

## **Placed-based working in Suffolk (February 2015)**

This paper gives an overview of some of the different collaborative place-based initiatives currently underway in Suffolk, in particular outlining the starting points, governance structures, operational models and key areas of focus. The following initiatives are included:

Lowestoft Rising (p1-3)

Newmarket Vision (p3-4)

Sudbury (p4-5)

One Haverhill (p6-7)

West Suffolk integrated neighbourhood pilots (p7-8)

Our Place – Leiston Forward (p8-9)

Our Place – Ageing Well in Kirkley (p9-10)

Felixstowe Forward (p10-11)

Single Public Sector Estate (p10-12)

### **1. Lowestoft Rising**

#### ***Starting point***

Work commenced in the Spring of 2013. Lowestoft Rising initially developed from discussions between the major public sector partners active in the town – Suffolk County Council, Waveney District Council, Suffolk Police, Police and Crime Commissioners office and Health East (the Clinical Commissioning Group for Great Yarmouth and Waveney). The following outlines the ambitions partners have for the town and what they want to achieve through Lowestoft Rising:

- A significantly improved quality of life for everybody growing up, living in, working in and visiting Lowestoft
- A town where everyone fulfils their true potential
- A public sector culture and environment for conversations, co-productions and capacity for innovation in services that will deliver real, long term and sustainable change for Lowestoft.
- A new integrated and sustainable approach to service delivery, which ensures that services are delivered in the interests of place and local people first and foremost; and which works towards reducing demand in the future.

Through this approach, we expect to see funding used in a different way – trade-offs and ‘deals’ between public sector agencies to achieve a shared objective, and, over

time, more joint financial planning at a locality level under the leadership of a lead public service partner.

### ***Governance model***

Partners agreed to take a flexible approach to the governance of Lowestoft Rising which focuses on establishing relationships which will support integration and collaboration.

There is a ***Sponsoring Group*** which includes the Chief Executives of the District and County Councils, the CCG (Health East) and Community Action Suffolk; the Police & Crime Commissioner for Suffolk; Assistant Chief Constable of Suffolk Police; and the District Council Cabinet Member with responsibility for Lowestoft. This group is responsible for providing the necessary leadership, strategic decision making and ensuring a corporate commitment to the ambitions of Lowestoft Rising.

They are supported by at least one officer from within their organisation who participates in a ***Support Team***. These officers are responsible for leading the work streams agreed by the Sponsoring Group and engaging those from within partner organisations, and those external to the public sector, in the delivery of activity within Lowestoft. This group is responsible for communications and keeping up the momentum of Lowestoft Rising.

The political leaders of the partner organisations are encouraged to come together periodically to review the progress made by Lowestoft Rising and ensure there is political support for the direction of travel.

### **Principles for Working Together**

- Collectively make decisions about how services are delivered in Lowestoft which are in the best interests of Lowestoft and the local people;
- Ensure at every level officers will be challenged to consider themselves as part of a public sector family rather than operating within the confines of their individual organisations;
- Be respectful of the constraints and responsibilities of their partners but will work together to establish better ways of delivering services which improve outcomes for the people of Lowestoft;
- In considering how to work together in Lowestoft, be mindful of the implications on service delivery in other parts of Waveney, Waveney and Gt. Yarmouth or Suffolk and take a pragmatic approach;
- Take every opportunity to reduce duplication and make best use of collective resources;
- Accept that the financial benefit of working together will vary and that it is about collectively making best use of resources for Lowestoft.
- Allow what makes sense to the 'frontline' to inform the evolution of a new delivery model for Lowestoft and be comfortable with the ambiguity of this at the outset.

### ***Operational model***

One member of the Support Team has been allocated the role of ‘change manager’ on a full time basis. It is the responsibility of the change manager (with the assistance of the Support team) to make the connections between work streams, foster the relationship with other Lowestoft stakeholders, explore the potential for external support and challenge and maintain the relationships within the governance model. Although the change manager is currently employed by Suffolk County Council, he reports to the Chair of the Lowestoft Rising Sponsoring Group, the Chief Executive of WDC.

