.g. the Post Office building) would be welcomed.
20	18/01/2023 16:44 PM ID: 208812083	Marshall and Lilley Opticians We would like to highlight "The unique, independent retail offering provided by the town." We love Leiston but it doesn't have unique shops. Of the approx. 59 shops in the high street, 23 are food and drink related (cafes/takeaways, pubs), 10 are health and beauty (including the opticians and dentist), 15 are leisure (Charity shops, antiques, tattoo shop) and 11 are practical shops used daily, (bank, solicitors, estate agents, carpet shop, launderette, electrical/DIY). Only 5 of those are considered 'unique' - Katie's Pottery, Sandlings, Refill, Beyond one Bar and Simply delicious. Of these only Beyond one bar is the only one that I can't tell you if there is a shop similar in any other local town. We are going to need to have more shops that aren't found locally to make Leiston a 'unique' shopping place. But remember that 75% of customers to those shops are going to be local people who live here. They are the ones who will provide the bulk of sales for these shops, so the items sold can't be so original that no one local would buy them. Also I would like to point out that net zero aspirations is impossible to achieve realistically. "Minimising the need to travel beyond Leiston for daily needs by supporting the services within the town and providing education, training and employment opportunities." In that case we need a supermarket to rival with co-op, which is too expensive and doesn't have half its goods in at one time. We don't have a bakery or a shoe shop. You can't buy nice gifts for any occasion, unless it practical form a DIY shop or a bottle of wine! But we do think that Leiston needs to take advantage of Sizewell C, which is a really good idea.
		answered 20
		skipped 20

2. Access and movement strategy (see Section 5.2.1 and figure 5.2)

Answer Choices			Response Percent	Response Total
1	Open-Ended Question		100.00%	23
1	09/01/2023 15:57 PM ID: 208035995	It would be good to see something clear on how Sizewell traffic would be routed around the town via whatever means can be brought in (eg signage/cameras with recognition where workers cars can be detected if coming through the town at working hours), not sure that closing Valley road is acceptable for those that live there/nearby !		
2	10/01/2023 20:04 PM ID: 208145156	I fully support pedestrianization and vehicle restrictions within central Leiston. The town centre is currently not pedestrian friendly with much traffic passing through it and given the narrow roads there are numerous close calls where impatient motorists take advantage of the pavements as an extension to the road. When the town has had special events where traffic restrictions have been in place, it provides a much more welcoming environment for the pedestrian, and something I would certainly welcome on a permanent basis. One aspect the report lacks is the section of Haylings Road between Cross Street and Kings Road where the road narrows. I myself have had many near misses with vehicle wing mirrors along this section and judging by social media comments I am not alone in this respect. Could not some kind traffic direction prioritization be added here, where chicanes at each end allow a single lane with priority for those coming into town?		
3	11/01/2023 10:16 AM ID: 208177075	Looks good, don't think the 20mph needs to start so far out at the gate ways		
4	11/01/2023 11:40 AM ID: 208186350	More suitable public transport would be a good addition.		
5	12/01/2023 11:38 AM ID: 208295280	A lot of work has gone into the Transport Strategy and has been worked on for several years to find the best scenario for Leiston but has met with considerable opposition. I have this can be realised and brought to fruition. I don't think pedestrianing the High Street will work due to the position of the co-op and people need to access the supermarket easily in their cars and using side streets was explored previously which was not viable.		
6	12/01/2023 11:45 AM ID: 208296089	Don't agree with 1 way system- they never improve traffic flow and currently traffic is still light. 20 mph is just not necessary.		
7	12/01/2023 12:58 PM ID: 208303954	<p>I definitely agree with the LTC transport strategy - e.g. 20mph and improvements to junctions - and safer cycling and walking routes are essential.</p> <p>The proposal mentions that residents say that parking is a problem but then goes on to propose reducing parking. The High Street car park recently lost a number of spaces when the layout was redesigned. This has been an issue for the cinema. The Co-op car park introduced a two hour limit and therefore this is a problem for people attending events at the United Church or elsewhere over 2 hours. The Co-op car park has spaces at the north east end which are used (with permission) by residents in the Long Row/Prospect Place area. Therefore building on this area and reducing spaces would be a problem.</p> <p>There are also major problems for residents in finding parking spaces in other residential roads - particularly in areas where there is a density of other facilities. For example Victory Road has people parking for the recreation ground, football ground, British Legion, Home Guard, Cadets, children's football practice etc. There is also the looming issue of electric charging for the many properties in Leiston which do not have a drive.</p> <p>Although it is really important to encourage cycling etc. the reality is that it is a big challenge to live in Leiston without a car.</p>		
8	13/01/2023 21:05 PM ID: 208419771	Nothing added to Leiston can possibly make up for the enormous disruption and environmental harm which Sizewell C will bring!		

14

2. Access and movement strategy (see Section 5.2.1 and figure 5.2)			
	9	13/01/2023 22:14 PM ID: 208422001	If you want to make a pedestrian High Street, you need to rethink access to shops and supermarket when arriving in town from north - ie the one-way system
	10	14/01/2023 12:45 PM ID: 208448087	There is no need for a one way system in Leiston, it will make problems worse. Better signage for HGV's might help. Making the north High St pedestrian would be a disaster for many businesses. Elderly who regularly need to be dropped at opticians and hairdressers, charity shop donations to name a few. There are wide pavements and traffic calming already. Please don't try to fix a problem that doesn't exist.
	11	15/01/2023 08:27 AM ID: 208522347	Level 1 measures are good, though closing Valley Road seems impractical. Level 2 measures OK, though the 20mph gateways are too distal. Level 3 pedestrianisation of High Street is laudable but High street businesses will need unloading access. Unclear about how parking at Market Square will be reduced - there is only a layby there now. The Co-op carpark could be utilised much more efficiently than it is now, limiting the net loss of parking. One of the primary aspirations of the Masterplan is to bring greater numbers of visitors to Leiston. The rejuvenated Historic Quarter will hopefully be a key target of this influx . Currently, on busy event days at the Long Shop Museum, when the museum's small car park is used as a display yard, the doctor's surgery and the Waterloo centre are used for visitor parking. Any conflation of the Long Shop Museum with the surgery site and/or the old post office buildings needs to create as much parking as is safe and practicable. New development of the Community Health Centre will likely limit the parking available there. As many of the hoped for visitors will be holiday-makers, many of them will be arriving in private vehicles. If the plan is successful in making Leiston a more attractive leisure destination, a sizeable car park within no more than five minutes walk of the town centre will surely be essential. Regarding existing car parks - ESC needs to remove all charges and stay limits (other than no overnight parking).
	12	15/01/2023 09:17 AM ID: 208524610	The re-route of the bus along Sylvester road and seaward Avenue is not viable. Two cars can hardly pass at the bottom of Sylvester road let alone a car and a bus or worse two buses! If you think that yellow lines is going to help think again, you can not interfere with households parking there's no need and it's not for the greater good of Leiston to detriment one street!
	13	16/01/2023 12:35 PM ID: 208594748	Leiston is a small country town, for the most part people who live here like it as it is. Many parts of the movement strategy are a strategy for disaster. Clearly the idea of reducing parking and building housing is thought. May be the idiots who thought this plan up and suggested we should all walk or bike should be forced to carry 4 bags of heavy shopping for a mile or two in the cold and pouring rain or on a hot summer day. The co-op car park is often full to capacity. As for the one way system , again ridiculous and in many ways even dangerous .
	14	16/01/2023 14:30 PM ID: 208607199	Promotion of cycling especially for commutes is great.
	15	16/01/2023 15:47 PM ID: 208616188	The plan integrates the adopted traffic and transport plans and the wider links with Sizewell and the surrounding countryside through the extensive leisure pathways and proposed cycle routes linking Leiston with the coast and wider cycle network.We like the idea of a 20mph town from the proposed 'gateway' points and the level 3 measure to pedestrianise the north part of the High Street. This will prove controversial but could be trialed. The aim to establish a more cohesive and legible townscape is one share by the Community Land Trust
	16	16/01/2023 23:51 PM ID: 208653830	A safer pedestrian environment is a welcome concept, this will be good for High Street regeneration along with wellbeing and pollution reduction.
	17	17/01/2023 11:19 AM ID: 208683434	Logistics will affect too many residential properties.

2. Access and movement strategy (see Section 5.2.1 and figure 5.2)			
	18	17/01/2023 13:11 PM ID: 208697731	VERY ANXIOUS ABOUT TRAFFIC ACCESS AND PEDESTRIANISATION OF HIGH STREET. AS OWNER OF LEISTON CARPETS LTD BASED AT 10-12 HIGH STREET AND WITH DELIVERIES TO WAREHOUSE AT 28 HIGH STREET, IT IS ESSENTIAL THAT LARGE LORRIES DELIVERING CARPETS AND BEDS CAN STOP TO UNLOAD FROM TH E HIGH STREET. THE HIGH STREET CANNOT BE PEDESTRIANISED AND IN ADDITION A LAYBY AREA WOULD NEED TO BE INCORPORATED TO PREVENT LORRIES BLOCKING THE ROAD IF IT IS TO BECOME ONE-WAY.
	19	17/01/2023 15:36 PM ID: 208716455	Consideration to be given regarding access and egress to Victory Road, Leiston. This is mentioned in the plan as the one of the recreation grounds is in this area but please also consider residents and the number of clubs that use this road as their base, LTAA, Football Club, Boules Club, Army/Air Cadets, Cubs, Scouts, Beavers, Homeguard and Leiston Royal British Legion. This road is difficult to access and egress now and will be even more so if the majority of traffic is directed through Leiston via Haylings Road/Park Hill and Cross Street.
	20	18/01/2023 01:06 AM ID: 208748407	Level 1 - I am not supportive of the proposed contra flow cycling facilities along Main Road and High Street. I do not consider that the carriageways are wide enough to support this. I think that it would be confusing and dangerous, and cause problems for delivery vehicles. Level 3 - I do not support the new proposal to pedestrianise the northern section of the High Street. Parking - I do not support the reduction of off street parking spaces in the town. Instead I think that all the public car parks should be free, like the one in Valley Road. Valley Road car park is free 24/7 and is nearly always full. It will help to alleviate the problem of on street parking.
	21	18/01/2023 14:43 PM ID: 208797986	I think the report would benefit from the recognition that Leiston Town Football Club have a very positive impact on the town and their prominence within the Southern League Premier Division Central is not go unrecognised. Catering for the potential growth of the club should be considered from the perspective of: - Bringing a different demographic to the town - History of the club (founded 1880) and relationship with Garrett's etc - Raising the profile of the town - Effect on transport to the town (car parking) - Community use of Football ground and facilities - links with adjoin gin spaces - Victory Road recreation ground.
	22	18/01/2023 15:17 PM ID: 208802247	Generally support. The 20mph limit will be welcomed by those who live on some of the main routes. However i think restricting the 20mph limit to areas closer to the town centre would improve adherence to the limit. I.E.. Starting the 20mph at the current 30mph limit on Haylings Road, Abbey Road etc would create very long stretches at 20mph which drivers will find frustrating and they are unlikely to drive at that speed. However starting with a 30mph limit which then becomes 20mph is more likely to be effective.
	23	18/01/2023 16:44 PM ID: 208812083	"One way system along Main Road, the High Street (as far south as the public car park) and Cross Street. Proposed one-way streets will include contraflow cycle facilities to ensure two-way cycling access throughout the town centre." WHY? The town isn't busy with pedestrians to a point where it is dangerous. We aren't Woodbridge. The only way we want a no traffic/reduced traffic in the high street is if the numbers of people becomes so great that it is dangerous to people. We have wide pavements, its not an issue. We see how quiet the high street is on a daily basis. It's not needed. A massive benefit of having cars in the high street is that visitors see what shops are in the town and mentally make a note to come and get what they need while away. Not to mention our patients are often less mobile and need to be dropped off outside the door, do you expect them to block off a whole road while they are dropped off? "Closure of Valley Road to vehicular traffic to reduce the impact of traffic between Leiston and Sizewell." - This is going to cause everyone to then go through the high street...Which is surely what you want to avoid? Make it one way. It's rarely used by cars anyway, unless you live along that road. "Bus routes re-routed along Seaward Avenue, Sylvester Road, Sizewell Road and Cross Street in-line with the one-way system" No way, you really want to let school children mix with buses at the bottom of Sylvester Road. Asking for injuries, I see the children run across the road every morning when I walk to work. Not to mention that the bottom of

