East Suffolk Partnership Business Plan
2015-16

Connect, influence, deliver
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Connect, influence, deliver

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The East Suffolk Partnership (ESP) is committed to making a real difference to our communities and businesses in East Suffolk. I believe that local people know best about what’s needed to make their communities a more vibrant and pleasant place to live and work and we can tackle local priorities more efficiently and effectively together. This requires a dynamic partnership between the citizens that make up our area, the wider public sector, the voluntary and business sectors, and local government.

The ESP Board recognises that, with support, local people are often best placed to find innovative and more efficient solutions to local problems. For the East Suffolk Partnership to achieve its full potential and deliver significant outcomes that make a real difference to our communities it needs to harness the wide range of resources in East Suffolk. Crucially, these include the energy of key individuals with a desire to succeed, the skills and expertise that can be focused on delivery through existing and new groups and networks, additional financial contribution of partner organisations, and by exploiting other funding opportunities as they occur.

This Business Plan represents a statement of intent by the ESP Board, who has identified five key themes which represent our primary business:

- Build on economic prosperity, growth and infrastructure development
- Ensure people have the skills to meet employment opportunities
- Encourage a growing, ageing population to live well
- Build strong communities and reduce inequalities in health, housing, and crime
- Improve lives through environmental action

We recognise that many of the underlying issues within these themes are interconnected and need a collaborative approach to address them successfully. Over the next year I hope we can build on what we have been working hard to achieve so far, and I hope we can further embrace the good work which is taking place.

Although this document is largely forward looking, I think it is worth reflecting that we have already made significant progress against our previous Business Plan for 2014-15, and this is briefly summarised at the beginning of this document.

“I believe that local people know best about what’s needed to make their communities a more vibrant and pleasant place to live and work.”

Ray Herring
Chairman, East Suffolk Partnership
Covering around 126,000 hectares, East Suffolk is a diverse area incorporating 79 Km of coast, expansive areas of countryside, the resorts and ports of Felixstowe and Lowestoft, 9 market towns together with other communities and many villages.

People are at the heart of the area and the population is rising. East Suffolk is home to just over 241,000 people and a high proportion of residents say they are satisfied with their area as a place to live, making it one of the top rated places in the country. The excellent quality of our environment is recognised in the substantial areas of countryside and coast that are designated as Areas of Outstanding Natural Beauty and the Suffolk Broads. The built environment is of a similar high quality, with numerous listed buildings, Conservation Areas and Scheduled Ancient Monuments. The coast and estuaries support vibrant communities, a wealth of outstanding landscapes and are internationally significant for the wildlife they support. East Suffolk supports almost 11,000 businesses, most of which are micro businesses. Significant employers include BT at Martlesham, the Port of Felixstowe, ABP, CEFAS, SLP Engineering and Birdseye in Lowestoft, Bernard Matthews in Halesworth, Adnams in Southwold, Sizewell Power Station, Clays Printing in Bun-gay and the County and District Councils. There are a high proportion of small and medium sized businesses that are vital to the local economy. Martlesham Heath, centred on BT’s research and development headquarters, is a key part of the information, communication and technology cluster for the East of England and East Suffolk is also important for the energy sector. The area is very popular with visitors and tourism is also a major driver for the local economy.


The East Suffolk Partnership (ESP) is a non-statutory, non-executive organisation that covers Suffolk Coastal and Waveney and attracts organisations from the public, business, community and voluntary sectors to achieve joined up services and redesign of the system for the long term benefit of residents and business in East Suffolk.

The ESP is overseen by a board made up of the following organisations: Associated British Ports, Community Action Suffolk, East Suffolk Business Associations, East Suffolk Greenprint Forum, East Suffolk Youth Priority Action, HealthEast, Orwell Housing, Suffolk Association of Local Councils, Suffolk Coastal District Council, Suffolk Constabulary, Suffolk County Council, Suffolk County Council Public Health and Waveney District Council.

The ESP operates at a level which enables strategic decisions that affect East Suffolk and also drive delivery of projects and initiatives at a relatively local level. The ESP is ideally positioned to influence, inform and support delivery of key plans and strategies in East Suffolk. Important examples include the Suffolk Coastal and Waveney district councils shared business plan for East Suffolk together with countywide strategic ambitions like the Suffolk County Council transformation programs, as well as the emerging Transformation Challenge Award work streams around Localism, Growth & Housing, and Health, Social Care & Safety. Further information, including details of the membership of the ESP Board can be viewed on the ESP website: www.eastsuffolkpartnership.org.uk...
Achievements impact and resources

On 18th March 2015, the ESP Board received a full performance report for 2014-15.

