



LEAD MEMBER FOR RESOURCES AND CLIMATE CHANGE

DECISIONS to be made by the Lead Member for Resources and Climate Change,
Councillor Nick Bennett

TUESDAY, 26 JULY 2022 AT 3.00 PM

VIA MS TEAMS

AGENDA

1. Decisions made by the Lead Cabinet Member on 14 June 2022 (*Pages 3 - 6*)
2. Disclosure of Interests
Disclosure by all Members present of personal interests in matters on the agenda, the nature of any interest and whether the Members regard the interest as prejudicial under the terms of the Code of Conduct
3. Urgent items
Notification of any items which the Lead Member considers urgent and proposes to take at the appropriate part of the agenda.
4. Keep it Local Network (*Pages 7 - 22*)
Report by the Director of Adult Social Care and Health
5. Hastings office premises - New accommodation solution (*Pages 23 - 24*)
Report by the Chief Operating Officer
6. Disposal of land, The Ridgeway, Hastings (*Pages 25 - 30*)
Report by the Chief Operating Officer
7. Any urgent items previously notified under agenda item 3
8. Exclusion of the Public and Press
To consider excluding the public and press from the meeting for the remaining agenda item on the grounds that if the public and press were present there would be disclosure to them of exempt information as specified in paragraph 3 of Part 1 of the Local Government Act 1972 (as amended), namely information relating to the financial or business affairs of any particular person (including the authority holding that information).
9. Hastings office premises - New accommodation solution - Exempt Information (*Pages 31 - 44*)
Report by the Chief Operating Officer
10. Disposal of land, The Ridgeway, Hastings - Exempt Information (*Pages 45 - 54*)
Report by the Chief Operating Officer
11. Any other exempt items previously notified under agenda item 3

PHILIP BAKER
Assistant Chief Executive

County Hall, St Anne's Crescent
LEWES BN7 1UE

18 July 2022

Contact Sophie Webb, Governance and Democracy Officer,
01273 337495

Email: sophie.webb@eastsussex.gov.uk

NOTE: *As part of the County Council's drive to increase accessibility to its public meetings, this meeting will be broadcast live on its website and the record archived. The live broadcast is accessible at: www.eastsussex.gov.uk/yourcouncil/webcasts/default.htm*

LEAD MEMBER FOR RESOURCES AND CLIMATE CHANGE

DECISIONS made by the Lead Member for Resources and Climate Change, Councillor Nick Bennett, on 14 June 2022 Via MS Teams

Councillor Godfrey Daniel spoke on item 4 (see minute 12)

Councillor Rupert Simmons spoke on items 5 and 9 (see minutes 13 and 16)

8. DECISIONS MADE BY THE LEAD CABINET MEMBER ON 19 MAY 2022

8.1 The Lead Member approved as a correct record the minutes of the meeting held of 19 May 2022.

9. DISCLOSURE OF INTERESTS

9.1 Councillor Rupert Simmons declared a personal interest in items 5 and 9 as a member of the Heathfield Partnership Trust.

10. URGENT ITEMS

10.1 There were none.

11. REPORTS

11.1 Reports referred to in the minutes below are contained in the minute book.

12. PARTNERSHIPS FOR PEOPLE AND PLACE PROJECT: AWARD OF GRANT

12.1 The Lead Member considered a report by the Assistant Chief Executive.

DECISIONS

12.2 The Lead Member RESOLVED to:

1) Approve the entering into of a grant between East Sussex County Council and Citizens Advice 1066 (CA1066) for delivery of stage one of the East Sussex County Partnerships for People and Place project; and

2) Delegate authority to the Assistant Chief Executive in consultation with the Chief Finance Officer to agree the amount of the grant, the terms of the agreement and whether to extend the agreement to include stages two, three and four of the programme and the level of grant awarded to CA1066 for those stages.

REASONS

12.3 The Department for Levelling Up, Housing and Communities have approved the delivery plan for the Partnerships for People and Place project, which focuses on improving energy efficiency and fuel poverty in the private rented sector in Hastings.

13. HEATHFIELD LEISURE CENTRE NEXT STEPS

13.1 The Lead Member considered a report by the Chief Operating Officer, together with exempt information contained in a later agenda item and written comments from Heathfield and Waldron Parish Council.

DECISIONS

13.2 The Lead Member RESOLVED to:

1) Approve the proposal to hold a public consultation regarding the future of community use of the leisure facilities at Heathfield Community College;

2) Approve an extension of the current property agreement to Wealden District Council; and

3) Authorise the Chief Operating Officer to agree a further extension should it prove necessary.

REASONS

13.3 The purpose of the consultation is for East Sussex County Council to understand views on the current community leisure facilities at Heathfield College, and to enable East Sussex County Council to encourage ideas and suggestions on proposals to run the leisure facilities on a financially sustainable model.

13.4 A short term property agreement extension for 3 months from 18 July 2022 will enable continuation of service delivery whilst a six week consultation takes place. A further lease extension could possibly be agreed in September if necessary.

14. UCKFIELD LEISURE CENTRE NEXT STEPS

14.1 The Lead Member considered a report by the Chief Operating Officer, together with exempt information contained in a later agenda item and comments from Councillor Claire Dowling as the Local Member.

DECISIONS

14.2 The Lead Member RESOLVED to approve a 12 month lease extension from 18 July 2022 to Wealden District Council (WDC) in respect of community leisure facilities at Uckfield Community College, Uckfield.

REASONS

14.3 A 12 month property agreement will allow Wealden District Council to continue to provide community leisure facilities at Uckfield Community College. The current lease dates from 1992 and involves financial contribution from East Sussex County Council, Uckfield Community College and Wealden District Council. Wealden District Council have a leisure provider, Freedom Leisure and they are agreeing commercial terms direct with them for a 12 month contract extension.