2. Access and movement strategy (see Section 5.2.1 and figure 5.2)			
			that road is narrow and a huge bus couldn't easily get round it without causing an accident. There are so many cars parked along Sylvester, the residents don't mind, but there is nowhere else for parents to park if you want the road clear for buses, otherwise the buses are going to be swerving around cars, children and pets! Where are the new bus stops going to be? There isn't anywhere you can put one that isn't going to block the road every time a bus stops. At the moment every place the bus stops is a lay-by or wide part of the road so traffic can still flow around it. Please leave the bus route alone. A few one way roads won't hurt, but just forget the rest of it. "Provision of a network of safe cycle routes through highways improvements (including the one-way system), to include promotion of slower vehicle speeds and cycle track provision along sections of Seaward Avenue and Sylvester Road." Why? Do you know how many people cycle in Leiston? It isn't many. The school children who cycle are safe on the roads or the pavements are wide enough to use if needed. Leiston's population is older, they don't cycle anywhere. "High Street / Cross Street / Sizewell Road – potential to improve appearance, safety and efficiency of this key crossing at the heart of the town centre." This is needed because the road and pavement are the same level! Which is very dangerous and bad workman ship. 5.2.1.4 Parking - Why reduce parking spaces when we have an older population who need their cars to get into town. You are also hoping to attract people into town from elsewhere - who will be driving in and needing spaces to park. Seems counter-intuitive to us.
		answered	23
		skipped	17
3. • Public realm and landscape strategy (see Section 5.2.2 and figure 5.3)			
Answer Choices		Response Percent	Response Total
1	Open-Ended Question		100.00%
	1	09/01/2023 15:57 PM ID: 208035995	good to see varied options for the community
	2	10/01/2023 20:04 PM ID: 208145156	Fully support these proposals
	3	11/01/2023 10:16 AM ID: 208177075	Looks good. I've only been to the recreation ground once because it isn't easily accessible from the town centre. Is there parking for the recreation? May be good to include some if not.
	4	12/01/2023 11:38 AM ID: 208295280	I think this will work well.
	5	12/01/2023 12:58 PM ID: 208303954	Good ideas. One simple improvement would be to have a path that goes all the way round the recreation ground. At the west end it is necessary to walk across the grass and navigate broken glass etc at the skate park. A path round would be a route for joggers and dog walkers. Also something needs to be done about the maintenance of the planting as a lot of it is dead or dying due to the over use of electric trimmers in an attempt to make everything a little box.

3. • Public realm and landscape strategy (see Section 5.2.2 and figure 5.3)			
	6	13/01/2023 21:05 PM ID: 208419771	Nothing added to Leiston can possibly make up for the enormous disruption and environmental harm which Sizewell C will bring!
	7	14/01/2023 12:45 PM ID: 208448087	You cannot change the character of an honest working town into market town. All this talk of 'Market Square', this is a large plot with a lot more potential, again the possibility for a large store to attract people into town. Public spaces attract people with little to do but sit around smoking and being a nuisance.
	8	15/01/2023 08:27 AM ID: 208522347	Generally supportive of the plan - updated signage (finger posts, etc) throughout the public realm would help visitor navigation.
	9	15/01/2023 09:17 AM ID: 208524610	A pedestrian town centre will make the area safer a great improvement.
	10	16/01/2023 12:35 PM ID: 208594748	A total waist of public money
	11	16/01/2023 15:47 PM ID: 208616188	We are supportive of the strategy but feel that key assets, such as the ESC land (formally the caravan site), is a strategic plot that should be utilised in this scheme, both for economic return to ESC and the overall growth of Leiston. In our view there is further work to do in developing stronger visitor links between the town and Sizewell.
	12	16/01/2023 23:51 PM ID: 208653830	The proposal to reduce parking demand through the transport plan is a noble one, but I feel it is flawed. The reason people drive to the Co-op is for large shop, more than can be carried by hand on a cycle. Also if parking is limited or unlikely to be available people from the hinterland will not bother to drive to Leiston and go to Saxmundham or elsewhere. Any reduction in parking must be avoided and ease of parking (with associated access and egress) should be developed to make Leiston 'easy' to visit. Development of the public realm should look to the inclusion of a transport hub with a balance of vehicle types converging for public convenience. The parking provision should also include consideration of EV charging, as it is well known that 'range anxiety' leads travellers to select destinations based on availability of EV charging points. So having EV charging would be a draw for some. Any delivery of a successful 20mph scheme is welcome but will need enforcement through investment in ANPR to make it practicable. It is unclear from the diagram if the 20mph is all the way along Sizewell Gap to the beach? If it is, then the 20 mph notice at KGA and Lovers Lane is unnecessary. Also, it would be wrong to treat Sizewell differently as they are integral to the Sizewell cum Leiston Parish.
	13	17/01/2023 11:19 AM ID: 208683434	Dentist and doctors for the local residents must take first priority. The amount of SZC workers needing NHS treatment and care will be a strain on the system. How many patients per doctor? For an unknown amount of years...
	14	17/01/2023 15:36 PM ID: 208716455	The Community Centre is a well used and liked centre in the town perfectly sited in the centre of Leiston and near to two sheltered housing sites, many clubs use this space and like it because of its central location. Engineering College in Leiston? Having previously worked for Suffolk New College and experiencing the low foot fall of students this would need to be tested as I am not sure it would work. Many outreach college services have been tried and failed in Leiston before.
	15	18/01/2023 01:06 AM ID: 208748407	I have concerns about the proposal to "reclaim" the Old Post Office Square as it is in a designated Conservation Area - https://www.eastsuffolk.gov.uk/assets/Planning/Design-and-Conservation/Conservation-Area-Appraisals/Leiston-Conservation-Area-Appraisal-December-2014.pdf
	16	18/01/2023 14:43 PM ID: 208797986	No additional comment - looks great
	17	18/01/2023 15:17 PM ID: 208802247	Generally agree

3. • Public realm and landscape strategy (see Section 5.2.2 and figure 5.3)				
	18	18/01/2023 16:44 PM ID: 208812083	Minor changes- no real issues spotted.	
			answered	18
			skipped	22

4. Townscape strategy (see Section 5.23 and figure 5.4)				
Answer Choices			Response Percent	Response Total
1	Open-Ended Question		100.00%	16
1	09/01/2023 15:57 PM ID: 208035995	if you are enforcing tight guidelines on frontage I assume any required changes are funded by someone other than the homeowner/business/landlord		
2	10/01/2023 20:04 PM ID: 208145156	Fully support these proposals		
3	11/01/2023 10:16 AM ID: 208177075	Looks good.		
4	12/01/2023 11:38 AM ID: 208295280	I really like the plans for the Market Square to create a focal point for the town. The CLT have worked hard on this phase.		
5	12/01/2023 12:58 PM ID: 208303954	Good ideas.		
6	13/01/2023 21:05 PM ID: 208419771	Nothing added to Leiston can possibly make up for the enormous disruption and environmental harm which Sizewell C will bring!		
7	14/01/2023 12:45 PM ID: 208448087	Again all this talk of a Market Square. A lot of money spent on shops and workshops but who will fill them? Is there a need for them?		
8	15/01/2023 08:27 AM ID: 208522347	Generally supportive of the plan.		
9	16/01/2023 12:35 PM ID: 208594748	See item 3		
10	16/01/2023 15:47 PM ID: 208616188	We support this strategy as it aligns with the original aspirations of the Community Land Trust.		
11	16/01/2023 23:51 PM ID: 208653830	The free flow of people around the town will be good for businesses. A town wide CCTV should be explored to make walking and cycling safer. Reducing anti-social behaviour and making residents feel as comfortable as possible with the influx of people for Sizewell construction.		
144	17/01/2023 11:19 AM ID: 208683434	A lido is a ludicrous proposal, when EDF have not secured a water supply for SZC, and if they do secure a water supply it will be at vast costs to the public. This cannot be seen as a benefit. Waste water from SZC for a pool? What are the health implications....		

4. Townscape strategy (see Section 5.23 and figure 5.4)				
	13	17/01/2023 15:36 PM ID: 208716455	How will Leiston be able to support so many cafe provisions?	
	14	18/01/2023 14:43 PM ID: 208797986	No additional comment - looks great	
	15	18/01/2023 15:17 PM ID: 208802247	Generally agree	
	16	18/01/2023 16:44 PM ID: 208812083	"The strategy seeks to establish a network of high quality, well-connected and easily accessible green and urban spaces in the town, which reflect its unique character." - Great, who's going to upkeep it all? Currently a volunteer and his team are the ones keeping Leiston's greenery tidy. The rest of it is minor changes, that aren't going to affect much. If you want to do anything to Market Square, don't worry about loads of building just put in a lidl or aldi. The big issue with adding lots of shops there is killing of pedestrians to the bottom end of the high street, which is what happened when the chemist moved up the road. Our end is so quiet.	
			answered	16
			skipped	24

5. Character and land use strategy (see Section 5.2.4 and figure 5.5)				
Answer Choices			Response Percent	Response Total
1	Open-Ended Question		100.00%	14
	1	09/01/2023 15:57 PM ID: 208035995	The heritage quarter doesn't look to cover some areas there today in the conservation area ? eg North and East of Barclays bank and their car park (main street/valley rd/high street area around the bank itself is conservation) which is currently conservation and should continue to have strict development rules rather than part of the residential area as shown now in this.	
	2	10/01/2023 20:04 PM ID: 208145156	Fully support these proposals	
	3	11/01/2023 10:16 AM ID: 208177075	Looks ok.	
	4	12/01/2023 11:38 AM ID: 208295280	There is a lot of history to Leisotn which should be reflected in all these plans and strategies so it is not lost. That is very important.	
	5	12/01/2023 12:58 PM ID: 208303954	Good ideas.	
	6	13/01/2023 21:05 PM ID: 208419771	Nothing added to Leiston can possibly make up for the enormous disruption and environmental harm which Sizewell C will bring!	

