



**‘SHAPING THE FUTURE OF SUFFOLK’
COMMUNITY STRATEGY CONSULTATION DOCUMENT
2008 - 2028**

Dear Partner,

The purpose of the Suffolk Strategic Partnership is to establish the long-term vision and priorities for Suffolk, a vision which will promote the well-being of its people, economy and environment.

Suffolk leads the way in an impressive number of areas and we need to build on these successes to ensure that Suffolk remains at the forefront of development within the United Kingdom.

In an ever changing environment, emerging trends and changes in government policy have required the partnership agenda to move forward both nationally and locally, highlighting the importance and effectiveness of local agencies tackling issues together to achieve better results and greater efficiency.

The Suffolk Strategic Partnership has undertaken the task of putting together the Community Strategy to reflect the changing priorities and ambitions for the county over the next twenty years. The revised Community Strategy will cover the period 2008-2028 informing the collective action of Suffolk partners and the use of public resources. The strategy will reflect the key priorities for strategic planning which will underpin Suffolk’s Local Area Agreement 2 (LAA2) for the period 2008-2011.

Suffolk’s LAA2 will set out the detailed outcomes, targets and funding streams to deliver the priorities of the Community Strategy. The LAA will essentially be the delivery plan for Suffolk including both local priorities (drawn from the Community Strategy) and national priorities (up to 35 national improvement targets plus 18 DfES statutory targets).

We have called this draft ‘Shaping the Future of Suffolk’. It is a consultation document intended to start the debate on where we want our county to be in the next twenty years. It presents eight emerging themes summarising the key challenges, opportunities and possible actions. These have been designed to stimulate comment and discussion that will help to identify and shape the content of the new Community Strategy.

The Community Strategy needs to build on the core values of the Suffolk Strategic Partnership and provide a common vision that all partners can sign up to. The Suffolk Strategic Partnership recognises the importance of spirituality and faith in the lives of our citizens and would seek to encourage and support this as a fundamental part of well-being, health and positive outlook. The Suffolk Strategic Partnership will also encourage community participation in delivering the ambitions of the strategy by promoting active citizenship and empowering local people to take ownership of challenges in their community and will support them in dealing with those challenges.

The Suffolk Strategic Partnership is committed to ensuring that the new strategy genuinely reflects local issues and harnesses the valuable information, data and views already available through partner organisations and communities. We recognise the importance of involving communities, not only in the development of our strategy but also in working with us to identify and deliver some of the actions required if we are to achieve our long term aims.

The means of carrying out the consultation process and the emerging themes on which we wish to consult are set out at the end of this document.

I would be very grateful if you would read this document and share your comments and observations with us.

Best Wishes

Clare Euston D.L
Independent Chair of the Suffolk Strategic Partnership

PROCESS / TIMESCALES

May 2006

In May 2006 the Suffolk Strategic Partnership Board agreed to a revision of the current community strategy to reflect the changing priorities and ambitions for the county over the next twenty years. This started the debate of the potential themes that would be included in the revised strategy, including Suffolk a World-Class Education System, Suffolk the Greenest County, Suffolk the Safest County, Suffolk a unique response to the needs of an ageing population.

July 2006

It was agreed that in developing the revised Community Strategy the partnership work to timescales that suit the themes, rather than being driven by a universal timescale.

The SSP Board agreed that the process of revising the Community Strategy should begin with an independently facilitated away day drawing ideas from a wide range of partners, the business community and other Suffolk champions.

September 2006

On 26 September a visioning exercise was carried out with the SSP Board. Members were asked to articulate how they would like to see Suffolk in twenty years and what the characteristics of a successful Suffolk would look like. Board members provided their views and then voted for their top two visions of all those provided.

November 2006

On 7 November a strategic visioning event was held for key partners. Discussions centred on the 'State of Suffolk' report commissioned by the partnership to explore the economic, social and environmental trends and issues affecting the county in the short, medium and long- term future. Over one hundred partners attended including the business community and other Suffolk champions.

On 15 November the SSP Development Group recommended that the revised strategy should include Community Cohesion as a cross cutting theme.

January - February 2007

The consultation draft was produced bringing together the initial evidence base along with key stakeholders local knowledge and ambitions into emerging themes.

April – July 2007

Consultation period. This consultation document will form the basis for discussion and debate with stakeholders over the next sixteen weeks to inform the development of key priorities within Suffolk's final Community Strategy.

Consultation will be carried out by a) Theme, b) Place and c) Partner Organisation.

July - October 2007

Production of Vision and Strategy. The key areas of work in developing the final strategy will include:

- Gathering existing evidence base and data sets and looking at how the strategy links to other areas of work such as Local Development Frameworks etc.
- Understanding the overlaps between the themes and identifying cross-cutting key priorities, which support more than one theme.
- Understanding the key priorities for the Community Strategy; both in terms of themes and key priorities within themes.
- Developing a long-term overarching vision for the Community Strategy, which pulls together the eight themes.

October 2007

Launch of Community Strategy.

October - March 2008

LAA2 negotiated using the local priorities from the Community Strategy.

April 2008 – March 2011

LAA2 delivered.

EMERGING THEMES

Creating the best place to grow & learn



Champion: Rosalind Turner, Director for Children & Young People, Suffolk County Council

Lead: Peter Knight, Head of Policy & Planning, Children and Young People's Services, Suffolk County Council

Lead Partnership: Suffolk Children's Trust

Creating Prosperity for All



Champion: Julian Munson, Acting Chief Executive, Suffolk Development Agency

Lead: Fran Toomey, Assistant Director, Environment and Transport Strategic Development, Suffolk County Council

Lead Partnership: Local Area Agreement Block 4 – Prosperity for All

Creating the Greenest County



Champion: David Barker MBE, Environmental Representative

Lead: Iain Dunnett, Project Manager, Partnerships Team

Lead Partnership: Suffolk the Greenest County Think Tank Group

Creating the Safest County



Champion: Simon Ash, Chief Constable, Suffolk Constabulary

Lead: Lee Howell, Director of Public Protection, Suffolk County Council

Lead Partnership: Task & Finish Group (to be established)

Creating a Cohesive County



Champion: Member of the Community Cohesion Steering Group

Lead: Shammi Jalota, Social Inclusion Manager, Suffolk County Council

Lead Partnership: Community Cohesion Steering Group

Creating the Healthiest County



Champion: Peter Bradley, Director of Public Health, Suffolk Primary Care Trust and Suffolk County Council

Lead: Judy Rainer, Head of Development (Health), Suffolk County Council & Wendy Smith, Director of Communications & External Relations, Suffolk Primary Care Trust

Lead Partnership: Suffolk Public Health Network

Valuing People



Champion: Daphne Savage, Chair of Suffolk Older Persons Partnership Board

Lead: Jo Cowley, Adult and Community Services, Suffolk County Council

Lead Partnership: Chairs of the relevant Partnership Boards x 6 (Mental Health, Learning Disabilities, Family Carers, Physical / Sensory Disabilities, Marginalised Adults, Older People)

Culture & Sport



Champion: To be discussed with Suffolk's Cultural Network

Lead: Richard Hunt, Head of Service Development for Culture & Sport, Adult and Community Services, Suffolk County Council

Lead Partnership: Suffolk's Cultural Network



Champion: Rosalind Turner, Director for Children & Young People, Suffolk County Council

Lead: Peter Knight, Head of Policy & Planning, Children and Young People's Services, Suffolk County Council

Lead Partnership: Suffolk Children's Trust

AMBITION

The Suffolk Children's Trust's vision is to enable children and young people in Suffolk to aspire to and achieve their full potential, giving them the basis for a successful life as active members of their community:

- Aiming for every child and young person in Suffolk to achieve their aspirations, to be healthy and safe, to contribute successfully to their community and have a successful transition to adulthood, by ensuring high quality services which meet local and national objectives.
- Giving extra attention and support to those children and young people with additional needs, intervening early to prevent further difficulties, and supporting and involving parents and carers in the design and delivery of services.
- Striving to achieve ever-higher standards and improved outcomes for all children and young people in Suffolk, by improving performance and effectiveness.
- Working across all agencies to develop shared values and culture, to ensure that children and young people, their parents and carers, receive services that are accessible and co-ordinated.