Suffolk Coastal and Waveney District Councils have committed a total of £150k through the New Homes Bonus to the ESP in FY 2015-16. Suffolk County Council maintains the option to fund specific outcomes in east Suffolk that support delivery of their transformation programme.

Partners have on many occasions worked collaboratively to harness resources available across the system and have increasingly looked to lever in external funding and resources to get the job done. It is estimated that every £1 that the ESP has committed from its own budget to direct delivery has helped attract an additional £12 to east Suffolk through match funding and grant awards from external sources.

Examples of how the ESP budget is being targeted to help unlock resources or build capacity where it is needed across important parts of the system include:

- £31,300 to Community Action Suffolk to facilitate the East Suffolk Resource Network to work in partnership to build capacity in our voluntary and community (VCS) groups.
- Through supporting VCS organisations with funding applications they have leveraged £487,200 into east Suffolk to strengthen these organisations and help them become sustainable for the future. The true value of this work is in the greater capacity of those groups and organisations to do more for themselves and their communities to tackle the issues that are important to them e.g. health, housing, community safety, etc.

£2,000 towards the costs of development of a Local Development Strategy (LDS) for the Heritage Coast LEADER area. This money helped lever in almost £13,000 LDS development funding from Defra and was matched by £3,500 from Suffolk County Council. Together this covered the total cost of the LDS – which will lead to a medium term investment in the region of £2m to deliver a range of rural economic development projects.

£41,876 was allocated to scope and develop a feasibility assessment for a volunteer tourism provider to grow volunteer tourism within the East Coast. This idea originated at an ESP Forum and the Board was keen to see it progress but only if additional funding could be secured from elsewhere. £99,837 Coastal Communities Fund money has now been secured to support it. This substantial sum will provide for the model to be launched and taken to the stage where it can be a self-sustaining enterprise working with charity partners and also means that the original allocation of ESP funds is no longer required.

However, the examples above only tell half the story and more work is needed on the social return on its investment if the ESP is to measure and account for the value it is creating. For example:

After 9 months 235 clients have been supported through the work clubs commissioned by the ESP at a cost of £65,000. The value of this work is not in the number of clients seen, but in the 53 that have progressed to sustained employment so far. Not only is this going to have a direct positive impact on the individuals concerned, but should also relieve pressure and free up resources in other parts of the system such as benefits, housing, health, etc.

The ESP commissioned a strategic assessment of East Suffolk (the State of East Suffolk Report) along with more in depth intelligence gathering and discussions on the key issues in the report.

As a result the ESP has identified the following five key areas that represent their primary business although many of the underlying issues are interconnected and demand a collaborative approach to address them successfully.

- Build on economic prosperity, growth and infrastructure development
- Ensure people have the skills to meet employment opportunities
- Encourage a growing, ageing population to be healthy and live well
- Build strong communities & reduce inequalities in health, housing & crime
- Improve lives through environmental action

Although the ESP will seek to influence a range of agendas, it will not try to do everything. Resources are limited and success is being achieved by focusing on a small number of key priorities and making sure they are delivered on. The key areas of activity are also being tackled in different places in a way that reflects local priorities and situations. The place based initiatives in East Suffolk bring partners from across the public, private and voluntary sectors together to achieve common priorities by testing new delivery models and ways of working (Lowestoft Rising, Leiston Forward and Felixstowe Forward are examples).

The focus on a whole place is consistent with the districts and county council approach to localism in East Suffolk and is consistent with the ESPs founding ambition in relation to better joined up services and redesigning the system for the long term benefit of residents and business in East Suffolk. It is therefore a key role of the ESP to:

i) Support communities to do more for themselves by facilitating and supporting local initiatives and provide connections to organisations that can help them progress their ideas.
ii) Collaborate to harness resources available across the system to respond to issues that are identified by communities.
iii) See how learning and best practice from locally ‘place based’ activity can be applied in other localities in East Suffolk.