5. Character and land use strategy (see Section 5.2.4 and figure 5.5)				
	7	15/01/2023 08:27 AM ID: 208522347	Generally supportive of the plan.	
	8	16/01/2023 12:35 PM ID: 208594748	See item 3	
	9	16/01/2023 23:51 PM ID: 208653830	I'm sure it is well understood, but is not evident in Section 5 of the plan that any suggestion of how the pedestrianised area with the street eating will be protected from light showers. Good use of modern canopies add colour and contrast to the street scene to make an inviting place to dwell increasing spend per head in retail elements. Perhaps more could be done in the Character paragraph on pg 72 to show how good planting and canopies etc can create an outdoor space that is appealing.	
	10	17/01/2023 11:19 AM ID: 208683434	All of the subjects on this survey should be provided by post to all Leiston and local village residents in detail. The local Parish Councils must have a collective input to such major proposal/s.	
	11	18/01/2023 01:06 AM ID: 208748407	Heritage Quarter - There is no Long Shop Works or industrial buildingsin this area. However, there are some former industrial buildings some of which house the Long Shop Museum and some which are housing.	
	12	18/01/2023 14:43 PM ID: 208797986	The Park: potential connection/relationship with the Football Club	
	13	18/01/2023 15:17 PM ID: 208802247	The character of many good Victorian and Edwardian buildings in the town centre is damaged by later poorly designed shop fronts and a rash of garish signage. I would welcome anything that the Council could do to reclaim the original character.	
	14	18/01/2023 16:44 PM ID: 208812083	"Town centre: The area behind the High Street characterised by a mix of development types, scales and periods and with no clear formal structure. Predominantly residential uses." It doesn't need formal structure, its grown and developed over the years and its absolutely fine.	
			answered	14
			skipped	26

6. Site proposals: Site 1 - The Waterloo Centre (see figure 5.6)				
Answer Choices			Response Percent	Response Total
1	Open-Ended Question		100.00%	20
	1	09/01/2023 15:57 PM ID: 208035995	ive said for years the doctors should have moved to the waterloo centre and have other community functions there all in one place with lots of free parking would help access	
	2	10/01/2023 20:04 PM ID: 208145156	Fully support these proposals	
	3	11/01/2023 10:16 AM ID: 208177075	Looks good.	
	4	11/01/2023 11:40 AM ID: 208186350	Making use of this building and land is a great idea.	

6. Site proposals: Site 1 - The Waterloo Centre (see figure 5.6)				
	5	12/01/2023 11:38 AM ID: 208295280	I don't quite understand the figure 5.6 as it does not look the correct layout of the Waterloo Centre. Would the existing area run by LTC remain and a new building (which the area doesn't look big enough) be built in the exisiting MUGA for a new surgery? A cafe would be a great addition to the site. Would the SCC building be included in this redevelopment and are they onboard? These ideas could work well but I assume the plans LTC had for the site would be shelved?	
	6	12/01/2023 12:58 PM ID: 208303954	There is already a LTC plan for the Waterloo Centre which contains some great ideas. There would not be sufficient parking if the site included a GP Surgery and Community Centre?	
	7	13/01/2023 20:28 PM ID: 208418480	Alot of people from Leiston travel afar to play cricket I wondered if it would be an idea to have a cricket area and tea shed with toilet this would boost tourism as well as spending in Leiston with matches and bring community together . Leiston lynx was a basketball team but it with costs for basket ball court hire again could this be looked at somewhere free indoors and warm I see there is disuse at side of leisure centre. I think tennis courts would be great maybe you can hire out from library rackets balls Leiston has a lot to offer slot of potential with Sizewell.	
	8	13/01/2023 21:05 PM ID: 208419771	Nothing added to Leiston can possibly make up for the enormous disruption and environmental harm which Sizewell C will bring!	
	9	13/01/2023 23:08 PM ID: 208423530	definitely a good hub for the town	
	10	14/01/2023 12:45 PM ID: 208448087	A good idea to bring GP,s and community facilities into one place with access to the bottom rec.	
	11	15/01/2023 09:17 AM ID: 208524610	I don't see the point of yet another cafe being built at the waterloo centre to overlook the park. If the park and high street are going to be so "well connected" then there's plenty of cafe's in the street which offer take-away so I don't think there's a lack of cafe's and we certainly don't need another one!	
	12	15/01/2023 12:08 PM ID: 208533453	Citizens Advice Would be interested in working within a community centre/hub where we could work alongside other VCSE organisations in order to provide residents in Leiston with a holistic service and the Waterloo Centre is ideally placed for this with parking, easy accessibility and the other services being planned. The key for an organisation like Citizens Advice is that confidential spaces are available so that advice and support can be given. The presence of the Doctors Surgery in the Waterloo centre would be a big plus	
	13	16/01/2023 12:35 PM ID: 208594748	The only part of the plan that has any merit. But who is going to pay and who is going to maintain it	
	14	16/01/2023 15:47 PM ID: 208616188	This site proposal is welcomed, with the suggested move of the Doctors Surgery providing opportunities within the Historic quarter. This is a large site with plenty of space to accommodate the number of proposed uses. There is also the 'Nursery' building on the site which perhaps should be included in any overall scoping? We support the idea of improving the links between the Waterloo Centre, Victory Park, and the town centre.	
	15	16/01/2023 23:51 PM ID: 208653830	The proposal to combine health and wellbeing facilities at the Waterloo Centre is a sensible one. This area would allow for a multifunctional approach to addressing the health needs of the town. The proposal to link the facility to the green space of the recreation ground gives an alternative approach to the area making it more integrated to the town scape.	
	16	17/01/2023 11:19 AM ID: 208683434	As above	
	17	17/01/2023 15:36 PM ID: 208716455	Is this a good location for residents, i appreciate this needs to move but it is not very central to the town centre or any of the sheltered housing facilities located within the town.	

6. Site proposals: Site 1 - The Waterloo Centre (see figure 5.6)

		Where is parking provision for the proposed new Doctors Surgery, this will be required many elderly and ill people will be unable to walk there
18	18/01/2023 14:43 PM ID: 208797986	No additional comment - looks great
19	18/01/2023 15:17 PM ID: 208802247	No comment
20	18/01/2023 16:44 PM ID: 208812083	<p>"The proposals for this site seek to establish an attractive, accessible and practical community and health hub, which retains and enhances the existing community facilities at the Waterloo Centre and provides a new building to potentially accommodate a relocated Doctors Surgery (from site 2) and Community Centre (from site 10)" - We like the idea of having a new drs surgery, especially with the amount of patients the surgery has - which I think is up to 9,000 now? But having both together might cause an issue with cars, as it is slightly further out, more people would need to drive there. The sight the current community centre is, is a good location. Also parents park there to take their children across the road to school. The new lollipop man is working out well. Personally we wouldn't add a cafe there - it will stop people at the drs surgery going into the town, or no one in town would walk that far to go to the cafe. Also you don't want a cafe near to where sick people can easily access!</p> <p>This sight would be great for a leisure activity for the town, like a bowling alley/softplay/trampolining zone. A mulit complex would be awesome, something really fun for multiple ages, then you could incorporate a cafe.</p>
		answered20
		skipped20

7. Site proposals: Site 2 - Doctors Surgery (see figure 5.7)				
Answer Choices			Response Percent	Response Total
1	Open-Ended Question		100.00%	19
1	10/01/2023 20:04 PM ID: 208145156	Fully support these proposals		
2	11/01/2023 10:16 AM ID: 208177075	Looks good - could make a bigger drs surgery to accommodate all the proposed new housing.		
3	11/01/2023 11:40 AM ID: 208186350	I think it's a very good idea to move the surgery to the Waterloo Centre site. It would also be great if there was an NHS dental practice there.		
4	12/01/2023 11:38 AM ID: 208295280	Does the Long Shop need this site, is there an appetite from the school/college for an educational facility here or perhaps a sixth form?		
5	12/01/2023 12:58 PM ID: 208303954	Ok.		
6	13/01/2023 20:28 PM ID: 208418480	School children to do some art work on carpark wall Thank you NHS		

146

7. Site proposals: Site 2 - Doctors Surgery (see figure 5.7)			
7	13/01/2023 21:05 PM ID: 208419771	Nothing added to Leiston can possibly make up for the enormous disruption and environmental harm which Sizewell C will bring!	
8	13/01/2023 22:14 PM ID: 208422001	Moving the surgery away from the Long Shope site makes a lot of sense, and will improve access, which is quite tricky at present, so close to the traffic lights.	
9	13/01/2023 23:08 PM ID: 208423530	Ideal location for new surgery as present one has its limits especially access near a main rd junction	
10	14/01/2023 12:45 PM ID: 208448087	Good idea.	
11	15/01/2023 09:17 AM ID: 208524610	Brilliant, the doctors should have been moved 15 years ago when the school stop being used!	
12	16/01/2023 12:35 PM ID: 208594748	See item 6	
13	16/01/2023 15:47 PM ID: 208616188	Site 2 & 3 – We support these proposals and the benefits they offer in strengthening the Historic quarter and also the relocation of the Doctors Surgery and subsequent repurposing of the old surgery buildings.	
14	16/01/2023 23:51 PM ID: 208653830	The doctors surgery have discussed the need for larger premisses with the Community Land Trust. The possibility of coordinating health and wellbeing activities at the Waterloo Centre is sensible. The proposed integration of the surgery site with the Long Shop is a growth of an existing relationship. The opportunity to unify and introduce heritage and craft	
15	17/01/2023 11:19 AM ID: 208683434	As above	
16	17/01/2023 15:36 PM ID: 208716455	Engineering College in Leiston? Having previously worked for Suffolk New College and experiencing the low foot fall of students this would need to be tested as I am not sure it would work. . I am not against change and I strongly feel we do not have enough further education provision in Leiston but this would need to be tested. Many outreach college services have been tried and failed in Leiston before	
17	18/01/2023 14:43 PM ID: 208797986	No additional comment - looks great	
18	18/01/2023 15:17 PM ID: 208802247	No comment	
19	18/01/2023 16:44 PM ID: 208812083	We agree the drs surgery needs improving and love the idea of the Long Shop expanding.	
		answered	19
		skipped	21

8. Site proposals: Site 3 - Historic Quarter (see figure 5.8)				
Answer Choices			Response Percent	Response Total
1	Open-Ended Question		100.00 %	16
1	10/01/2023 20:04 PM ID: 208145156	Fully support these proposals		
2	11/01/2023 10:16 AM ID: 208177075	Looks good - will be nice to open up the long shop area. Maybe include a public space related to it in place of the old drs surgery.		
3	12/01/2023 11:38 AM ID: 208295280	There has been talk of the Council building becoming a msueum which could work well with the Long Shop. However I don't think another cafe is required, there are already several in the town. Lots of money would need to be spent on the building as it is very delapidated. It is a shame to lose the parking here but understand there wil be a parking bays on Main Street included in the Transport Strategy. Good to get LWR project involved.		
4	12/01/2023 12:58 PM ID: 208303954	It would be great to see more made of this area and improvements to the seating outside. It's not used much because it is under sticky trees and covered with biting insects. The library, GP Surgery, bank and bus stop is what brings people to that area. If there was only the bank (probably for not much longer) and museum there would be much less footfall?		
5	13/01/2023 21:05 PM ID: 208419771	Nothing added to Leiston can possibly make up for the enormous disruption and environmental harm which Sizewell C will bring!		
6	13/01/2023 22:14 PM ID: 208422001	Proposals for museums seem to be popping up all over town - in the old library building, in the Market Square. How are these to be financed? It would surely be preferable to expand the existing museum, especially if the surgery moves		
7	14/01/2023 12:45 PM ID: 208448087	Nice idea but more parking will be needed.		
8	15/01/2023 08:27 AM ID: 208522347	Section reads as though a new museum might be established. Leiston already has an established, accredited museum. Creating a second would dilute funding for both, cannibalise footfall and revenue, and defeat opportunities for economies of scale. Why can the buildings adjacent to the Long Shop, that may be vacated by other initiatives in the plan, not be adopted by the existing museum, allowing it to grow and develop upon its good reputation with a broad range of supportive stakeholders? See also note about parking in Section 2, above.		
9	16/01/2023 15:47 PM ID: 208616188	We are pleased and excited to see the emphasis on strengthening this important area of the town as outlined in the CLT's plan for the "Heritage" Square. These proposals are more extensive and offer greater opportunity for expansion of the Historic quarter.		
10	16/01/2023 23:51 PM ID: 208653830	The development of a broader Heritage area is very welcome proposition. An expansion of the heritage offering using the old Town Council Offices and Doctors Surgery would fill the expectations of residents that more focus is given to the town history and cultural matters. The proposal for the introduction of an engineering hub or heritage craft skills centre would be natural extension of the community workshop and social prescribing work of the Long Shop. It is important that any extension of the Long Shop museum is exactly that, to try to introduce another museum would be dysfunctional as the competition for footfall and grant funding would make business operation fractious. As an accredited museum the Long Shop would be well placed to support the expansion proposals and has a vast collection of artifacts that could		

