

# 2021/22 BUSINESS PLAN

Suffolk County Council Business Plan 2021/22

# BUSINESS PLAN

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**Councillor Matthew Hicks** Leader of Suffolk County Council

It is with a mixture of pride and reflection that I present to you Suffolk County Council's plan of action for 2021/22.

learly, this is not the start to the year that anyone wanted. The COVID-19 pandemic has meant that many of us have lost friends, family and neighbours, or at the least seen them suffer at the hands of this dreadful virus. Whilst many businesses have adapted, lots have suffered themselves and, inevitably, people have lost their livelihoods. The world has become a more uncertain place.

Despite all the challenges and heartache, your county council has remained steadfast in its determination to protect the lives and futures of Suffolk people. Not only have our dedicated and talented staff adapted and responded to the challenges created by the COVID-19 pandemic, they have continued to deliver essential public services for the people of Suffolk. We are protecting vulnerable children and adults, supporting schools, repairing roads, building bridges, replacing fire service equipment, improving broadband connectivity and working to convert our land into future housing and employment opportunities.

Suffolk County Council has not tackled COVID-19 alone. Our partners in Suffolk's district, borough, town and parish councils, the voluntary and community sector, businesses, the wider public sector – and of course our residents – have been inspirational and at all times integral to how we have faced up to this pandemic. It is what Suffolk does well and this has been proven once again in the past year.

This business plan is about our future. That future will certainly involve much work focused on COVID-19 and Suffolk's recovery from its social and economic impact. It is for that reason that we have included a new policy priority explaining what we will do to support Suffolk through and out of this pandemic. As we head into our elections later this year, it is clear we have over the last four years remained committed to our established policy priorities - inclusive growth, health, care and wellbeing and delivering efficient and effective public services. They are central to our contribution to Suffolk's future. In this plan, you will be able to see for yourselves what Suffolk County Council is committed to doing to protect and improve lives and our great county.

In 2019, Suffolk County Council declared a climate emergency. Since then, we have achieved a lot, and COVID-19 has certainly not dented our resolve to cut our carbon emissions to net zero by 2030. Throughout this business plan, you will see an environmental thread - many examples of the actions we will take in the year ahead to continue this important work. Installing new electric car charging points, creating solar farms and planting more trees, hedgerows and verges are just a few of them, all part of our new carbon budget approach to fully understanding our CO2 emissions.

This year, through Government support, our careful management of public money, cautious use of our financial reserves and financial support from Suffolk residents and businesses, we have a balanced budget. We have a lot of work to do in the coming years to achieve the same, but my administration has demonstrated that it is possible.

Times are uncertain right now, but there is something of which the people of Suffolk can be certain. Suffolk County Council has the bit between its teeth and is determined to support residents, businesses and partners out of this pandemic and, together, create a future that we all want. Everyone should be able to have their say and play their part. We are listening. Together, we are stronger.





Nicola Beach Chief Executive of Suffolk County Council

It is difficult to express how challenging 2020 has been for people, communities, businesses and public sector organisations.

or some, it has been a fight for survival. For many, it has been a challenge that has seemed insurmountable at times. For everyone, it has changed the way we live and work. 2021 seems a little brighter, with millions of people now being vaccinated against COVID-19, but we must not forget that this virus is still claiming lives, including our loved ones here in Suffolk.

Suffolk has certainly come together in the fight against COVID-19. Suffolk County Council has strong and productive working relationships with district and borough councils, the NHS, Suffolk Police and other emergency services, armed forces, voluntary and community organisations and many other public sector partners, all working together as part of the Suffolk Resilience Forum. We are different organisations with different roles and responsibilities, but in times of crisis such as this, we work well as a team. Indeed, we could not achieve what we have if we had each worked in isolation. Some of this collective work is demonstrated later in this business plan.

Whilst we are grateful to the Government for the financial settlement that has helped us to create a balanced budget for 2021/22, our future finances are far from certain. Local government colleagues have always called for long-term financial certainty so that we can, as early as possible, set about working with our customers, residents and partners to make sustainable service delivery plans. I would argue that this is even more the case now as we emerge from the shadow of COVID-19. I hope the Government will give us early sight of spending reform plans and I look forward to having those conversations.

As ever, it is not just about financial security. Sustainable policy reform is equally important, especially now that the UK has left the European Union. The adult care green paper, SEND reform, fair funding for children's services, English devolution, the response to the climate change emergency and the recovery white paper are just some of the significant discussions that we anticipate will impact on Suffolk County Council in the next 12 months. We are heading into an election period for the county council this year and my colleagues and I will work with our new council to deliver this ambitious business plan which sets out a very clear set of priorities from our current elected members. Our goal is always to make a positive difference to the lives of Suffolk residents.

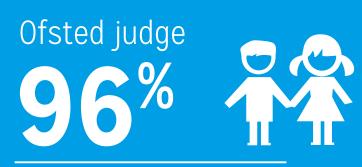
It is the people in an organisation that make the most difference and I am filled with overwhelming pride to work alongside so many truly diligent, resourceful and often inspirational people at Suffolk County Council. Before, during and – I am sure – after COVID-19, they demonstrate passion and commitment making the lives of Suffolk residents better and the county a successful place to live and work.

Last year's staff survey shows that Suffolk County Council is considered a great place to work, but that does not mean everything is perfect. We still have much work to do and are already working to improve the areas where we can do better. Working with colleagues, we have recently refreshed our WE ASPIRE staff values, including a far greater focus on wellbeing, equality and innovation.

On behalf of the Corporate Leadership Team, I would like to finish with a thank you. Our colleagues deserve to be recognised for the way they have responded to COVID-19 whilst keeping vital public services running. Whether that is in the community, our offices or working at kitchen tables, the effort has been inspiring. It is often said that the 'Suffolk-way' is not to make a big deal of our achievements, but I hope you will forgive a brief moment to the contrary.

I hope our business plan helps you to see how ambitious we are for Suffolk and how, with our people and partners, we will turn these ambitions into realities.





maintained schools in Suffolk Good or Outstanding

# Children's Services

Judged Outstanding by Ofsted (2019)

250,000

Hours of homecare funded each month

0

**47.3**<sup>%</sup>



Infants being breastfed at 6 to 8 weeks after Birth

**97**<sup>%</sup>

Premises in Suffolk now have access to **Superfast Broadband** 

Of Children in Care have

health checks in timescale

# On average 9,800

long term customers are supported by adult social care at any one time



Incidents attended by Suffolk Fire and Rescue (2019/20)

9mins 54sec

Average fire service 999 response times (2019/20)

During 2019/20 the Council handled over **186,000** calls **65,000** emails **18,000** webchats

Suffolk Fire and **Rescue Service** judged Good by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service

158

No Cold Calling Zones now operating across Suffolk



Of adult care homes in Suffolk judged Good or Outstanding by Care **Quality Commission** 

Over 1,000

Miles of Suffolk's roads resurfaced between 2017 and 2020

128

Suffolk County Council created z apprenticeships during 2019/20



Of Education, Health



& Care Plans finalised within 20 weeks



# Responding to COVID-19 during 2020

Launch of Suffolk Inclusive Growth Investment Fund – investing £1.65m into local economic recovery projects

<u>£1.6</u>5m

Number of food parcels delivered

£570k **Clinically Extremely** Vulnerable Support grants

5,156,386 Items of PPE distributed

)27

**Care Phones** 

distributed

£250k Supporting FareShare to distribute food to foodbanks

£2.07m

Winter Grant

Scheme grants

Summer of 2020 First national lockdown and following months E178.5million shared to support 15,292 local businesses





**£770k** Local Welfare Assistance

Scheme grants

Covid Tier 3 restriction grants **£10m** shared with around 6,000 local firms



Proactive calls made by Home But Not Alone



3,048

140,702kg



Weight of food delivered to foodbanks via FareShare (or the same weight as a blue whale!)

**1,198** (from 735 people)

Calls to the Suffolk Advice and Support Service 80 'Grandpads' distributed

This work has been delivered by all public service partners as part of S Uffelk



# Setting the scene

2020 was an extraordinary, challenging year which provides an unprecedented context for the County Council's 2021-22 Business Plan. The challenges of tackling the pandemic will continue well into 2021/22 and the recovery into the longer-term. Whilst this makes for uncertain times, it is important that the County Council has a plan to continue to provide the best possible outcomes for local people.

Enabling as many people and places as possible to contribute to and benefit from our economy (delivering inclusive growth) is even more important, given the economic, social, health and wellbeing impacts of Covid-19. Evidence is showing increasing levels of economic hardship and inequality and the County Council will play a leading role in stimulating investment, enabling local communities to benefit and supporting those who cannot benefit on their own. Having left the EU with a Trade Deal, we will continue to promote Suffolk and its national and international connectivity, clean growth offer and world-leading ICT research hubs, to support the levelling-up agenda and to support the UK as it forges a new position outside the EU.