15. EXCLUSION OF PUBLIC AND PRESS

15.1 It was RESOLVED to exclude the public and press for the remaining agenda items on the grounds that if the public and press were present there would be disclosure to them of exempt information as specified in paragraph 3 of Part 1 of the Local Government Act 1972 (as amended), namely information relating to the financial or business affairs of any particular person (including the authority holding that information).

16. HEATHFIELD LEISURE CENTRE NEXT STEPS - EXEMPT INFORMATION

16.1 The Lead Member considered a report by the Chief Operating Officer which contained exempt information in support of an earlier agenda item.

16.2 The Lead Member RESOLVED to: note the exempt information provided in support of an earlier agenda item.

17. UCKFIELD LEISURE CENTRE NEXT STEPS - EXEMPT INFORMATION

17.1 The Lead Member considered a report by the Chief Operating Officer which contained exempt information in support of an earlier agenda item.

17.2 The Lead Member RESOLVED to: note the exempt information provided in support of an earlier agenda item.

Report to: Lead Member for Resources and Climate Change

Date of meeting: 26 July 2022

By: Director of Adult Social Care and Health

Title: Keep it Local – Locality’s Campaign Network

Purpose: To inform the Lead Member for Resources and Climate Change of the Keep it Local Campaign Network and seek agreement for the county council to join the network.

RECOMMENDATIONS

The Lead Member for Resources and Climate Change is recommended to:

- 1) Agree that the county council should join the Keep it Local Network;**
 - 2) With the Chief Executive, sign an endorsement to support the Council’s commitment;**
 - 3) Nominate himself as the Cabinet Keep it Local Champion;**
 - 4) Nominate the Director of Adult Social Care and Health as the senior management champion;**
 - 5) Delegate authority to the Director of Adult Social Care and Health to take all steps necessary to implement the recommendation.**
-

1 Background

- 1.1 Locality is a national membership network supporting local community organisations to be strong and successful. *Keep it Local* is Locality’s campaign in partnership with the Lloyd’s Bank Foundation, to support local authorities in unlocking the power of community, building strong local partnerships, sharing power, and maximising local strengths.
- 1.2. The Keep it Local campaign has been working over the past three years to build a network of local authorities that have signed up to the six *Keep it Local* principles and believe that by working with communities they can create collaborative public services and invest in the local economy.
- 1.3 Local Voluntary, Community and Social Enterprise (VCSE) sector partners are keen that East Sussex County Council (ESCC) should join the network.

2 Supporting information

- 2.1 *Keep it Local* has co-designed the six key principles with councillors, commissioners, council officials, community actors and policy experts from amongst the network, along with a body of research and case studies to share and spread best practice and support councils in working to the following six principles (described in more detail in Appendix 1)
- 2.2 The six principles are:
 1. Think about the whole, system not individual service silos
 2. Co-ordinate services at a neighbourhood level
 3. Increase local spend to invest in the local economy
 4. Focus on early intervention now to save costs tomorrow
 5. Commit to your community and proactively support local organisations
 6. Commission services simply and collaboratively so they are “local by default”

- 2.3 Local Authorities joining the network are asked to endorse the six *Keep it Local* principles at an executive level by taking a public decision to join, and the Leader or relevant cabinet member and chief executive signing an endorsement.
- 2.4 Once these steps are taken, Locality suggest the following activities:
- Appoint a 'Keep it Local champion' in the Cabinet and in the Senior Management Team to help embed Keep it Local practice across ESCC. See Appendix 2 for more detail on what the role of the Keep it Local champion might entail.
 - Convene a conversation with local communities to ensure this supports and strengthens local partnerships.
 - Work with Locality and peer councils in the *Keep it Local* Network to assess and improve current practice.
- 2.5 There is no financial cost to ESCC in joining the *Keep it Local* Network, and all joining councils are given a year of free Locality partner membership.
- 2.6 ESCC has an existing Council Plan target of 60% of procurement spend to be with local suppliers. In 2021-22, ESCC spent £283m with 958 local suppliers over the 12 month period, which equates to 67.9% of our total spend. This figure includes our Tier 2 supplier data (i.e. the direct spend with ESCC's suppliers that is then sub-contracted by them to a local supplier). The Procurement team already actively promotes our contract opportunities to local suppliers, as well as building local supply chain opportunities into our tenders where possible.
- 2.7 Involvement in the *Keep it Local* Network is not intended to rapidly change the way we do business, or who we do business with, but will underpin work already underway to support incremental improvements in line with the six principles.
- 2.8 The recent consultation by the Cabinet Office on the Green Paper [Transforming Public Procurement](#) has been completed. There is a potential benefit for ESCC joining the *Keep it Local* network at a time when legislation may make adhering to the six principles achievable, as it may contribute to the further strengthening of relationships with local VCSEs. ESCC's involvement with the network will enable us to be part of discussions that will be influenced by the passage of the Transforming Public Procurement Bill and help shape our internal and partner (for example, NHS) work with VCSE Alliance partners in future VCSE commissioning and procurement.

3 Conclusion and recommendations

- 3.1 Many of the six *Keep it Local* principles are already embedded within our core business, including our approach to commissioning and procurement and our whole systems approach to partnership working with the NHS and VCSE. The *Keep it Local* Network provides ESCC with the opportunity to publicly endorse the six principles, and continue towards creating collaborative public services, and invest in the local economy.
- 3.2 It will provide ESCC with a further opportunity to frame our approach to commissioning and procurement that takes account of existing conversations with our local partners, including fora such as the VCSE Partnership Plus meeting.
- 3.3 As such, the Lead Member for Resources and Climate Change is recommended to agree to ESCC joining the *Keep it Local* network and emphasise ESCC's commitment by signing an endorsement with the Chief Executive. It is also recommended that he appoints himself as the Cabinet *Keep it Local* Champion, and appoints the Director of Adult Social Care and Health as the senior management champion.