8. Site proposals: Site 3 - Historic Quarter (see figure 5.8)				
			be removed from archive for presentation in a contemporary display. The introduction of the Heritage Quarter is also a good support to the existing Conservation Area. To support the influx of tourism and shopping travellers the Historic Quarter must be careful not to lose the parking space. The Long Shop already has an arrangement to utilise the doctors surgery parking on event days. It is also common for Long Shop events to find late commers utilising the Waterloo Centre. The concern being redevelopment of the Waterloo Ctr may lead to a loss of parking capacity here too, this could deter potential visitors.	
1 1	17/01/2023 11:19 AM ID: 208683434	As above		
1 2	17/01/2023 15:29 PM ID: 208715614	The proposal for the introduction of an engineering hub or heritage craft skills centre would be a natural extension of the community workshop and social prescribing work of the Long Shop Museum. It is important that any extension of the Long Shop museum is exactly that, to try to introduce another museum would be dysfunctional as the competition for footfall and grant funding would make business operation fractious. As an accredited museum the Long Shop would be well placed to support the expansion proposals and has a vast collection of artifacts that could be removed from archive for presentation in a contemporary display. The introduction of the Historic Quarter is also a good support to the existing Conservation Area.		
1 3	18/01/2023 01:06 AM ID: 208748407	I do not support the use of shared surfaces. Shared surface streets are dangerous for people with a vision impairment, who rely upon the presence of the kerb to know they are on the pavement and not in the road. Pedestrians, motorists and cyclists have to make eye contact to decide who moves first. This obviously compromises the safety, independence and confidence of people living with a vision impairment. People with a vision impairment, particularly guide dog owners and long cane users, use the kerb as a navigation tool to know where they are in a street. As a result, many people with sight loss have said that they feel unable to use the shared surface street in their town. https://www.guidedogs.org.uk/how-you-can-help/campaigning/our-current-campaigns/streets-and-spaces/#shared-surfaces https://www.rnib.org.uk/get-involved/support-a-campaign/inclusive-journeys/shared-space/ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/749116/ministerial-letter-about-shared_space.pdf https://www.gov.uk/government/publications/dptacs-position-on-shared-space		
1 4	18/01/2023 14:43 PM ID: 208797986	No additional comment - looks great		
1 5	18/01/2023 15:17 PM ID: 208802247	Generally agree		
1 6	18/01/2023 16:44 PM ID: 208812083	"The Town Council and library will be relocated to the Market Square site (site 7) and the building converted into a museum and café." Why? We have one museum, we don't need another. Why not expand the library and more the town council? The library in Lowestoft is awesome, with public space and nice public toilets. If you want all the train stuff its great - but you have to actually run trains on it and use it. "Shared surface treatment on Main Street to establish a low speed environment with safe pedestrian movement and surface treatments that allow the space between the different parts of the Historic Quarter to read as a single entity" - quick question - do you think people are not capable of crossing the road by themselves? Why so many crossings everywhere? Traffic incidents between people and cars are very rare here. That stretch of road is very easy to cross with clear visibility, or you just use the crossing at the end of the road.		
			answered	16
			skipped	24

147

9. Site proposals: Site 4 - The High Street (see figures 5.9 -5.12)				
Answer Choices			Response Percent	Response Total
1	Open-Ended Question		100.00 %	19
1	09/01/2023 15:57 PM ID: 208035995	who would pay for the new frontages suggested ? I assume that would be funded, i do agree that some shops have awful signage and should never have been allowed (eg new convenience store at old black horse pub) if you are heritage needs work - who is going to fund this and specify this work ?		
2	10/01/2023 20:04 PM ID: 208145156	Fully support these proposals		
3	11/01/2023 10:16 AM ID: 208177075	Looks good. Would be nice to keep the character.		
4	12/01/2023 11:38 AM ID: 208295280	Some of this has been agreed in the Transport Strategy and works well. The narrow paths certainly need widening. Again, I don't feel pedestrianing the High Street will work due to the nature of the layout of shops etc. I agree 20mph limit would be much better.		
5	12/01/2023 12:58 PM ID: 208303954	Would love to see it pedestrianised.		
6	13/01/2023 10:22 AM ID: 208372780	Have you thought how existing businesses are going to take in deliveries? Large lorries need to be able to stop (sometimes for 10 minutes or more) and deliver goods. Are shops going to get compensation while this work is carried out and we can't trade?		
7	13/01/2023 21:05 PM ID: 208419771	Nothing added to Leiston can possibly make up for the enormous disruption and environmental harm which Sizewell C will bring!		
8	13/01/2023 23:08 PM ID: 208423530	This should be left as is not made a one way only		
9	14/01/2023 12:45 PM ID: 208448087	High Street only needs a little tweaking. Most of the pavements are wide enough. Making it pedestrian would kill the shops. PLEASE don't do it.		
10	15/01/2023 08:27 AM ID: 208522347	Generally supportive of plan, but see note on access in Section 2 above.		
11	16/01/2023 12:35 PM ID: 208594748	Dangerous and a waste of money		
12	16/01/2023 15:47 PM ID: 208616188	A comprehensive and joined up plan to enhance the High Street.		

9. Site proposals: Site 4 - The High Street (see figures 5.9 -5.12)		
13	16/01/2023 23:51 PM ID: 208653830	The proposal for a fully pedestrianised zone is a bold one, but I do feel that it has possibilities and is worthy of further investigation as the traffic and transport plan is implemented
14	17/01/2023 11:19 AM ID: 208683434	As above
15	17/01/2023 15:36 PM ID: 208716455	I am not sure a visitors centre would be ideal for Leiston, many tourist information centres closed due to lack of footfall. Leiston is a residential townnot a tourist town! Consider a restaurant as opposed to another cafe facility. Ensure that any decorating and erected signage is done tastefully in keeping with the towns character.
16	18/01/2023 01:06 AM ID: 208748407	I think that the new pedestrianisation of the North end idea should be dropped. I do not support the use of shared surfaces. Shared surface streets are dangerous for people with a vision impairment, who rely upon the presence of the kerb to know they are on the pavement and not in the road. Pedestrians, motorists and cyclists have to make eye contact to decide who moves first. This obviously compromises the safety, independence and confidence of people living with a vision impairment. People with a vision impairment, particularly guide dog owners and long cane users, use the kerb as a navigation tool to know where they are in a street. As a result, many people with sight loss have said that they feel unable to use the shared surface street in their town. https://www.guidedogs.org.uk/how-you-can-help/campaigning/our-current-campaigns/streets-and-spaces/#shared-surfaces https://www.rnib.org.uk/get-involved/support-a-campaign/inclusive-journeys/shared-space/ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/749116/ministerial-letter-about-shared_space.pdf https://www.gov.uk/government/publications/dptacs-position-on-shared-space I do not support public funds being spent on interfering with privately owned shop frontages and signage, and gable ends and lettering.
17	18/01/2023 14:43 PM ID: 208797986	No additional comment - looks great
18	18/01/2023 15:17 PM ID: 208802247	Generally agree
19	18/01/2023 16:44 PM ID: 208812083	"The quality of the pedestrian environment is currently undermined by traffic flows and very narrow pavements" - sorry but we have really wide pavements, and the traffic flow is fine. We have no problem with pedestrians. This is all total rubbish. We aren't Woodbridge! "A one-way system (incorporated into the Leiston Transport Strategy) will enable a completely new street layout for the High Street. This will ensure a much more attractive, safe and enjoyable environment in which to enjoy the retail / leisure uses on offer and, in doing so, providing increased footfall to support them." Our high street is safe! There are no issues with cars or pedestrians. If you are shopping you aren't walking around saying "what a nice environment." You're getting on with your life and going to the places you need to go to. A one way system is not needed. It will cause issues with deliveries of stock to shops (which is vital!) and patients being dropped off with us. "As set out in the access and movement strategy there is potential to go further and fully pedestrianise the northern section of the High Street. This would allow the street to be fully reclaimed for pedestrians and cyclists and essentially create a new public space in the town centre. It is recognised, however, that this option has not been consulted on and is likely to be controversial." - Yep, would be very controversial as it isn't necessary or wanted. "The new street layout will facilitate the introduction of planting and street furniture to allow people to stop and enjoy the space." No one wants to stop and enjoy the high street, its locals going about their day to say shopping. No one wants to have a picnic in the town! Not to

9. Site proposals: Site 4 - The High Street (see figures 5.9 -5.12)		
		mention it would just block the pavements where people want to walk. Our hanging baskets every year are lovely and not in the way! "Potential bespoke treatment of lanes." What does that even mean? Cycle lanes? Very few people ride their bikes in Leiston. There isn't an issue with cars and bikes being on the road together. Have two cycle lanes (in different directions) and one car lane is going to cause issues, someone I know died in Ipswich after being knocked of their bike by a pedestrian looking the wrong way, while crossing a road with one car lane and two cycle lanes.
		answered19 skipped21

10. Site proposals: Site 5 - Church Square (see figure 5.13)

Answer Choices			Response Percent	Response Total
1	Open-Ended Question		100.00%	15
1	10/01/2023 20:04 PM ID: 208145156	Fully support these proposals		
2	11/01/2023 10:16 AM ID: 208177075	Looks good		
3	11/01/2023 11:40 AM ID: 208186350	I love the Church Sq but the adjoining area, rear of Co-op buildings do nothing to enhance it.		
4	12/01/2023 11:38 AM ID: 208295280	This has been completed but I feel it is not used as much as it was hoped. I rarely see people siting in the area but it is a lovely asset to the town and in the summer will hopefully get more use.		
5	12/01/2023 12:58 PM ID: 208303954	Ok.		
6	13/01/2023 21:05 PM ID: 208419771	Nothing added to Leiston can possibly make up for the enormous disruption and environmental harm which Sizewell C will bring!		
7	13/01/2023 23:08 PM ID: 208423530	A great use of space already in use		
8	15/01/2023 08:27 AM ID: 208522347	Generally supportive of plan		
9	16/01/2023 12:35 PM ID: 208594748	What is wrong with what has been done.		
10	16/01/2023 15:47 PM ID: 208616188	The proposal to enhance the north ally along the United Church is something the CLT has looked at, in order to, complete the links to the other key sites in the town centre. In our view this would 'finish off' the Church Square development. The proposal for a wall to prevent Church Square blending into the Co-op carpark is a concern. This will need careful design, as the existing layout was deliberate in making the square very visible and accessible from the Co-op carpark. The purpose being to offer uninterrupted views of and access to the High Street.		