Global economic uncertainty because of the pandemic meant a single year Spending Review in 2020; however, we expect a longer-term Comprehensive Spending Review in 2021/22 along with those funding reforms anticipated before the pandemic hit such as the Business Rates Reset and Fair Funding for Children's Services. As well as funding, there were national policy reforms expected pre-pandemic, for example, the green paper on Adult Social Care and a White Paper on English Devolution and Recovery. We will work with NHS, district and borough councils, the Police, the Voluntary and Community Sector and businesses in response to these reforms as they come forward and support them as other policy is introduced in areas such as Planning or Integrated Care Systems.





### OUR BUSINESS PLAN

In addition to our priorities of inclusive growth; health, care and wellbeing and efficient, effective public services, the County Council is focussed on the environment and committed to tackling climate change - in 2019 it recognised the Climate Emergency and, despite the challenges of COVID-19, Governments, businesses and communities continue to come together to take climate action.

There is now a strengthening global consensus around a net-zero carbon future and to achieve the Paris Agreement goals we must halve global emissions over the next decade, and rapidly adapt to our warming climate. The UK Government has outlined a 10-point plan for a Green Industrial Revolution; an Energy White Paper and in November 2021 hosts the UN's COP26 Global Climate Summit. Suffolk's geography, natural capital, centres of innovation and workforce skills mean it is well placed to play a key role in creating a cleaner, greener, sustainable and inclusive economy.



This icon relates to our commitment to tackling the climate emergency

As a result of collaborative work with public sector partners, the Suffolk Climate Emergency Action Plan will be published in 2021. It will detail further actions to support Suffolk's contribution to reducing emissions that support the global commitment to limit the impact of climate change. This Business Plan outlines how the County Council is acting within each of its priorities to reduce its own emissions to net zero by 2030. This will include switching to renewable electricity, moving away from fossil fuels for heating, using electric vehicles wherever feasible and supporting its supply chains to reduce their own emissions to reduce the carbon footprint of goods and services. This work will develop into an annual carbon budget to drive change and monitor progress towards the net-zero target.

Despite continued uncertainty and challenge in the next year, there are positive legacies that we will continue to build on – innovation, new ways of working and new patterns of work; the positive possibilities of technology; and the generosity and resilience of staff, partners, councillors and particularly, the communities of Suffolk. The #stickwithitsuffolk mantra adopted by the Suffolk Local Resilience Forum will continue to underline our collaborative working and passion and determination to do the best we can for Suffolk.

# OUR PRIORITIES DELIVERING 102021/22

# OUR PRIORITIES: DELIVERING IN 2021/22

2020 was a year like no other. Across Suffolk our communities faced many new challenges responding to the Covid-19 pandemic. Whilst Suffolk County Council continues to deliver on its existing three priorities throughout 2021, we are adding a new specific priority for 2021/22 that is focussed on how the council will work towards recovering from the effects of Covid-19.

# Living with Covid-19 and Suffolk's Recovery

How we redesign and transforming the way we work to deliver public services in response to Covid-19

# **Inclusive Growth**

Improving Suffolk's economic productivity, levels of educational attainment and building more homes to benefit local people

# Health, Care and Wellbeing

Caring for Suffolk's vulnerable residents, enabling everyone to live long, healthy and fulfilling lives

# **Efficient and Effective Public Services**

Changing the way we operate to meet our customers' needs and balance our budget despite diminishing resources, increasing demand and changing customer expectations

# OUR PRIORITIES LIVING WITH COVID-19 AND SUFFOLK'S SUFFOLK'S RECOVERY

Suffolk has shown a true sense of community spirit to maintain relatively low levels of infection throughout the pandemic. Our communities will need to continue to demonstrate this same steely determination during 2021 and beyond.

### OUR FOCUS: LIVING WITH COVID-19 AND SUFFOLK'S RECOVERY

2020 will live long in the memory as the deadly Covid-19 virus changed the world as we knew it. Life in Suffolk and the way the Council operates has been changed immeasurably as a result of this terrible coronavirus and our thoughts are with all those people whose lives have been touched by this virus.

Throughout 2020, Suffolk County Council has adapted how it delivers public services:

- Digital democracy all Council meetings are broadcast live through the Council's YouTube account with participation through secure, digital software
- Staff now have the means to work at home as part of the council's commitment to flexible working
- Many staff have shown great adaptability and commitment, redeploying into critical frontline service roles to deliver public services Firefighters driving ambulances, Early Help staff supporting Children's Homes and Auditors working for Suffolk's Coroner Service, to name just a few examples
- Whilst our buildings had to close to the public, they have transformed into Covid-19 secure workplaces for staff to ensure supervised contact between children and families
- New Technology ensured continued communication between colleagues, teams and services, as the authority embraced the use of WhatsApp, Zoom and Microsoft Teams
- Technology has enabled the continued operation of Recycling Centres through online booking systems and social care teams have shared over 800 digital care devices to Suffolk's most vulnerable adults
- Respite support has continued for carers and families who look after the emotional wellbeing and mental health of young people in Suffolk
- Suffolk County Council's website increasingly became the first point for all Covid-19 related news, bringing together local guidance and service information into one accessible channel www.suffolk.gov.uk/coronavirus
- Suffolk's Public Health Service transformed to deliver local contact tracing arrangements, Community Intervention and Suffolk's Covid Outbreak Response Hub

## OUR FOCUS: DEMONSTRATING SUFFOLK'S RESILIENCE

Under the direction of the Suffolk Resilience Forum, we have worked closely with partners in district and borough councils, Police, Voluntary and Community Sector, Businesses and the NHS to keep people as safe, healthy and connected as possible. Together a great deal has been achieved:

- Supported care providers, residents and their staff through their response to the pandemic, providing Personal Protective Equipment (PPE), supporting infection prevention and control and distributing Government funding
- Worked with leaders of Early Years settings, schools and colleges to provide places for vulnerable children and those of key workers
- Supported the re-opening of schools and care settings for children and young people from the start of September 2020 working with transport providers to get young people to school
- Introduced the 'Home But Not Alone' (HBNA) helpline, offering support seven days a week through the peak of the pandemic
- Established a food distribution centre providing emergency food parcels to people shielding from the pandemic and those facing isolation and hardship
- Introduced a new Suffolk Advice and Support Service with a helpline and funding
- Established a PPE Hub to provide a range of local organisations, including social care providers, with additional supplies throughout the crisis
- Supported the Government's Regional Testing Site at Copdock Park and Ride site in Ipswich, and other mobile testing across the county



### OUR FOCUS: LIVING WITH COVID-19 AND SUFFOLK'S RECOVERY

Whilst a great deal has been done and achieved to support the response to Covid-19 across Suffolk, the effects of the pandemic will continue long into 2021 and beyond. The Council's work, in partnership with other Suffolk organisations, continues as we look to rebuild Suffolk's economy and society.

- 1. Lead multi-agency work to ensure an effective Covid-19 response and recovery plan remains in place to manage on-going public protection
- 2. Work closely with public sector partners in Suffolk to support community compliance surrounding Covid-19 restriction
- 3. Continue to inform Suffolk's communities through information and actions relating to our Covid-19 response and recovery, promoting key messages, tackling Covid-related scams and working within government guidance
- 4. Provide Covid-19 secure public services so staff can access buildings as required, and support those who work in the community including Adults and Children's Social Care, Recycling Centres and the Coroners Court
- 5. Support testing facilities for Suffolk's residents and local vaccination arrangements delivered by the NHS
- 6. Ensure Suffolk continues to get the PPE it needs. Ensure necessary contracts are in place for delivery of equipment and assure safety and compliance
- 7. Continue to inform Central Government, supporting the national response to the pandemic, offering local intelligence on infection, transmission and financial impacts
- 8. Ensure effective, efficient and timely administration and payment of financial support to businesses, service suppliers and providers, particularly in the social care market
- 9. Develop and implement new ways of working for the Council learning from the response to Covid-19, utilising technology, council assets and the knowledge acquired through 2020/21
- 10. Review the use of Council assets, understanding how services support communities across Suffolk beyond Covid-19
- 11. Develop further plans utilising the Government's Active Travel Fund to offer further cycle and walking schemes

# OUR PRIORITIES INCLUSIVE GROWTH

Suffolk needs to improve its economic productivity, levels of educational attainment and build more homes, ensuring that everyone benefits, including people who are vulnerable and facing disadvantage





#### IN SUFFOLK, INCLUSIVE GROWTH MUST FOCUS ON:

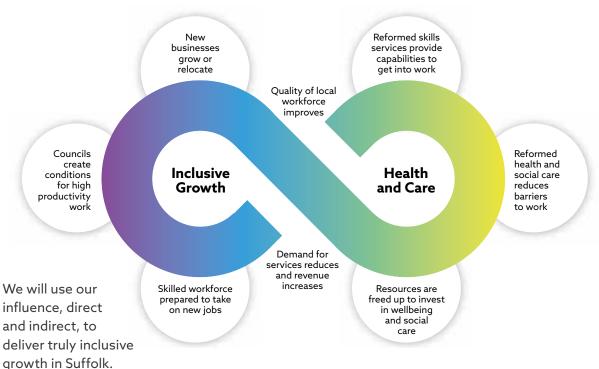
- 1. Economic opportunities that benefit everyone, so no-one is left behind
- 2. A healthy resilient workforce
- 3. Education and skills development opportunities at all ages
- 4. Safe, appropriate homes
- 5. Resilient, connected and sustainable communities

As a County Council, we aim to help the vulnerable and ensure all our residents fulfil their potential and prevent people falling into crisis. If we maximise economic, social and environmental outcomes through our decisions and actions, we can help support more people and businesses in Suffolk to do well.