CHALLENGES

- Increasing inequality of opportunity and access to services, particularly for the most vulnerable.
- Lack of ambition for children and young people to develop and thrive, and to achieve their goals and aspirations throughout their lives.
- Failure to fully engage children and young people and their families in identifying needs and aspirations and to fully involve them in the planning and delivery of services.
- Increasing pressure on resources, particularly for the development of preventative or early intervention services, which means that the needs of all children and young people are not met.
- Failure to engage all key partners in the development and delivery of a jointly-owned long-term vision for children and young people.

OPPORTUNITIES

- Most children and young people in Suffolk are healthy, thriving and achieving relatively well and most services for children and young people perform well in relation to national and regional comparators.
- We need to do more to help young people and their families become more ambitious so that they achieve as much as they are able, and making choices that keep them healthy and able to thrive. We want every young person to aim for excellence in all that they do.
- We know that not all needs are currently met and not all children are thriving. We want to improve even further upon our excellent baseline to ensure that those children and young people who are not currently doing well are better supported.
- We are aware that the process of accessing support services, particularly for children with special needs or those who are marginalised, can be very frustrating for parents and carers.
- The need to improve access, and to increase preventive services are key drivers to our change agenda, while continuing to improve and maintain core services.

- The Children's Trust Partnership has made a very strong start in jointly planning and co-ordinating services for children and young people. For the future, we need to ensure that all support is planned around the child, with jointly commissioned services whenever joint action will improve outcomes.
- The Children's Trust's vision and priorities for children and young people will only be delivered if all agencies and organisations that provide services for children, young people and their families bring about fundamental change in our systems and processes to enhance collaboration, improve effectiveness and ensure that children, young people and their families receive consistent and joined-up responses to their needs.
- Children and young people and their families are in a very strong position to tell us about their needs, aspirations and priorities and to help us plan and design services to meet their needs. A good start has been made in developing and implementing an Involvement Strategy but there is still some way to go in ensuring that all our policies and services are based on a thorough understanding of the views of young people and families.
- As members of the community, young people can make a significant contribution to the Community Strategy. All partners will find ways to support them to maximise their commitment and involvement.

TYPES OF ACTIONS

The jointly-developed and owned vision and priorities for the Children's Trust Partnership are articulated through the Suffolk Children & Young People's Plan, and which are aligned to the five national 'Every Child Matters' outcomes for children and young people. The priorities for the Children's Trust over the next three years, and the focus for joint attention for action, are:

1. **Be healthy** - Children, young people, their families and carers should be supported and encouraged to adopt healthy lifestyles and the emotional wellbeing of all children and young people should be developed to ensure that their mental health needs appropriately addressed. Young people need to be well informed about issues such as sexual health substance misuse and have access to support, information and advice concerning these issues.
 - Reducing teenage pregnancy and rates of sexually transmitted infections amongst young people.
 - Reducing levels of obesity amongst children and young people.
 - Improving access to child and adolescent mental health services.
2. **Stay safe** - We need to provide safe environments for children, young people and their families, where children and young people in care are safe, have stability and achieve their full potential. Children and young people need to be protected from crime, anti-social behaviour or bullying and safeguarded from neglect and harm.
 - Reducing the number of children killed or seriously injured on Suffolk's roads or in the home.
 - Reducing the number of children and young people who say bullying is a problem.
 - Reducing the number of children placed on the Child Protection Register.
3. **Enjoy and achieve** - We want children and young people improve their standards of attainment, especially those who may be at risk of underachievement and reduce the numbers of children and young people who do not attend, or are excluded from, school. Learning opportunities for young children need to be extended and should be of high quality and they should have access to informal learning, leisure and recreation services.
 - Broadening the curriculum to increase the motivation and achievement of all learners.
 - Reducing the attainment gap for groups of children and young people who are vulnerable to underachievement.
 - Improving access to integrated services for children, young people and their families.
4. **Make a positive contribution** - Children and young people should actively engage with their communities and with the services provided for them. They also need to be involved in decision-making in matters that affect them. We should recognise children and young people for their responsible behaviour, and support them in reducing offending and anti-social behaviour. They also need to be supported in dealing with significant changes and challenges in their lives and ensure that they are tolerant and supportive of each other, and respect differences in their communities.

- Increasing the direct involvement of children and young people, and parents and carers in decision-making.
- Improving support to children with additional needs, including those with a learning difficulty or disability.
- Promoting the positive image of children and young people in Suffolk.

5. **Achieve economic wellbeing** - We need to increase participation in post-16 learning and improve attainment at this level. High quality childcare must be provided to meet the needs of parents in work or seeking work and we need to work together to reduce the effects of poverty on children and young people.

- Extending the breadth and choice of subjects that young people can study, to increase participation in learning beyond compulsory school age.
- Increasing the proportion of young people that progress to higher education.
- Increasing the availability of childcare places, especially where there is insufficient provision.



Champion: Julian Munson, Acting Chief Executive, Suffolk Development Agency

Lead: Fran Toomey, Assistant Director, Environment and Transport Strategic Development, Suffolk County Council

Lead Partnership: Local Area Agreement Block 4 – Prosperity for All

AMBITION

We wish to see all members of the community enjoy standards of living equal to the best in the region (the East of England Region being second only to the south east in its prosperity) and to have the benefit of all the facilities and services essential to a good quality of life: fulfilling jobs, housing to meet their needs, and accessible commercial and community services.

To that end we will develop an economy that is dynamic and enterprising, with a workforce that has high skills levels appropriate for the needs of local employers and skills that are needed to support the needs of our communities.

We will foster sustainable communities that include a range of services and housing that meets local needs and whose affordability is not a constraint on the prosperity that residents enjoy.

Our ambition is to encourage and support local communities to be innovative and ambitious. A high quality living and working environment is a fundamental part of ensuring a decent standard of living.

CHALLENGES

- Suffolk economy is facing severe strain and the global restructuring has severely impacted upon the county's ability to create wealth.
- Average earnings in the local economy remain amongst the lowest in the country.
- Suffolk has a very poor skills base with many residents with either no or limited qualifications, leading to a low-wage economy.
- In some smaller towns employment is too reliant on single large employers and there is a danger of the concentration of growth in the major urban centres being at the expense of the health of the market towns.
- Measures of productivity show performance of the county's economy is lower than the national average.
- The county suffers a substantial net loss of young people when they leave school/college with implications for the scale and make-up of the workforce.
- A lack of good quality jobs encourages high skilled workers to leave the county for employment elsewhere.
- The skills base of the working population is relatively low.
- Levels of affordability of housing for Suffolk residents are worsening with implications for the workforce.
- As growth in population, housing and jobs continues there has not been a comparable investment in infrastructure, not least transport infrastructure.
- A number of areas of the county demonstrate high levels of Multiple Deprivation and are identified as regional Priority Areas for Regeneration.

OPPORTUNITIES

- The county is endowed with high quality cultural and environmental assets that could stimulate investment suitable for Suffolk - complementing 'Greenest Suffolk'.

- Nationally significant businesses/organisations are located in, and relocating into, Suffolk ranging from the Haven Ports to horse racing at Newmarket, and Snape Maltings to Adastral Park.
- The Higher Education sector with its' potential for technology transfer, Research & Development as well as higher sector specific skills will expand rapidly across Suffolk centred on the work of University Campus Suffolk (UCS).
- Increased investment in the Further Education sector to support growth in learning, matched to employers' skills needs.
- There are new opportunities for the delivery of public services, not least by the voluntary and community sector, as public bodies focus on commissioning rather than delivering services.
- Growth planned in the Regional Spatial Strategy can enable new approaches to investment in the county.
- Local and regional organisations can act together to seek to regenerate the most deprived areas of the county.
- The development of University Campus Suffolk is a transformational opportunity to develop skills required for our key sectors.
- Supporting key sector business to increase productivity and growth.
- Focus on support to small business and social enterprise.