No budget was set aside to deliver ‘Lowestoft Rising’ – this approach is about how we use our existing resources more effectively to bring about long term change. A lot of this work is about ‘rewiring’ what already exists and therefore does not require additional resources. However, where additional funding has been required to deliver specific elements of the work we have managed to secure resources from a number of local and national funding pots.

### ***Key areas of focus***

Based on the feedback from an external Peer Review and stakeholder engagement (involving elected members, front line staff, service managers and VCS partners) the Sponsoring Group decided the initial areas of focus would be:

- Re-design of drug, alcohol and mental health services in Lowestoft to ensure better outcomes for those requiring help
- Building a collective energy around the challenge of raising educational attainment and aspirations in Lowestoft as part of ‘Raising the Bar’
- Ensuring that we get maximum benefit presented by the co-location opportunities in Lowestoft around Riverside Road, Marina Centre and Kirkley Mill
- Organisational Development – bringing frontline officers and managers from across the public sector family in Lowestoft to engage them in delivering the ambitions of Lowestoft Rising
- Building on what makes Lowestoft great – working with local communities, business and media to promote and celebrate the positives of Lowestoft.
- Building on the Health and Social Integration and Suffolk Family Focus projects already started in Lowestoft to explore greater opportunities for integration between services.

## **2. Newmarket Vision**

### ***Starting point***

Established in 2012, Newmarket Vision is a partnership of public, private and voluntary sector groups working to improve Newmarket. The aim of the Vision Project is to set the vision for and development of Newmarket over the next 20 years, taking a holistic approach, incorporating spatial issues (growth, location of

facilities, transport) and non-spatial issues (education, local economy, health). The catalyst for its development was an ambition primarily for the three tiers of local government to work together and avoid duplication.

### ***Governance Model***

There is a **Steering Group** made up of elected members and supporting officers from all three tiers of local government. The role of this group is to keep the whole project on track by supporting the delivery groups to deliver agreed actions as quickly as possible

There are 4 themed delivery groups which are operational, making things happen. Membership includes a range of stakeholders from the public/private/VCS sectors. The Horse racing industry is heavily involved.

### ***Operational model***

There is no 'new' resource to deliver Newmarket Vision. Delivery of the vision happens through local authorities and partner organisations prioritising existing budgets and being creative in leveraging in external resources, including knowledge and expertise. District Council and County Council officers from relevant service areas support each of the delivery groups as required.

### ***Key areas of focus***

The participating councils funded a scoping exercise (undertaken by the Princes Foundation), involving a series of workshops and public meetings to establish what the priority areas of focus should be (see <http://www.newmarketanddistrict.co.uk/downloads/ebd-report.pdf> for full report). This resulted in the establishment of four delivery groups:

- Community Planning Delivery Group
- Education Delivery Group
- Local Economy, Town Centre and Tourism Delivery Group
- Traffic and Highways Delivery Group

## **3. Sudbury**

### ***Starting point***

In Autumn 2014, Sudbury was identified as the early adopter site to test the new service model for health and independence in Suffolk, incorporating the development of Integrated Neighbourhood Teams and Neighbourhood Networks. This locality model will include involvement from the local community health team, local GPs, SCC's adult and children's social care services, West Suffolk Hospital NHS

Foundation Trust, the local VCS, Babergh and Mid Suffolk District Councils and other local stakeholders such as Suffolk Police.

### ***Governance model***

The **Joint Executive Sponsors** of the project are the Chief Operating Officer of West Suffolk CCG and SCC's Corporate Director of Adult and Community Services. These executive sponsors provide guidance and steer as required in the strategic and operational aspects of the project.

An **Integrated Project Team** will be formed to ensure that a planned approach is developed to meet the stated objectives within clearly articulated and agreed timeframes. The Project Team is made up of representatives from the CCG, SCC, Babergh and Mid Suffolk District Council, Suffolk Police, Suffolk Community Healthcare, VCS, Norfolk and Suffolk Foundation Trust.