This in turn can support a stronger sustainable local economy which can create good jobs, good housing, connectivity and protect the natural environment. In the longer-term this can help reduce the need for ongoing statutory support from all public services.

Suffolk County Council is invested in Suffolk's people and places. We have direct and indirect levers available to us which can enable and encourage, as well as directly deliver those positive outcomes for local people. This can be achieved through:

- What we buy and commission
- How we deliver our services
- Our role as an employer
- Our role as a corporate civic leader and partner
- How we use our assets



Driving economic opportunities that benefit everyone, so no-one is left behind

- 1. Deliver the Gull Wing bridge for Lowestoft, supporting Lowestoft's economic regeneration
- 2. Work with local and regional organisations, including the New Anglia LEP to support businesses as part of the UK's exit from the EU
- 3. Work with the energy sector to create jobs and supply chain opportunities using OrbisEnergy in Lowestoft as a catalyst for growth
- 4. Support Suffolk's visitor economy, creating jobs for young people and those furthest from the labour market
- 5. Continue to work positively with local communities and EDF Energy to maximise the economic and skills benefits arising from Sizewell C if the development is approved by the Secretary of State
- 6. Work with East Suffolk Council and the Lowestoft Places Board to develop projects from the Town Investment Plan
- 7. Work with Ipswich Borough Council and Ipswich Vision Group to develop projects from the Town Investment Plan
- Attract new business and inward investment to Suffolk, capitalising on a range of opportunities, working with BT/Innovation Martlesham and other areas of potential business development
- 9. Progress the Freeport bid for Felixstowe and Harwich, developing a growth strategy for the A14 corridor that promotes community regeneration and job creation
- 10. Support local businesses and procure services from the local economy, prioritising suppliers within 30km of Suffolk, spending 20 per cent of contract values with local suppliers
- 11. Complete the development of the new Local Transport Plan by September 2021, balancing the opportunities of Nationally Significant Infrastructure Projects with local impacts, engaging positively in relevant examinations and local impact reports
- 12. Publish a new vision for Suffolk's care sector in Suffolk, developing the care economy to close current gaps in the market
- 13. Implement criteria from 1 April 2021 to create more opportunities for off-street parking



A healthy resilient workforce

- 1. Ensure all council job vacancies are advertised through local job centres, hosting awareness events for Black and Minority Ethnic (BAME) residents, people currently not in education, employment or training, young offenders and people with disabilities
- 2. Offer 10 roles to local people as part of the Council's LED Street Lighting project
- 3. Commit our contractors to pay fairly and never below the National Living Wage
- 4. Work with local organisations including Suffolk's Chamber of Commerce to support the Government's Kickstart initiative, supporting 16-25 year olds through apprenticeships and training opportunities with local businesses
- 5. Support newly appointed headteachers with tailored induction and mentoring schemes
- 6. Support school governing boards to carry out, safe and robust headteacher recruitment
- 7. Promote the use of mental health services and support to assist Suffolk's workforce promoting health, wellbeing and the benefits of taking regular breaks and annual leave
- 8. Promote compliance with safe working practices and PPE standards
- 9. Work as part of the European Social Fund project to deliver a range of fully funded qualifications to upskill Suffolk's care sector workforce



Education and skills development opportunities at all ages



- 1. Support school and early years setting leaders to ensure Suffolk's young people have access to the highest quality of education to support their learning and entry into the job market after full time education
- 2. Develop the availability of school to school support through the Suffolk Learning and Improvement Network (SLIN), teaching schools, and links to the Education Endowment Foundation (EEF) through the Research School. Develop school to school support leaders where existing strengths are identified so that others benefit and improve outcomes for pupils
- 3. Work with local partners and the National Literacy Trust to ensure disadvantaged children and young people in Suffolk receive the literacy skills needed for education and a successful life
- 4. Implement recommendations from the Review of Alternative Education Provision in Suffolk to improve services for those in need of specialist support
- 5. Create 260 new placements for children with special educational needs across Suffolk, completing the review of permanent exclusions affecting children with SEND
- 6. Work with EDF Energy, schools and colleges to develop training and job opportunities, within the science, technology, engineering and mathematics (STEM) subject areas
- 7. Work with Farrans, Lowestoft's Gull Wing construction company, to create a minimum of 10 apprenticeships, with at least eight roles for people from Suffolk and Norfolk
- 8. Employ three apprentices within the Council's Network Assurance Team, two people in Transport Strategy, four new civil engineering apprentices, one apprentice in the LED Street Lighting Project and, through industry placements, proactively support Suffolk New College's delivery of the new 'T Work' with University of Suffolk through the Live Labs project, setting projects and assignments for students
- 9. Deliver an education programme to schools and community groups focussed on waste to enhance learning and educate Suffolk residents on the need to reduce, reuse and recycle
- 10. Work with University of Suffolk to build the Integrated Care Academy in Suffolk, supporting a new vision for skills in the health and care sector workforce
- 11. Work closely with 'Work Well Suffolk' to support people getting into paid employment

Safe, appropriate homes

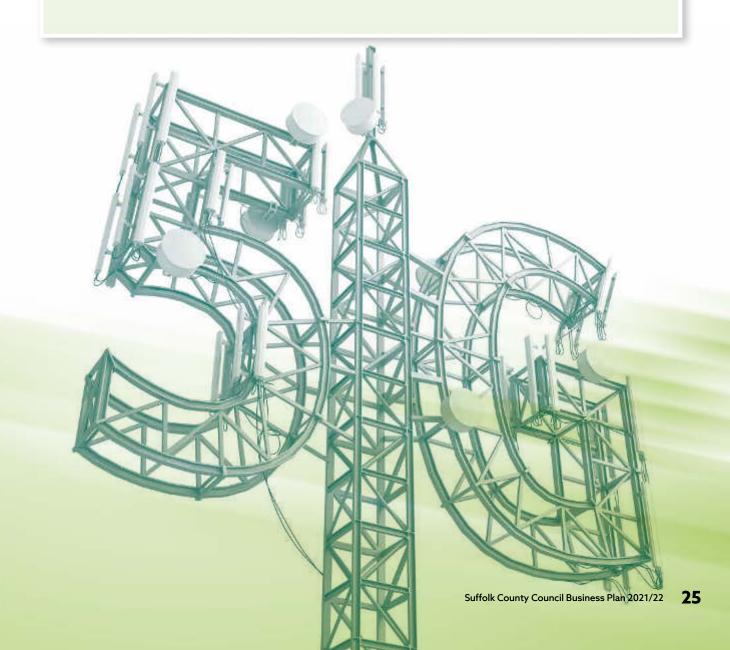
- 1. Accelerate and support delivery of the Council's strategic priorities through high-quality residential development, maximising social value, providing the homes Suffolk needs, meeting our climate and sustainability commitments
- 2. Launch the Suffolk Design and Development Management Guide to support development of quality homes, working in partnership with district and borough authorities in Suffolk
- 3. Deliver major new local schemes as part of the Council's approach to housing, working with local communities in Lowestoft and Mildenhall
- 4. Work with district and borough Councils to contribute to local planning processes, bringing forward local schemes on Council owned land
- 5. Appoint a joint venture partner to develop housing schemes on Council owned land
- 6. Promote technology solutions to ensure people can remain independent in their own homes
- 7. Audit fire safety arrangements in all 50 high rise residential buildings measuring over 18 metres
- 8. Implement new models of Housing Related Support and a replacement for the Housing Improvement Agency to provide assessment and relevant adaptation for people to continue living independently for as long as possible
- 9. Find ways of using the Council's land assets to support the provision of appropriate homes for the vulnerable, focusing on building relationships and partnerships with the provider of extra care housing where there is a countywide shortage of places for people with disabilities