10. Site proposals: Site 5 - Church Square (see figure 5.13)		
11	16/01/2023 23:51 PM ID: 208653830	The proposal to enhance the north ally along the United Church is something the CLT has looked at. The Synod has indicated that a quinquennial report has been produced that acknowledges the structural issues facing the church. The need to address the rotten window sills on the north side is high on the agenda. It is worth engaging with the new reverend to discuss his plans. The proposal for a wall to prevent Church Square blending into the Co-op carpark is a concern. This will need careful design, as the existing layout was deliberate in making the square very visible and accessible from the Co-op carpark. The purpose being to offer uninterrupted views of and access to the High Street.
12	17/01/2023 11:19 AM ID: 208683434	As above
13	18/01/2023 14:43 PM ID: 208797986	No additional comment - looks great
14	18/01/2023 15:17 PM ID: 208802247	Generally agree
15	18/01/2023 16:44 PM ID: 208812083	Yeah sure, its full of teenagers smoking weed the second it gets dark. I'm really sure who wants to sit overlooking a car park either.
		answered15 skipped25

11. Site proposals: Site 6 - The Co-op supermarket (see figure 5.14-5.17)

Answer Choices			Response Percent	Response Total
1	Open-Ended Question		100.00%	19
1	10/01/2023 20:04 PM ID: 208145156	Fully support these proposals		
2	11/01/2023 10:16 AM ID: 208177075	Looks good. Not sure how the town will cope with reduced parking - especially on busier days/events.		
3	11/01/2023 11:40 AM ID: 208186350	Any improvement to this building, front and rear could only improve the area. We do need car parking but the layout causes chaos at times so could be improved.		
4	12/01/2023 11:38 AM ID: 208295280	Engagement definitely needed from the Co-op to see what their views are. I would prefer a new supermaket than housing in the car park area. I would not want to see social housing here but affordable units for local people. The Co-op is very expensive and little choice for customers. Other opotions for a supermarket site need to be explored. You need to consider that residents living in Long Row and Prospect Place pay a fee for a car park permit in the co-op car park as there is very little parking facility in these two roads.		
5	12/01/2023 11:45 AM ID: 208296089	Needs more parking not less.		
6	12/01/2023 12:58 PM ID: 208303954	The Co-op is definitely the hub of the town but it needs improvement in many aspects.		

149

11. Site proposals: Site 6 - The Co-op supermarket (see figure 5.14-5.17)		
7	13/01/2023 21:05 PM ID: 208419771	Nothing added to Leiston can possibly make up for the enormous disruption and environmental harm which Sizewell C will bring!
8	13/01/2023 22:14 PM ID: 208422001	Whoever thought it would be sensible to reduce the car parking spaces in the current Co-op car park to less than 50, probably does not live in this area, or shops elsewhere. For most people in the catchment area of Leiston, cars are essential for the volume of purchases made in the supermarket. There is effectively no convenient public transport available for most of those people, and carrying a large quantity of shopping on a bike is hardly a safe option. The Co-op supermarket is well used by the community, and pressure, from architects/bureaucrats/designers with no experience of retail, to somehow make it fit their utopian visions, is more likely to cause it to close, which would be a great loss. Especially with regard to the importance of the historic association of the Co-op movement with the sort of industrial heritage they seem so keen to emphasise. Also the Co-op building is rather a fine modern version of the local multi-coloured brickwork.
9	14/01/2023 12:45 PM ID: 208448087	That's rather up to the Coop who own the land
10	15/01/2023 08:27 AM ID: 208522347	Generally supportive of plan
11	16/01/2023 12:35 PM ID: 208594748	Would the college theorists who thought this idea had any merit get out in the real world
12	16/01/2023 15:47 PM ID: 208616188	- It is disappointing that communications with the Co-op have been difficult, the CLT have spoken with them in the past about Market Square and their senior management team have made it very clear that onsite parking is a highly prized asset that they would be most reluctant to lose. Any suggestion that space is given over to housing would appear to be a very unlikely option. They are also sensitive to how any such change could reflect on their relationship with tenants such as the Factory Outlet Shop. Time has moved on since our discussions with them and as a top priority there needs to be engagement with the Co-op before the plan goes any further. The future of their site is what will bring about change in the town. If we know what their intentions are and have some certainty over the future of this key part of the town the other great ideas may follow on but without the Co-op site, the future for the town is very uncertain on so many levels.
13	16/01/2023 23:51 PM ID: 208653830	It is noted that communications with the Co-op has been difficult, the CLT have spoken with them in the past about Market Square and their senior management team have made it very clear that onsite parking is a highly prized asset that they would be most reluctant to lose. Any suggestion that space is given over to housing would appear to be a very unlikely option. They are also sensitive to how any such change could reflect on their relationship with tenants such as the Factory Outlet Shop. It is not clear from the options proposed for the Co-op site how the needs of the HGV delivery traffic would be accommodated. Any clean sheet development of the Co-op site should take the opportunity to address the tight turn associated with west bound KGA traffic turning into or out of the Urban Road.
14	17/01/2023 11:19 AM ID: 208683434	As above
15	17/01/2023 15:36 PM ID: 208716455	Make it a priority to engage with a representative from the Co-op this is clearly a key site and we MUST retain a supermarket facility within the town!! I would not like to see the fragmented part of the carpark developed for housing, I think it would be a very unpopular decision to loose car parking spaces in this area, this is a well used car park!! There is already a cafe in the co-op it concerns me the amount of cafes you have incorporated in this plan, Leiston is only a small residential town I don't see how these can all be supported.
16	18/01/2023 01:06 AM ID: 208748407	There is plenty else to focus on. Risk of East of England Co-op not helping to facilitate plans at Church Square end if start telling them what they should do with their car park and buildings.

11. Site proposals: Site 6 - The Co-op supermarket (see figure 5.14-5.17)							
17	18/01/2023 14:43 PM ID: 208797986	No additional comment - I could have helped facilitate communications with representatives of Co-op.					
18	18/01/2023 15:17 PM ID: 208802247	Generally agree. I am amazed the Co-Op has not, to date, been available to comment on these proposals.					
19	18/01/2023 16:44 PM ID: 208812083	I don't know why you want to put housing here. Will it be social housing? If so that's a terrible idea. Losing parking spaces is ridiculous					
			<table><tr><td>answered</td><td>19</td></tr><tr><td>skipped</td><td>21</td></tr></table>	answered	19	skipped	21
answered	19						
skipped	21						

12. Site proposals: Sites 7 and 8 - Market Square (see figure 5.18) and 16a-22b Sizewell Road (see figure 5.19)		
Answer Choices		Response Percent
1	Open-Ended Question	100.00%
1	10/01/2023 20:04 PM ID: 208145156	Fully support these proposals
2	10/01/2023 22:59 PM ID: 208155112	My home backs onto this proposed Market Square area. In developing this land as intended myself and other residents on my street will lose valuable parking space as parking on the street is already at a premium. With the expected influx of visitors it will become even harder to park our vehicles close to our homes. What is the proposal to rectify this?
3	11/01/2023 10:16 AM ID: 208177075	Would have been nice to have another (larger) supermarket which has cheaper prices than co-op (aldi/lidl). The town will need another supermarket to accommodate the proposed housing too.
4	11/01/2023 11:40 AM ID: 208186350	It's a very sad little stretch that runs from the traffic lights to The Crown. Horrible outdated modern shop fronts one side, and an abandoned looking, once modern, post office building which carries on to nice old shops in need of renovation or demolition. Any plans to go through to the land behind and use it, fitting in with the towns needs, but also it's heritage, would be great!
5	12/01/2023 11:38 AM ID: 208295280	I really like this plan, it's been well researched by the CLT. Housing for local people at affordable prices is a must. Again, suggestion for 16A to be a cafe I don't agree with, we have too many cafes/takeaways already in the town.
6	12/01/2023 11:56 AM ID: 208297289	As a resident of 24 Eastward Ho and living in a property which backs on to the 'proposed' Market Square site, adjacent to the pedestrian entrance from Eastward Ho. I still maintain concerns about the provision sufficient parking for myself and neighbours vehicles. Currently we are able to park adjacent to the and in the area of the existing garages. Due to on street parking only being available on one side of Eastward Ho a number of vehicles have to use this area to park on a daily basis as the vehicle numbers outweigh on street parking places. I have a vehicular access to a rear garden fenced parking area which I am concerned I will not be able to use should the proposed development come to fruition. On an earlier proposal plan parking spaces were to be provided for residents in this location. The latest submission would appear to have done away with these.

12. Site proposals: Sites 7 and 8 - Market Square (see figure 5.18) and 16a-22b Sizewell Road (see figure 5.19)		
		Where will those people who currently rent garages on the the Market Place site park their vehicles once these disappear? Short sighted thinking by those planners who do not reside in Leiston and as usual will not be affected by the changes, which will impact on our lives.
7	12/01/2023 12:58 PM ID: 208303954	It's very important to retain as many of the old shop fronts as possible.
8	13/01/2023 21:05 PM ID: 208419771	Nothing added to Leiston can possibly make up for the enormous disruption and environmental harm which Sizewell C will bring!
9	13/01/2023 22:14 PM ID: 208422001	I thought the provision of a Market Square as a focus in the centre of the retail area was an excellent idea. It is disappointing to see such a mean little open space, not even a square. It looks far more like a housing developer's token to get their planning permission, than a town centre space to be proud of. Leiston deserves better.
10	13/01/2023 23:08 PM ID: 208423530	Be good to see this come to fruition as the town needs it to remain viable and bring people into Leiston
11	14/01/2023 12:45 PM ID: 208448087	Total waste of a good asset. If this goes ahead I'm sure you will regret it in the future when Leiston has grown in size and there is no decent grocery shop.
12	15/01/2023 08:27 AM ID: 208522347	Generally supportive of plan
13	16/01/2023 12:35 PM ID: 208594748	Whi us paying for more crack pot ideas.
14	16/01/2023 15:47 PM ID: 208616188	Site 7 & 8 – We like the different form the Market Square proposals take, to introduce an additional street and space following the existing morphology the town centre. This is quite different to the large open space the Community Land Trust had envisaged but we can see the thinking behind it. The retention of the old shop buildings, considering their current state, would seem unrealistic but we welcome the proposal to redevelop the rear of these shops and also the overall contemporary design for the area. We were pleased to hear that LDA consider it important to use all three areas of land to form Market Square, however, we are concerned about the timescales involved and the delays which may occur in purchasing the additional land from the current owners. It's our view that further work is needed on how to link the Market Square into High Street and develop the location of our limited 'night time' economy – Film Theatre and restaurants/take aways. Parking is always going to be an issue and it splits opinion between those of us who do not wish to see any further loss in parking spaces and those who can see that with better signage, we could be open in the longer-term plan, for an area of our car parks, to be used for much needed housing.
15	16/01/2023 23:51 PM ID: 208653830	The assumption in your plan is that all the land in the Market Square area is available. Only the central parcel of land is owned and controlled by ESC. The Telereal Trillium parcel of land is the most challenging, but the most beneficial as it opens a huge space and allows for access to the Postal sorting office. Development of Market Square could be delayed while the Challis land to the east and the Telereal Trillium land to the west are acquired. In support of the Community Land Trust, Modoce Architects put forward a concept whereby the Market Square plot and Sizewell Rd premises could be developed in a 'phased' way.
16	17/01/2023 11:19 AM ID: 208683434	As above
17	17/01/2023 15:36 PM ID: 208716455	Another cafe!! I support small start up units. Any lettering and signage to carefully monitored to ensure it stays in keeping with town areas.

12. Site proposals: Sites 7 and 8 - Market Square (see figure 5.18) and 16a-22b Sizewell Road (see figure 5.19)		
18	17/01/2023 17:07 PM ID: 208726069	We welcome the proposal to move the Library to the Market Square space, however consideration needs to be given to the business case for such a move. Previous experience shows that this can inadvertently increase the cost of delivering the service and without consideration for income generation, leads to pressure placed on the continuation of Library services in its new venue. An early conversation with Suffolk County Council and Suffolk Library service would be welcomed in order to fully support this proposal.
19	18/01/2023 14:43 PM ID: 208797986	No additional comment - looks great
20	18/01/2023 15:17 PM ID: 208802247	Fully support in principle. The problem would be the detail. I am worried the architecture could create a 21st Century version of 1960s / 70s local authority urban concrete planning.
21	18/01/2023 16:44 PM ID: 208812083	Another cafe? Bit too many don't you think? An Aldi or Lidl here would be enough. You risk adding too many similar shops to what we already have. Seems like there is too much going on, offices/work spaces/houses and shops? The danger of building like this is that it creates a space away from the road that at night/evening is a place to gather. Which is fine if you aren't causing trouble.
22	19/01/2023 07:59 AM ID: 208854538	Could the gateway between 16a and 20 Sizewell Road be opened now to allow access to the land behind. The space could be cleared in preparation for future development, but in the meantime it could be laid to wild meadow for public access to the Cinnamon carpark. This could be a nice space while the big work takes place.
		answered22
		skipped18

13. • Site proposals: Site 9 - The Crown Inn (see figure 5.20)		
Answer Choices		Response Percent
1	Open-Ended Question	100.00%
1	10/01/2023 20:04 PM ID: 208145156	Fully support these proposals especially the idea of a microbrewery
2	11/01/2023 10:16 AM ID: 208177075	Would have been nice to have another (larger) supermarket which has cheaper prices than co-op (aldi/lidl) The town will need another supermarket to accommodate the proposed housing too.
3	11/01/2023 11:40 AM ID: 208186350	This definitely needs addressing, it's a lovely building but at the most moment looks a real eyesore.
4	12/01/2023 11:38 AM ID: 208295280	Good ideas but will the owners sell the Crown as they were hoping to convert it into an HMO? I would love to see it as a pub again, especially if they could do good 'pub grub' which is something we are missing in Leiston and would no doubt bring lots of trade. Using the upstairs as guest rooms could work, like B&B for people visiting the town perhaps to offer accommodation.
5	12/01/2023 12:58 PM ID: 208303954	Good idea.