### ***Operational model***

A dedicated project manager has been allocated to this project and a communications & engagement lead has also been identified.

In addition to the Project Team, a number of task and finish groups will be formed to meet the needs of the project.

### ***Key areas of focus***

The work is still in the preparation stage, involving the establishment of the governance structure, agreeing the membership and terms of reference of the project group, the establishment of the baseline position etc. However, through this integrated approach it is intended that the following outcomes can be achieved:

- Reduction in permanent admissions to residential/nursing care
- Demonstrated effectiveness of reablement
- Reduction in non-elective emergency hospital admissions
- Reduction in delayed transfers from care to hospital
- Increased patient satisfaction with the support they get to manage their long term condition
- Increased dementia diagnosis rates

## **4. ONE Haverhill**

### ***Starting point***

ONE Haverhill superseded a previous partnership body called the Haverhill Partnership which was very good at information exchange. ONE Haverhill was created in 2011 to bring together a range of stakeholders to be a 'single voice' for the

Town, avoid duplication of effort and focus resources delivering positive outcomes. Its overall ambition is to improve the quality of life for Haverhill residents. It is not a political partnership or a committee of any council.

### ***Governance model***

ONE Haverhill has a partnership board which meets bi-monthly and is made up of public/private/VCS organisations in the Town including three tiers of local government, business, faith, leisure, schools, police and housing. Council officers attend board meetings in support of local councillors (2 councillors per local authority) but are not voting members.

A core group of council officers and the Chairman of ONE Haverhill (business rep) meet monthly to drive activity in between board meetings.

For more information on the Terms of Reference go to

[http://www.onehaverhill.co.uk/resources/documents/ONEHaverhill\\_CB9\\_TofR.pdf](http://www.onehaverhill.co.uk/resources/documents/ONEHaverhill_CB9_TofR.pdf)

### ***Operational model***

ONE Haverhill has a number of task and finish groups which are set up to deliver a specific task/issue and then close. Anyone who can make a positive contribution to these groups can be part of a task and finish group.

ONE Haverhill is not a legal partnership, nor does it 'bank' money itself (partner organisations hold money on its behalf). It makes collective decisions for Haverhill and the strength of that shared voice influences decision makers back in the respective organisations.

There is no dedicated resource to co-ordinate One Haverhill. Officer support is provided by the 3 tiers of local councils 'in kind'.

### ***Key areas of focus***

In 2011 The Department of Communities & Local Government funded 12 areas nationally to pilot the concept of Neighbourhood Community budgets. ONE Haverhill has undertaken in depth consultation, cost benefit analysis and is well on the way to delivering some of the projects that came out of this work in the two focus areas of improving the public realm and opportunities for young people. For more information go to <http://www.onehaverhill.co.uk/community-budget/index.php>

Since it was developed ONE Haverhill has run a local grants scheme funded by St Edmundsbury Borough Council (50k per year).

<http://www.onehaverhill.co.uk/community-grants/index.php>

In 2015 ONE Haverhill will lead the consultation for the Town Centre Masterplan which will help shape Haverhill as part of Vision 2031.

## 5. West Suffolk Integrated Neighbourhood Pilots

### *Starting point*

The pilots were initiated in 2014 as part of the county-wide review of community safety, however community safety will not be the sole focus. The pilots will test the concept of a new way of working in a neighbourhood to reduce the volume and cost of demand across a range of services. The pilots aim to deliver the following outcomes, all of which benefit the communities directly as well as partner organisations:

- Early tailored resolution of individual and community issues
- Reduction in demand and subsequent reduction of cost of intervention
- Better and more effective co-ordination across a range of public and voluntary services
- Community engagement and involvement in very local community needs/activities and alternative models of service delivery
- People being supported in their homes and communities
- Expectations of services are understood and managed whilst ensuring that they are more accessible
- Communities feel, and are, safer and more resilient
- A positive experience for communities and increase in household aspiration and ambition

The location(s) for the pilot will be chosen following initial data analysis and partnership discussion in the exploration phase of the project (February-June 2015).