TYPES OF ACTIONS

Actions proposed generally fall into the following categories:

1. **Policies and plans** - Ensuring that drawing on the same base of information, the many strategies and plans (Economic Development, Skills, Planning, Housing, Transport, other infrastructure, Regeneration) complement each other and focus on a common set of the most suitable and effective means of enhancing the prosperity of the county. Through the work of County and District Councils as statutory local transport and planning authorities, policies and plans will be developed to deliver the housing and job growth planned for Suffolk in the Regional Spatial Strategy.
2. **Co-ordinated programmes of work** - Delivering joint public service, and public/private sector initiatives, such as developing the education and skills provision to support emerging and key business growth sectors, providing housing to meet local needs, facilitating access to work, entrepreneurship, business start up activity, and inward investment. For example; identifying innovative ways of addressing lower cost housing as well as affordable housing to reduce the risk of lack of housing for those on average (or below) incomes; and co-ordinated activities to regenerate the physical, social and economic circumstances of those parts of the county most affected by the legacy of past economic changes and current deprivation.
3. **Promotion and awareness raising** - Increasing the knowledge of the existing workforce, those on benefits and young people who will join the workforce about work opportunities and prospects, and promoting investment opportunities. The embedding of higher education provision, primarily through UCS, throughout the county needs to be delivered to underpin the growth of knowledge-driven sectors of the economy, and retain or attract more people in the workforce not least young people.
4. **Stimulating innovation and sharing expertise** - Working in developing sectors such as energy and environmental products and services, and potential development areas such as social enterprises. Delivery of an action plan based on the strategy to develop the capacity and capability of social enterprises could add substantially to the ability of the voluntary and community sector to deliver public services and break into food and health sectors and regeneration.
5. **Securing funding and investment** - Infrastructure, land and property development, environmental quality and skills, are amongst the key topics where securing additional resources for the county will be important.



Champion: David Barker MBE, Environmental Representative
Lead: Iain Dunnett, Project Manager, Partnerships Team
Lead Partnership: Suffolk the Greenest County Think Tank Group

AMBITION

Suffolk's environment is one of the finest in Britain. To ensure it continues to improve we must build upon the efforts of Suffolk people in caring for their environment, countryside, coast, towns and villages.

Suffolk has a good track record of being a leading county on a number of environmental issues. In 1984 the first captive otters were released back into the wild in Suffolk. In 1993 the Suffolk Farming and Wildlife Advisory Group lead a campaign for headland set aside, which today can be seen as "green veins", a central part of the European Agricultural Policy. The success story of increasing numbers of the endangered Stone Curlew in Suffolk is due largely to the work of farmers and conservationists in the county. The momentum of these initiatives should be maintained to ensure Suffolk develops the highest UK uptake of Entry Level Stewardship and Higher Level Stewardship by its farming community.

A quality environment is fundamental to Suffolk's image and "offer" - for tourists thinking about visiting Suffolk and for businesses thinking about moving to or expanding in Suffolk. This is based primarily on the quality of our green environment, the Suffolk coast and our built heritage. But increasingly this "offer" is expanding into new aspects of the environment, for example into a strong reputation for quality local food and into the economy, with Suffolk becoming the home of important environmental business sectors such as offshore wind energy. Consolidating and strengthening this will give Suffolk a unique selling point and a firm basis for its economic development. The risk to Suffolk from coastal erosion gives us a particular interest in climate change and in global efforts to tackle this.

This has to be done against a backdrop of threatening scientific evidence. The Intergovernmental Panel on Climate Change, in their report: 'Climate Change 2007: The Physical Science Basis', have recently concluded that: "warming of the climate system is unequivocal, as is now evident from observations of increases in global average air and ocean temperatures, widespread melting of snow and ice and rising global mean sea level".

The Stern Review contrasted the costs of taking action with the costs of inaction "if we don't act, the overall costs and risks of climate change will be equivalent to losing at least 5% of global GDP each year, now and forever. In contrast, the costs of action – reducing greenhouse gas emissions to avoid the worst impacts of climate change – can be limited to around 1% of global GDP each year."

The Suffolk Strategic Partnership will take up this challenge and will develop the vision of Suffolk becoming the Greenest County and incorporating this into Suffolk's Sustainable Community Strategy as themes, actions and measurable targets. These will be recognised at a major Suffolk conference, in October 2007.

CHALLENGES

- Suffolk's coast differentiates it from inland counties and other eastern counties with different coastal landscapes. This coast is at risk from climate change, with the particular risk from rising sea levels and coastal erosion. Protection of Suffolk's unique coastline habitats and communities requires real investment.
- Failure to achieve community consultation, understanding and engagement will result in unsustainable management of Suffolk's resources.
- The Suffolk economy could be at the cutting edge of environmental mitigation and adaptation, giving Suffolk businesses a competitive advantage. The obverse of this is that Suffolk will lose out if other areas take a lead. Equally, failure to reduce the environmental impact of the Suffolk economy will be detrimental to quality of life.
- Generally good environmental management reduces operating expenditure. The cost-benefit of options, and resource allocation to further improve Suffolk's own environmental performance need careful consideration. The Community Strategy must provide a framework for these decisions.
- Assessment of the implications of climate change for our services and how to adapt accordingly. This includes a refocus of resources through the Local Area Agreement in relation to the actions described below.

OPPORTUNITIES

Consultation with nearly forty organisations on the subject of Suffolk - Creating the Greenest County has been completed and forms the basis for the following themes and actions:

- **Climate change** - Establishing and reducing Suffolk's carbon footprint is the strategic focus for this initiative. If we claim to be creating the greenest county we will need a challenging but credible ambition for our carbon footprint across the whole county. A Suffolk wide climate change partnership will build community and business impetus on climate change; central to this will be the identification and reduction of the county's carbon footprint.
- **Community, school and business engagement** - Everyone has a part to play in improving our local environment and in contributing solutions to global issues. To succeed we will need full participation of individuals, communities, businesses, district, town and parish councils, schools and voluntary organisations, setting out their own achievements and their plans to reduce Suffolk's environmental impact.

The community challenge is to achieve both understanding and engagement of communities so they have "ownership" of initiatives, such as community energy schemes. Youth engagement, working with schools and a cross faith approach are extremely important in achieving complete community engagement.

Two challenges face business in Suffolk - what are the business opportunities that climate change and environmental management present, and how does business adapt to lessen its environmental impact as part of its corporate social responsibility.

- **Landscape and biodiversity** - Maintaining and enhancing the "natural capital" of historic landscape and diverse wildlife as a unique and attractive combination in Suffolk is essential. Landscape character areas and key wildlife species are now recognised and should be widely celebrated as part of Suffolk's local distinctiveness. It is now apparent that these play a central role in Suffolk's quality of life, and they are a major contributor to why people choose to live and work in Suffolk. Climate change is likely to have a pronounced effect on the county's landscape and biodiversity.
- **Local food, drink and tourism** - Suffolk has great potential to increase the market for locally produced high quality food and for further recognition and establishment of Suffolk as a sustainable tourism destination. The work of Tastes of Anglia and the Suffolk Tourism Partnership in these respective fields has a major part to play in helping the local economy.

TYPES OF ACTIONS

1. **Climate change** - Suffolk organisations need to establish targets for levels of carbon reduction, and energy they are to source from renewable sources, such as wind power and bio energy. Support to initiatives, such as the Carbon Reduction Partnership and the football clubs "Saving Energy for the Blues" are central to this action.

Improvements to organisational sustainability with all sectors tackling initiatives like; energy efficiency and water consumption reduction measures, excellent Breeam standards in all new build (building research environmental assessment method consultancy), green travel planning, car share schemes and business mileage reduction.