The ESP has supported a number of the place-based initiatives that have emerged in East Suffolk. The ambitions for the work in these localities mirrors the ambitions of the ESP in terms of exploring new ways of working and working in a collaborative way to focus resource and effort in a way that has maximum impact.

Lowestoft Rising: In line with its priorities around employment and skills, the ESP has directly supported the delivery of Working It Out in Lowestoft and the work inspiration package. 55 young people enrolled on the Working It Out in Lowestoft programme, including 12 via Suffolk Family Focus, and 46 have completed the programme. “Working It Out” is an intensive ten week personal development programme. It supports groups of the most disengaged young people aged 16-24 that are “NEET” to get back into employment, education or training. 50% of those starting the programme had a positive progression to employment, education of training and 50% of those completing the programme sustained their progression for at least 6 weeks

The ESP has also taken the lead on facilitating discussions between key partners on the development of a joint European funding bid with Great Yarmouth and Norwich. If successful, this could bring significant funding to Lowestoft to progress projects for long term unemployed adults through creating employment opportunities and the employability support that open pathways into mainstream employment.

Leiston Forward: The ESP and some of the groups and forums that have been established in East Suffolk (for example the East Suffolk Resource Network and the East Suffolk Greenprint Forum) have helped to ensure that the right people have been engaged in this work and that the work has been linked with other activity in the local area, such as the Being Well in the Wild initiative.

Five key areas of activity
Priorities for action 2014/15

Build on economic prosperity, growth and infrastructure development.

• Support Business Associations in East Suffolk to have sufficient operational capacity to realise their plans for growth.
• Support Business Associations in East Suffolk to develop and promote a wider network of businesses, local government and specialist organisations to encourage beneficial partnerships.
• Support East Suffolk Businesses to develop activity that will help develop new ‘Routes to Market’.
• Contribute to the sustainability of our market towns by supporting existing grass roots activity, encouraging new ways of thinking and stimulating collaborative work to build strong and distinctive places.

Ensure people have the skills to meet employment opportunities.

• Ensure access to internet job search and job application support is available for unemployed, low skilled and low paid workers.
• Explore ways to reduce the practical barriers to accessing training and employment, such as the cost and availability of transport and accommodation.
• Support and develop initiatives to help unemployed people (especially young people) raise their aspirations and find work, self-employment, education or training opportunities.

Encourage a growing, ageing population to be healthy and live well.

• Ask older people about their aspirations and explore ideas for action including intergenerational activities and maximising the use of existing community assets.
• Encourage self-help, particularly in managing long term conditions, including through improved access to information.
• Support the drive to provide joined up care closer to people’s homes and help people to access the right health services at the right time.
• Strengthen community support for older people and their carers and encourage dementia friendly communities and businesses.

Build strong communities and reduce inequalities in health, housing, and crime.

• Support people to make positive differences for themselves, their families and their communities through the provision of effective support to frontline voluntary and community groups in East Suffolk.
• Effectively share information about health and wellbeing, housing and crime to support informed decision making by local councillors and community leaders.
• Support the development of an asset based approach, including the rich natural assets of East Suffolk, to promote health and wellbeing, particularly for those who currently have little access to the natural environment.
• Champion mental health and wellbeing in communities and businesses in East Suffolk, including through a mental health needs assessment for Suffolk.
• Support place-based initiatives in East Suffolk that bring partners from across the public, private and voluntary sectors together to achieve common priorities by testing new delivery models and ways of working.

Improve lives through environmental action.

• Help shape work in Suffolk to develop better understanding of local natural capital, and support the development of some tangible case studies in east Suffolk that make sense locally.
• Influence existing networks to ensure that tourism promotion and development fits an east Suffolk value and support work to deliver a commercial all year round volunteer tourism package for Suffolk.
• Support the ‘Thrivability of community buildings’ initiative to deliver its initial targets and also develop long term sustainability so that we can continue to support communities to manage their buildings and other assets more sustainably.
• Inspire and inform communities on issues relating to their natural capital and how they can value and make best use of it.
• Ask young people about their views on the environment and explore ideas for action.
How the ESP is having an impact

The ESP takes a flexible approach to delivering its priorities and proactively interacts with other ‘systems’ and avoids being hierarchical or bureaucratic. As well as being a voice for East Suffolk and enabling strategic planning between partners, the ESP also incorporates active engagement in delivery and the Board commissions work or engages partnership task groups to achieve its priorities where this is most appropriate.