Resilient, connected and sustainable communities

- Develop Suffolk's Family Hubs to improve access to support services for children aged 0-19, increasing the number of nursery places
- 2. Implement the new Early Help priorities through the Early Help Offer for families
- 3. Complete review of the family carers commitment, developing new contracts to support family carers
- 4. Continue to present the council's views through the Sizewell C Examination, addressing the need to avoid, reduce, mitigate and compensate impacts of the development on communities, businesses and Suffolk's natural environment
- 5. Review the Highway Maintenance Operational Plan, promoting a shift towards nonmotorised transport where relevant
- 6. Develop a five year Cycling Plan and complete feasibility studies for up to 20 schemes
- Publish and commence delivery of the Suffolk Climate Emergency Action Plan in collaboration with partner organisations and stakeholders towards the aspiration of net zero carbon emissions
- 8. Deliver the Suffolk 2020 fund project to install 100 new electric vehicle charging points
- 9. Develop projects to reduce flood risk to Suffolk households including the completion of the fluvial and pluvial element of the Lowestoft Flood Risk Management Project
- 10. Complete the Warm Homes Fund project providing new central heating to Suffolk homes
- 11. Deliver Green access improvement and creation schemes through Section 106 Agreements/Community Infrastructure Levy (CIL)
- 12. Invest in biodiversity through the introduction of seven new Roadside Nature Reserves and extend six existing Reserves
- 13. Deliver Brecks Fen Edge and Rivers and Rendlesham Revealed National Lottery Heritage Fund Projects
- 14. Pilot the introduction of electric vehicles and demand responsive transport service between Framlingham, Wickham Market and railway station at Campsea Ashe
- 15. Deliver the trees, hedgerows and verges 2020 fund project, including new Healing Woods
- 16. Publish a new five-year management plan for the Dedham Vale Area of Outstanding Natural Beauty

Resilient, connected and sustainable communities

- 17. Deliver Phase three of the Suffolk Better Broadband Programme, moving towards 100 per cent superfast broadband coverage. Work with partners to increase ultrafast connectivity through the Local Full Fibre Network programme and commercial investments
- 18. Lobby for improvements in 4G mobile technology and drive Suffolk's approach to 5G
- 19. Support improvement in digital inclusion, delivering a community technology 'hubs', improving the availability of equipment, increasing digital skills, making technology more affordable and building community confidence in technology
- 20. Support the establishment of the England Coast Path



# OUR PRIORITIES HEALTH, CARE AND VELLBEING

Caring for Suffolk's vulnerable residents, enabling everyone to live long, healthy and fulfilling lives. Thriving families and communities and thriving economies support each other



At the heart of our role as a County Council is working with individuals and communities to keep them safe, healthy, well and cared for. Whether this is through helping people to do this for themselves or looking after vulnerable children, adults and older people, we are committed to doing the best we can for the wellbeing of the people of Suffolk.

This includes our role as a corporate parent, keeping young people safe and able to live their lives in our communities and working with partners to tackle growing threats including gangs and youth violence. It also includes intervening early and supporting people of all ages to remain well and live independently, but also as part of a wider community of support – whether that is provided locally or in partnership with statutory partners such as the NHS.

With our aspirations around inclusive growth, we are acutely aware of the value of the care sector to the local economy. The Council alone is planning to spend over £260million on the purchase of social care for adults in 2021/22, and we believe an equivalent sum will be spent by self-funders, meaning the adult social care market is worth over £0.5billion to the local economy.





Protect children at risk

- 1. Develop our risk management practices with children, subject to child protection plans and children that may come into our care
- 2. Deliver 200 Family Solutions interventions and 80 Stronger Families interventions to support young people to continue to live safely with their families
- 3. Recruit 60 new fostering homes and 50 adopters to provide homes for children coming into care
- 4. Implement the Children's Homes Review programme, including a planned new Children's Home and implementation of the council's trauma informed approach, ensuring services continue to support children in care with complex needs
- 5. Invest in the provision of social workers and increase support for Unaccompanied Asylum-Seeking Children in Suffolk
- 6. Strengthen our assessment and support for Special Guardians and Kinship Carers
- 7. Offer additional childcare opportunities to children with child protection plans and those who are at risk of becoming a child in care
- 8. Work with disabled children to ensure that the pathway toward becoming young adults is as smooth as possible, supporting those people who need care and support as a result of a Care Act Assessment
- 9. Continue developing Suffolk's Local Offer for children with SEND to provide information and guidance on local services to families
- 10. Develop support for young people with SEND to successfully transition into Adulthood

# OUR FOCUS: HEALTH, CARE AND WELLBEING

Deliver outstanding care and support for vulnerable adults

- 1. Develop our practices and how we undertake case reviews to ensure they are personalised and reflect individual needs
- 2. Integrate further with local NHS services, building on learning from the Covid 19 pandemic including increasing shared posts, commissioning of services, resources and exploring the benefits of shared care planning with pooled budgets where appropriate
- 3. Increase health support for care homes, working with volunteers and support groups
- 4. Embed the safeguarding adults framework into working practices to strengthen links with the voluntary sector, through the use of Liberty of Protection Safeguards and Safeguarding Adult Reviews
- 5. Review Learning Disability and Mental Health Supported Housing
- 6. Develop Mobile Social Prescribing Services to address social isolation and support rural communities
- 7. Carry out 2,000 Safe and Well Visits in the homes of vulnerable people across Suffolk, fitting new smoke detectors where required
- 8. Make greater use of technology enabled care solutions to support people living in their own homes
- 9. Use digital technology to enable greater level of engagement with care providers and service users and build care provider capacity through the use of technology enabled care
- 10. Trial new technology through the Live Labs project, to support vulnerable people, including carbon monoxide monitoring, water leak detection and lit pathways at night between rooms



Keep people in Suffolk safe

- 1. Implement a Safer in School strategy to increase the engagement of vulnerable children in education so that more benefit from full-time attendance at school
- Help to deliver the revised Child Criminal Exploitation action plan as part of the local multi-agency Child Criminal Exploitation (CCE) Partnership including the creation of small specialist hubs which work flexibly where most needed
- 3. Work with all utility companies and Suffolk Highways to improve road safety and reduce 'High Risk' failures, investing in safety schemes that utilise and provide accident data
- 4. Consider changes to part night lighting and use adaptive lighting to ensure street lighting operates at the right time, in the right place and at the right levels of illumination matching levels of road use whilst reducing energy consumption and carbon emissions
- 5. Deliver Bikeability Training to 3,000 children and provide Road Safety advice to 150 schools
- 6. Deliver the road safety scheme at Bell Lane in Kesgrave by end of 2021
- 7. Carry out 1,000 fire safety audits of higher risk buildings across Suffolk
- 8. Develop a 2022-25 Integrated Risk Management Plan for Suffolk Fire and Rescue Service ensuring appropriate arrangements in place to manage fire and rescue related risks
- Increase the number of No Cold Calling Zones, Trading Standards Champions and Friends Against Scams in Suffolk, keeping Suffolk's residents and businesses safe from scams and rogue traders
- 10. Embed revised statutory radiation emergency arrangements for Sizewell B

## OUR FOCUS: HEALTH, CARE AND WELLBEING

Support strong physical and mental health

#### IN 2021/22 WE WILL:

- 1. Establish a Mental Health Crisis Outreach Team in partnership with Suffolk's NHS CCGs to provide a home treatment / intensive support offer in response to children and young people in mental health crisis, reducing the need for hospital admission
- 2. Develop a new Neuro-developmental pathway which covers Autism and ADHD, supporting families and children at the time they most need it and not dependent on diagnosis
- Work with Suffolk's Clinical Commissioning Groups and Norfolk & Suffolk Foundation Trust to strengthen and transform Mental Health Services in Suffolk, meeting the needs of children and young people
- 4. Review Speech and Language support in the Waveney area to provide a consistent offer across the whole of Suffolk, bringing services in line with East & West Suffolk
- Strengthen the social work role in mental health services through the Mental Health Transformation programme, starting with a review of the way arrangements are currently delivered

6. Deliver a programme to develop and promote Green Access including a Suffolk Walking Festival 2021

#### Provide housing for our customers

- Work through the Council's Strategic Housing Board to develop housing projects and schemes which deliver housing for adults and children and young people with learning and physical disabilities
- 2. Develop better housing for vulnerable people with a focus on Extra Care Housing for vulnerable elderly people, and a range of supported housing options
- 3. Review our Supported Housing stock to look at the utilisation, supply and design of the current stock whilst ensuring a clear pipeline for new property and implement the recommendations in 2020's Stella Maris Review

# OUR PRIORITIES EFFICIENT AND EFFECTIVE PUBLIC SERVICES

At a time of limited resources, increasing demand, and changing customer expectations, we need to change the way that we operate to meet our customers' needs and balance our budget.

Covid-19 has dominated the service delivery challenges in 2020/21. Not only has there been the developing and implementing the response to Covid-19, but there has been the ongoing challenges of delivering vital public services and the underpinning work to keep the organisation working efficiently and effectively.

2020/2021 saw a one-off spending review delivering a better than expected budget, but this was overshadowed by the cost of responding to the pandemic. The organisation responded quickly and decisively and put in arrangements to account for spending with associated governance, assurance and decision making processes.

We have worked with partners and the Government to effectively communicate and share information as required. The pandemic has also driven a significant amount of transformation in public service delivery – we've seen over 4,600 employees logging on concurrently, remotely on a regular basis; we've introduced new technology solutions for HWRC booking and Contact Tracing; and we've made use of all forms of communication to reach customers and residents alike including MS Teams, Zoom, WhatsApp, YouTube etc. including the broadcast of all Council meetings. This has had an impact on the progress of our nine transformation programmes with staff being redeployed to work in response to Covid-19.