Linking local development of bio fuels and biomass to community and public building energy schemes. This could include the use of biogas from agricultural processes, wood chip boilers and development of a bio fuel plant. These developments will bring energy efficiency benefits and represent local sourcing of energy.

Embedding of sustainable practice in the Local Development Frameworks and other planning tools will be essential in achieving sustainable standards in the built environment, particularly in new build houses.

UCS and public sector campus development in Lowestoft, Ipswich and Bury St Edmunds can be the hub of a "green building network" to be developed as a national exemplar for sustainable build. This will also showcase new technologies and the knowledge economy, an important aspect of sustainable economic growth.

For waste management to move away from disposal, through reducing waste in local government, business and the construction industry, and encouraging community based activities such as social enterprise recycling schemes. Major events, such as the Suffolk Show, can showcase recycling to the public, and this may lead to other initiatives, such as cleaning up the A14 trunk road corridor.

2. **Community, schools and business** - Development of a web based portal and advisory service on sustainable practice and environmental business opportunities for community and business. This will help them on issues such as reducing energy costs and dealing with fuel poverty. Central to this should be an easily accessible resource of hints and tips for the individual wanting to reduce their carbon footprint.

Financial support to urban and rural communities that are moving towards carbon neutrality in the 21st Century.

Developments of a green loan - grant and kite mark which will support the greenest communities, businesses, and eco- schools. This could incorporate a carbon offsetting scheme and provide an icon for cross cutting social, environmental and economic sustainability.

To encourage Suffolk schools to become Eco Schools. A proposed target is to increase the numbers of eco schools to 120, by the end of March 2008.

Inclusion of all community, diversity, faith and age elements through a range of media and initiatives, such as the arts, local media and volunteering.

The conference will celebrate the greenest businesses, communities and schools and use these to set new standards for the future.

3. **Landscape and biodiversity** – A Green Infrastructure Strategy will be used as a tool for delivering sustainable development of the Haven Gateway. The principles within this strategy will then be rolled out to improve quality of life across the county.

Mitigate and adapt to climate change by ensuring appropriate land use across the county. Devise ways of building and strengthening ecological networks, conserve sensitive river valley landscapes and freshwater habitat, and manage the dynamic coastline towards a vision for its landscape, wildlife & people.

Develop some large scale, exciting landscape and biodiversity initiatives on a par with the Great Fen and Wicken Fen vision in Cambridgeshire. Develop the opportunity for rewilding the landscape as provided within the extensive forested areas on the coast and in the Brecks.

Ensuring Suffolk develops the highest UK uptake by its farming community of Entry Level Stewardship and Higher Level Stewardship will help to link Suffolk's landscape and wildlife to local food and drink production. This will bring benefits to agriculture and the local economy, such as the continued grazing of important grassland habitats and support to small rural enterprise.

Supporting projects which engage local communities and business in conserving headline wildlife species will be central to developing an iconic and sustainable identity for Suffolk.

Coastal threats and opportunities need addressing through a new spatial planning and integrated coastal zone management approach that identifies solutions for the people and environment of Suffolk. Particular opportunities exist in relation to the marine environment, such as establishing a regional centre of excellence that links economic, environmental and academic excellence in a cooperative manner across East Anglia and the North Sea.

4. **Local food, drink and tourism** – Encourage the formation of food distribution hubs in Suffolk. The purpose will be to link various initiatives, such as reducing food miles, promoting the availability of good quality local food from Suffolk livestock, sustaining traditional grazing areas and encouraging sustainable tourism. Support by public sector organisations through procurement of food from local sources, forward commitment to the market and financial support to sustainable tourism activities, would be hugely beneficial.

Support to sustainable tourism initiatives will encourage greater sustainability in the modes of travel, accommodation and activities of visitors and residents alike. Central to this is access improvement through the rights of way network and initiatives, such as Discover Suffolk. Particular emphasis should be placed upon communities that have minimal access to their surrounding countryside, and improved safety for horse riders through off road routes. Innovative projects promoting and linking healthy lifestyles and the quality of Suffolk's distinctive landscapes and green space are central to the Sustainable Community Strategy.



Champion: Simon Ash, Chief Constable, Suffolk Constabulary

Lead: Lee Howell, Director of Public Protection, Suffolk County Council

Lead Partnership: Task & Finish Group (to be established)

AMBITION

There are several key elements that affect Community Safety. Our ambition to be the safest county will be met by:

- Reducing crime and disorder
- Preventing loss of life due to accidents, both on the roads and in the home
- Ensuring the safety of people both within their homes and within their communities
- Addressing the needs of vulnerable people and groups
- Ensuring a feeling of safety within communities
- Enabling a robust response to emergencies

Looking at safety from a crime perspective, Suffolk is already one of the safest counties in England and Wales. Much of the success in achieving this has been due to the significant working established between agencies and voluntary groups within the county. To ensure that Suffolk continues to be one of the safest counties we face a number of challenges. It is also important to ensure that there is a proportionate feeling of safety within our communities, and that fear of crime also remains low.

Along with a need to tackle crime and risk, there is also a need to be able to adapt quickly to social and demographic change, to ensure that our communities are confident in our ability to sustain safer and stronger communities and that we are flexible enough to deal with new and emerging risks. New and disturbing social trends mean that people all around the country may feel less safe because of threats from home and abroad. The issues of community cohesion, and community safety are key to a safer county.

We also need to dedicate ourselves to the broader elements of community safety and look at ways we can help people to avoid becoming victims. One way we can address this is to help people avoid accidents and to take more care of themselves and their surroundings. This is particularly relevant in respect of road accidents, fires, trips and falls but also includes issues around bogus callers and rogue traders.

We also need to recognise the positive effect that creating safer communities can have on other key areas including health and economic growth.

CHALLENGES

- **Crime & disorder** - Although crime has fallen, we actively encourage better reporting, which could cause a rise in recorded crime. Higher crime statistics may have a direct relationship on a rise in the fear of crime; therefore we must be careful to ensure that this is not disproportionate.

We also need to recognise that crime types and trends change and this will be the case over the next twenty years. An example of this currently is identity theft, which is growing at a rapid rate as technology is improved. In a similar fashion drug and alcohol misuse will continue to be an issue with developing trends and types of drugs. Culturally, changing trends in alcohol consumption may become an increasing issue in the future.

A small proportion of offenders are responsible for a high number of crimes in Suffolk. Tackling re-offending can prevent crime becoming a way of life and particular emphasis needs to be placed on prolific offenders who cause the majority of problems.

- **Community safety** - Suffolk's ageing and changing population may mean that more work needs to be done within specific community groups and we need to ensure that services are appropriate. For example, the over 65s are most at risk nationally and locally of dying in a fire. With the increase of this risk group, statistically more people will die in future unless we take mitigating action to reverse this trend.

In addition older people are vulnerable to distraction burglary and bogus callers and this is an area that can be avoided by multi agency actions. The same can be said for our young people who are often the victims of crime or who fall into patterns, which identify them as problems.

There are many other areas that should be considered priorities in the broader remit of community safety such as ensuring responsible development and design of the built environment taking account of the specific community needs.

- **Dealing with emergencies** - County and District Councils have a legal duty to ensure that events or situations which threaten serious damage to the people of Suffolk or the environment are identified and where possible controlled or mitigated against. There is currently no requirement on local communities to engage in the emergency planning process, but it is recognised that community leadership in this area can add vital support to the planning process. Parish and Town councils particularly can play an important role in providing resources, expertise and local knowledge to support emergency services and response agencies in dealing with the emergencies and ensuring the safety of local communities.
- **Road safety** - Suffolk has a good road safety record. Over the past seven years the number of killed and serious injury accidents has been reducing due to a variety of interventions by government and local road safety agencies. The cause of over half of the fatal accidents on Suffolk roads are due to driver behaviour and excessive speeds, with over 60% of all casualties occurring on Suffolk's rural roads. Although the number of road casualties continues to reduce each year, the rate of reduction has slowed, partly as a result of significant investment in the early 1990's. This has left more difficult issues to address now and there is a risk that we will not achieve further reductions in road casualties in the future if we do not respond effectively.