MARK STAINTON
Director of Adult Social Care and Health

Contact Officer: Paul Rideout
Tel. No. 07712 543357
Email: paul.rideout@eastsussex.gov.uk

APPENDIX 1 - The Keep it Local Principles

The six Keep it Local Principles are explored in a series of essays along with examples of how they can be put into practice.

Principle 1: Think about the whole system not individual service siloes

Across the country, people are beginning to think very differently about public services. At the heart of this is a growing recognition of the complex nature of social problems and the need to work as a whole system to address them.

The starting point in this journey varies from place to place. Some are developing new principles across a whole system; others are innovating in a part of the system to catalyse wider change. But it is clear that a new world is emerging which requires not just new practice, but a change in the way we think about how social change happens and a new language to enable it.

Principle 2: Co-ordinate services at a neighbourhood level

We live our lives in neighbourhoods – so it makes sense for them to be the starting point for how we think about services. Working at a neighbourhood level – with communities who understand both the challenges local people face and the strengths they have to overcome them – can help find creative solutions to seemingly insurmountable problems.

Councils can support good neighbourhoods in two main ways: by sustaining local places and spaces, and by working with local organisations to support social interaction. In so doing, they can tap into the strong local networks and trusting relationships that have been built up over time – and are ready to be drawn on when a crisis hits.

Principle 3: Increase local spend to invest in the local economy

The rise of community wealth building presents an opportunity for local authorities – working alongside other anchor institutions – to lead the way in creating economies that work for local people.

A progressive approach to procurement is central to this agenda – but it does not stop there. Community wealth building is a suite of activities which seeks to reorganise the local economy and build greater levels of economic and social justice.

Principle 4: Focus on early intervention now to save costs tomorrow

Traditional models of public service provision were invented in different times to address different challenges. As such, the state-led or market-driven approaches of the past are simply not set up to enable us to move away from crisis mitigation towards early intervention and prevention.

So now we need to make a decisive shift to the community: to mobilise the strengths that exist locally, and harness them in the name of early intervention and prevention. Under this new “Community Paradigm”, public services would be designed and delivered by and with communities themselves.

Principle 5: Commit to your community and proactively support local organisations

It's vital that councils understand the particular value that local community organisations bring to a place. A strong and active civil society is an inherently good thing whether or not it is commissioned to deliver public services.

There are all sorts of positive ways in which local authorities can build strong relationships with the community sector – listening to campaigning groups, providing small grants, supporting community asset transfer, involving local people in planning and development decisions. What is crucial is to create an environment where local community organisations can flourish.

Principle 6: Commission services simply and collaboratively so they are “local by default”

The EU procurement rules are often held to have imposed burdensome obligations that inhibit commissioning good sense. Yet the true villain is to be found much closer to home: domestic, bureaucratic institutionalism.

Commissioners can and should embrace the possibilities within our current regulations to prioritise social purpose and social value; and build strong partnerships with the local community.

This page is intentionally left blank



Keep it Local – next steps in East Sussex

Contents

1. What Keep it Local means for East Sussex County Council
2. Proposed wording and more detailed explanation of the 'ask'
3. Benefits of joining the Keep it Local Network
4. Our work to support places to Keep it Local
5. Appendix 1: Keep it Local champion role outline
6. Appendix 2: Who are the Keep it Local councils?
7. Appendix 3: Keep it Local Approach

What Keep it Local means for East Sussex County Council

The process for joining:

As discussed, the key thing we are asking councils to do to join the Network is to endorse our [six Keep it Local principles](#). We haven't been prescriptive about exactly what the mechanism is for doing this, as we recognise this will vary between councils. However, as discussed this could involve:

- Leader/relevant cabinet member and chief executive signing an endorsement
- Taking a cabinet decision to endorse

Some suggested wording for this endorsement is set out in this document.

There is no fee for joining the Keep it Local network. In addition to membership of the network, which is funded by the Lloyds Bank Foundation for England and Wales (LBFEW) as a whole, we also give all Keep it Local councils a year of free Locality partner membership.

The ask - we are also asking councils to:

- Appoint a 'Keep it Local champion' in the Cabinet and in the Senior Management Team – to help embed Keep it Local practice across the council. See appendix 1 for more detail on what the role of the Keep it Local champion might entail.

- Convene a conversation with your local community – to ensure this isn't a process that happens behind closed doors but creates a partnership with the local community to co-design what it means to Keep it Local in the East Sussex setting.
- Work with Locality and peer councils in the Keep it Local Network - to assess and improve current practice.

More background information about the Keep it Local Campaign and more detail about what it means to join the Keep it Local Network can be found in our '[Join the Keep it Local Movement](#)' report:

Proposed wording and more detailed explanation of the ask

We believe in the power of community. That's why we understand the best way to tackle the challenges we face as an authority and create transformative local services for our residents is to Keep it Local.

This means we will work to harness the local potential that exists in our county, by building strong local partnerships, sharing power, and maximising local strengths.

In doing so, we can use public resources to invest in the local economy and support community capacity; and provide services which intervene early to reduce long-term costs and drive down pressure on our public services.

Recent years have seen a trend towards outsourcing services at scale, which has crowded out local community organisations. Our council aspires to a different way: to Keep it Local.

Locality will support East Sussex County Council to work towards this aim. We will join the Keep it Local Network – a coalition of forward-thinking councils like ours. To sign up to the Network we will commit to work towards six 'Keep it Local principles.'