Firstly, the ESP is not trying to do everything. Success is being achieved by focusing on a small number of key priorities and making sure we deliver on them.

Secondly, it is not about control, it is about collaboration. The partnership Board has a clear set of priorities that will focus effort and resources to ensure it has impact at a comparatively local level across East Suffolk, including the development of place based initiatives.

And thirdly, the ESP Board understands that there is no one size that fits all when it comes to partnership working. It’s about continually exploring new ways of working and being pragmatic about which mechanism to adopt to have the most impact.

The ESP sees commissioning as an important process to achieve clearly defined impacts, and will continue to push the boundaries of what commissioning is perceived to be, and traditional views on what it can achieve. In each case we will engage one of our member organisations to operate a transparent process on the ESPs behalf to seek proposals from various service providers to achieve a particular priority. The Board will also decommission projects and initiatives that it considers are not achieving the desired level of impact.

Alternatively, partnership task groups who currently operate in East Suffolk are engaged by the ESP for some of the priority work streams. These groups are coordinated for governance purposes by the relevant lead partner organisation rather than reporting to the ESP.

Managing performance

To deliver its priorities the Board will maintain its rolling programme of work and focus on specific issues or locations. Detailed work to deliver the outcomes will be coordinated through a work programme managed by the ESP Programme Officers Group between meetings of the Board.

Although it is important to focus on delivery, the ESP Board needs to ensure that the partnership has effective co-ordination and management. This does not require a lot of bureaucracy but the ESP employs a Partnership Manager to manage and co-ordinate ESP activity. The Programme Officers Group has explored new ways of working and been pragmatic about which mechanism to adopt to have the most impact.
Partnership networks delivering our priorities in East Suffolk

East Suffolk Business Associations Network
The East Suffolk Business Association Network provides a mechanism by which the ESP can engage directly with the business associations in East Suffolk. It is being supported to develop a wider network of businesses, local government and specialist organisations. The business associations develop a work programme that supports these aspirations. Meetings of East Suffolk Business Associations have had representation from all ‘place based’ business associations in East Suffolk. In addition, The Suffolk Chamber of Commerce, The Federation of Small Business, Menta, NWES and New Anglia were in attendance.

East Suffolk Funding Group
The East Suffolk Funding Group provides a mechanism for the key funding teams operating across East Suffolk to connect. The purpose of the group is to share information on each other’s priorities and areas of activity; to identify ways to develop appropriate collaboration in funding applications and to provide funding advice and explore ways to support partners in East Suffolk to deliver by levering in additional funding.

East Suffolk Greenprint Forum
This East Suffolk Greenprint Forum is a network made up of members who are passionate about our natural environment and the role of communities in improving health and wellbeing and supporting prosperity through environmental action. Membership is free and is open to anyone in Suffolk Coastal and Waveney who is part of a community group, environmental group, Parish or Town Council. Greenprint aims to bring key organisations, communities and individuals together to initiate, raise awareness of and promote community action to support a greener economy while sustaining and improving the environment of East Suffolk.

East Suffolk Resource Network
The East Suffolk Resource Network is a network of voluntary sector infrastructure organisations and public sector partners who have signed a partnership agreement to work towards a set of agreed objectives. Network members have a shared vision of improving the quality of people’s lives and communities, especially for the most disadvantaged, through the provision of a network of robust infrastructure services to frontline Voluntary and Community Organisations in East Suffolk. Partners aim to improve the provision of high quality, accessible and relevant ‘frontline’ services to local Voluntary and Community Sector groups by working together.

Suffolk Coastal and Waveney Community Safety Partnerships (CSPs)
The CSPs work to improve the quality of life and keep residents, visitors and employees in Suffolk Coastal and Waveney safe. The strength of partnership working is the broad range of agencies which are also involved, from voluntary sector partners, to housing providers, Suffolk Youth Offending Service to Neighbourhood Watch and many others. Their purpose is to tackle crime, disorder, drug and alcohol abuse, anti-social behaviour, hate crime incidents, domestic violence and improve community confidence around fear of crime and antisocial behaviour.

Suffolk Coastal and Waveney Young People Group
This group consists of a wide range of organisations in the public, private and voluntary sector. The network seeks to influence how young people are engaged in decisions that affect them together with specific priorities such as mental health, sexual health and housing issues for young people.