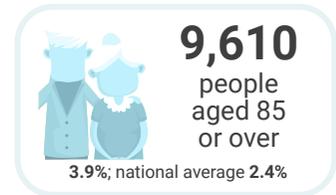
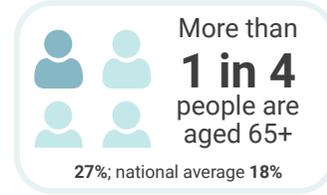
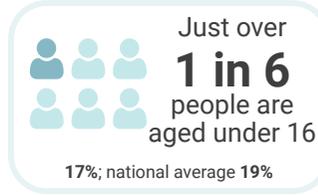
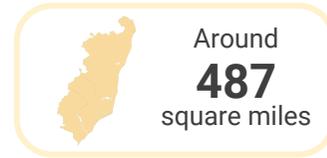
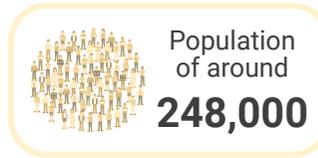
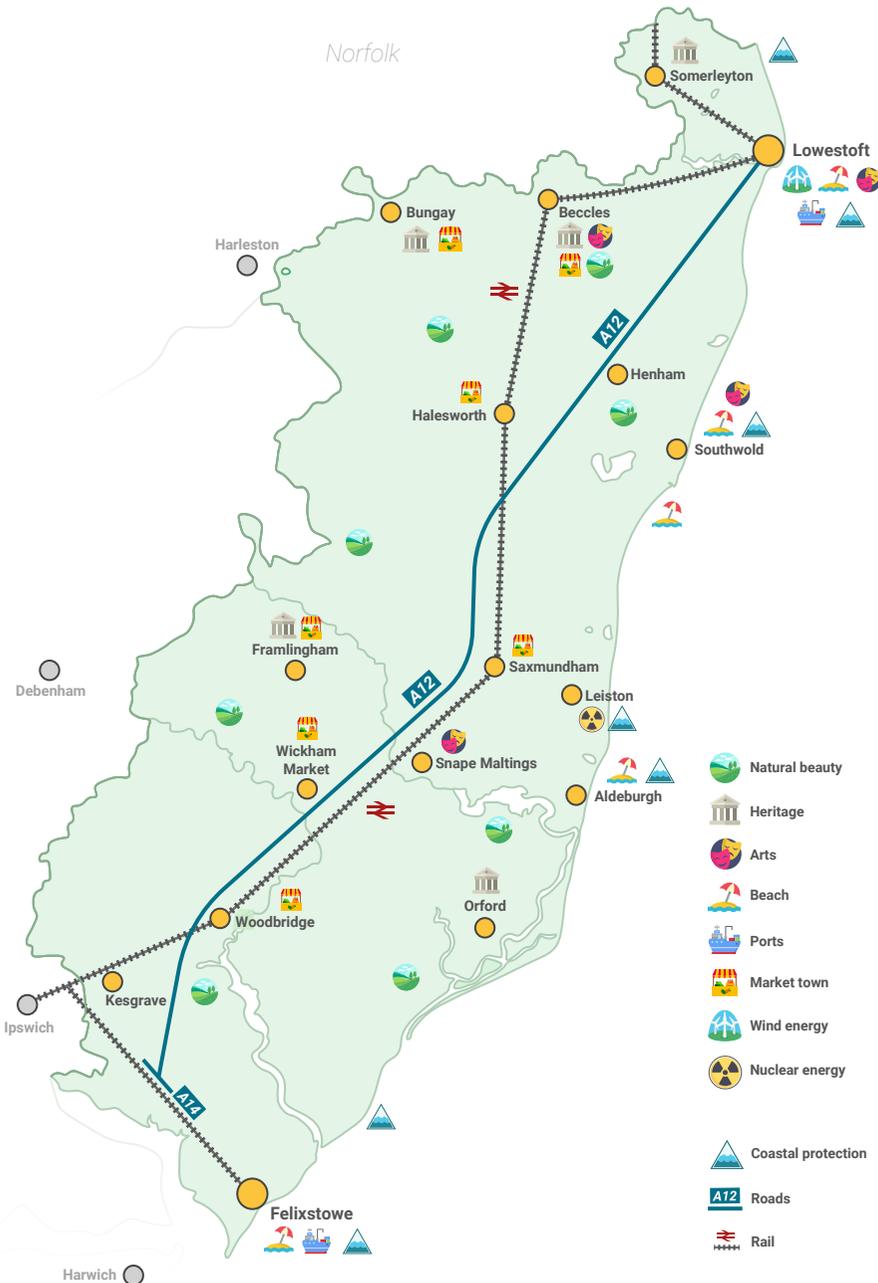