1. Think about the whole system, not individual service silos.
2. Co-ordinate services at the neighbourhood level.
3. Increase local spend to invest in the local economy.
4. Focus on early intervention now to save costs tomorrow.
5. Commit to your community and proactively support local organisations.
6. Commission services simply and collaboratively so they are 'local by default'

We will convene a discussion with the local community to co-design what it means to Keep it Local in the East Sussex setting. We will then continue to work with Locality and peer councils in the Keep it Local Network to assess and improve our current practice.



East Sussex County Council will appoint a 'Keep it Local champion' in the Cabinet and in the Senior Management Team to take ownership of this work and work with colleagues in pursuit of these aims.

Other councils' wording for endorsing the Keep it Local Principles and joining the Network:

South Gloucestershire Council: The council published Leader Toby Savage's [pledge](#) to commit to the Keep it Local principles.

Leeds City Council: [Council and democracy \(leeds.gov.uk\)](#) – you can find the decision from the Executive Board of the Council to sign up to the Keep it Local Principles and Network here, as well as the supporting documents.

Wirral Council: [Decision - Wirral Council to Commit to Keep it Local Campaign | Wirral Council](#) – you can find the supporting documents for the motion at the link above, including how the Keep it Local Campaign aligns with other activity with the Centre for Local Economic Strategies (CLES), the Social Value Portal and Power to Change.

Text of the motion: [COUNCIL MINUTE EXTRACT.pdf \(wirral.gov.uk\)](#)

Benefits of joining the Keep it Local Network

We know none of this is easy, especially with councils facing such huge challenges. We hope that the benefits of being a member of the Keep it Local Network are clear. As set out in our '[Join the Keep it Local Movement](#)' publication, we support members of the network by:

- Convening two network meetings per year to report on progress;
- Providing regular updates and sharing best practice learning that emerges across the network;
- Offering free Locality membership for a year and providing specialist advice on how to Keep it Local in practice;
- Facilitating access to a sounding board of peers in other forward-thinking authorities to work through problems together;
- Providing a clear intellectual framework to articulate the work you're already doing and help you go further.
- Creating the Keep it Local award to showcase best practice.

As we look to the coronavirus recovery, we'll be convening regular online sessions with members of the Keep it Local councils – to enable peer learning on a range of future facing issues. Recent sessions have included:

- The future of adult social care, and communities' role in this system
- How to get the most for your place from social value
- The role of community organisations in the economic recovery

Our work to support places to Keep it Local

Here we provide a snapshot of some of the work we've done with local authorities to Keep it Local in recent years.

Economic resilience work in six places

Work with six local authorities through our [Powerful Communities, Strong Economies](#) action research in 2017 – looking at how the Keep it Local approach can build local economic resilience. Local authorities were:

- Bradford MDC
- Bristol City Council
- Calderdale Council
- Dorset County Council
- Hackney Council
- Shropshire Council

Keep it Local in South Gloucestershire:

Toby Savage, the Leader of **South Gloucestershire Council** is an active member of the Keep it Local Network. He has championed the Keep it Local principles within the council. On joining the Keep it Local network he said:

"We want to build on and strengthen that relationship as we develop a new approach to providing services for local people and communities. We're joining the Keep it Local Network because we know this is the beginning of a journey and recognise the power of learning from other councils in the Network as we make this shift."

In 2019, South Gloucestershire [won the Keep it Local award](#) for in recognition of their work with the local voluntary sector.

The council's recent work has included embedding metrics around strengthening community spirit into their Covid recovery plans. Their new four-year Council Plan makes a commitment to “enable communities to work together to improve their lives and address the problems important to them”. The Key Performance Indicators put in place to monitor achievement of this commitment include those from the ‘Framework for Measuring Community Spirit’ produced jointly by Locality and the Royal Society for Public Health (RSPH).

Ongoing work in Bristol and Bradford

Bradford and Bristol are our two current Keep it Local pilot areas, where we've been working with the council in depth for the past three years. Areas of work we've focused on include:

- Support on commissioning for homecare services and designing delivery models which provide a mix of regulated provision and community-based services.
- Support on commissioning domestic abuse services.
- Support with pre-engagement practice and protocol to ensure local providers are able to compete with bigger providers.
- Advice and support on production and revision of social value policies and toolkits, including the development of a joint social value and inclusive growth policy
- Capacity building support for VCS organisations to ensure they are tender-ready.

Ongoing work with Calderdale and Wakefield:

We support **Calderdale Council** to use new and innovative commissioning methods to commission their voluntary sector infrastructure – through use of the Light Touch Regime combined with Alliance Contracting. In **Wakefield**, we are working with the Public Health team to support them to engage a greater number of VCS organisations in their service provision.

Keep it Local in London

As outlined above, we worked with **Hackney Council** on a previous Keep it Local project, they have since joined the Keep it Local Network. Alongside Hackney, **Lewisham Council** are one of the first Keep it Local councils. See appendix 2 for a full list of the Keep it Local councils.

Hackney: In Hackney, we worked with the council and community organisations there to develop their approach to sustainable procurement, and to help the local authority

understand the local economic impact of their grant funding of local organisations. [More detail in this report](#): Page 59

Mayor of Hackney, Philip Glanville on joining the Keep it Local Network:

“We’re building a fairer, safer and more sustainable Hackney, but we know we cannot do it alone. Our communities hold the assets and tools to shape the borough beyond what just the Council can control, and we know that people want services they feel connected to.

“So, we’re embedding the Keep it Local principles at the heart of our Community Strategy, and the day-to-day operation of the council. We’re disrupting service siloes, finding existing expertise in our communities, boosting our co-production, changing our procurement and commissioning – pushing for ‘local by default’.”

Lewisham: We are working with Lewisham and their local infrastructure organisation, Lewisham Local, to look at the impact of their social value policy on small, local organisations.