We will return to these transformation programmes in 2021/22 and develop new ideas from our learning from tackling Covid-19 – this will include a new way of working, bringing the best aspects of working from home, with a return to the office, maximising the use of technology and rationalising our property assets. Delivery efficient and effective public services has never been more important.



Stewarding public services and looking after the budget

- 1. Work with district and borough Councils to deliver Covid-19 secure elections in 2021 and deliver an induction programme for new and returning councillors
- 2. Develop a new approach to service transformation following the conclusion of the Council's existing four-year programmes
- 3. Improve data quality across council business systems to improve forecasting and more targeted and accurate processes and payments
- 4. Deliver a balanced budget for 2021-22 and sustainable Medium-Term Financial Plan and Capital Programme
- 5. Deliver an unqualified Audit and Value for Money opinion for the 2020-21 Financial Statements
- 6. Respond to the findings from our 2019 inspection of Suffolk Fire and Rescue Service in advance of a future inspection, expected in early 2022
- Reduce exposure to 3rd party claims through a robust highways inspection, repair and investigation regime, increasing current performance from 90 per cent to 97 per cent in line with national rates
- 8. Increase the success rate for recovering costs associated with damage caused to highway assets by 3rd parties to 98 per cent
- Introduce a carbon budget for the council which focuses on measuring emissions from vehicles, property & energy and develop to include the carbon emissions from the procurement of goods and services

Invest in our assets to improve public services

- 1. Improve our school's estate through projects at Bungay High School, Edger Sewter Primary, Thurston College and Breckland Primary
- 2. Complete the Mildenhall Hub, new Fire, Police and Ambulance stations in Ipswich and Stowmarket, and Newbury Children's / Community Centre
- 3. Develop a business case for a Regional Public Mortuary in West Suffolk, linked to the development of a new hospital site and Western Way developments in Bury St Edmunds
- 4. Relocate Register Offices in Ipswich and Lowestoft
- 5. Upgrade the Council's street lights to LED lanterns, reducing energy usage by 60 per cent
- 6. Implement the action plan to reduce the Council's carbon emissions to net zero by 2030. Invest in sustainable measures within our properties, adopting electric vehicles, ensuring our procurements include climate change impacts and ensuring policy making takes account of carbon emissions
- 7. Transfer archives to The Hold in Ipswich to offer enhanced services
- Complete mobilisation of the new East Ipswich waste transfer station and begin construction of an improved recycling centre at Foxhall and a new recycling centre for Haverhill
- 9. Develop business cases for cost effective, sustainable, energy reduction and generation schemes using our assets, investing in renewable energy, targeting large scale solar power on county farms and securing a delivery partner to develop electric vehicle charging stations on Park and Ride sites

To make every penny count and every minute matter through commercialism

- 1. Continue developing the Home to School Transport offer, enhancing technology and contract management
- 2. Review the Passenger Transport Dynamic Purchasing system and procurement process
- 3. Support more families and young people with personal care budgets so they can make the right choices about how to meet their needs
- 4. Work to ensure that our Social Care contracting models have a focus on reablement and recovery
- 5. Enhance our partnership and co-production with Suffolk's care market to promote innovation and value for money
- 6. Work closely with Suffolk Association of Independent Care Providers to engage and develop care providers and support Suffolk's care economy
- 7. Work with Wholly Owned Companies to rebuild and recover from the impact of COVID-19
- 8. Relocate and remodel the arrangement for the Council's Records Management Centre
- 9. Generate £550,000 in income through increased capacity at the Suffolk energy from waste facility



- Update procurement guidance and standard contractual terms to include climate change impacts, and mandatory carbon reporting, with the aim of delivering net zero emissions in procurement by 2030
- 11. Further strengthen our approach to tackling modern slavery and human trafficking including revising our training for staff and broadening coverage; promoting our procurement policies with our supply chain; and reviewing and improving our recruitment processes and relationships with recruitment agencies

### OUR FOCUS: EFFICIENT AND EFFECTIVE PUBLIC SERVICES

Make the best use of technology, the internet and innovation in public services to support people in Suffolk to be connected, healthy, safe and productive

### IN 2021/22 WE WILL:

- Support children with a social worker and care leavers with laptops / tablets where they
  do not otherwise have sufficient access to equipment to support learning, and contact
  with services
- 2. Continue to develop and expand Cyber Security operations to track current issues and threats
- 3. Implement a scheme to help support people with dementia access technology that helps them live independently and stay in touch with friends and family
- 4. Work with the NHS to align services, using technology and the Health Information Exchange Programme to share data on patients and customers securely with their consent
- 5. Review our website and implement a new content management system to improve the availability of advice and support. Improve the directory of information, financial assessment, and range of online services
- 6. Explore opportunities in automation, artificial intelligence and machine learning to transform services and help residents get the information and support they need
- 7. Implement the new Oracle Fusion enterprise resource management platform integrating HR, procurement and finance processes
- Implement a new 999 mobilising system in our Combined 999 Fire Control Centre in Cambridgeshire which will be compliant with the Government's new Emergency Services Network
- 9. Develop the Recycling Centre booking system and introduce an Automated Number Plate Recognition system
- 10. Expand and develop the ability to 'bring your own device' to work, develop remote/home working solutions and rollout new collaboration, voice and messaging platform
- Develop software solutions with our partners to enable more effective planning of Home to School journeys for entitled students and implement new contract management software
- 12. Test and trial technology, through local business partnerships to enable services to be delivered more efficiently and effectively

### OUR FOCUS: EFFICIENT AND EFFECTIVE PUBLIC SERVICES

Develop our staff and work collaboratively

### IN 2021/22 WE WILL:

- 1. Use 2020's staff survey results to stimulate discussion and identify areas to improve staff engagement further, building on WE ASPIRE organisational values
- 2. Improve the health and wellbeing of our employees and address sickness management
- 3. Develop a flexible home and office working approach, dependant on roles and staff preferences
- 4. Support two candidates to undertake the National Qualification for Registrars



- 5. Develop and deliver training for commissioners and suppliers on climate change, carbon foot printing and carbon reduction
- 6. Increase the number of apprenticeships across the Council and use the Council's Apprenticeship Levey to support apprenticeships for organisations across Suffolk
- 7. Focus on sustainably recruiting, developing and retaining School Nurses, Health Visitors, Children's Homes staff, Mental Health practitioners and Social Workers
- 8. Implement a role-related fitness test for every firefighter
- 9. Continue to coach and support managers and embed Signs of Safety
- 10. Deliver coaching and support programmes to managers in Adult Social Care, embedding Signs of Safety
- 11. Build resilience through a bank of staff trained and ready for redeployment into other services as and when required
- 12. Publish a Recruitment and Retention Strategy for Adult Social Care
- 13. Maintain Suffolk Highways' accreditation to ISO44001
- 14. Develop an Infrastructure Management Competency Framework to ensure development/ training needs are identified, delivered and recorded
- 15. Build on the Council's vision for health, safety and welfare, 'Everyone Home Safe and Well', focusing activities on procurement and contract management, schools, supporting a wellbeing culture within the Council and health and safety assurance



## OUR FINANCES



For many years, graduated increases in Government funding have not proved enough to keep pace with the increased costs that come from ever increasing demands on council services, particularly relating to the care of adults and children. This has meant that significant savings have been required in previous years to balance the budget.

In 2020-21 the Council experienced unprecedented times due to the pandemic, for which significant additional funding from Government has been received, specifically to manage the response to, and eventual recovery from the Covid-19 crisis as Suffolk's residents and businesses look to regain some degree of normality in future months.

The Council has set a budget for 2021-22 which seeks to respond to this unprecedented situation, whilst continuing to apply its resources in a responsible manner, recognising its key role in providing essential public services. The 2021-22 budget plan includes of the use of £16.7m from our unallocated reserves to manage the expected reduction in Council Tax income through the coming year and the delays encountered in the delivery of transformation programmes, both a result from the impact of Covid-19. Using unallocated reserves in this limited way enables the council to set a balanced budget without the need to cut provision or reduce services.

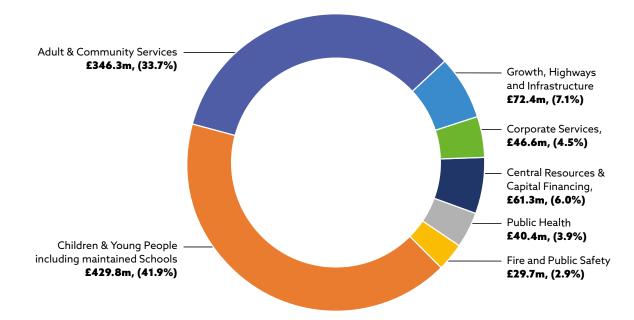
As a result of the Government's one-year spending review for 2021-22, Suffolk County Council does have a level of funding which is sufficient for the short term, and the council will continue to work closely with Government to monitor and address the financial challenges for 2022 and beyond as the country emerges from the virus.