# WE ARE **EAST SUFFOLK**

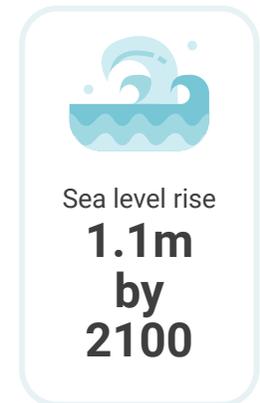
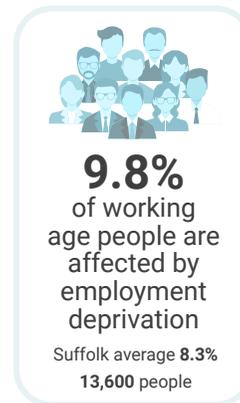
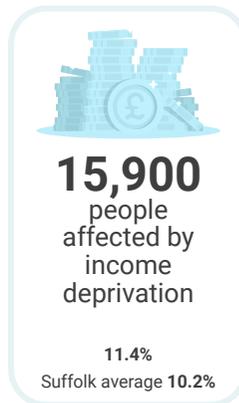
Strategic Plan 2020 - 2024

# WE ARE EAST SUFFOLK



East Suffolk is a beautiful district with welcoming resorts, vibrant towns and delightful villages. It is proud of its amazing heritage and culture, and boasts 115 square miles designated as an area of outstanding natural beauty (AONB).

This is a part of the country with strong economic assets including the energy sector, ports and innovation, as well as agriculture and tourism. More than 9000 enterprises choose to locate themselves in East Suffolk and millions visit each year. We love the strengths of our area, but we also know that our diverse communities face some challenges, which our strategic plan will seek to address:



# WE ARE *EAST SUFFOLK*

We are proud of East Suffolk and we know you are too

Our aim is to deliver the highest quality of life possible for everyone who lives in, works in and visits East Suffolk. To help us achieve this, we will use this strategic plan as our compass to guide all our decision making.

Within the compass, our five key themes show the direction we will take. All themes are interconnected and complement each other.



**GROWING OUR ECONOMY** - Let's build a strong sustainable economy for our future; we want our district to achieve its maximum potential, for the good of everyone in the area.

**ENABLING OUR COMMUNITIES** - Working together, we will enable our communities to identify opportunities and challenges, we will empower them to make a difference; we will support our communities to enhance the places we live and work for the well-being of all.

**REMAINING FINANCIALLY SUSTAINABLE** - We will grow and prosper as a council; we will ensure we are well-run; provide value for money and strive for excellence.

**DELIVERING DIGITAL TRANSFORMATION** - Digital technology can transform the way we work and live; we will use technology to make services efficient and easily accessible to all and assist our communities to embrace and access new technologies.

**CARING FOR OUR ENVIRONMENT** - We know you are concerned about our environment; we are too, so we will put the environment at the heart of everything we do.



# GROWING OUR **ECONOMY**

We want our district to achieve its maximum potential, for the good of everyone in the area

## OUR PRIORITIES

### **Build the right environment for East Suffolk**

We will maintain and grow a vibrant and sustainable economy, investing in our places and taking an inclusive approach in shaping communities to continue delivering economic growth and regeneration. We will ensure we have the right supply of housing and mix of business space in the right places.