13. • Site proposals: Site 9 - The Crown Inn (see figure 5.20)				
6	13/01/2023 20:28 PM ID: 208418480	This is in need of desperate repair as it's an eyesore currently		
7	13/01/2023 21:05 PM ID: 208419771	Nothing added to Leiston can possibly make up for the enormous disruption and environmental harm which Sizewell C will bring!		
8	14/01/2023 12:45 PM ID: 208448087	A good idea,		
9	15/01/2023 09:17 AM ID: 208524610	I think it's clear by now that nobody wises to take the Crown freehold and run it as a pub so I'd take that out of the equation and just turn the whole site into flats,.		
10	16/01/2023 12:35 PM ID: 208594748	Clearly the site needs to be tidied up, but it is private property. So who is paying?		
11	16/01/2023 15:47 PM ID: 208616188	We support the proposals and would welcome a high quality redevelopment of this site for local housing - not an HMO.		
12	16/01/2023 23:51 PM ID: 208653830	See comments re Community Ctr		
13	17/01/2023 11:19 AM ID: 208683434	As above		
14	17/01/2023 15:36 PM ID: 208716455	What is the current position of the Crown Pub - application for HMO?		
15	18/01/2023 14:43 PM ID: 208797986	No additional comment - looks great		
16	18/01/2023 15:17 PM ID: 208802247	Generally agree		
17	18/01/2023 16:44 PM ID: 208812083	Family restaurant would be good.		
			answered	17
			skipped	23

14. • Site proposals: Site 10 - Leiston Community Centre (see figure 5.21)				
Answer Choices			Response Percent	Response Total
1	Open-Ended Question		100.00%	15
1	10/01/2023 20:04 PM ID: 208145156	Fully support these proposals		

152

14. • Site proposals: Site 10 - Leiston Community Centre (see figure 5.21)				
2	11/01/2023 10:16 AM ID: 208177075	Looks ok.		
3	11/01/2023 11:40 AM ID: 208186350	Leiston needs a much better community hall which would be best at the Waterloo centre too. Couldn't the housing be Social rented accommodation for the elderly as a continuation of the bungalows further up the allotment site? It's what's needed.		
4	12/01/2023 11:38 AM ID: 208295280	I agree this site could have affordable housing (not social) but there maybe a clawback from ESC for LTC to pay if the site was used for housing which would need checking. Need to ensure however a new community centre at the Waterloo Centre has similar or better facilities than those currently here for those regular hirers.		
5	12/01/2023 12:58 PM ID: 208303954	I'm concerned about older people losing this resource as it is accessible for those living east side - particularly Charles Adams Close which does not have any community space.		
6	13/01/2023 21:05 PM ID: 208419771	Nothing added to Leiston can possibly make up for the enormous disruption and environmental harm which Sizewell C will bring!		
7	14/01/2023 12:45 PM ID: 208448087	A good idea.		
8	15/01/2023 09:17 AM ID: 208524610	Selling the old community centre for housing is fine, but the belief that the footpath to the allotments will be improved because of this is mythical. The footpath will remain fenced in where it currently stands and you might concrete/tarmac it but you certainly won't make it any bigger because once the land is sold the developers will want every inch you've sold them, so they'll hardly give up a bit of land for a footpath!		
9	16/01/2023 15:47 PM ID: 208616188	If the Community Centre is relocated to either the Waterloo Centre or the Market Square development, the proposals for housing on this site are supported.		
10	16/01/2023 22:51 PM ID: 208653830	There is a known need to expand the blue lights services to cope with the construction phase of Sizewell C. The combined Crown and Community Centre site offers a real opportunity to provide an asset for the town. While the Waterloo Centre offers and opportunity for a health hub, consideration should be given to development of an emergency services hub. The opportunity to introduce an ambulance station should be given serious consideration. An ambulance on standby in Leiston would reduce waiting times and shorten the 'golden hour' something that would be beneficial to the town and to the SZC construction safety.		
11	17/01/2023 11:19 AM ID: 208683434	As above		
12	17/01/2023 15:36 PM ID: 208716455	I feel this site should stay, it is well used and residents like it because of its close proximity to the town centre, accessibility and its size, there is only one room and it feels welcoming when you enter and less intimidating than having to walk in to a busy building to find out where your room is.		
13	18/01/2023 14:43 PM ID: 208797986	No additional comment - looks great		
14	18/01/2023 15:17 PM ID: 208802247	No comment		
15	18/01/2023 16:44 PM ID: 208812083	moving it to the new site removes it from its fairly central location with good parking and easy access. Why more housing? We have enough going up around Leiston as it is! The footpath is also fine.		
			answered	15
			skipped	25

15. General comments				
Answer Choices			Response Percent	Response Total
1	Open-Ended Question		100.00%	29
1	09/01/2023 15:57 PM ID: 208035995	as above a collective good set of improvements just need to look closer at the conservation are not reducing, road changes (one way and valley road closure) and how shops/high street premises are uplifted and consistent not random or tacky like some are today.		
2	10/01/2023 19:35 PM ID: 208143127	Spend the money trying to give people a reason to stop in Leiston a reason to park the car up. Make the high street more appealing. Get rid of those hideous signs all over what was the black horse. Leave the roads as is & repair them instead of trying to turn it into a formula 1 street circuit. Ridiculous		
3	10/01/2023 20:04 PM ID: 208145156	As stated at the start of this survey, the proposals do not take into consideration the blocking up of many of the public rights of way that are due to come into force if Sizewell C and the many windfarm projects get the go-ahead. In particular are the well used paths between Leiston, the abbey and onward to Potter Street which is a better route to access Eastbridge and Minsmere due to the lack of traffic compared with the main Eastbridge road. In addition there is the Leiston to Theberton footpath, another well used route which will also be blocked up. This is just the tip of the iceberg with the windfarm construction likely to block up access to Aldringham common and the heathland between Leiston and Thorpeness . As a resident I am ignored by the corporations that want to implement these restrictions and maybe a louder voice from a recognized authority needs to challenge them on such measures. Another issue with the construction projects is the increased traffic in the area which will also be cause for concern both with parking within the town and for pedestrians in town. Having stated the negative side, I do support the positive aspects of making the area more pedestrian and cyclist friendly and enhancing the town as a place that benefits both residents and tourists alike. This town has so much to offer and is a very friendly and in general a welcoming community. That is what attracted me to become a resident some 25 years ago and have never regretted this.		
4	10/01/2023 22:59 PM ID: 208155112	The masterplan reads like Leiston is a thriving town with a lot to offer but that could not be further from the truth. The high Street is filled with empty shops, the lone supermarket has the monopoly on peoples shopping and the town council is against anything that could ever be considered progress. A better step for leiston would be to bulldoze the whole town and start over		
5	10/01/2023 23:17 PM ID: 208155658	Absolutely disagree with wasting money on this. We have already spent lots on the church square that I am yet to see anyone use unless its the very rare organised event. Why not spend the money encouraging pop up food and drink retailers, entertainment, musicians etc to use the church square and get that up and running. The one way system will completely kill the town and make people by pass us and reduce the little foot fall we have. People are in a rush. They want to pull up out side or near by and need to drive past to see shop displays to boost the shops sales. The roads you propose to divert on will be buggered and are totally unsuitable for one way main traffic. I am not filling in this form as requested as I fear I'm wasting my time all polls, social media floating of ideas and towns general opinion that I have witnessed have also been heavily against this so fear what ever happens it will go through. Why not spend the money on subsidising new businesses to start up to entise people to the town, offer days of free parking to encourage people in etc.rather than this unpopular plan.		
6	11/01/2023 10:16 AM ID: 208177075	All looks good. Will be nice to keep the character rather than trying to modernise everything. Needs better shops in the high street (rather than just food outlets and charity shops) to increase public use. Town will need another supermarket. Will be good to have easy access from town to the recreation ground.		

15. General comments		
7	11/01/2023 11:40 AM ID: 208186350	Over all I like the proposals, and I can see they would help attract more visitors to the town. I've been a resident here for 33yrs and think Leiston is a unique little industrial town. I don't understand why buildings aren't made to fit in to this ideal. Two old pubs, The Crown and The Black Horse have been allowed to deteriorate and the new shop signage makes it resemble a grim inner city shopping parade. Surely addressing things like this would improve our town and cost a small amount. Also transport. Unless you drive it's hard to get from one of these proposed areas to another. Could some kind of small shuttle bus help, and maybe go to Sizewell Beach. Transport links altogether need addressing if we're to cut emission etc. I apologise if I haven't understood all the proposals, there are rather a lot for the untrained eye to understand!
8	11/01/2023 16:47 PM ID: 208226944	This is a complete waste of money! No railway link to Saxmundham and less car parking spaces by taking away what we have in the Co-op car park. God knows how much you've paid someone to put this document together.
9	11/01/2023 18:57 PM ID: 208239868	All the plans and ideas seem o.k. But as long as the plans for the road changes do not cause more traffic to use the rat run which is Buller Rd Roberts Rd, Valley Rd and Crown St to get to St George's Ave . As it's bad enough with traffic using this to get to Eastlands trading Est and Sizewell. This would make living on these roads more intolerable and defeat any improvement in quality of life these plans aim to do.
10	12/01/2023 11:38 AM ID: 208295280	These are very ambitious and expensive plans. I assume LTC would use their Neighbourhood CIL as well as other funding streams to acheive these ambitions. I am hopeful that ESC have a big funding pot available too and the SZC Community Fund can also be utilised. I look forward to seeing the next stage in the developments.
11	12/01/2023 11:45 AM ID: 208296089	Too much emphasis on industrial past makes for some ugly design. Looking forward would be more innovative. Reducing car parking when you wish to encourage visitors is utterly ludicrous.
12	12/01/2023 12:58 PM ID: 208303954	There are some interesting ideas. One general comment is that there seem to be a lot of cafes in the proposal so perhaps it is worth thinking about other things to do - especially for young families.
13	13/01/2023 17:42 PM ID: 208410697	How are lorries that deliver to the high supposed to get back on the A12?
14	13/01/2023 20:28 PM ID: 208418480	I think some of the grey stone council houses look very drab in seaward avenue middle section can we not give them some paint tye in the whole town and maybe a small planted area on one of greens there as this road leads to high school it needs a spruce up maybe an old boat as a planter or two alot of vetrans live on seaward avenue as a whole and as walking route driving route to school it really needs some love and attention pop of colour. I also think from the crown up to Sizewell club some form of planting in places.....a community bus would be nice for summer so Leiston residents can get to and from beach opens job up and could profit council also helps small business like Sizewell tshopand helps the youth get out . Discount days for youths at leisure centre and cinema.
15	13/01/2023 21:05 PM ID: 208419771	Nothing added to Leiston can possibly make up for the enormous disruption and environmental harm which Sizewell C will bring!
16	13/01/2023 23:08 PM ID: 208423530	Somethings are good and some changes not all needed especially the traffic plan
17	14/01/2023 12:45 PM ID: 208448087	Please don't try to change the character of Leiston, it isn't a market town, it's a good honest working town. Leiston is expanding rapidly and the residents need good shops and amenities, these need to be encouraged into the town. Also how many cafes can one town have?!