OPPORTUNITIES

To realise our opportunities we need to ensure that we have capacity and commitment from all Suffolk partners. We need to:

- Build on already safe communities and ensure that we can make people feel safer and more empowered through closer and sustained partner relationships.
- Ensure that we are able to develop and deliver awareness and preventative measures across the broad spectrum of community safety and that all of our partners are committed to this process.
- Ensure that enforcement is appropriate and robust and that offenders have the opportunity and are able to integrate back into society in a positive way.
- Look at the opportunities for young people to reducing re-offending rates, particularly amongst younger offenders. Supporting families and enabling them to gain access to support at times of need is key to this.
- Be prepared and able to take measures to make people feel safe in times of need.
- Look at wider community issues that affect quality of life including drugs and alcohol, where we need to develop cultural changes over the medium to long term.
- Raise awareness and early intervention in schools and communities to develop safer communities over the long term. Investment in our young people now will sustain improvements in community safety over the next twenty years and more.

TYPES OF ACTIONS

1. **Prevention** - This needs to be constantly developed to take account of changing trends. Prevention is about enabling people to look after themselves and when this is not possible for us to be able to take that responsibility on their behalf.

We recognise that prevention can be more effective than response and therefore save more lives. The Fire and Rescue Service, for example, is heavily employed and committed to Fire Safety Prevention initiatives and is increasingly becoming involved in much wider Community Safety campaigns (leading on several multi-agency initiatives). This work is increasing and improved outcomes can be delivered through effective partnership arrangements.

We can build on good examples where partners are working together to ensure that older and vulnerable people are able to reduce risks and are able to avoid being victims both of accidents and other issues including bogus callers and rogue traders.

These and other areas need to be enhanced and developed over the next twenty years to ensure effective community safety. We also need to secure opportunities for our young people to ensure that they are positively engaged and have the opportunity to avoid trouble. Supporting and enabling families is key to this.

2. **Education** - Education is central to development of a safer, stronger and more prosperous County. Projects focussing on prevention, respect and citizenship will provide the basis for a Safer Suffolk over the next twenty years.

As an example we could consider an intensified road safety educational programme built into the school and college curriculum. This would ensure all children and students receive key road safety education and training during their formative years, leading to life-long skills.

Similarly ensuring people are aware of fire risks is core business and should be sustained and improved to protect those most at risk.

3. **Response** - We need to be able to respond rapidly and effectively to changing trends as and when they are identified. We need to engage communities more effectively to ensure that they know how and when they can access our support. We also need to ensure that they are able to help us by telling us the issues that concern them.

The challenges facing Suffolk are very diverse and there needs to be a planning process that is flexible enough to deal with any of the risks identified. We also need to accept that there will always be new and emerging risks. In many cases we can build on the already good work that is ongoing and rely on the close partnership arrangements that we have developed. We need to ensure there is capacity to deal with all threats and ensure that these are a priority for all partners.

Community Safety has already been identified within the Crime and Disorder Act under Section 17 as an area that should be integrated and mainstreamed within all the responsible authorities. We should work more closely to ensure that mainstreaming of community safety is achieved. We need to ensure the system is flexible enough to facilitate different objectives and that performance and risk management is appropriate, timely and meaningful. We must ensure strong leadership and focussed outcomes over a short, medium and long period.

We should identify and pursue all avenues of appropriate enforcement. This includes the emerging powers that local authorities have in respect to low-level crime and disorder. Developing work around community wardens and community safety accreditation will be key to this. Enforcement also plays a key role in improving road safety. This would be targeted at the perpetrator, such as speeders, drivers who drink/drug drive and those who drive carelessly. The use of safety cameras has already made a significant improvement to road safety.



Champion: Member of the Community Cohesion Steering Group

Lead: Shammi Jalota, Social Inclusion Manager, Suffolk County Council

Lead Partnership: Community Cohesion Steering Group

AMBITION

Suffolk is now a more diverse county – socially, culturally and economically. This has brought enormous benefits. Suffolk Strategic Partnership wants everyone in Suffolk to have an equal chance to reach their full potential and to enjoy a good quality of life. We know that people face barriers to social and economic inclusion, to good health, housing and employment, as well as access to other services. This is based on such things as: who they are; where they live; and their age, disability, faith, ethnic origin, gender and/ or sexual orientation. Our aim is to reduce and remove these barriers, wherever possible, and to strive for a more cohesive Suffolk.

Community cohesion is about recognising the impact of change and responding to it. It is also about people within communities coming together to interact and participate with one another. It is about communities living and working alongside each other, recognising differences, but sharing a sense of belonging. Active citizenship is also a crucial theme in our pursuit for a cohesive Suffolk, as through it people can take ownership and responsibility for their local areas. We hope that all people in Suffolk will feel that they can identify with their areas, and that all services will reflect local needs.

A cohesive Suffolk is one where:

- There is a common vision and a sense of belonging for all communities.
- The diversity of people's different backgrounds and circumstances are appreciated and positively valued.
- Those from different backgrounds have similar life opportunities.
- Strong and positive relationships are being developed between people from different background, in the workplace, in schools and within neighbourhoods.¹

Our ambition is to achieve the above four over-arching outcomes. These are supported by the Suffolk Strategic Partnership, through the development of the Community Strategy for Suffolk.

Our diverse communities have the experience and local knowledge to understand the particular challenges that their towns, villages and neighbourhoods face, and to develop the best ways to respond to these challenges. It is only at a local level that the underlying causes of problems between different groups can be understood and addressed. These may include issues such as: access to social housing; poverty; crime and disorder; issues between younger people and older people; and the disparities between those who live in rural Suffolk and those in urban areas.

CHALLENGES

- **An increase in local tensions, divisions and segregation, where communities live parallel lives** - Suffolk is not a homogenous community, but rather a 'collection' of different communities. Within the county there are pockets of significant deprivation. Benefit dependency is higher than the regional and national levels. The average wage in Suffolk is below the national average. The county's changing minority ethnic demography can be seen more easily in some places than others – within schools the change is very noticeable. In five years the number of native languages spoken by school children in Suffolk has nearly doubled. This trend may continue as more people come to the county for work, especially from Eastern Europe. A number of these factors can create divisions and hamper a sense of belonging, and so may further segregate communities if the inequalities are not addressed by service providers.
- **Not recognising the impact of change or responding to it when necessary** - Suffolk is changing in many ways, socially, economically and culturally. It is fundamental to community cohesion to recognise and respond to the impact of change.

¹ Local Government Association, *Community Cohesion: An Action Guide*, 2004

This is also important to the 'place-shaping' agenda: putting local authorities and their partners at the heart of community building. If we do not strive for this, the result could be a lack of community participation in decision-making.

- **Social exclusion and inequality between and within communities will continue** - Having a low income is a key factor in creating social exclusion. The inability to participate in the labour market is also a key indicator of social exclusion and a lack of cohesiveness within communities. Those most at risk of financial exclusion are women, children and young people, as well as lone parent and single pensioner households. Unemployment can be caused by other drivers of social exclusion, such as ill health, low educational attainment and a lack of skills. There is clear evidence that attainment is a predictor of adult outcomes in work and earnings and probably has effects on health, including mental health, as well as social participation. A lack of affordable, reliable and safe transport can restrict access to work, education, services, and sociocultural activities. Deprivation and income inequalities within communities are often linked to increased rates of crime and disorder. This is reflected in the fact that incidents of crime and disorder in Suffolk are spatially concentrated. Factors such as these hamper cohesion.

OPPORTUNITIES

Striving for community cohesion will create opportunities for the following effects:

- Empowerment of local people to define the vision for their own communities.
- People are given a real opportunity to contribute to the development and delivery of local services.
- Reduction of social exclusion.
- The building of a better understanding between different groups within our changing communities.
- Promotion of community cohesion as core business.