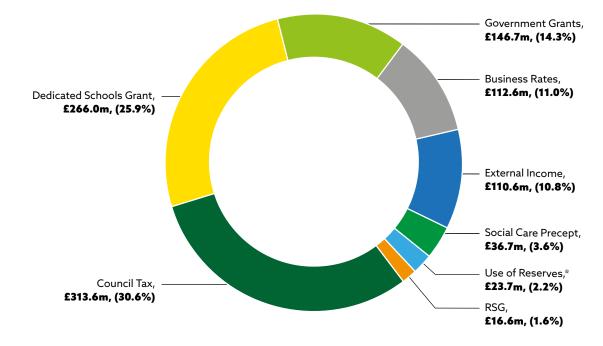
#### What we spend:

This chart shows how the council will use its budgeted gross expenditure of £1,026.5million in 2021-22, spread across its seven directorate areas:



### Where the money comes from:

This chart summarises where the council gets its funding:



OUR FINANCES

# Our forecast budget gap between 2022 and 2025

An essential element of the Council's Medium-Term Financial Plan is maintaining an estimate of expenditure and funding up to the period covering 2024-25. This planning is made ever more challenging because of the uncertainty surrounding the Covid-19 pandemic and the unprecedented and ongoing challenges, with the Council continuing to focus on the immediate requirement to support local communities and manage the recovery.

The Government's Spending Review 2020 only covers funding for the forthcoming financial year, which means the Council's Medium-Term Financial Plan contains less detailed plans beyond 2021-22.

### This uncertainty is driven by a number of factors:

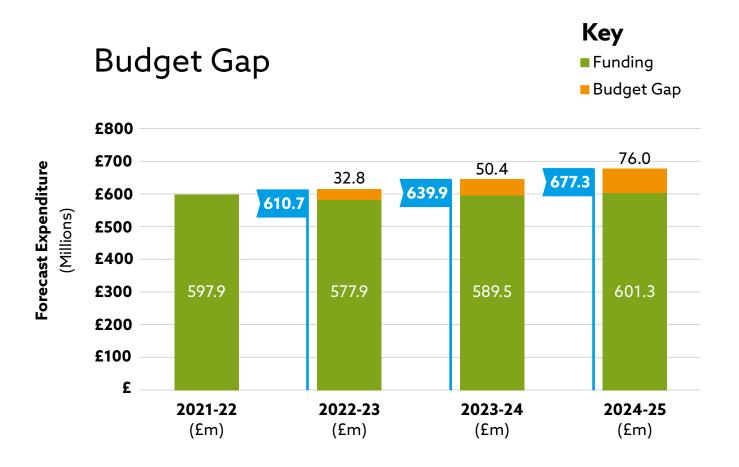
- a. COVID-19 and its ongoing impact on the economy and public finances
- **b.** Brexit and its impact on the economy and public finances
- **C.** The Government's Fairer Funding Review which is due to provide future funding for all local authorities
- **d.** Changes to the way in which councils can retain local business rates (with the risks and opportunities this provides regarding revenue generation)
- **e.** Local business rate revaluation (and whether and when it will occur and the associated impact on revenues)



The Council's spending assumptions in future years are driven by inflation, service provision cost pressures, the impact of the transformation programmes and pressures related to the Covid-19 pandemic.

Despite this uncertainty, funding estimates and forecast spending plans have been developed for the period to 2022 to 2025 but can only be treated as highly indicative at this stage.

The chart below shows the gap between the Council's forecast spending and funding for the period to 2024-25. This is known as the Budget Gap.





The Council will continue to focus on transforming its services to ensure it is on a sustainable financial footing in years to come. As part of this work, the Council will continue to lobby Government to ensure they are fully aware of the financial pressures affecting all local authorities at this time.

### **Investing in Suffolk**

Our careful approach to financial management over previous years has ensured we are in a strong enough position to invest some £113million in assets and planned infrastructure projects during 2021-22. This work is known as the Council's Capital Programme and is over and above the £1,026.5million budget used for day-to-day service expenditure, and the Programme includes:

£15.3million to create additional places in schools across the county and £4.8million to provide new provision for young people with Special Educational Needs.

- £41.5million on maintaining and improving Suffolk's existing infrastructure including roads and buildings
- £26.3million for development of the new Gull Wing bridge in Lowestoft
- £2.6million to replace and upgrade Fire and Rescue Service equipment and vehicles to enable the service to respond safely and effectively to a wide range of incidents
- £4million investment in Information Technology assets and services for the council, including a new wide area network, to help the connectivity and closer working relationships between public sector organisations
- £2.3million to develop Council owned land for future housing and employment opportunities



### Setting Suffolk's Carbon Budget



The United Nations Paris Agreement on climate change commits the global community to take action to pursue efforts to limit the temperature increase to 1.5 degrees Celsius above pre-industrial levels. In real terms, this is about countries, areas and organisations taking ownership over the need to reduce and limit how much carbon they generate.

To stay within such a temperature limit requires a commitment to ensure only a certain, total quantity of greenhouse gasses, such as carbon dioxide, are released to the atmosphere. This is known as the Global Carbon Budget. All emissions above this budget

will contribute to exceeding the 1.5 degrees Celsius threshold. Countries, areas and specific organisations may choose to adopt this approach to monitor and reduce carbon emissions to reach net zero over time.

Suffolk County Council has set itself a target of achieving net zero carbon emissions for its own operations by 2030. To achieve this, a detailed understanding of the emissions produced by the Council is required to provide both the evidence to develop targeted interventions, and to support the organisation in marking progress towards becoming carbon neutral.

The Greenhouse Gas Protocol is the most widely used and accepted global standard for measuring and reporting on an organisation's emissions. The Protocol divides emissions into three categories, which are detailed in the list below. Together, these represent the total emissions related to any organisation and its activities.

### Scope 1

emissions from the combustion of gas, oil, petrol, diesel, coal, or wood. For Suffolk County Council this includes buildings and vehicles where the Council is responsible for paying for fuel

### Scope 2

emissions from the electricity purchased by the Council

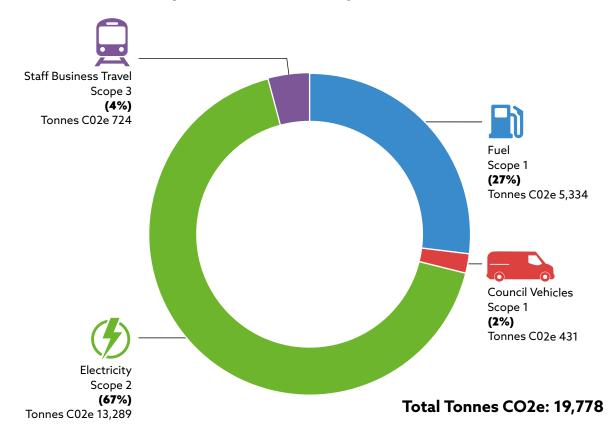
### Scope 3

emissions that come from all other activities undertaken by the Council, such as business travel, water usage, waste, procurement and staff commuting. The County Council's scope 3 emissions mostly comprise of scope 1 and 2 emissions from other organisations used by the Council for service delivery

### > Setting Suffolk's Carbon Budget

The Council has begun to measure its emissions based on these categories and the chart below shows all of the Council's Scope 1 and Scope 2 emissions. It also includes some Scope 3 emissions from staff who use the Council's pool car fleet for business travel recorded during 2019/20. The Council will work to include more Scope 3 emissions in future years, these are currently not included as there is no accurate way to measure them.

As suitable systems and processes develop, their inclusion will enable us to make procurement decisions that reduce emissions in our supply chain, as well as those we directly control. This emission information will be used by the authority to set a baseline, develop a more detailed understanding of the source of the Council's future emissions and plans to reduce them.



#### Carbon emissions by source for council operations in 2019/20

The main sources of the Council's emissions have always been relatively clear for example, fossil fuel use in buildings and vehicles and electricity for street lighting. Suffolk County Council has a proud history of undertaking green projects to reduce environmental impact wherever possible such as making the switch to using LED lights for street lights, installing solar panels to generate electricity on over 100 council buildings, and using electric vehicles to deliver services where possible.

Further changes in routine and operation are already in progress to reduce emissions further in support of the Climate Emergency that the Council declared in 2019. This work includes: plans to only purchase 100% renewable electricity, projects to move away from gas to heat our buildings and looking at ways to generate more renewable energy using our buildings and land.

Gathering data from the full range of current initiatives and combining it with future emission reduction data that we plan to generate through current and future projects will allow the creation of a comprehensive carbon budget during 2021/22.

This new approach will allow the Council to assess impact and determine the scale of future carbon reduction to meet the net zero target.