Cllr Jonathan Slater, Cabinet Member for Communities Lewisham Council on joining the Keep it Local Network:

“We are really proud of the work we are doing to support our thriving community sector. It’s important that we continue to unlock the potential in our borough and build strong local partnerships, joining the network will help us to work collaboratively with other councils to build on this.”

Places that have recently joined the Keep it Local Network

In places that have recently joined the Keep it Local Network, we’ve focused on a range of different projects:

- Joining up social value work with community asset transfer approaches.
- Convening public meetings with local voluntary sector on new infrastructure offer.
- Supporting the development of service co-design approaches with the local voluntary and community sector.
- Developing a new local authority wide commissioning approach for work with the voluntary and community sector.

Other case studies

A sample of two case studies, developed as part of [this essay collection](#), which lay out what the Keep it Local principles look like in practice.

Kirklees: [People, Partners, Places](#)

At Kirklees Council we recognise the importance of a strong voluntary and community sector (VCS) and a grassroots approach to tackle the shared challenges we face. So, we've sought to put power directly in the hands of communities through Community Asset Transfer and developed our Community Plus approach to harness the existing assets in our neighbourhoods. We're creating place-based partnerships between the Council and communities which are delivering clear outcomes for the people of Kirklees.

Oldham: [The Oldham Model](#)

Reform in Oldham – making a real difference to local lives – building thriving communities, developing cooperative services and working towards an inclusive economy. In this case study, we outline how we've fundamentally rethought the way we interact with communities and place. In this spirit, we outline how our social prescribing innovation partnership has provided flexibility to work and coproduce with partners and residents and lay out some of its early impacts.

Appendix 1: The Keep it Local Principles

The six Keep it Local Principles are explored in [a series of essays](#) along with examples of how they can be put into practice.

Principle 1: Think about the whole system not individual service siloes

Across the country, people are beginning to think very differently about public services. At the heart of this is a growing recognition of the complex nature of social problems and the need to work as a whole system to address them.

The starting point in this journey varies from place to place. Some are developing new principles across a whole system; others are innovating in a part of the system to catalyse wider change. But it is clear that a new world is emerging which requires not just new practice, but a change in the way we think about how social change happens and a new language to enable it.

Principle 2: Co-ordinate services at a neighbourhood level

We live our lives in neighbourhoods – so it makes sense for them to be the starting point for how we think about services. Working at a neighbourhood level – with communities who understand both the challenges local people face and the strengths they have to overcome them – can help find creative solutions to seemingly insurmountable problems.

Councils can support good neighbourhoods in two main ways: by sustaining local places and spaces, and by working with local organisations to support social interaction. In so doing, they can tap into the strong local networks and trusting relationships that have been built up over time – and are ready to be drawn on when a crisis hits.

Principle 3: Increase local spend to invest in the local economy

The rise of community wealth building presents an opportunity for local authorities – working alongside other anchor institutions – to lead the way in creating economies that work for local people.

A progressive approach to procurement is central to this agenda – but it does not stop there. Community wealth building is a suite of activities which seeks to reorganise the local economy and build greater levels of economic and social justice.

Principle 4: Focus on early intervention now to save costs tomorrow

Traditional models of public service provision were invented in different times to address different challenges. As such, the state-led or market-driven approaches of the past are

simply not set up to enable us to move away from crisis mitigation towards early intervention and prevention.

So now we need to make a decisive shift to the community: to mobilise the strengths that exist locally, and harness them in the name of early intervention and prevention. Under this new “Community Paradigm”, public services would be designed and delivered by and with communities themselves.

Principle 5: Commit to your community and proactively support local organisations

It's vital that councils understand the particular value that local community organisations bring to a place. A strong and active civil society is an inherently good thing whether or not it is commissioned to deliver public services.

There are all sorts of positive ways in which local authorities can build strong relationships with the community sector – listening to campaigning groups, providing small grants, supporting community asset transfer, involving local people in planning and development decisions. What is crucial is to create an environment where local community organisations can flourish.

Principle 6: Commission services simply and collaboratively so they are “local by default”

The EU procurement rules are often held to have imposed burdensome obligations that inhibit commissioning good sense. Yet the true villain is to be found much closer to home: domestic, bureaucratic institutionalism.

Commissioners can and should embrace the possibilities within our current regulations to prioritise social purpose and social value; and build strong partnerships with the local community.

Appendix 2: Keep it Local champion role outline

We see Keep it Local champions as: leading the council's public commitment to the agenda; and driving forward its internal implementation.

We have recommended champions in both the Cabinet and SMT to ensure both political and corporate buy in.

We believe the role will be most effective if it is defined by champions themselves. This will enable them to build on the council's particular commitment to the Keep it Local agenda, the things it most wants to achieve by being part of the Keep it Local network, and what might be required to overcome any specific challenges.

However, we would expect being a Keep it Local champion to encompass some of the following. Some of these may be most appropriately fulfilled by either the executive member or the SMT role. Others may be appropriate for both people, and some may be combined to result in one broader responsibility.

- Being a powerful public advocate for the Keep it Local approach
- Being involved with Keep it Local Network meetings and events where appropriate
- Using the six Keep it Local principles as the basis for developing council policy and strategy where relevant
- Identifying opportunities to embed the Keep it Local principles in council services and activities
- Working to ensure a cross-departmental approach to achieving Keep it Local outcomes
- Leading the internal communication of the council's Keep it Local commitment
- Informing and reminding those sitting within their teams, and beyond, of the council's Keep it Local commitment and that it's a thread that should run through all work
- Being a key figure in ensuring close involvement of and partnership with the local community
- Overseeing any outcomes agreed with Locality and the local community to work towards as part of Keep it Local

Appendix 3: Who are the Keep it Local councils?

In March 2020, we announced the first tranche of councils to join the Keep it Local Network. We are now working to induct new councils into the network, as we look to the role communities will play in the coronavirus recovery.