TYPES OF ACTIONS

There needs to be a robust combination of targets and measures that will assist partners in working towards the four outcomes that underpin community cohesion. The following five guiding themes will be the proposed mechanism by which performance is measured:

1. **Strong leadership and engagement** - Arriving at an agreed local vision for Suffolk is vital. This will be achieved through engagement and involvement with a range of partners and communities, and advocated through the Suffolk Strategic Partnership Board. It will involve local authorities, parish and town councils, Local Strategic Partnerships, the voluntary sector, as well as local citizens.
2. **Development of shared values** - This will be our basis of creating a shared future. It will range from developing areas of work that enhance understanding amongst our communities and assist in dispelling myths, to wider work that helps communities celebrate diversity.
3. **Visible work to tackle inequalities** - Prioritising those inequalities that need addressing urgently will help us to build a much more cohesive Suffolk over time. Communities who experience unequal life chances and/or experience discrimination and prejudice are less likely to connect to, or feel part of, a wider society.
4. **Involve all sections of the community** - This will be vital if we are to connect, understand and respond to the needs of the changing communities in Suffolk. Strengthening community cohesion in Suffolk through open dialogue and debate will mean thinking creatively about how we can engage with younger, older and working age people, in order to provide a positive outlet for all.
5. **Local partnerships** - Community cohesion cannot be addressed by statutory organisations like local authorities and the police by themselves. It will be vital for the voluntary and community sector to help shape and deliver a more cohesive Suffolk for people in Suffolk. Where community cohesion is a priority for a local area, Local Strategic Partnerships will need to develop specific actions that promote community cohesion into local community strategies.



Champion: Peter Bradley, Director of Public Health, Suffolk Primary Care Trust and Suffolk County Council

Lead: Judy Rainer, Head of Development (Health), Suffolk County Council & Wendy Smith, Director of Communications & External Relations, Suffolk Primary Care Trust

Lead Partnership: Suffolk Public Health Network

AMBITION

The Suffolk Strategic Partnership's vision is for Suffolk to become the healthiest county in England.

- To create a county regarded as one of the healthiest in Europe.
- To offer all local children the best possible start in life.
- To prolong life expectancy whilst maintaining a high quality of life into later years.
- To promote increased community and individual ownership and responsibility for health and wellbeing.
- To sustain thriving and supportive communities and social networks.
- To ensure the highest possible standards of health service provision, which will respond to citizens needs for support.
- To support policies and programmes for a sustainable environment.
- To engender wellbeing and positive approaches to mental health.
- To have a better understanding of the needs of Suffolk.
- To promote choice control and independence for Suffolk citizens.

CHALLENGES

- The gap between the health and life expectancy of the people in the poorest and the richest parts of Suffolk will get wider.
- A growing number of people will have long term poor health, suffering with conditions linked to unhealthy lifestyles, like diabetes, heart problems, cancers and depression.
- People will not be able to take advantages of the opportunities to stay healthy and independent.
- Healthcare will become harder to access, with less choice available.

OPPORTUNITIES

Suffolk is a healthy place to live with significant pockets of deprivation and the challenge is to make sure that every citizen can lead as healthy and as active a life as possible. Working together with people in Suffolk we can remove the barriers to healthy living and understand how to make changes that will promote health and wellbeing for everyone in Suffolk. This is not just a challenge for health and care services but also for those involved with roads and open spaces, town planners, community and voluntary organisations and many others.

We will promote a substantive shift in the culture of citizens and organisations to build a bias towards healthy living into every aspect of change in Suffolk. Examples of this would be cycle tracks as standard on local roads or schools leading the way in health education.

TYPES OF ACTIONS

By working together we can build health living into everyday life, so that it is no longer an option, but simply the way that people chose to live in Suffolk. Design of services, community leadership, citizen aspirations and a focus on removing the barriers to health will all play a part in helping Suffolk to fulfil this ambition.

When citizens need access to healthcare this will be provided as close to their communities as possible, with the emphasis on people working with health professionals to take control of and responsibility for their own health with the support and back up of the professionals best placed to help.

Some of the actions that we need to achieve are:

1. **Awareness and education** – Providing information about services and opportunities available from childhood through to old age. We want people to be able to get up to date and relevant information about services and sources of help and support, how much they might cost, and where they are available. This will allow people to take responsibility for and make decisions about their own futures. The SSP will promote a culture shift so that healthy lifestyles are taken as the norm within service design and delivery.
2. **Design with the citizen** – working together to create a better understanding of what will make a difference so that we can make sure that services are designed around the needs of the citizen. The right help must be provided at the right time, close to where people are. Services will be planned and delivered by looking at need, and will not be held back by organisational boundaries. Within this organisations will need to take into account the diverse nature of Suffolk's population, including making sure that isolated rural areas do not miss out, and involving citizens in planning and delivery of services.
3. **Identifying need** – finding opportunities to identify and support vulnerable people and family carers with a view to increasing well-being and supporting independence. People in the most deprived areas of Suffolk will live as long and as healthy lives as those in the most well off areas. Working with local partners and residents we will work out how best to meet the health needs of the people in areas where we know people live on average shorter lives.
4. **Looking at the whole picture** – Understanding the importance of other influences on health. Arts, culture and sport, employment and wealth creation are ways of promoting of choice, whilst we will not leave behind those with limited financial resources.
5. **Ready for innovation** – being ready to look at new ways of working and challenging how organisations traditionally work. Organisations will work together with communities and individuals and with each other to look at removing the barriers to health.



Champion: Daphne Savage, Chair of Suffolk Older Persons Partnership Board

Lead: Jo Cowley, Adult and Community Services, Suffolk County Council

Lead Partnership: Chairs of the relevant Partnership Boards x 6 (Mental Health, Learning Disabilities, Family Carers, Physical / Sensory Disabilities, Marginalised Adults, Older People)

AMBITION

The Suffolk Strategic Partnership will work to ensure that Suffolk is a place where older people and people with disabilities are both valued and valuable whether they are active and involved, or very frail and in need of support. Underpinning principles of choice and control will drive service provision with an emphasis on services provided within or close to people's homes. Opportunities for older people and people with disabilities to play an active part in their communities will be promoted, for example through work or volunteering.

- To make sure that control and choice are not taken away from people if they become frail or are dependent because of disability.
- To promote retirement as a positive opportunity to engage in community life with people's strengths and experience to be recognised and harnessed rather than ignored.
- To ensure that there is a diverse provision of accessible services to enable choice and maintenance of physical and mental health.
- To ensure that age proofing drives out age discrimination and age stereotyping in all that we do.
- To sustain thriving and supportive communities that work together to create cohesive societies and strong social networks.
- To ensure the highest possible standards of health and social care service provision.
- To recognise the contribution of family carers within Suffolk.
- To support policies and programmes for a sustainable environment.
- To engender wellbeing and positive approaches to ageing.
- To have a better understanding of the needs of Suffolk's people and to be aware of organisational, community and individual responsibilities towards each other, particularly those with a disability or who are frail because of old age.
- Organisations and communities working together to make sure that citizens are supported to lead active and healthy lives, where independence is promoted through the principles of choice and control.

CHALLENGES

- The number of older people needing support in Suffolk will grow, and with no action taken within organisations and communities there is a risk that people will have a poor quality of life.
- More people will experience isolation, long-term health conditions, and feel a lack of control over the services and opportunities available to them.
- Vulnerable people, with disabilities and long term health conditions as well as elderly people will not be able to join in and play an active part in everyday life.
- Services will be provided in a way that people do not want and that will not meet their needs or enhance independent living.

OPPORTUNITIES

Suffolk is a good place to live and work, and it is also a good place to retire. In many parts of Suffolk the proportion of older people is growing more quickly than the national average and this provides a unique opportunity within the County because of the knowledge and experience the older population can contribute, and also a challenge to work with older people as well as those with disabilities to make sure that services are available to support those who need them.