### **Attract and stimulate inward investment**

We will seek to maximise inward investment, encourage business start-ups, support entrepreneurs, stimulate larger commercial investment and encourage industry to address gaps in our market. We will take advantage of opportunities for securing external funding.

### **Maximise and grow the unique selling points of East Suffolk**

We know we have some very special features in East Suffolk – such as our agriculture and energy sectors; our marine/coastal environments; our beautiful natural, built and historic landscape; and internationally significant economic assets. We will use these to our advantage by promoting our district to attract sustainable investment, business growth, tourism and innovation.

### **Business partnerships**

We will develop business partnerships that connect people and places, encouraging established businesses to invest and grow, linking challenges with solutions, promoting skills development and relationships with local schools and colleges for career and apprenticeship opportunities.

### **Support and deliver infrastructure**

We will work with our partners to support and deliver the right infrastructure investment in the district for healthy and sustainable economic growth.

## HOW WE WILL KNOW WE ARE DELIVERING

- Up to date local plans providing a strategy for growth and place making
- Supply of housing and business infrastructure to enable growth
- Town centre enhancement and regeneration through place-based initiatives
  
- Growth in inward investment
- Securing external funding
  
- Employment and business growth in key business sectors
- Growth in innovation incubation centres
- Protection and enhancement of the natural, built and historic environment
  
- Workforce skills development to support economic growth
- Apprenticeships and opportunities for young people
  
- Evidence based CIL spend to support the right infrastructure
- Key infrastructure is delivered
- East Suffolk infrastructure projects prominent in regional plans
- Improved accessibility to jobs, training and markets



# ENABLING OUR **COMMUNITIES**

We will support our communities to enhance the places we live and work for the well-being of all

## OUR PRIORITIES

### Community Partnerships

We will facilitate community partnerships, to connect people and places at a local level, encourage collective problem solving and ensure a needs-based approach to delivering local solutions to local issues, building upon local assets. We will enable all East Suffolk voices to be heard.

### Taking positive action on what matters most

We will use data and community intelligence as the basis for working with communities and partners to do the right things in the right places. This will mean less duplication, shared resources and a better experience for individuals, families and communities. We will take a targeted, place-based approach to tackling deprivation, hidden needs and the challenges of rural areas, helping communities to access the tools to identify and tackle their own needs.

### Maximising health, well-being and safety in our District

We will provide the environment and opportunities for everyone to lead healthy, active, fulfilling and safe lives. We will connect people and communities together and help individuals and families to be more resilient, achieve their full potential and age well. We will ensure that our communities are safe, helping communities to address issues as early as possible.

### Community pride

We want everyone to be proud of where they live and we will support this by helping communities come together around a shared sense of purpose, responsibility, place, care and respect for each other. We will support places to be culturally rich.

## HOW WE WILL KNOW WE ARE DELIVERING

- Evidence based local project delivery addresses local priorities
- Successful delivery of Community Partnership projects and budgets
- Additional funding secured for East Suffolk communities
  
- Positive action reduces deprivation, including rural deprivation, and addresses hidden needs
- Equality of opportunity for individuals and communities
- Shared resources and delivery models with partners
- Community led housing and planning
  
- Improvement in mental and physical health and wellbeing
- Reduced social isolation and loneliness
- Improved resilience of individuals and families
- Housing needs are addressed
- Public health and safety is protected, including through regulatory services
  
- Increased involvement, participation and positive action by individuals and communities
- Successful events and activities to celebrate our diverse heritage and cultures



# REMAINING FINANCIALLY **SUSTAINABLE**

We will ensure we are well-run; provide value for money and strive for excellence

## OUR PRIORITIES

### **Organisational design and streamlining services**

We will ensure our organisation is able to deliver the right services to the right places. This is linked to our digital theme, by regularly reviewing services and adopting evidence-based management, ensuring we are skilled to deliver our priorities in the most cost-effective way with a resilient and flexible workforce.

### **Making best use of and investing in our assets**

Efficient use of our assets is essential. We will maximise and invest in our assets for the benefit of all, to ensure they are financially effective and aligned to our other key themes.