### *Governance model*

The **partnership project team** will ensure that the pilots remain on track and progress is measured and reviewed. This team will include representatives from Forest Heath and St Edmundsbury Councils, Suffolk County Council, Suffolk Police, and West Suffolk Clinical Commissioning Group. Other members of the team will be identified during the data capture phase, including representatives from the voluntary and community sector.

### *Operational model*

A number of **task and finish groups** will be formed to meet the needs of the pilots. These groups will implement tasks to deliver the project and each will be agreed through the project team to ensure that its objectives align to the strategic direction of the project outcomes. A flexible approach to project management will be needed as a number of issues will emerge during the different phases of the pilots which may require attention, and review and/or reallocation of resources.

## ***Key areas of focus***

Based on analysis of the cost and volume of demand, partners will undertake targeted work on a neighbourhood to reduce demand against a baseline. As the pilots progress it is likely that focus will be given to particular high demand issues and the extent of partner engagement will vary accordingly.

## **6. Our Place project – Leiston**

### ***Starting point***

In March 2014 Leiston Town Council secured funding from the DCLG Our Place programme to test the feasibility of the local organisations and residents playing a more active role in the design and delivery of local public services. This was based on the assumption that public services are not taking full advantage of the assets in the town (buildings, people, local organisations) and that opportunities may exist for improving public services through greater community involvement.

### ***Governance model***

There has been no new governance model established. The Town Council are the lead organisation responsible for ensuring that the conditions of the funding are met.

### ***Operational model***

Some of the funding has been used to secure additional project support from Locality Matters. A network of public sector officers, interested local individuals and representatives from a range of local groups and organisations such as churches, Long Shop Museum, Alde Valley High School, Business Association, Leiston library, town councillors has been established to support the work. As the work has evolved, two groups have been established to reflect the areas of focus (see below).

### ***Key areas of focus***

- Assess public sector spend in Leiston
- Carry out 'asset mapping' exercise
- Community engagement to identify services which the community is well placed to make a case for greater local delivery and where community activity can reduce demand for public services
- Create Community Interest Company
- Connect Our Place work with the Town Centre development and neighbourhood plan

Through community engagement, two areas of focus were agreed – services for post 16 year olds and services for vulnerable older people. Working groups have been



established to progress discussions and agree activity. The final report to DCLG is due end of February 2015 although the work will continue beyond that date.

## **7. Our Place project – Kirkley**

### ***Starting point***

Waveney District Council, Great Yarmouth and Waveney CCG (Health East) and Age UK Suffolk secured funding from the DCLG Our Place programme to develop a project to support older people living in Kirkley to manage their long term health conditions more effectively, thus reducing the need for GP appointments and A&E visits while at the same time improving their quality of life and reducing the risk of social isolation. The idea was based on a successful project that had previously been undertaken in Gorleston where volunteers were trained to support people living with long term health conditions. The Gorleston project demonstrated that using peer support over a long time helped improve general wellbeing and reduced the need for people to access A&E, GP and specialist health services as a matter of course. Earlier intervention, exercise, socialising and having fun replaced the focus on seeking primary and emergency healthcare as the first port of call.

### ***Governance model***

Waveney District Council is the accountable body for the funding and Age UK Suffolk are managing the project. A project steering group has been established and is made up of representatives from Waveney District Council, Great Yarmouth and Waveney CCG, Community Action Suffolk, Age UK Suffolk, Community Matrons, Navigators and members of the public as invited by other members of the steering group.

### ***Operational model***

The funding has been used to recruit a part time worker to co-ordinate and train up to six local people as 'community navigators'. Each of these will work with up to 9 people with long term health conditions, referred to the project by the Kirkley Mill Health centre. The co-ordinator and navigators are supported by Age UK Suffolk. The project is working closely with the 'Silver Stompers', a group of older residents who have a successful track record in lobbying and raising funds for activities for older people in Kirkley.