TYPES OF ACTIONS

1. **Promote choice and control** – We will have the principle that all citizens should have as much control as possible over their lives, and that this is not needlessly taken away from them simply because of age, or disability. Services must be designed in such a way that puts people rather than organisations in charge, and wherever possible allows people to say how they want their support delivered. User friendly and accurate information will be provided to Suffolk residents about services, support, costs and availability.
2. **Involve communities** – Local communities play a vital role in supporting vulnerable and frailer older residents. We will work with communities to understand how they can use services to underpin the support that they give, making sure that the right help is provided at the right time and in the place where people want it. Within this we will need to take account of the diverse nature of Suffolk's population, including making sure that isolated rural areas, new communities and other socially excluded groups do not miss out.
3. **Removing the barriers** – Providing opportunities for older people and those with disabilities to play an active and productive economic life, we will work with employers to actively remove barriers for people to work. Through development of social enterprise, by modelling best practice within the public sector and by making sure that training opportunities are available to all, we will forge new pathways which will allow the economic benefits of work to be accessed by all. For those people who do not work, we will make sure that volunteering opportunities are available so that they are able to contribute to their communities in whatever way they feel appropriate.
4. **Doing things differently** – We will break down traditional organisational boundaries to do things differently in Suffolk. Using the structures in the Local Area Agreement we will work with partners to find ways of delivering the services that people need in the best way for the individual citizen regardless of who does the delivery.
5. **Widening our horizons** – We believe that if people can continue to exercise choice over their lives, and have the opportunities to engage in a wide range of different activity then they are more likely to enjoy a fulfilling and happy life. We will expand opportunities for people with disabilities and who are older and frailer, linked with the right help at the right time, and tied into community activity in order to promote community wellbeing.



Champion: To be discussed with Suffolk's Cultural Network

Lead: Richard Hunt, Head of Service Development for Culture & Sport, Adult and Community Services, Suffolk County Council

Lead Partnership: Suffolk's Cultural Network

AMBITION

Culture means different things to different people. In its narrowest terms it may mean fine arts or classical music, while in the widest definitions it will include sports and recreation, countryside activities, museums, libraries, archives, theatre, arts and creative industries, music, historic buildings and landscapes. Culture is now recognised as being essential in delivering key services to the public, doing so in a unique way.

Culture and sport are essential ingredients in shaping our quality of life as individuals, directly influencing our wellbeing and happiness. Culture is an invaluable asset, building both personal and social capital, connecting people and helping to shape communities.

Culture and sport contribute to our quality of life through basic functions like everyday health and preventing ill health. Equally culture and sport contribute to our more complex needs like learning and knowledge, developing, and being part of something positive, being included. In bringing people together, sharing values and understanding, culture and sport can help to deliver and forge stronger, safer and healthier communities. Economically the value of the theme is important and developing in Suffolk. The importance of creative industries in our economies continues to grow, and its role in the developing tourism sector in Suffolk is key to increasing visitor numbers and visitor spending.

The proximity of the London 2012 Olympics and Paralympic Games presents Suffolk with a once in generation opportunity to broaden these opportunities to all of our communities and secure economic benefits for the county as part of the Olympic legacy. Our ambition for the development of culture and sport in Suffolk is intrinsically linked with Suffolk's planning for the 2012 Olympics and Paralympics.

Our vision is People, Places and Purpose - to make life better in Suffolk's communities, by inspiring people to lead creative, active and healthy lifestyles, encouraging pride in the place we live, and encouraging partners to work together.

- People - more participation in sporting, cultural and creative activities; more volunteering and community opportunities for all; inspiring young people and all of our communities, through active lifestyles, and a celebration of Suffolk's culture and diversity.
- Places - Developing Suffolk as a creative, attractive and sustainable cultural tourism destination; accessible sporting, cultural and creative facilities that shape community involvement and identity; preserving and enhancing our cultural heritage and sense of place.
- Purpose - Enhanced inward investment into the county; developing key growth sector business to meet the county and regions needs; building Suffolk's workforce skills to meet the needs of 2012 and beyond.

CHALLENGES

- The financial settlements for the public sector over the next three years and beyond will be challenging and discretionary spending on the sporting and cultural sector may be targeted. The cultural and sports sectors needs to take the opportunity to demonstrate the *added value* of investing in culture, sport and communities through current projects such as the nationally acknowledged Cultural Pathfinder in contributing to wider sector community priorities.
- Suffolk, like many other areas of the country, faces an obesity "time-bomb". Obesity related illness already accounts for £18 million of health expenditure annually in Suffolk. Physical activity, reversing the trend of our sedentary lifestyle to enjoying a more healthy and active lifestyle in Suffolk, can play a key part in addressing the growth of obesity – both in our children and more immediately our "mid life and beyond" communities.
- Whilst the 2012 Olympics comes with significant opportunities there will also be some risks for the county to manage, including a drain of skills from the county and competition for funding and other resources.

OPPORTUNITIES

- We have an opportunity to enrich Suffolk as place to live, work and visit through preserving and enhancing our cultural and heritage assets, and our cultural and creative offer.
- The biggest opportunity is to use the 2012 Olympic Games as a catalyst to drive forward the economic, social and cultural agenda for Suffolk- an opportunity to raise aspirations in Suffolk in terms of sporting performance, cultural participation, volunteering, skills and business.
- The East of England Development Agency study of the economic impact of the London 2012 Games suggests that the combined benefits from interventions could exceed £600 million to the region and an initial estimate of £66 million to Suffolk.
- With intervention in key areas, there is the potential for economic benefits in Suffolk in the areas of tourism, business, skills, culture and sport. The largest economic benefits are likely to be tourism and business growth but important social benefits, and moderate economic benefits, could also be gained through participation in the Cultural Olympiad and sporting programmes.

TYPES OF ACTION

1. **Bringing the sector together – the Cultural Strategic Partnership** - To achieve our ambitions for culture and sport and the broader 2012 opportunities all partners need to be clear about their role and how the cultural sector can achieve much more in Suffolk by working together. Under the leadership of the Suffolk Cultural Network we will be seeking to establish a much broader Cultural Strategic Partnership providing a collective voice for the sector locally, countywide and regionally.
2. **Building capacity** - The cultural and sporting sector structures comprise of a significant and growing voluntary and community sector contribution. We need to develop ways to help support and grow this infrastructure. Within the sports sector we will need to implement a major workforce development plan to meet demands and 2012 aspirations of raising sports participation levels. The current ESF East Links project is an example of investing in the capacity of the sector for coaches and volunteers. Step into Sport is another example of increasing volunteering in sport through school club links. In the rest of the cultural sector models of good practice exist in our museums & heritage and libraries sector. The task will be to bring this learning together for the cultural sector.
3. **Developing the sporting infrastructure** - The foundations for developing sporting infrastructure are based in increasing participation levels in sport and general physical activity. This works towards a number of outcomes including better health and producing Olympic athletes in Suffolk. The County Sports Partnership, Suffolk Sport is already developing sporting infrastructure through projects such as the roll out of Community Sports Network. The County's sporting facilities infrastructure will also be a significant factor in raising participation levels and will require connectivity with the current Sport England Regional Facilities Strategy and our planning in Suffolk around Building Schools for the Future.
4. **Implementing the 2012 business plan – creating legacy** - To ensure Suffolk is well placed to both contribute to a successful 2012 Olympics and Paralympic Games and benefit from an economic and social legacy, a 2012 Strategic Group has been formed to drive activity. A business plan has already been developed by partners in Suffolk and provides strategic focus for partners around our 2012 Suffolk ambitions, planning and designing activities, establishing programme funding, and early activity programmes to build momentum.
5. **Delivering focussed programmes** - The Cultural Pathfinder project in Suffolk is a good example of focussed cultural projects adding value to Suffolk's broader priorities. A second phase of projects including Everyday Swim, Cultural Volunteering Dynamic, Rekindling Memories and the Amplifier project are now underway in Suffolk. These and other Pathfinder projects will connect communities through culture and sport.
6. **Adding value - inward cultural investment and evaluation** - Delivering on the cultural programme requires new or realigned investment from partners. Equally the Cultural Strategic Partnership will be setting targets to achieve improving investment from external funding sources and commencing a long-term evaluation of the benefits of this investment.