### > We Are Listening

How we consult and engage with the people of Suffolk

Like many people and organisations in Suffolk, we are passionate about achieving great things for our county and have lots of ideas and plans on how we will go about doing that. We firmly believe that to turn these ideas and plans into successes, we first need to listen to, and learn from, others and make it as easy as possible for anyone to get involved. Suffolk County Council does not hold a monopoly of wisdom. Importantly, we need to demonstrate what we do as a result of engaging with other people.

Working with partners and residents is therefore an essential part of the daily work we do. We also want to find out the things that are most important to others, and to hear their ideas to help shape the approaches we take in response to challenges.

Our We Are Listening events across Suffolk have become an integral part of our calendar. Over the past two years, we have visited towns throughout Suffolk, including Lowestoft, Beccles, Halesworth, Samundham, Eye, Woodbridge, Felixstowe, Ipswich, Hadleigh, Stowmarket, Bury St Edmunds, Sudbury, Haverhill, Newmarket and Mildenhall. Our team has spoken to hundreds of people on the streets, but also via social media so that more people can take part.

Building on these achievements, we will continue with our We Are Listening programme in 2021/22. Of course, the COVID-19 pandemic means that we can not be sure when or how we will be able to do this safely, but it is our strong intention and we are actively investigating ways to do this. This could include virtual sessions. We want to give more residents the chance to have informal, meaningful and accessible opportunities to talk to us about the things that matter to them. The dates, times and, if applicable, locations for these events will be published on our website, alongside details the various ways people can take part.

As well as this campaign, we will also launch consultations when we need to consider important issues, such as budget proposals or changes to services. This gives residents, businesses and partners more opportunity to tell us what they think and influence the discussions and difficult decisions we must make. We will continue to grow the depth and range of this engagement, including the use of co-production.

These opportunities to influence our decisions will be carefully shaped using the clear commitments set out in our consultation and engagement charter.



# > Our People

The challenges we faced responding to the spread of Covid-19 during 2020 saw a rapid and successful shift for many staff to embrace an increase in home working and the movement to online and remote communication, reducing a great deal of face-to-face contact where possible.

Workloads were re-prioritised within many teams and a number of our committed staff were successfully redeployed to swiftly ensure that the leadership and support needed to deliver the Covid-19 response was in place. The ability of the organisation to effectively move to a digital platform for most of its business operation was tested with many positive outcomes and this approach to working continues to be developed and adapted with sustainable success. Throughout the year, there has been an accelerated pace of change and decision making, creativity, resilience and flexibility shown by Suffolk County Council's staff which has been remarkable for many reasons.

The Council's **ASPIRE** values were refreshed last year following wide engagement with staff to reshape and define what was important and meaningful to SCC employees. The result of that was the launch of **WE ASPIRE** which extended our values and focus to include **W**ellbeing and **E**qualities & Inclusion. In addition, the 'I' value was changed to represent Innovation and the definitions we provide for each value were updated. This work was an important beginning and will continue further with the development of a WE ASPIRE behaviour-based framework to facilitate discussions and the ongoing building of an online resource and case study centre linked to these values.

The safety and wellbeing of our staff has become more important than ever and we work hard to support their welfare and resilience to be the best that they can be. Over the past year we have extended and further developed the resources available to support staff and managers. We continue to strengthen our flexible working approach, aided by digital technology to improve both work efficiency and work life balance. Our apprenticeship programme continues to expand, with a 113% increase compared to last year. This includes our funded care leaver apprenticeships. Over the past year we have established a clear process to fund and support apprenticeships for other employers within Suffolk and we are increasingly utilising our apprentice levy. An application has been made to host over 35 of the Government's Kickstart placements across the council and within schools in Suffolk.

Behind the scenes work to replace current HR & Payroll and Finance & Purchasing systems with a single, integrated system has progressed as planned over the past year, with all key milestones met. The new HR and payroll system will go live from April 2021 and will bring an improved and streamlined HR experience for all staff.

In 2020 we undertook our latest staff survey which was completed in September/October 2020 and demonstrates the organisation's continuous improvement in results with significantly high levels in engagement, increased satisfaction with communication and confidence in senior leadership. The real value of the staff survey feedback is the learning and discussions across all services that it stimulates and the actions that are planned and implemented as a result. This work will continue throughout the year at corporate, directorate and team level

We are committed to working effectively with our partners across the Suffolk system, further integrating services and jointly funding posts. This is particularly the case within the Integrated Care System, where we are working closely with Health partners to share and align workforce planning as we continue to react to the pressures of Covid-19 and greater pressure within the care sector.



To help us monitor our progress in delivering the activities we have outlined in this business plan we have identified a number of areas that we can report on. Some of these relate to services we are directly responsible for whilst others relate to wider public services which we are not responsible for but can influence.

### These are the latest published figures.

### **Education and Schools**

Performance Measures	What success looks like	Previous performance	Latest performance	England (average)	Similar Councils (average)	Target
Ofsted school inspections: % Good or Outstanding (maintained schools)	Higher is better	93% (Dec 2019)	96% (Dec 2020)	91% (Dec 2020)	90% (Dec 2020)	Better than England (2019)
Ofsted school inspections: % Good or Outstanding (academies)	Higher is better	73% (Dec 2019)	74% (Dec 2020)	80% (Dec 2020)	79% (Dec 2020)	Better than England (2019)
Early Years: Pupils achieving a Good Level of Development (GLD)	Higher is better	71.5% (2018)	70.7% (2019)	71.8% (2019)	72.1% (2019)	Better than England (2019)
Key Stage 2: Pupils achieving expected standard in reading/ writing/maths (all schools)	Higher is better	61.0% (2018)	62.0% (2019)	65.0% (2019)	63.0% (2019)	To be in top 25% of all authorities (2019)
Key Stage 2: Pupils achieving expected standard in reading/ writing/maths (maintained schools)	Higher is better	63.0% (2018)	65.0% (2019)	65.0% (2019)	63.0% (2019)	To be in top 25% of all authorities (2019)
Key Stage 2: Pupils achieving expected standard in reading/ writing/maths (academies)	Higher is better	57.0% (2018)	60.0% (2019)	65.0% (2019)	63.0% (2019)	To be in top 25% of all authorities (2019)
GCSE: Average attainment 8 score per pupil (all schools)	Higher is better	45.5 (2018)	44.9 (2019)	46.7 (2019)	47.3 (2019)	To be in top 25% of all authorities (2019)
GCSE: Average attainment 8 score per pupil (maintained schools)	Higher is better	45.7 (2018)	46.1 (2019)	46.7 (2019)	47.3 (2019)	To be in top 25% of all authorities (2019)
GCSE: Average attainment 8 score per pupil (academies)	Higher is better	45.6 (2018)	44.7 (2019)	46.7 (2019)	47.3 (2019)	To be in top 25% of all authorities (2019)
A Level: Average point score per entry (academic students)	Higher is better	30.4 (2018)	30.8 (2019)	34.3 (2019)	32.3 (2019)	To be in top 25% of all authorities (2019)



### **Skills and Training**

Performance Measures	What success looks like	Previous performance	Latest performance	England (average)	Similar Councils (average)	Target
% 16 and 17 year olds who were not in education, employment or training	Lower is better	3.4% (Dec-Feb 2018/19 Average)	3.5% (Dec-Feb 2019/20 Average)	2.7% (Dec-Feb 2019/20 Average)	2.5% (Dec-Feb 2019/20 Average)	Same or better than national average (2019/20)
% 16 and 17 year olds where their activity was not known	Lower is better	3% (Dec-Feb 2018/19 Average)	2.1% (Dec-Feb 2019/20 Average)	2.8% (Dec-Feb 2019/20 Average)	3.5% (Dec-Feb 2019/20 Average)	Same or better than national average (2019/20)
Total number of apprenticeship programme (starts all ages)	Higher is better	4,190 (Aug 2018- Apr 2019)	3,950 (Aug 2019- Apr 2020)	No meaningful comparison available	No meaningful comparison available	Annual increase (2019/20)
Total number of Suffolk County Council apprenticeship Starts (including schools)	Higher is better	128 (2019/20)	31 (April to Sept 2020)	No meaningful comparison available	No meaningful comparison available	226 (2020/21)

### **Economic Growth**

Performance Measures	What success looks like	Previous performance	Latest performance	England (average)	Similar Councils (average)	Target
Housing Affordability Ratio (Average house price divided by median salary)	Lower is better	8.81 (Dec 2019)	8.76 (Dec 2020)	7.36 (Dec 2020)	8.27 (Sept 2020)	Annual reduction (2020)
% Annual change in the number of house builds started	Higher is better	+12.8% (2018/19)	-5% (2019/20)	-13% (2019/20)	+6% (2019/20)	Annual increase (2019/20)
% Annual change in the number of affordable house builds started	Higher is better	-5% (2018/19)	+41% (2019/20)	+5% (2019/20)	-3% (2019/20)	Annual increase (2019/20)
Annual growth in local businesses in Suffolk	Higher is better	+1.6% (2019)	+0.5% (2020)	+1.3% (2020)	+1.7% (2020)	+2% growth (Anglia LEP target)