153

15. General comments		
		If it ain't broke don't try to fix it.
18	15/01/2023 09:17 AM ID: 208524610	It's a bright prospect for Leiston, I've spent my life hearing "the town plans" and it hasn't happened yet, so I won't hold my breath probably got another 30 year wait to see anything happen!
19	16/01/2023 08:35 AM ID: 208570535	Re-routing the buses via Seaward Ave and Sylvester Road is a no go. These roads are busy enough as it is.
20	16/01/2023 12:35 PM ID: 208594748	In general a crack-pot scheme and a waste of public funds, with very little practical gain for the residents. Mostly grand theories obviously cobbled together by people who need to study the demographic situation in Leiston and understand what the real people who live here need. For the most part that is very little
21	16/01/2023 14:30 PM ID: 208607199	A Lido utilising the waste heat from Sizewell is a fabulous idea. Especially built on the coast with views of the sea and year round warm water it could be a real destination not only for the community but also for visitors, reminiscent of famous European spa towns. It would also really help communicate the value of nuclear power to the community. Finally, extending a heat network from the plant to the Lido could act as the foundational project to provide cheap, carbon free heat to the rest of the town.
22	16/01/2023 15:47 PM ID: 208616188	The Community Land Trust welcomes this high level plan and looks forward to working with LDA & ESC, alongside other key stakeholders to work on the details and bring forward without delay the much needed regeneration of Leiston.
23	16/01/2023 23:51 PM ID: 208653830	<p>The plan needs to look at the 24 hour use of the urban space. The existing power stations and the proposed construction have shift work schedules. The town needs to have the scope to cope with this unique footfall. The cross over with traditional peaks such as school times needs to accommodate all needs, particularly pedestrian and parking needs. The other element that needs to be accommodated is the development of a successful night time economy to bridge the gap between the late afternoon to evening entertainment and refreshment options.</p> <p>The linking between the various elements of the urban design must be accessible to the user, good finger signs, and branding through design themes will be essential.</p> <p>The only bank in town is Barclays, and will find itself on the edge of the High St and Heritage Qtr. It would be sensible to work with the property owners to develop this site to provide short term parking for bank customers and users of the proposed coffee shop in the former Town Council Office. The wall to Dinsdale Rd could be breached to provide an access egress that compliments the one-way system in Main St. This would help to provide a focus for the bank and help to keep this precious asset in use.</p> <p>The plan should aim to explore bolder plans to tap into the potential legacy of the Sizewell C development and their use of the rail branch line. If the Leiston Works Railway is to be a successful heritage asset it would be boosted by the option to travel to Leiston by rail. It does not have to be a mainline rail service, but could be a modern EV or Hydrogen shuttle arrangement backwards and forwards from Saxmundham. This option would be great for the net zero targets and allow those wanting to travel to education opportunities in the wider ESC area to engage with Ipswich etc. The timing for this would also be a great long target as the line would be available after SZC build phase in some 12 – 15 years after other elements of the regeneration plan have come to fruition.</p>
24	17/01/2023 11:19 AM ID: 208683434	To request feedback on such a basic level is abhorrent and clearly needs professional input from every angle before any decisions can be made confidently.
25	17/01/2023 12:09 PM ID: 208689994	<p>The plan has a small mention of the town link with Sizewell Beach. The beach end of the plan needs more work, the proposal of a Lido is an ambitious one. The coastline at Sizewell is very fragile and sensitive to erosion and longshore drift. A quicker and easier to implement 'safe public swimming' option would be to use the spend on revenue not capital and employ suitably equipped lifeguards. This would offer proposal that could be implemented almost immediately without planning delays etc. The other thing is these could be local people getting the benefit of local employment.</p> <p>The Sizewell T tea room is on land owned by East Suffolk Council. This property could be enhanced to offer a more engaging visitor experience by expanding the public picnic seating and adding a modern building with a couple of kiosk style outlets to offer pop up seasonal trading of beach holiday products.</p>

15. General comments

		<p>Consideration should be given to the possibility of encouraging tourism by allowing overnight stays for campervans. Boosting town visitors and the economy to the local pub, the Vulcan Arms.</p> <p>The beach access could be improved with a 'Boris bike' type hire scheme. With a stack of cycles at the beach taking power and CCTV from the public toilets and at a similar point in the town, say the Sizewell Road carpark where again the cycle rack could be placed and powered from the public toilets along with CCTV.</p> <p>A further consideration should be the inclusion of a 'changing places' toilet facility at either the beach or town. There are very few of the accessible toilet facilities and those who need such facilities plan their journey with access to these in mind. There are none between Ipswich and Lowestoft - Changing Places Toilets (changing-places.org)</p> <p>The other accessibility option is to improve the boardwalk facilities to make access to the beach available to all users, something that would set Sizewell beach apart from apart from Southwold and Aldeburgh.</p> <p>There is an old caravan site in King Georges Avenue this could be rejuvenated to build on Leiston as a tourism destination.</p> <p>Many of these improvements could be implemented with the minimum of difficulty and delay providing a boost to tourism that would also be a boost to the economy.</p>				
26	17/01/2023 15:36 PM ID: 208716455	I am very concerned about the amount of cafes mentioned in the report. We must not loose site of the fact Leiston is a small residential town, not a tourist town				
27	18/01/2023 14:43 PM ID: 208797986	<p>The towns Football Club play a large part in lives of the people of Leiston and the wider community - It needs to be recognised.</p> <p>The idea of a Lido at Sizewell is very appealing on all levels - destination location/economy/sport & Leisure/health and well being/year round tourism.</p>				
28	18/01/2023 15:17 PM ID: 208802247	Disappointed that there was such a short time before the end of consultation. There seems to be very little detail of how this is to be funded.				
29	18/01/2023 16:44 PM ID: 208812083	<p>What we would love to see in Leiston:- Bakery, new supermarket, gift shop. Family restaurant. Make use of the amazing local people who are amazing at crafts. Let's have a pop up shop where they can sell their goods for a week, two weeks or a month. Multiple people could have it at the same time. It could be a craft fair all year round! Also offer it to the people on the Eastlands estate, who have businesses that no one in town knows about.</p> <p>A bus service that connects, Leiston, Aldeburgh, Sizewell, Saxmundham, Thorpness. Running in the summer months and at holiday times, £1 a trip, running around the towns, taking people to the beach and into town for appointments. A local service for visitors and local people.</p> <p>Concerns - where is the money coming from for all of this?</p> <p>Are we going to lose the most valuable thing this town has - its sense of community, because of houses being built in the high street, everything being too spread out and lack of parking.</p>				
		<table><tr><td>answered</td><td>29</td></tr><tr><td>skipped</td><td>11</td></tr></table>	answered	29	skipped	11
answered	29					
skipped	11					

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CABINET

Tuesday, 07 March 2023

Subject	Environment Task Group - Quarterly Update
Report by	Councillor James Mallinder Cabinet Member with responsibility for the Environment
Supporting Officer	Paul Mackie Lead Officer, Environment & Climate Change paul.mackie@eastsoffolk.gov.uk

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

Purpose and high-level overview

Purpose of Report:

The purpose of this report is to advise Cabinet on the work of the cross-party Environment Task, chaired by the Cabinet Member with responsibility for the Environment, since its last report on 6 December 2022. Confirmation is also sought that the Group is continuing to deliver on the task it was set to investigate ways to cut East Suffolk Council's carbon and other harmful emissions

Options:

Not applicable

Recommendation/s:

1. That this report from the Environment Task Group be accepted and approved.
2. That Cabinet confirm that the Group is to continue to deliver the task it was set to investigate ways to cut East Suffolk Council's carbon and other harmful emissions.

Corporate Impact Assessment

Governance:

The Environment Task Group is a cross-party group chaired by the Cabinet Member with responsibility for the Environment and reports direct to Cabinet.

ESC policies and strategies that directly apply to the proposal:

The work of the Environment Task Group directly supports the Council's Strategic Plan and delivering on the corporate commitment to "put the environment at the heart of everything we do" is progressively influencing all the Council's policies and strategies.

Environmental:

The Environment Task Group through the issues it is considering and monitoring is having a direct and far-reaching effect on the Council's environmental agenda and priorities.

Equalities and Diversity:

There are no specific equalities or diversity impacts arising from this report. The work of the Environment Task Group directly and through its influence the work of the Council to respond to the Climate Emergency will however impact on all those who live and work in East Suffolk or visit the area.

Financial:

There are no specific Financial impacts arising from this update report.

Human Resources:

There are no Human Resources impacts arising from this update report.

ICT:

There are no ICT impacts arising from this update report.

Legal:
There are no Legal impacts arising from this update report.
Risk:
There are no new Risks arising from this update report.

External Consultees:	None
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Strategic Plan Priorities

Select the priorities of the Strategic Plan which are supported by this proposal: (Select only one primary and as many secondary as appropriate)		Primary priority	Secondary priorities
T01	Growing our Economy		
P01	Build the right environment for East Suffolk	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P02	Attract and stimulate inward investment	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P03	Maximise and grow the unique selling points of East Suffolk	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P04	Business partnerships	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P05	Support and deliver infrastructure	<input type="checkbox"/>	<input checked="" type="checkbox"/>
T02	Enabling our Communities		
P06	Community Partnerships	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P07	Taking positive action on what matters most	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P08	Maximising health, well-being and safety in our District	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P09	Community Pride	<input type="checkbox"/>	<input checked="" type="checkbox"/>
T03	Maintaining Financial Sustainability		
P10	Organisational design and streamlining services	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P11	Making best use of and investing in our assets	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P12	Being commercially astute	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P13	Optimising our financial investments and grant opportunities	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P14	Review service delivery with partners	<input type="checkbox"/>	<input checked="" type="checkbox"/>
T04	Delivering Digital Transformation		
P15	Digital by default	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P16	Lean and efficient streamlined services	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P17	Effective use of data	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P18	Skills and training	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P19	District-wide digital infrastructure	<input type="checkbox"/>	<input checked="" type="checkbox"/>
T05	Caring for our Environment		
P20	Lead by example	<input checked="" type="checkbox"/>	<input type="checkbox"/>
P21	Minimise waste, reuse materials, increase recycling	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P22	Renewable energy	<input type="checkbox"/>	<input checked="" type="checkbox"/>
P23	Protection, education and influence	<input type="checkbox"/>	<input checked="" type="checkbox"/>
XXX	Governance		
XXX	How ESC governs itself as an authority	<input type="checkbox"/>	<input checked="" type="checkbox"/>

How does this proposal support the priorities selected?