### **Being commercially astute**

We will take opportunities where appropriate to generate and collect income to boost our financial sustainability and invest in services.

### **Optimising our financial investments and grant opportunities**

We will invest to save, maximise the return on the investments we make and make best use of all grants and funding opportunities available to us.

### **Review service delivery with partners**

We will ensure the services we deliver through partnership and outsourcing arrangements are the most cost effective and streamlined way of delivering the service.

## HOW WE WILL KNOW WE ARE DELIVERING

- Savings generated by redesigning services and processes
- Financial benchmarking against comparators
  
- Increased financial returns on our assets
- Sustainable asset transfer to communities
  
- Income collected
- Commercial ventures are performing against targets
  
- Return on investment
- Grants and funding received
  
- Major contracts reviewed for cost efficiency
- Services delivered through partners are performing against targets



# DELIVERING DIGITAL **TRANSFORMATION**

We will use technology to make services efficient and easily accessible to all

## OUR PRIORITIES

### Digital by default

We have a digital vision for everything we do, without excluding those who cannot access digital technology. We will ensure we have a robust, modern and safe digital environment in which to do business.

### Lean and efficient streamlined services

We will make our processes lean and efficient, through a culture of continuous improvement, using digital solutions to optimise the way we work.

### Effective use of data

We will be data-led in our decision making and the way we manage services, ensuring we are delivering evidence-based targeted solutions in everything we do.

### Skills and training

We will improve the knowledge and skills of our workforce, partners, residents and businesses by investing in the skills we need to realise the full potential of the digital world.

### District-wide digital infrastructure

We will champion better connectivity for everyone in the district, eradicating not-spots in broadband and mobile availability to enable staff, residents, businesses and visitors to access digital services when they need them.

## HOW WE WILL KNOW WE ARE DELIVERING

- The use of up to date technology
- A secure and robust network
- All services are managed digitally
  
- Efficiencies are generated by service and process reviews
- Customer satisfaction levels
- Demand reduction
  
- Decisions are backed by robust evidential data
- Services are driven by data
- Projects and campaigns deliver targeted solutions where they matter
  
- Digitally competent and aware officer and member workforce
- Digitally smart partners
- Digitally enabled residents and businesses
  
- % broadband and fibre coverage in district
- Full fibre projects are delivered
- Number of smart place initiatives with targeted benefits



# CARING FOR OUR **ENVIRONMENT**

We will put the environment at the heart of everything we do

## OUR PRIORITIES

### Lead by example

We have pledged to become a carbon neutral council by 2030, which means we will look for environmental benefit in everything we do – this includes radical changes to our vehicle fleets and mileage usage, council buildings and new build housing stock to ensure they contribute to our carbon neutral aims. We will work with communities to establish opportunities for biodiversity and will promote digital solutions to minimise our carbon footprint.

### Minimise waste, reuse materials, increase recycling

We will minimise waste generated throughout the district, encourage the reuse of materials and increase our recycling rates.

### Renewable energy

We will explore new ways of encouraging and investing in the use of renewable energy, both in terms of our own consumption as a council and the ways we can offer support to our residents and businesses as part of addressing climate change.

### Protection, education and influence

We will use our influence at all levels, our regulatory functions and appropriate enforcement to protect our natural environment including our outstanding coastline. This includes working through our community and business partnerships to achieve environmental gain and establishing a network of environmental champions throughout the district.

## HOW WE WILL KNOW WE ARE DELIVERING

- Positive direction towards carbon neutral targets
- Increased number of biodiversity sites
- Minimise waste, reuse materials, increase recycling
- Reduced refuse volumes
- Increased recycling rates
- Renewable energy growth in the district
- Enhancement of renewable energy on our own estate
- Supported and resilient communities and businesses
- National and local policies reflect our environmental concerns
- A cleaner, quieter and healthier environment



# WE ARE **EAST SUFFOLK**

Strategic Plan 2020 - 2024

[eastsuffolk.gov.uk](http://eastsuffolk.gov.uk)