### ***Key areas of focus***

The project seeks to explore whether providing 1:1 peer support to older people with long term health conditions (in terms of helping them access information and opportunities to get involved in local groups and activities) will help reduce the

demand on local health services. The historic spend by the health service on each of the referred individuals will be used as a baseline and thus any savings made over time as a result of this project will be relatively easy to capture.

## **8. Felixstowe Forward**

### ***Starting point***

In December 2014, Suffolk Coastal District Council considered a proposal that a new place-based approach to working in Felixstowe should be developed. This proposal was supported by Felixstowe Town Council and Suffolk County Council. This new approach will build on the Felixstowe Futures initiative which is due to finish at the end of March 2015 and will represent a significant change in emphasis, with a focus on strategic economic development and community enabling coupled with a much broader based engagement with local stakeholder groups.

### ***Governance model***

A small steering group, made up of elected members from the three tiers of local government and supported by officers has been established. One of the roles of this group is to develop a governance model for Felixstowe Forward.

### ***Operational model***

A new 3 year funding agreement between SCDC and FTC has been agreed and a Change Director will be appointed to establish the new initiative and drive forward its activities.

### ***Key areas of focus***

The business plan for Felixstowe Forward is still to be developed and will require extensive consultation with local stakeholders. It is anticipated that Felixstowe Forward will cut across all of the generic components that define a place or town. Strategically these will include, but not be limited to, to community and economic development. Detailed examples would include, but not be limited to, tourism, volunteering, coast protection, open spaces, education, car parking policy, new housing etc.

## **9. Single Public Sector Estate**

### **Vision (2010):**

- “One front door”
- Efficient use of estate

### **Principles:**

- Improved access - anywhere, anytime, anyplace
- Transcending organisational boundaries - a shared vision and customer focus
- Improved customer access – excellent service delivery at all points across Suffolk
- Improved service benefits - from co-location of staff and services
- Efficient use of the estate - with reduced duplication and CO2 footprint
- Focus on pragmatic “quick wins” - with governance model to drive change
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### **Membership:**

- All Suffolk local authorities
- Suffolk Constabulary
- Job Centre Plus
- All Clinical Commissioning Groups
- East of England Ambulance Service
- NHS Property Services
- Norfolk and Suffolk NHS Foundation Trust
- Government Property Unit

### **Outcomes so far:**

#### West Suffolk House (Bury St Edmunds):

- Co-location of:
- St Edmundsbury and Forest Health Councils housing
- West Suffolk CCG
- Suffolk Police
- East of England LGA
- SCC (CYP / ACS)

### **How:**

- Reorganisation of WSH using logical groupings of staff cross-organisation, further 60+ workspaces added
- Brought staff together to facilitate sessions that began to consider how we could work differently across organisations
- Challenged staff on how they could work together to provide a service that is built on what customers want and not what services we provide
- Who was there?

### **Results:**

- Staff built case studies – outlines how they could solve them together – then talked about barriers in the current way of working and how they could solve them
- Discussions moved quickly to ‘we can do this together now by working differently’
- Practical solutions, e.g an ‘Asks and Offers’ Board, a ‘map’ of the new floor plate
- Longer terms solutions – integrated working

#### Landmark House, Ipswich

- Annual savings of circa £1m p.a
- 850 people accommodated
- Closure of 5 buildings as a result and
- Co-location of Trading Standards with Police Economic Crime Unit; Child Protection with CYP
- Positive feedback continuing now, 2 years after completion

#### Haverhill House

- St Edmundsbury offices with voluntary sector tenants
- A joint business plan for shared ownership with SCC
- Using the West Suffolk House 'model'
- Costs of refurbishing and running the building shared 50:50
- Supporting "One Haverhill" – the local community partnership body established as part of the community budget pilot