We have also recently had two new additions to the councils below as Leeds City Council and Wakefield Council have endorsed the Keep it Local principles and become our 12th and 13th councils in the network.

Who are the Keep it Local trailblazer councils?

- 1 Bradford Metropolitan District Council
- 2 Bristol City Council
- 3 Calderdale Council
- 4 Hackney Council
- 5 Kirklees Council
- 6 Lewisham Council
- 7 Newcastle City Council
- 8 Oldham Council
- 9 Rotherham Metropolitan Borough Council
- 10 South Gloucestershire Council
- 11 Wirral Council



Appendix 4: A 'whole systems' Keep it Local approach



Report to: Lead Member for Resources and Climate Change

Date of meeting: 26 July 2021

By: Chief Operating Officer

Title: Hastings office premises – New accommodation solution

Purpose: To agree to take leases of office accommodation in Hastings to replace Ocean House, Hastings

RECOMMENDATIONS

The Lead Member for Resources and Climate Change is recommended to:

- 1) approve the proposed lease terms of Cavendish House and Muriel Matters House, Hastings (the Properties), contained in the Exempt report at a later agenda item;
- 2) delegate authority to the Chief Operating Officer to approve the final lease negotiations and the signing and completion by the Council of the leases to the Properties and any related licences and other documents and take any other actions considered appropriate to give effect to the above recommendation, and to secure best value in accordance with the Local Government Act 1999.

1 Background

- 1.1 East Sussex County Council (ESCC) has been reviewing its office requirements based on business needs for frontline services in key localities. One of the key offices is Ocean House, St Leonards, Hastings. The Council leases several floors within this building and the current lease expires in March 2023.
- 1.2 The landlord has confirmed they will be re-developing the site as they have secured permitted development rights to convert the building into residential accommodation. This has resulted in the Council reviewing its accommodation needs in Hastings; reflecting on new work practices and increased hybrid working for the teams that are currently based in Ocean House.
- 1.3 The Council has undertaken searches for office accommodation and this report outlines two office premises in central Hastings. Both office solutions, are located adjacent to each other. Property Heads of Terms have been provisionally agreed and these are attached in Appendix 1 of the Exempt report later on in the agenda.

2 Supporting information

- 2.1 The Council's Asset Management Plan 2020-2025 outlines how efficient use of assets is a key priority and therefore the new office accommodation will occupy 39% less floor area to meet current office needs. In addition, the proposed offices are more energy efficient and will help the Council with its goals to drive down carbon emissions.
- 2.2 The property search for office accommodation revealed there was a lack of suitable accommodation that meets the Council's requirements, but a solution has been found. In respect of Cavendish House, the other floors are occupied by NHS and its partners and there is currently joint service commissioning delivery from this building. The teams that will move into this building will be located on the 6th and 7th floors. The accommodation will provide frontline services for children and adult social services clients.
- 2.3 As outlined above, the Council works closely with other public partners and to identify accommodation needs and to see solutions within the wider public estate. The Council has worked proactively with Hastings Borough Council (HBC), and it will take one floor

within Muriel Matters House, next to Cavendish House. This office will be used by back-office staff currently based in Hastings, where there is less client interaction.

- 2.4 A financial summary is shown on the proposed lettings at both properties in the Exempt report later in the agenda which supports the recommendations set out in this report. The property cost of these offices can be met within existing budgets. The Council has agreed break clauses for its leases so it can regularly consider its office accommodation needs and reduce its office requirements in Hastings in future years, if needed.
- 2.5 It is intended to enter into the leases in September/October 2022, to allow some minor adaptation works to be undertaken.

3. Conclusion and reasons for recommendations

- 3.1 As the landlord of Ocean House seeks to re-develop the site, alternative office accommodation needs to be found in Hastings. The proposed alternatives provide the required floor space, within current budgets, whilst reducing ESCC's carbon footprint.
- 3.2 The Lead Member Resources and Climate Change is recommended to:
- i. approve the provisional heads of terms as outlined in the Exempt report later on in the agenda;
 - ii. approve the delegation of authority to the Chief Operating Officer to approve the final lease negotiations and ensure the legal documents are in place that represent best value in accordance with the Local Government Act 1999.

Ros Parker
Chief Operating Officer

Contact Officers:

Peter Smith
Tel. No. 01273 337647
Email: peter.smith@eastsussex.gov.uk

Assistant Director – Property
Nigel Brown
Email: Nigel.brown@eastsussex.gov.uk

Report to: Lead Member for Resources and Climate Change

Date of meeting: 26 July 2022

By: Chief Operating Officer

Title: Disposal of land, The Ridgeway, Hastings

Purpose: To approve the disposal of Ridgeway and to declare surplus part of the asset.

RECOMMENDATIONS

The Lead Member for Resources and Climate Change is recommended to:

- 1) approve the disposal of part of the site known as the Ridgeway (“the site”) shown in Appendix 1 in accordance with s123 of the Local Government Act 1992 and the Localism Act 2011;
- 2) declare surplus part of the asset known as Ridgeway (“the property”) in Appendix 2;
- 3) delegate authority to Chief Operating Officer to take all actions necessary to secure the disposal of the site, at best value in accordance with s123 of the Local Government Act 1972 and the Localism Act 2011;
- 4) In the event of the sale not completing within the expected timelines, to delegate authority to the Chief Operating Officer to proceed with the next best offer.

1 Background

- 1.1 The site which was formerly occupied by three buildings; Ridgeway, Mount Denys and Pinehill is not required for operational purposes. Pinehill and Mount Denys were declared surplus to operational requirements by the Lead Member Resources in November 2015. Part of the former site of Pinehill was sold in August 2020. Appendix 1 shows the site plan of the asset for disposal.
- 1.2 Part of the Ridgeway asset was not declared surplus previously and this is shown in Appendix 2. There is no ongoing operational use for this asset.
- 1.3 The site is listed within East Sussex County Council's (ESCC) disposal programme and once sold, a capital receipt will be secured. Capital receipts are an important part of the ESCC's capital programme.