### **Transport, Infrastructure and Environment**

Performance Measures	What success looks like	Previous performance	Latest performance	England (average)	Similar Councils (average)	Target
% residents happy with condition of roads	Higher is better	34% (2019)	35% (2020)	37% (2020)	34% (2020)	40% (2020)
Manifesto commitment to repair 1,000 of roads by (2017-2020)	Higher is better	Total 830 miles (as at March 2020)	Total 1,040 miles (as at August 2020)	No meaningful comparison available	No meaningful comparison available	Target 1,000 miles
Number of passenger journeys on bus services per head of population	Higher is better	20.1 (2018/19)	20.3 (2019/20)	23.7 (2019/20)	21.3 (2019/20)	Annual increase (2019/20)
Number of Connecting Communities passengers	Higher is better	150,421 (2018/19)	139,143 (2019/20)	No meaningful comparison available	No meaningful comparison available	Annual increase (2019/20)
% household waste reused, recycled, or composted	Higher is better	47.1% (2018/19)	43.3% (2019/20)	43.5% (2019/20)	47.6% (2019/20)	Annual increase (2019/20)



### **Community Wellbeing and Resilience**

Performance Measures	What success looks like	Previous performance	Latest performance	England (average)	Similar Councils (average)	Target
% Year 6 children obese or overweight	Lower is better	30.4% (2018/19)	31.8% (2019/20)	35.2% (2019/20)	32.8% (2019/20)	Annual reduction (2019/20)
% adults obese or overweight	Lower is better	64.5% (2017/18)	66.3% (2018/19)	62.3% (2018/19)	63.9% (2018/19)	Annual reduction (2018/19)
% property fires attended within 11 minutes (Fire Response Standard 1)	Higher is better	69.0% (2019/20)	73.9% (2020/21 projected)	Local measure	Local measure	80% (2020/21)
% road traffic collisions attended within 13 minutes (Fire Response Standard 3)	Higher is better	72.3% (2019/20)	77.8% (2020/21 projected)	Local measure	Local measure	80% (2020/21)
Average speed of response (all fire crews, all incidents)	Lower is better	9mins 54s (2019/20)	9min 49s (2020/21 projected)	Local measure	Local measure	Annual reduction (2020/21)
Number of No Cold Calling Zones (Suffolk Trading Standards)	Higher is better	146 (2019)	158 (2020)	Local measure	Local measure	Annual increase (2020)
Number of people killed or seriously injured on Suffolk's roads (per 10,000 population)	Lower is better	3.92 (2016-18)	4.22 (2017-2019)	4.88 (2017-2019)	4.99 (2017-2019)	Reduction (2017-2019)



### **Mental and Physical Health**

Performance Measures	What success looks like	Previous performance	Latest performance	England (average)	Similar Councils (average)	Target
% adults receiving mental health services living independently	Higher is better	81% (2018/19)	74% (2019/20)	54% (2019/20)	51% (2019/20)	Annual increase (2019/20)
Hospital admissions for mental health disorders per 100,000 population (age 0-17)	Lower is better	63.4 (2017/18)	75.3 (2018/19)	88.3 (2018/19)	90.4 (2018/19)	Annual reduction (2018/19)
Age-standardised mortality rate from suicide per 100,000 population	Lower is better	9.9 (2016-2018)	9.5 (2017-2019)	10.1 (2017-2019)	10.9 (2017-2019)	Annual reduction (2017-2019)
% of pupils with Special Educational Needs (SEN) Support	N/A	10.1% (2018/19)	10.3% (2019/20)	11.9% (2019/20)	11.4% (2019/20)	No target
% Infants being breastfed at 6 to 8 weeks after Birth	Higher is better	48.9% (2018/19)	47.3% (2019/20)	46.2% (2018/19)	47.0% (2018/19)	48% (2018/19)
% people aged 18+ who are self-reported smokers	Lower is better	13.0% (2018)	16.1% (2019)	13.9% (2019)	13.7% (2019)	<12.5% (2019)

### Social Care (Children)

Performance Measures	What success looks like	Previous performance	Latest performance	England (average)	Similar Councils (average)	Target
Referrals per 10,000 children	Lower is better	375 (2018/19)	426 (2019/20)	535 (2019/20)	423 (2019/20)	
Children subject to a Child Protection Plan (CPP) per 10,000 children	Lower is better	30.4 (2018/19)	29.8 (2019/20)	42.8 (2019/20)	39.5 (2019/20)	26.4-29.7 (2019/20)
Children in Care (CiC) per 10,000 children	Lower is better	57.0 (2018/19)	61.0 (2019/20)	67.0 (2019/20)	56.7 (2019/20)	52.5-55.8 (2019/20)
% care leavers (aged 19-21) in Education, Employment and Training	Higher is better	50% (2018/19)	52% (2019/20)	53% (2019/20)	51% (2019/20)	70% (2019/20)



### Social Care (Adults)

Performance Measures	What success looks like	Previous performance	Latest performance	England (average)	Similar Councils (average)	Target
Adults (18-64) Permanent admissions to residential care per 100,000 adult population	Lower is better	33.5 (2018/19)	29.4 (2019/20)	14.6 (2019/20)	14.6 (2019/20)	No target (2019/20)
Adults (65+) permanent admissions to residential care per 100,000 adult population	Lower is better	767.9 (2018/19)	864.0 (2019/20)	584.0 (2019/20)	550.4 (2019/20)	No target (2019/20)
% learning disability customers in paid employment	Higher is better	2.6% (2018/19)	3.7% (2019/20)	5.6% (2019/20)	4.7% (2019/20)	No target (2019/20)
% older people living at home 91 days after Hospital discharge	Higher is better	75.0% (2018/19)	80.9% (2019/20)	82.0% (2019/20)	84.1% (2019/20)	81.2% (2019/20)
% customers satisfied with adult social care/ support	Higher is better	69.1% (2018/19)	62.8% (2019/20)	64.2% (2019/20)	65.4% (2019/20)	Annual increase (2019/20)



### Health Inequality

Performance Measures	What success looks like	Previous performance	Latest performance	England (average)	Similar Councils (average)	Target
Inequality in life expectancy at birth (most deprived areas compared to least deprived areas)	Lower is better	7.0 years (male) 4.4 years (female) (2015-2017)	6.9 years (male) 4.8 years (female) (2016-2018)	9.5 years (male) 7.5 years (female) (2016-2018)	7.8 years (male) 5.8 years (female) (2016-2018)	No target
% take up of Free School Meals all pupils (all ages)	Higher is better	12.6% (2018/19)	14.8% (2019/20)	17.3% (2019/20)	13.5% (2019/20)	Higher than similar Councils (2019/20)
Under 75-year-olds mortality rate from all cardiovascular diseases (preventable) per 100,000 population	Lower is better	39.0 (2015-2017)	36.8 (2016-2018)	45.3 (2016-2018)	41.4 (2016-2018)	Annual reduction (2016-2018)
Under 75-year olds mortality rate from all cancer (preventable) per 100,000 population	Lower is better	67.8 (2015-2017)	66.9 (2016-2018)	76.3 (2016-2018)	71.9 (2016-2018)	Annual reduction (2016-2018)

### Financial Management and Workforce

Performance Measures	What success looks like	Previous performance	Latest performance	England (average)	Similar Councils (average)	Target
Budget - net spend per head of population - total service expenditure	N/A	£1,014 (2018/19)	£1,008 (2019/20)	£1,160 (2019/20)	£1,209 (2019/20)	National comparators only
Budget - net spend Children & Young People services per head of population (aged 0-17)	N/A	£576 (2018/19)	£640 (2019/20)	£684 (2019/20)	£743 (2019/20)	National comparators only
Spend on adult social care services per head of population (aged 18+)	N/A	£393 (2018/19)	£413 (2019/20)	£382 (2019/20)	£350 (2019/20)	National comparators only
Spend on Fire and Rescue Service per head of population	N/A	£31.93 (2018/19)	£33.17 (2019/20)	£38.12 (2019/20)	£36.66 (2019/20)	National comparators only



### **Customer Services**

Performance Measures	What success looks like	Previous performance	Latest performance	England (average)	Similar Councils (average)	Target
Number of complaints received by SCC	Lower is better	994 (2018/19)	1,093 (2019/20)	Local measure	Local measure	Annual reduction (2019/20)
% complaints responded to within 20 working days	Higher is better	58.3% (2018/19)	64.1% (2019/20)	Local measure	Local measure	80% (2019/20)
Customer transactions undertaken online versus other channels	Higher is better	59.4% (2018/19)	68.0% (2019/20)	Local measure	Local measure	5% annual increase (2019/20)
% satisfaction with the Customer Service Centre	Higher is better	91.5% (2018/19)	82.4% (2019/20)	Local measure	Local measure	85% (2019/20)

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াই লেখাটি যদি অনা ভাষাতে বুঝতে চান তাহলে নিচের নম্বরে ফোন করুন	Если для того чтобы почять эту информацию Вам нужна помощь на другом
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