THE CONSULTATION PROCESS

Stakeholder Consultation

Consultation will be carried out in three strands. Each of these consultation strands needs to be underpinned by an evidence base from existing strategies/policies, political ambition within the county, current performance/trends and strategic direction. The three strands are:

1. By Theme

Each theme has a named lead officer who is responsible for driving the specific theme forward and ensuring it reflects the views, evidence and needs of Suffolk as a whole. This will involve identifying all the potential groups that need to be consulted and establishing any new groups that may need to be set up. The lead officer will be required to attend relevant meetings and facilitate discussions relating to their theme. This strand of the consultation will identify:

- a.** The priority issues for the next twenty years within each theme.
- b.** What stakeholders can commit to the development and delivery of each individual theme.
- c.** The possible actions and interventions that would support delivery in the priority areas.
- d.** The data and information available to evidence and monitor progress against each theme.

2. By Place

Partnerships operating in a specific geographical area will use existing consultation methods/results, local knowledge, established working relationships and opportunities to test the emerging themes and interpret them locally. Local Strategic Partnerships (LSPs) are best placed to respond to the consultation in terms of place and the Chairs of LSPs are responsible for leading this area of consultation. Appendix 2 identifies the LSP boundaries for Suffolk.

It is important that the themes in the revised Suffolk Community Strategy are consistent with priorities and themes of local community strategies and that any geographical variations in terms of emphasis and action are considered at this stage. The findings from visioning work that has already taken place in some areas (such as St Edmundsbury's 2025 vision) can be used as evidence to inform the consultation response, although this consultation will be based on discussions at appropriate forums/meetings/Boards rather than being a desk-based exercise. This strand of the consultation will identify:

- a.** Any additional issues that need to be addressed, either within the existing themes or as an additional theme.
- b.** The priority issues in each LSP area, both overall and within each theme.
- c.** How the emerging themes in the Community Strategy fit with local community strategies.
- d.** The data/information collected locally that can help develop and inform the actions identified in the individual themes.
- e.** What LSPs can do/are doing that could support delivery of the strategy.

3. By Organisation

Organisations will consult on the emerging themes using established processes, supporting policies/strategies and internal networks. Every organisation involved in the SSP will need to consult internally to ensure that the emerging themes of the Community Strategy are consistent with their own strategies and policies for the future. In organisations where there are elected representatives, it is expected that the consultation will also incorporate their views. This will require the Consultation Document being put to relevant boards, committees or management teams in order to coordinate an organisational response.

The SSP Board were asked to nominate members to lead the consultation with individual organisations. The lead officers are identified in Appendix 1. This strand of the consultation will identify:

- a.** Any additional issues that need to be addressed, either within the existing themes or as an additional theme.
- b.** The priority issues for each organisation, both overall and within each theme.
- c.** How the emerging themes fit into organisation's existing priorities/strategies/ambitions for the future.
- d.** How the aims of the Community Strategy will be factored into organisation's future planning.
- e.** The data/information collected by organisations that can help develop and inform the actions identified in the individual themes.
- f.** How organisations will support the delivery of the strategy.

Support for lead officers - Each lead officer has been provided with supporting material including facilitator's notes, a PowerPoint presentation and a template for their consultation response. The lead officer for each theme/LSP/organisation will need to keep a record of groups, partnerships and stakeholders they have consulted and collate the feedback to form one response to the Partnerships Team.

Managing the process - It is acknowledged that, by taking this three-strand approach, many organisations will be asked to feed into the consultation in more than one way. For example, each district council will need to consult internally in order to provide an organisational response; certain departments or officers/elected members of district councils will be consulted by theme lead officers on specific themes; and as members of LSPs, district councils will also be asked to feed into the response on behalf of their area. However, during each process, organisations (and their representatives) will be asked to input on different aspects of the new Community Strategy and with different issues in mind (i.e. how it fits with the organisation, the key issues geographically and specific issues for each theme).

In order to reduce the risk of duplication and stakeholders feeling over consulted, the Partnerships Team has developed a consultation matrix. The matrix identifies the organisations/groups/partnerships/boards that will be consulted through each of the three consultation strands. Any overlap or duplication with particular groups or organisations will therefore be identified early and will ensure that a co-ordinated approach is developed.

Public Consultation

Focus Groups - The findings from a range of research and consultation exercises with Suffolk residents have informed the development of the emerging themes. However, the public will need to be consulted further on what these strategic themes actually mean to them and how they would apply in their local area. A series of themed focus groups/workshops will be held around the county in order to explore some of these issues in more depth. The Partnerships Team will co-ordinate the focus groups with support from LSPs.

Twelve focus groups will be held across the county (two in each LSP area). The participants will need to reflect the demographic make up of the Suffolk population. It is proposed that the focus groups are with different groups around the county (such as younger residents, older residents, residents from minority ethnic communities, urban residents, rural residents etc.) in order to capture a wide range of views and opinions.

Examples of issues to be covered in the focus groups:

- a. What do strategic themes mean to people? For example, what does the concept of becoming 'The Greenest County' actually mean to people?
- b. What needs to be done in the areas where people live to help achieve the strategic ambitions of the strategy?
- c. What role do communities want to play in shaping the actions and delivering some of the solutions?
- d. What are the public's priorities in terms of these themes?
- e. Is there support for the aims of the strategy if there are implications in terms of council tax?

Other proposed consultation mechanisms - To supplement the focus groups, an online questionnaire will be posted on the SSP website during the consultation period, thus enabling members of the public and other interested parties to input into the process.

Organisation	Lead (to be nominated by SSP Board)
Suffolk Constabulary	Gulshan Kayembe
Suffolk County Council	Mike More
Mid Suffolk District Council	Andrew Good
Forest Heath District Council	David Burnip
St Edmundsbury Borough Council	Deborah Cadman
Waveney District Council	Glen Garrod
Ipswich Borough Council	James Hehir
Babergh District Council	Pat Rockall
Suffolk Coastal District Council	Stephen Baker
Diocese / Faith Communities	To be identified through the SSP Board
East of England Development Agency (EEDA)	Mike More
Government Officer for the East (GO East)	Mike More
Great Yarmouth & Waveney PCT	Alison Taylor
Job Centre Plus	Sandra Crawley
Suffolk Police Authority	Gulshan Kayembe
Suffolk Association of Local Councils	To be identified through the SSP Board
One Voice Suffolk / Third Sector Representatives	Stephen Singleton
Suffolk Development Agency	Terry Clark
Suffolk Chamber of Commerce	Sandra Crawley
Suffolk Community Foundation	Stephen Singleton
Suffolk Family Carers	To be identified through the SSP Board
Suffolk Learning and Skills Council (LSC)	To be identified through the SSP Board
Suffolk Primary Care Trust (PCT)	Sally Hogg
Supporting People	To be identified through the SSP Board
Business Representatives	Terry Clark / Sandra Crawley
Criminal Justice Board	To be identified through the SSP Board
Ipswich and Suffolk Council for Racial Equality	Mike More
Environment Agency	To be identified through the SSP Board
Natural England	To be identified through the SSP Board
Broads Authority	Mike More
University Campus Suffolk	To be identified through the SSP Board
Suffolk Probation Board	Mike More
Ipswich Hospital NHS Trust	Sally Hogg
James Paget University Hospital NHS Foundation Trust	Sally Hogg
West Suffolk Hospital NHS Trust	Sally Hogg
Suffolk Mental Health Partnership Trust	Sally Hogg
Norfolk Mental Health Partnership Trust	Sally Hogg
Health & Safety Executive	To be identified through the SSP Board
Highways Agency	Mike More
Media (BBC Radio Suffolk, East Anglian Daily Times)	Stephen Singleton

This list includes named partners that will be placed under a duty to co-operate with each other to agree relevant targets in the LAA following the Local Government White Paper 'Strong and Prosperous Communities', 2006 (p101).