2 Supporting information

- 2.1 Under s.123 of the Local Government Act 1972, when disposing of land, ESCC must ensure that the best consideration that can reasonably be obtained is achieved. The site was advertised in May and June 2022 for disposal on the open market, as part of a competitive, transparent, non-discriminatory, and unconditional bidding process designed to establish the best consideration and use of the site.
- 2.2 The site was well received in the marketplace, with seven commercial/business sector offers received. Detailed information on the offers received is contained in the Exempt report later in the agenda.
- 2.3 ESCC has reviewed the offers from the prospective purchasers and an analysis has been undertaken with some due diligence that is normally undertaken by the property agent. In assessing the offers, ESCC has taken into account the requirement for it to secure Best Value in accordance with Section 123 of the Local Government Act 1972. The preferred purchaser has been identified based on an analysis of their proposal, as outlined in the Exempt report later in the agenda.

3 Conclusion and reasons for recommendations

- 3.1 The Lead Member is asked to note the information set out in the Exempt report later in the agenda which supports the recommendations set out in this report.
- 3.2 The disposal of the asset will reduce revenue liabilities relating to the management and holding costs of this surplus asset.
- 3.3 The Lead Member for Resources and Climate Change is recommended to:
- i. approve the disposal of part of the site known as the Ridgeway (“the site”) shown in Appendix 1 in accordance with s123 of the Local Government Act 1992 and the Localism Act 2021;
 - ii. declare surplus part of the asset known as Ridgeway (“the property”) in Appendix 2;
 - iii. delegate authority to Chief Operating Officer to take all actions necessary to secure the disposal of the site, at best value in accordance with s123 of the Local Government Act 1972 and the Localism Act 2011;
 - iv. In the event of the sale not completing within the expected timelines, to delegate authority to the Chief Operating Officer to proceed with the next best offer.

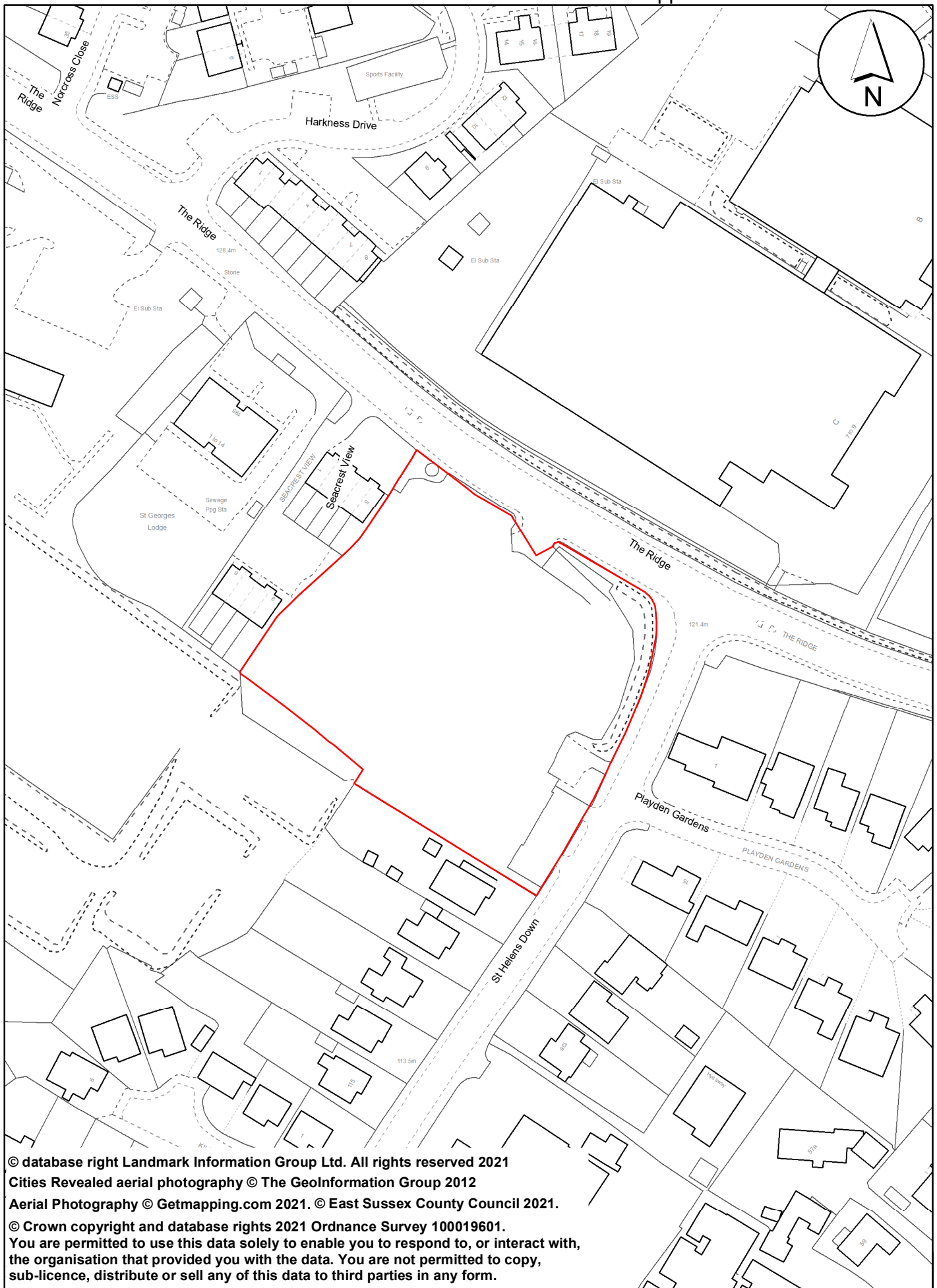
Ros Parker
Chief Operating Officer

Contact Officer: Zoe Tweed
Email: zoe.tweed@eastsusex.gov.uk

Assistant Director – Property: Nigel Brown
Email: nigel.brown@eastsussex.gov.uk

LOCAL MEMBERS

Councillor Alan Hay, Hastings – Baird and Ore



© database right Landmark Information Group Ltd. All rights reserved 2021

Cities Revealed aerial photography © The GeoInformation Group 2012

Aerial Photography © Getmapping.com 2021. © East Sussex County Council 2021.