The cross-party Environment Task Group continues to be a valuable forum in which to consider and debate environmental issues and to help deliver on the Council's commitment to put the environment at the heart of everything we do. The environmental work done by Council and the resultant spending is directly impacting on the local economy and the Council is increasingly engaging with businesses engaged in renewable and low carbon energy, sustainable development and wider environmental protection work. Several initiatives the Task Group has worked on or has supported have involved community groups, for example environmental promotion, biodiversity projects, tree planting, action on plastic and as further projects are delivered it is confidently predicted that there will be an increasing feeling of community pride in what has been delivered. Financial Sustainability is a key consideration in the work of the Task Group, some carbon saving changes requires investment but many also result in coincidental cost savings, for example, energy cost savings/income from solar power generation on council buildings and savings on chemical and grass cutting costs. The Group have been supportive of the role digital technology can play in reducing carbon emission savings, for example, through the wider enablement of home working and video conferencing and the consequent reduction in travel. It is suggested that the Environment Task Group is good example of collaborative working and that in the comparatively short time it has been working it has helped the delivery of the Council environment priorities significantly. This is expected to continue as further significant challenges arise, for example in helping to formulate the Council's response to the national Resources and Waste Strategy.


Background and Justification for Recommendation

1 Background facts	
1.1	<p>FORMATION</p> <p>On 24 July 2019 (Full Council agenda item 9(a)), the Council resolved unanimously to:</p> <ul style="list-style-type: none">• Declare a climate emergency• Set up a Cross Party Task Group, commencing by October 2019, to investigate ways to cut East Suffolk Council's carbon and harmful emissions on a spend to save basis, with ambition to make East Suffolk Council (including all buildings and services) carbon neutral by 2030.• To work with Suffolk County Council and other partners across the county and region, including the LEP and the Public Sector Leaders, towards the aspiration of making the county of Suffolk carbon neutral by 2030.• To work with the government to:• a) deliver its 25-year Environmental Plan, and• b) increase the powers and resources available to local authorities in order to make the 2030 target easier to achieve. <p>656 The Environment Task Group was formed as a cross-party Task Group</p>

2 In context of the East Suffolk Council Strategic Plan	
2.1	The Council's Strategic Plan sets out its vision to deliver the highest possible quality of life for everyone who lives, works in or visits the district. The five themes of the Strategic Plan are: Growing our Economy; Enabling our Communities; Remaining Financially Sustainable; Delivering Digital Transformation; and Caring for our Environment.
2.2	Within the theme of Caring for our Environment, the Council is committed to lead by example, seeking environmental benefit in everything we do, working with communities for biodiversity and optimising the use digital solutions to reduce environmental impacts; to minimise waste, promote reuse and maximise recycling; to explore opportunities to invest in renewable energy solutions as a council and encourage others to do the same; and to use our influence and regulatory functions to protect our natural environment and coastline.
2.3	The Strategic Plan recognises the interconnectivity between the five Themes of the Plan, with actions arising under each theme having the potential to contribute towards any or all of the other themes.

3 Summary of Environment-related activity since last report	
3.1	<p>The ETG has met once since its last report to Cabinet (on 15 February 2023) when it discussed Progress on the ESC Climate Action Plan and Environment KPI dashboard.</p> <p>Updates on ESC's environment and climate-related activities since the last report follow below.</p>
3.2	<p>Hydrogen Strategy</p> <p>The East Suffolk Hydrogen Conference event was held on 23 February at the OrbisEnergy Centre, in Lowestoft. Delivered in partnership with the Suffolk Chamber of Commerce and in association with the Hydrogen Sector Council, the East Suffolk Hydrogen Conference showcased planned local hydrogen developments and provided an opportunity to engage with developers, end users, innovators and stakeholders.</p> <p>East Suffolk's clean hydrogen ambitions are closely aligned with other major initiatives and developments, including Freeport East, which will involve the development of a Green Energy Hub potentially including an electrolyser and hydrogen HGV refuelling station, as well as the development of Sizewell C, and Associated British Ports' significant outer harbour development supported by the development of the Lowestoft PowerPark.</p>

	<p>The conference featured presentations on the national and regional perspectives of the rapidly growing hydrogen economy, followed by local development updates led by East Suffolk-based hydrogen producers and end users</p>
3.3	<p>Regional Water consultations</p> <p>Due to the growing strategic importance of water quality and availability challenges in the district, officers from across Service Areas have formed a sub-group of the ESC Plan Environment Theme group focussed on this subject. Currently they are focussed on submitting responses to the following consultations, in collaboration with relevant Members:</p> <ul style="list-style-type: none"> • Suffolk Water Forum • Water Resources East (WRE) draft Regional Water Resources Plan for Eastern England. • Anglian Water resources management plan. • Essex & Suffolk Water resources management plan.
3.4	<p>Leisure Centre decarbonisation programme</p> <p>East Suffolk Council owns six leisure centres, four in the south of the district operated by Places Leisure and two in the north, operated by Everyone Active. Deben, Leiston, Waveney Valley and Waterlane have had significant refurbishments whilst the two Felixstowe facilities are due to be replaced with one 'destination' leisure centre over the next few years.</p> <p>As part of the redevelopment, much work has been undertaken to improve insulation, replace lighting with LED and add some Solar Panels. Recently, pool covers were also ordered for each pool to cover them during closing times at night. However, little work has been undertaken to reduce the carbon overall footprint of the leisure centres, which currently lies with circa 29% of the annual ESC carbon footprint.</p> <p>East Suffolk Council's Leisure Team has been working with the Assets Team and commissioned the Council's leisure development partner, Pulse Design and Build, to carry out some initial investigation and proposals for schemes for 4 leisure centres in order to apply for funding. This includes surveying of the leisure centres, identify how each can reduce its carbon footprint, by how much, what this means to operating costs, how these operating costs can be reduced or mitigated, and what is eligible for Public Sector Decarbonisation Scheme 'Salix' funding. Furthermore, Pulse Design and Build are producing the applications for the funding for each individual centre ready for ESC to apply immediately on the opening of the funding, expected to be in March 20223.</p> <p>It is the intention to apply for individual grants for schemes for four facilities, Waterlane, Waveney Valley, Leiston and Deben Leisure Centres. The two Felixstowe facilities are due to be replaced with one 'destination' leisure centre</p>

	over the next few years and this will be designed from fabric first and as carbon neutral as possible from the outset.
3.5	<p>Delivering a sustainable Housing Portfolio</p> <p>The two pilot projects testing low carbon retrofits to HRA properties are progressing and are providing ESC with an insight into the technologies we need to put in place to work towards our low carbon ambitions. One of the pilot project's properties is being monitored to determine the most effective retrofit technologies. The projects will be presented to Cabinet for consideration in the future.</p>
3.6	<p>Deben redevelopment PassivHaus project</p>  <p>Stage 1 of the main contractor appointment was awarded to Kier Construction in November 22. We are working with them under the PCSA to reach an agreed contract sum and discharge a number of pre commencement conditions. The main contract award is planned for March/ April 2023. The last board meeting was held in December 22 and a Design Workshop with Member involvement was held at the end of January 23. Works are currently due to start on site in April 23 and the current programme sees a 2 phase completion in summer 2024.</p> <p>Within the Kier Project Team a PassiveHaus Manager & Champion has been appointed to ensure the accreditation is achieved. In addition, Kier is a Patron Member of the Passivhaus Trust and has successfully delivered 15 Passivhaus schemes in the UK, with two further projects currently on site. We are working continuously with the Landscaping and M&E team throughout the PCSA to ensure the initial environmental brief for the project is maintained and the vision for a quality sustainable housing scheme is achieved.</p>
3.7	<p>East Suffolk Blooms</p> <p>East Suffolk Council has launched a new annual scheme, East Suffolk Blooms, to make spring bulbs available to voluntary and community groups to plant locally in time for next spring. Groups interested in the scheme will need to complete an application form Bulb planting scheme application - My East Suffolk giving</p>

	<p>information about the group, which parish it is located in and where the bulbs would be planted. Bulbs obtained through the scheme can only be planted on public land owned by East Suffolk Council, Suffolk County Council or the local Parish or Town Council only. The scheme is open for applications until 31 May 2023, ahead of a decision panel meeting to consider applications in June. Successful applicants will then be invited to collect their bulbs from the depots in either Ufford or Lowestoft in early November.</p> <p>A different variety of bulbs will be on offer, in limited numbers, each year. For 2023, the bulbs will be a variety of narcissus, available in bundles of 500, although groups may apply for more than one bundle.</p>
3.8	<p>Greenprint Forum update</p> <p>Small grants scheme “Nature First”</p> <p>The Greenprint Forum’s small grant scheme Nature First has continued to attract applications for grants to support community-based projects that enhance and/or promote biodiversity. The grant panel have met once since the last update (December), issuing grants to the following projects:</p> <ul style="list-style-type: none"> • Friends of Parklands Woods have been awarded £587 towards the purchase of equipment to facilitate the work of volunteers in developing and maintaining the health of Parklands Wood in Ufford. • Waveney Bird Club have been awarded (subject to their successfully raising the funds to cover the total costs of their project) £1000 towards the creation of a swift tower – an eight-metre tall carved structure dedicated to the provision of nesting sites for swifts – together with interpretation boards, at the Eels Foot Inn in Eastbridge. • Landguard Conservation Trust have been awarded £860 towards further work to enhance the protection of rare plants present on the site, provide roosting opportunities for bats, nesting boxes for ground nesting birds, camera casings for small mammal studies, and plastic-free protection for young trees due to be planted in 2023. <p>The full list of projects that have been awarded grants since the scheme launched can be found here: https://www.eastsuffolk.gov.uk/assets/Environment/Green-Issues/Nature-First-Small-Grants-Scheme/Nature-First-projects-funded-2021-2022.pdf</p> <p>Quiet Lanes</p> <p>The current process of designating rural roads nominated by local communities to receive formal status as Quiet Lanes under this project which had its roots in the Suffolk Coast & Heaths AONB has, as of January this year, been completed.</p> <p>In total, 265 routes made up of 356 lanes in 118 parishes county wide (that’s about a quarter of all parishes there are in the entire county), together totalling 450km, have now been formally designated as quiet lanes as a result of this project.</p>

	<p>This has been an innovative collaboration between a small volunteer project team, over 100 volunteers from 118 parishes, and Suffolk County Council Highways, with East Suffolk Council and the Greenprint Forum providing underpinning support throughout. Triggered by the mandate to pursue the concept given by Greenprint Forum members at our Travel Forum in 2019, which led to a successful bid for funding to East Suffolk Council, that initial funding from ESC helped unlock the subsequent funding from SCC, Babergh and Mid Suffolk DCs that enabled this project, that had its roots firmly in east Suffolk, to scale up into a truly county wide project.</p>
3.9	<p>Treescape funded tree planting in Felixstowe</p> <p>Ten pupils from Fairfield Infant and Colneis Junior School joined the East Suffolk Norse grounds and maintenance team to plant the final batch of 300 whips beside the public car park in Golf Road. Along with a total of 30 standard trees, the young seed-grown whips have been planted as part of an effort enhance the landscape and encourage natural regrowth for generations to come.</p> <p>The planting programme follows a successful joint application to the Local Authority Treescapes Fund (LATF) by East Suffolk Council (ESC) and Suffolk County Council, along with other district and boroughs, through the Forestry Commission, and will see 7,526 trees planted across the county. As well as the planting, the LATF funding of £138,219 will also cover three years of maintenance.</p> <p>In Felixstowe, staff from ESC's grounds and countryside maintenance partners, East Suffolk Norse, focused planting in spaces between the mature maple trees to the front of the carpark – expanding the woodland to the northeast, with a temporary chestnut panel fence installed to protect the new whips.</p>

4 Reason/s for recommendation	
4.1	<p>It has been agreed that the Environment Task Group would provide quarterly updates on its work to Cabinet. The Group has been performing well and considers it is fulfilling the role set and the tasks allocated.</p>
4.2	<p>As the need to react further and faster to the climate emergency becomes increasingly apparent the Group will continue to have a significant role considering and supporting initiatives and providing opinions to Cabinet on any matters referred to it. For this reason, Cabinet is invited to confirm it is delivering the task it was set and to give any further guidance it considers appropriate.</p>

Appendices

Appendices:
None.

Background reference papers:
None.