© Crown copyright and database rights 2021 Ordnance Survey 100019601.

You are permitted to use this data solely to enable you to respond to, or interact with, the organisation that provided you with the data. You are not permitted to copy, sub-licence, distribute or sell any of this data to third parties in any form.

St Helens Downs Campus

Author: ZT/RP

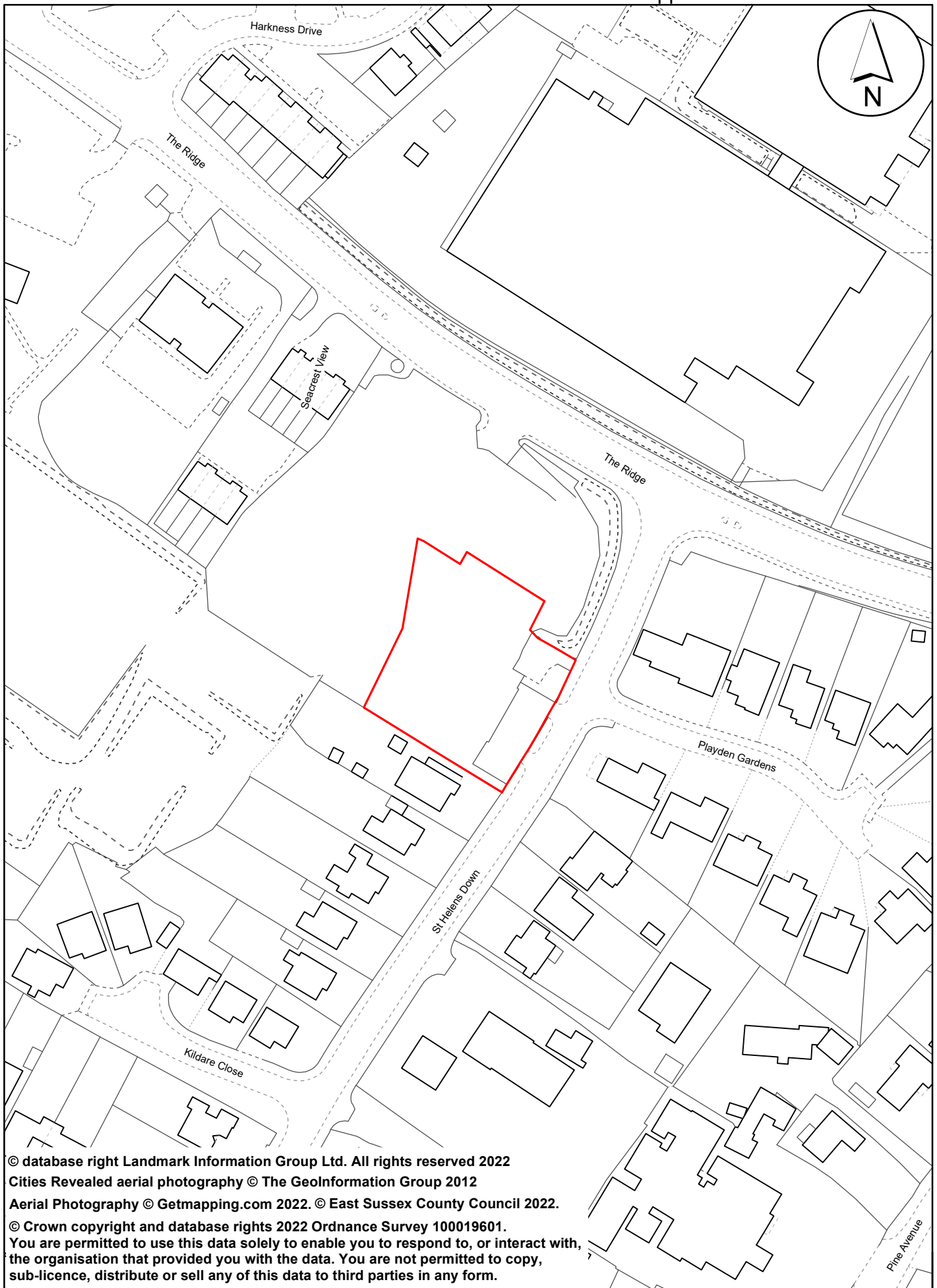
Page 27

Scale: 1:1,250

Date: 13/09/2021



This page is intentionally left blank



© database right Landmark Information Group Ltd. All rights reserved 2022

Cities Revealed aerial photography © The GeoInformation Group 2012

Aerial Photography © Getmapping.com 2022. © East Sussex County Council 2022.

© Crown copyright and database rights 2022 Ordnance Survey 100019601.

You are permitted to use this data solely to enable you to respond to, or interact with, the organisation that provided you with the data. You are not permitted to copy, sub-licence, distribute or sell any of this data to third parties in any form.

Ridgeway Site

Author: FM

Page 29

Scale: 1:1,250

Date: 07/07/2022



This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank