



Business Plan 2020-2023

Version 2.1

Foreword



John Mayhew, Chairman, ONE Haverhill Partnership

I am privileged to chair ONE Haverhill Partnership, a strategic alliance of stakeholders in the success of Haverhill that combines all three tiers of local government, the business, education and voluntary sectors, Citizens' Advice Bureau, NHS, police and faith organisations, together with housing and leisure.

It is an inspiring and aspiring organisation supported by a strong mix of experience and commitment all working together for one sole purpose – to improve the lives of those who live, work in and visit Haverhill.

ONE Haverhill Partnership has no budget, staff or premises. Our sole purpose is to be a change agent encouraging our partners and the wider community to work together to achieve better outcomes for the town. That said, we rely heavily on sharing responsibility with Haverhill Town Council, West Suffolk Council and Suffolk County Council, who also provide officer-support, as necessary.

Within this Business Plan, we have identified key priorities under the themes of Health and Wellbeing; Crime and Anti-Social Behaviour; Education, Training and Employment; the Town Centre Masterplan; Volunteering and engagement with the Haverhill Business Community.

When I was elected as chair of ONE Haverhill Partnership, I wanted to build on the achievements of my predecessor Sarah Howard MBE.

I also wanted to harness the collective power and goodwill of our strong board and bring about real change within our community.

This Business Plan sets out the current view of what could be achieved, as identified by our Board members, the organisations they represent and the community in Haverhill, through public consultation.

It is a living document, a work in progress. Essentially, we are a task and finish organisation. The projects we identify are mostly short and medium term and our objective is to hand over viable projects to statutory or other bodies. The common denominator is to achieve outcomes that can be realised, rather than just talked about that, and to drive real change.

Over the next three years, priorities may shift, but the main focus and purpose of ONE Haverhill Partnership will remain. One major change I hope to introduce is a new strategy to improve public health in Haverhill across all of our projects through preventative initiatives.

Thank you for your continued support of our work.

John Mayhew, January 2020

One Haverhill - the story so far

In 2011, Haverhill was chosen by the Government as one of 12 areas in the UK to pilot a new way of giving local communities more say in the way budgets are spent. Community Budgeting was intended to provide a real opportunity for people in Haverhill to directly influence how and where money is spent in the town. ONE Haverhill Partnership was set up to steer this joint approach to working.

- **June 2012** – ONE Haverhill’s first round of community grants awarded to local groups
- **July 2013** – Community consultation identifies two key priorities - better opportunities for young people and improving the physical environment
- **August 2013** – Youth Skills Project started, with an aim to create 10 apprenticeships
- **February 2014** - Community Ambassador Project launched to facilitate local people identifying and reporting problems
- **November 2014** - Town Centre Masterplan working group formed to steer the production of a new Masterplan to shape Haverhill Town Centre for the future
- **March 2015** – “Give CB9 a shine” - First ONE Haverhill Partnership community litter pick event
- **Spring and Summer 2015** - Town Centre Masterplan Community Consultation Exercise
- **July 2015** - First ONE Haverhill Partnership Apprentice Awards
- **September 2015** – Adoption and Publication of the Town Centre Masterplan
- **September 2015** – 100th Apprenticeship opportunity created
- **January 2016** – Development of ONE Haverhill Partnership Masterplan implementation group
- **November 2016** – Second ONE Haverhill Partnership Apprentice Awards
- **February 2017** – Round four of the Community Grants
- **April 2017** – Consultation on Business Plan 2017-2020
- **May 2017** – Appointment of REACH outreach adviser
- **May 2017** – Promoting the development of cultural and creative life in Haverhill – new priority started
- **June 2017** – ONE Haverhill Partnership Business Plan adopted
- **July 2017** – Launch of Haverhill LifeLink project
- **September 2017** – ONE Haverhill Partnership Business Plan adopted
- **November 2017** – Launch of the ONE Haverhill Partnership Business Angels
- **June 2018** – Launch of Haverhill 4 Jobs employment project
- **June 2018** – Volunteer garden party organised with High Sheriff of Suffolk George Vestey
- **June 2018** – Business engagement task group launched
- **June 2019** – Heart of Haverhill brand officially adopted to promote the town centre
- **December 2018** – Haverhill LifeLink to share in £660,000 social prescribing fund
- **December 2019** – Heart of Haverhill work with Haverhill Town Council to support the town’s Christmas lights switch-on and family Christmas night
- **March 2019** – First Haverhill Health Fair organised
- **February 2020** – A campaign is launched to look at creating a Business Improvement District in Haverhill High Street after funding from West Suffolk Council

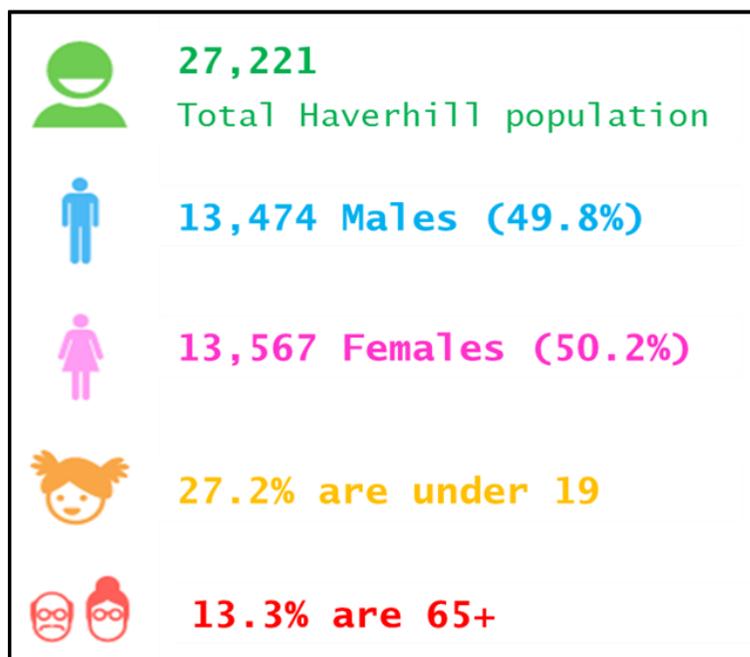
Looking ahead: developing our priorities for 2020-2023

The aim of this document is to set out the priorities and planned activities for ONE Haverhill Partnership between 2020-2023, all of which are intended to improve the quality of life for Haverhill residents, workers and visitors.

The detailed actions outlined in the remainder of this document have been developed by ONE Haverhill Partnership's Task Groups, each of which focuses on one of the following areas:

- Health and Wellbeing
- Crime and Anti-Social Behaviour
- Education, Training and Employment
- Town Centre Masterplan
- Volunteering
- Haverhill Business Angels
- Heart of Haverhill

Each of the task group's aims, aspirations and initiatives for the next three years are set out in the action plans on the following pages, along with milestones for what will be achieved and by when.



	St Eds.	Suffolk
Under 19	22.3%	22.5%
Over 65	21.6%	22.4%

Source: Office for National Statistics (2011)

Focus on young people

The first ONE Haverhill Partnership Action Plan, created following consultation with local people, focused on two strands; Better Opportunities for Young People and Improving the Physical Environment. The latter is encompassed in the work of the Town Centre Masterplan Task Group.

The work strand for Young People is overseen by the Haverhill Youth Action Group and has its own business plan. As of February 2017, the plan has seven active objectives:

Objectives

- 1. Engage with young people who are out on the streets - On The Spot Van**
- 2. Create social media channels to let young people know about events, information and news relevant to them – Social Media Project**
- 3. Reduce worklessness in young people and promote apprenticeships – Youth Skills Project**
- 4. Provide new facilities for outdoor activity – Haverhill Skate Park**
- 5. Increase facilities to provide wider scope for creative activities – Haverhill Arts Centre**
- 6. Provide a broader range of Arts opportunities – Creative Arts Strategy**
- 7. Provide safe places for young people to socialise – extending the Chill-Out Zone at Haverhill Leisure Centre.**

Developing our priorities: understanding the evidence

In choosing the issues on which to focus our efforts and our funding, we have been careful to be evidence-led, prioritising those issues where Haverhill fares less well than other areas; where there are real opportunities to enhance the quality of life for all; or where there is real commitment and energy from partners to bring about real change.

Our priorities for 2020-2023

In response to the issues facing Haverhill residents, communities, partners and businesses, we have developed the following priorities for 2020-2023:

1. Health and Wellbeing

To improve the wellbeing of the people of Haverhill, in order to create a healthier community.

2. Crime and Anti-Social Behaviour

To improve the life chances for marginalised adults and ensure Haverhill is a safe and supportive place to live.

3. Education, Training and Employment

To improve the social and economic wellbeing and social mobility for people in Haverhill, through improved access to educational opportunities and employability.

4. Town Centre Masterplan

To remodel the centre of Haverhill to boost community and economic wellbeing through the provision of a safe, enjoyable retail and leisure experience.

5. Volunteering

To adopt and support a coherent strategy around volunteering in Haverhill, promoting the opportunities available and the importance of volunteering in the local community. A business case is also being produced to look at creating a volunteer centre in Haverhill High Street.

6. Haverhill Business Engagement

The OHP Business Angels was launched to encourage businesses to get involved with ONE Haverhill Partnership and create a closer working relationship with local companies.

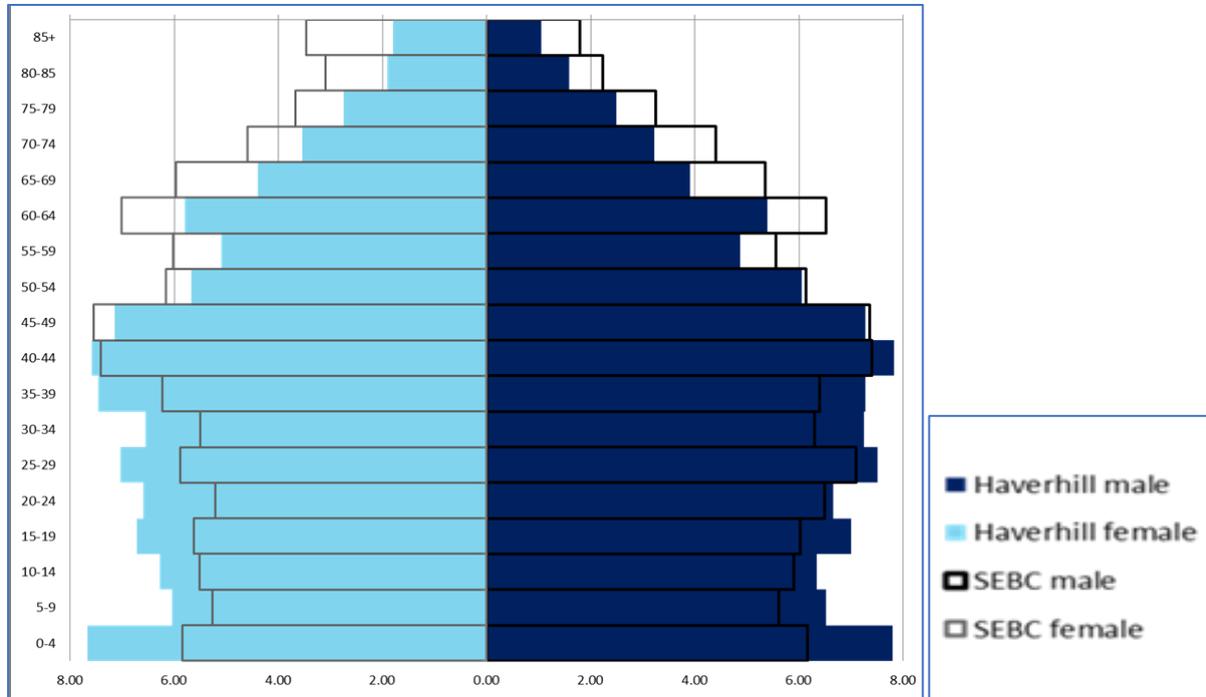
7. Heart of Haverhill

Heart of Haverhill was created to work specifically with town centre businesses to promote improved footfall and a rejuvenation of the local economy with particular emphasis on Marketing; Procurement; Haverhill Market; Events in Haverhill. In February 2020, the task group was successful in gaining funding from West Suffolk Council to create a campaign for Haverhill town centre to be recognised as a Business Development District (BID).

The detail of what we plan to do to meet these priorities is set out on the following pages. It should be stressed that the activities we are proposing are in addition to all the ongoing work of all the partner agencies working in Haverhill. The focus of ONE Haverhill Partnership remains on those activities that involve bringing together multiple agencies so that their impact is greater than the sum of their parts.

Mapping existing provision in Haverhill.

Haverhill population by age group with St Edmundsbury overlaid



Source: Office for National Statistics (2011)

1. Health and wellbeing

Why is this a priority?

In general, Haverhill residents enjoy better health than the Suffolk or national averages, and are less likely to be affected by life-limiting disability or illness. However, as the data show, there are particular issues with lifestyle-related conditions, such as obesity and lung cancer. ONE Haverhill Partnership is therefore committed to improving the health outcomes for Haverhill residents in these areas.

	Very good health	Good health	Fair health	Bad health	Very bad health
Haverhill	47.17%	35.93%	12.04%	3.85%	1.01%
St Edmundsbury	47.33%	35.72%	12.68%	3.33%	0.93%
England	47.17%	34.22%	13.12%	4.25%	1.25%

Source: LGInform (2011)

What are we planning to do?

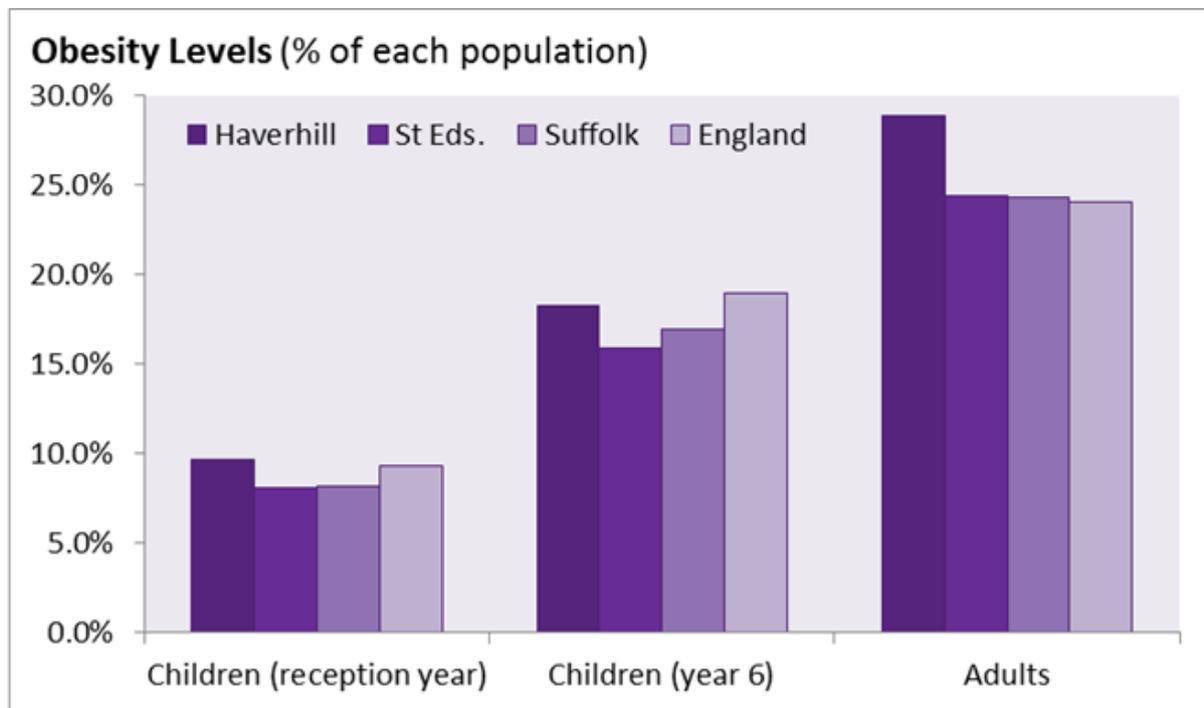
Lifestyle-related health issues can be significantly improved through non-medical interventions relating to healthy living. ONE Haverhill Partnership is therefore proposing to focus attention on the following two actions:

- The continued promotion of a 'social prescribing' health project in the town – Haverhill LifeLink
- Co-ordinating the promotion of physical activity and health initiatives in Haverhill

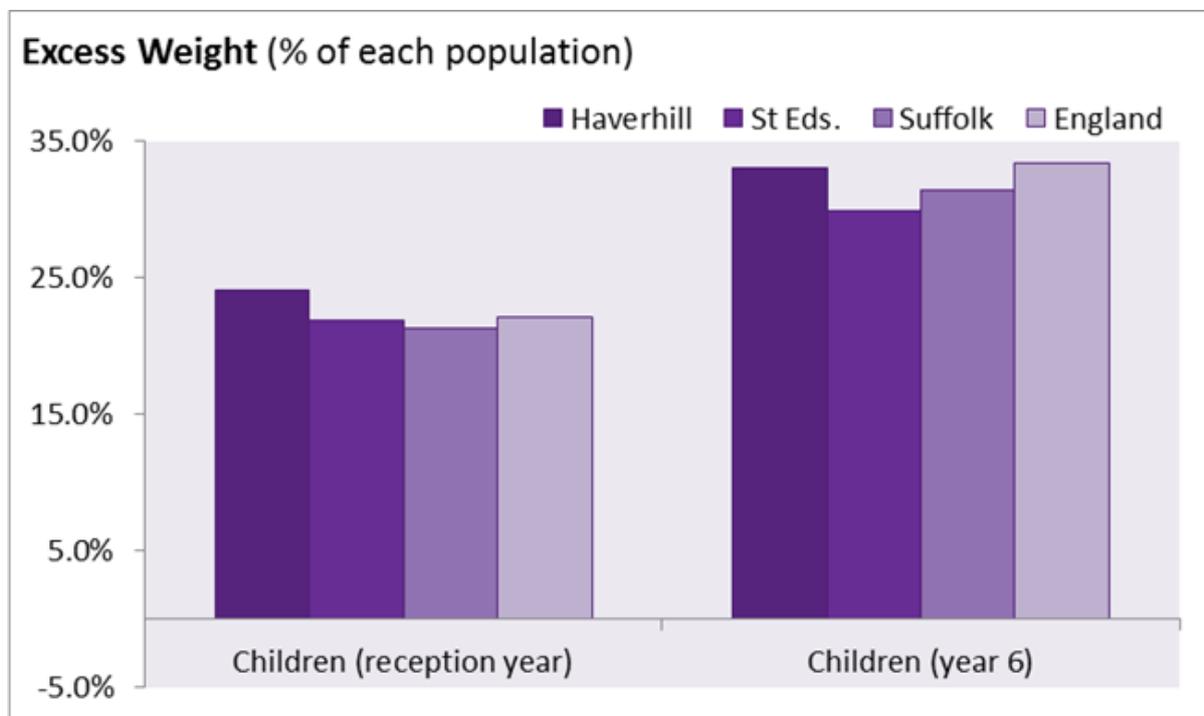
What outcomes do we want to see?

- Improved health and wellbeing
- More self-management of health and wellbeing by Haverhill residents
- An increase in the number of people reporting they have achieved more exercise each week by taking part in an array of physical activities
- A reduction in GP and hospital visits and prescriptions issued
- A more resilient voluntary, community and social enterprise sector and more joint working between statutory and voluntary organisations

Health statistics in Haverhill



Source: Public Health England, Fingertips (2015/16)



Source: Public Health England, Fingertips (2015/16)

Action: Social prescribing

The Social prescribing model is based upon healthcare professionals referring patients into local services, groups, clubs or activities that can help address social issues or needs, generally, but not exclusively offered through the voluntary, community and social enterprise sector (VCSE).

ONE Haverhill Partnership has worked closely with partners to establish a pilot Haverhill LifeLink in 2017, the first in West Suffolk, and currently the project has two LifeLink Coordinators. Originally taking referrals from GP surgeries into activities that already exist in the community, the co-ordinators have developed the role to broaden its reach and now take participants from other services, groups and also self-referrals.

An action plan is produced for each participant, matching the individual to the relevant activity, service or group. The LifeLink Coordinators then support the individual in making and continuing their connection with the activity or group. The end goal is that the individual or family's wellbeing is increased, alongside a reduction in demand for statutory health services.

The work is overseen by a steering group, with representatives from across the Haverhill community.

Full funding for the first year, and partial funding for the second year of the pilot was secured from Suffolk County Council and the Department for Communities and Local Government.

LifeLink has recently successfully attracted funding from WSCCG, WSC, and SCC with other LifeLink projects being launched across the west of the county.

Action: Coordination of promotion of physical activity and health initiatives in Haverhill

In order to maximise the impact of health promotion activities in Haverhill such as whole town physical activity challenges, walking festivals, walking football/netball, national and local healthy living campaigns, and in conjunction with Most Active County, ONE Haverhill Partnership will coordinate the PR and press promotion of activities through wider publicity on social media and traditional press outlets.

2. Crime and anti-social behaviour

Why is this a priority?

While crime levels in Haverhill remain low and in the main part are reducing, residents of Haverhill perceive crime levels to be higher and fear crime more than other St Edmundsbury or Suffolk residents.

What are we planning to do?

ONE Haverhill Partnership is therefore proposing to focus attention on the following actions:

- Key worker for HMO tenants
- Substance misuse audit
- County lines – drug activity

What outcomes do we want to see?

- Residents of Houses in Multiple Occupation in Haverhill enjoying trouble-free and sustainable tenancies
- Reduction in anti-social behaviour in Haverhill

Action: Tackle the crime and ASB issues linked to HMO's (completed March 2019)

Why is this a priority?

While crime levels in Haverhill remain low and in the main part are reducing, residents of Haverhill perceive crime levels to be higher and fear crime more than other St Edmundsbury or Suffolk residents. However, there remain a number of hotspots of anti-social behaviour, such as in and around some Houses in Multiple Occupation (HMOs) in Haverhill.

What are we planning to do?

ONE Haverhill Partnership is therefore proposing to focus attention on the following actions:

- Employing a key worker for people living in Houses in Multiple Occupation (HMOs)
- Work with relevant agencies to determine the level of demand for services tackling substance misuse

What outcomes do we want to see?

- Residents of Houses in Multiple Occupation in Haverhill enjoying trouble-free and sustainable tenancies
- Reduction in anti-social behaviour in Haverhill

Action: Key worker for HMO tenants

The key worker will liaise with the police to identify anti-social behaviour hotspots associated with HMOs and then offer support and signposting for tenants to enable them to access relevant services, address their needs and improve their life chances.

The role will be carried out by REACH, in partnership with Suffolk Constabulary. The funding for this role has been secured through Suffolk County Council locality budgets.

Following the completion of action 1, this activity will be carried out 'when required' based on the partnership formed through ONE Haverhill.

Action: Substance misuse audit

It is recognised that a disproportionate level of anti-social behaviour is committed either in or around HMO's in the town.

It is also known that substance misuse is sometimes associated with this anti-social behaviour.

Therefore, working with partners, we wish to ascertain the level of demand for substance misuse treatment and recovery services as well as fully understand the range of services on offer with a view to working in partnership to plug gaps in provision either through amendments to commissioned services or through voluntary and community sector-led interventions.

Action: County lines – drug activity

The West Suffolk Community Safety Partnership (CSP) has devised an action plan to tackle the problem of 'County Lines' drug dealing which is evident within our communities.

County lines is the term used to describe drug dealers from larger towns and cities visiting county towns to deal drugs to local people.

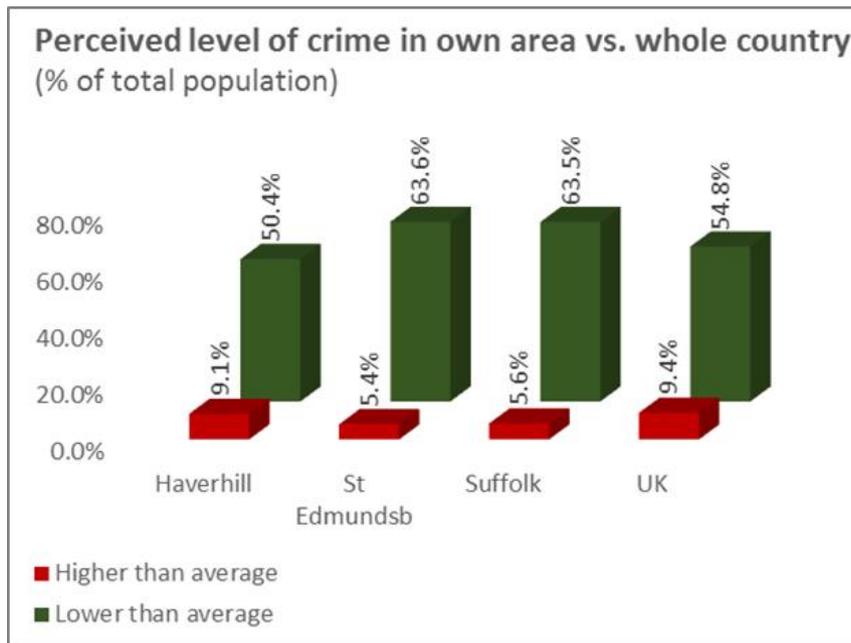
Like many towns within Suffolk, Haverhill is affected by this issue.

Through One Haverhill Partnership, we will ensure that this action plan is delivered locally and ensure that any bids for additional resources are recognised.

Key areas of the action plan are:

- Training & Awareness
- Communications
- Engagement
- Enforcement
- Diversion

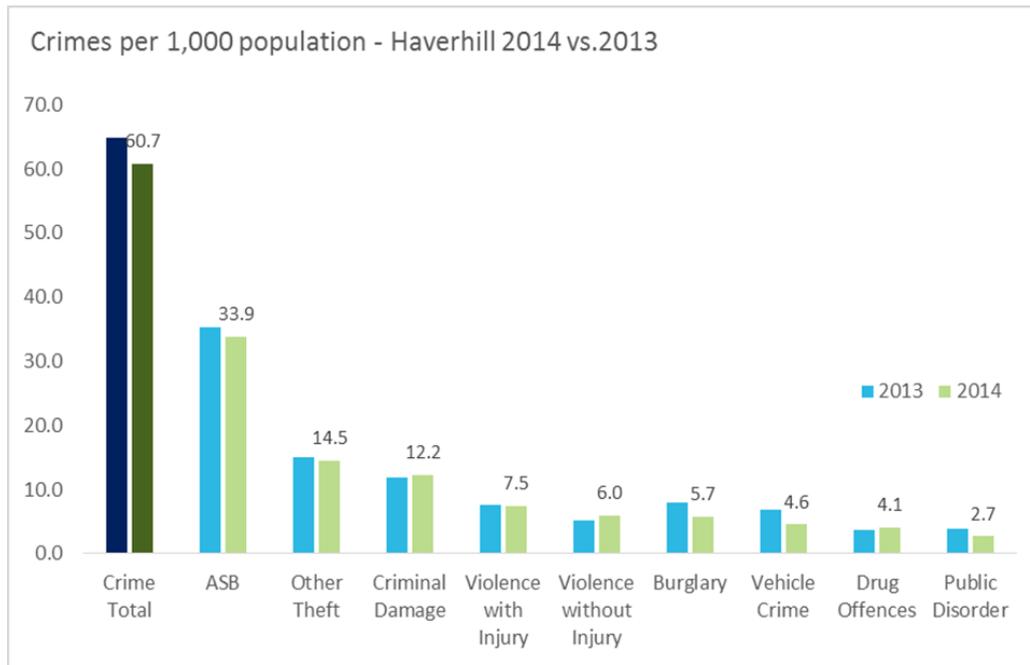
Crime statistics in Haverhill



Source (above and below): Experian Mosaic (2016)

Worried about being a victim of crime (% of population)

	Haverhill	St Ed.	Suffolk	UK
Very worried	8.9%	7.3%	7.8%	9.1%
Fairly worried	29.0%	25.1%	25.4%	28.0%
Not very worried	48.6%	50.9%	50.7%	49.3%
Not at all worried	13.5%	14.4%	14.9%	13.6%



Source:
Suffolk
Observatory
(2015)

3. Education, training and employment

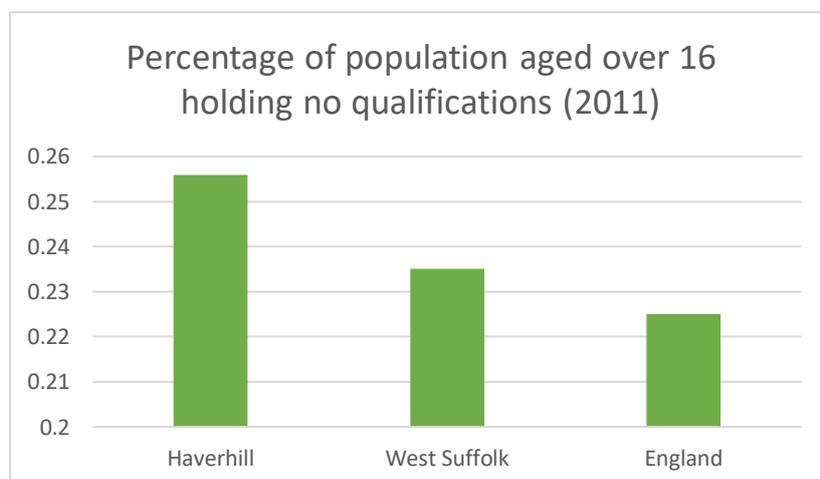
Why is this a priority?

4.4% of Haverhill's 16 to 18 year olds are Not in Education, Employment or Training (NEET), compared to 3.10% in West Suffolk and 3.8% in Suffolk as a whole. For some of these young people, and for Haverhill residents of any age, the barriers they face in accessing education, employment or training will relate to their mental health and wellbeing, or their skill levels or experience of education. One Haverhill Partnership and interventions from its partners have seen a decrease of 1.6% year-on-year.



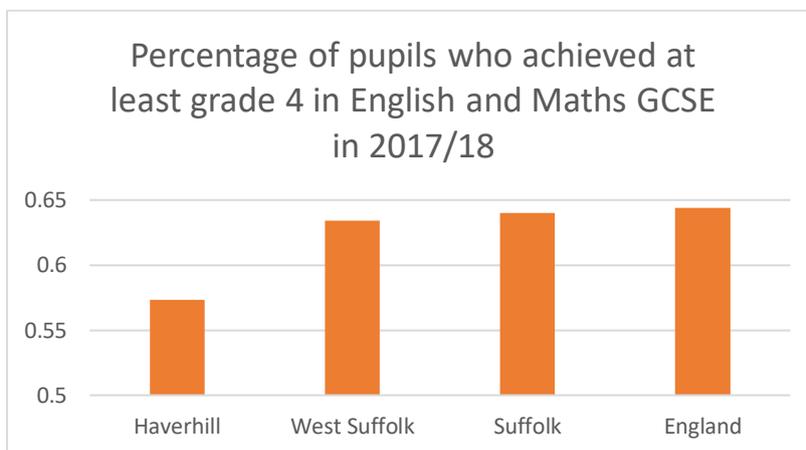
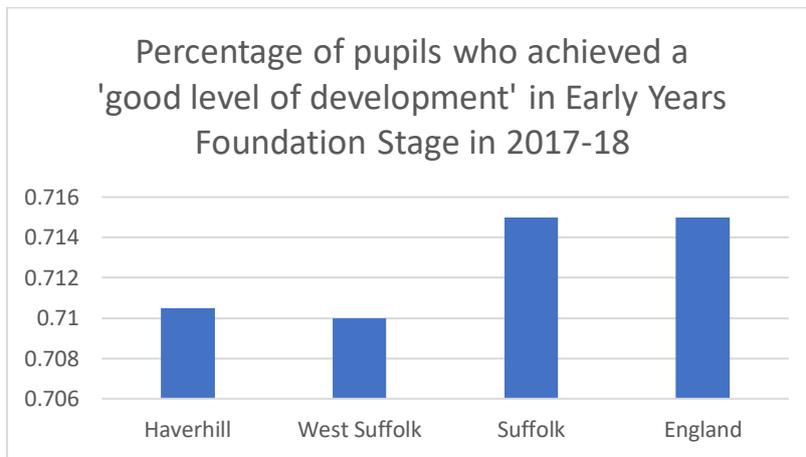
Source: Suffolk Observatory (2019)

The percentage of the population in Haverhill over 16 that hold no qualifications is significantly greater than West Suffolk and England



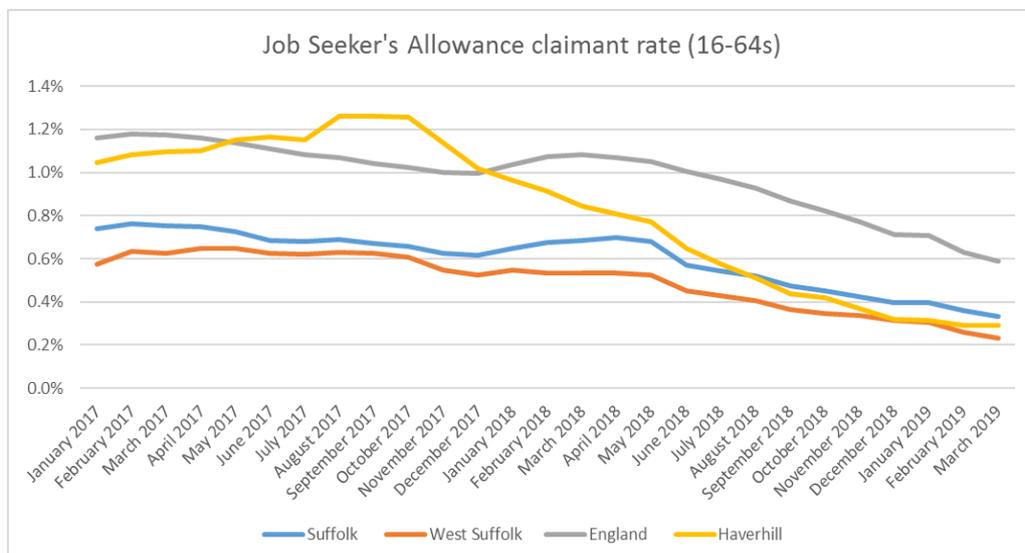
Source: Suffolk Observatory (2019)

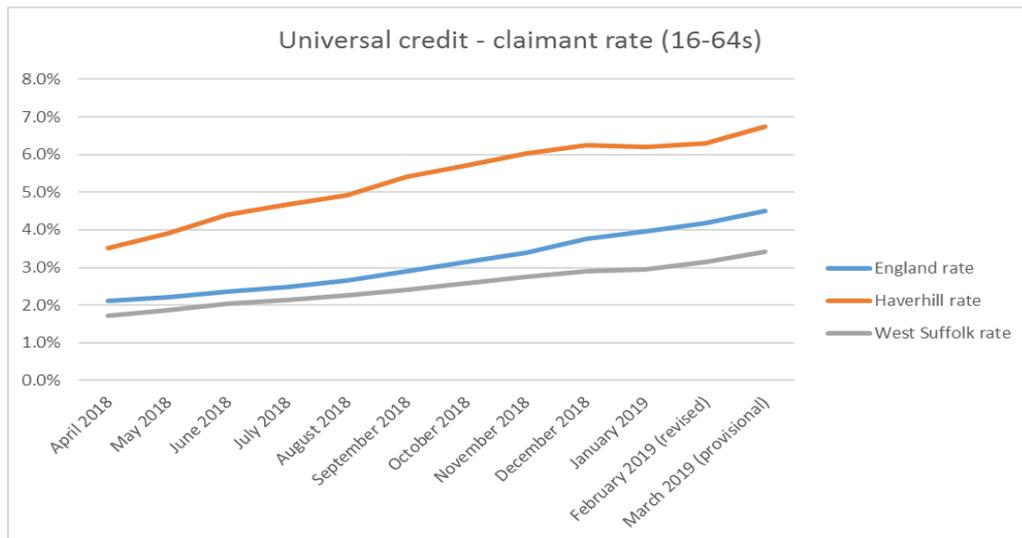
Children in Haverhill are lagging behind those in West Suffolk and the rest of the country in terms of their level of development, attainment and skills at Early Years Foundation Stage (end of reception year in primary school); GCSE and qualification levels.



Source: Suffolk Observatory (2019)

Number of individuals on seeking employment (Job Seekers allowance and Universal Credit) is statistically high and has an adverse effect on productivity and the local economy





Source: Stat-Xplore (2019)

What are we planning to do?

ONE Haverhill Partnership is therefore proposing to focus attention on the following actions:

- Reducing the number of pre-existing 16-18 NEETs and a reduction in local unemployment; as well as providing safety-netting opportunities for NEET prevention.
- Expanding and promoting post-16 and adult further, higher and vocational education
- Supporting parents to help their children (early years) to develop the behaviours they need to learn and improve their educational performance regardless of background – Social Mobility
- Work with Jobcentre Plus and providers to enable meaningful support, training and work experience for those individuals who are currently seeking work or wanting to enhance their careers

What outcomes do we want to see?

- Improved educational offer in Haverhill for adults (19+), wider variety of training opportunities:
 - Wider variety of Leisure (engagement/taster courses)
 - Online learning
 - Accredited and Non Accredited qualifications
 - Enhanced facilities
 - Number of adults accessing adult education increasing
- Continued reduction in the number of young people (16-18) who are designated as NEET and their progressions into Traineeships, Apprenticeships or work.

- Continued reduction in the number of individuals seeking work (Job Seekers - JSA) and the increase of those individuals on Universal Credit (UC) who have reduced their dependency on state benefits.
- More Haverhill employers supporting the 'Haverhill 4 Jobs' campaign

Action 1: Reducing the number of pre-existing 16-18 NEETs and a reduction in local unemployment; as well as providing safety-netting opportunities for NEET prevention.

One Haverhill Partnership (Youth Skills) will work with West Suffolk College and West Suffolk Council to:

Support the service (One Step Closer) created by West Suffolk College and supported by West Suffolk Council, that will identify and select individuals from Haverhill who are not in education, employment or training NEET's and have yet to be successful in securing employment and move them 'One Step Closer' to their goals. The programme will provide participants with targeted coaching and training in order to prepare them with skills, attitudes and behaviours that will ensure success in further education, the apprenticeship job market, or employment.

Liaise, with local employers, voluntary and community organisations to provide meaningful work experience for participants

Find people 'hidden in the system' or outside it, via agencies that look after them and refer them to the One Step Closer service.

Action 2: Expanding and promoting post-16 and adult further, higher and vocational education

Adult education is an important but often overlooked area. Whether it be learning about a favourite topic or gaining a new skill or hobby, learning is good for people's mental health and can lead to better employment prospects. It also provides a route into basis skills such as numeracy, literacy and English for Speakers of Other Languages (ESOL).

ONE Haverhill Partnership will ask businesses in the town to identify their skills gaps and either seek sponsorship for, or directly underwrite, courses that relate to the skills set their future staff need.

ONE Haverhill Partnership will help and support schools and colleges in promoting and encouraging residents to improve their educational attainment.

Action 3: Social mobility - Supporting parents to help their children (early years) to develop the behaviours they need to learn and improve their educational performance regardless of background

ONE Haverhill Partnership will support and promote the Social Mobility project in conjunction with West Suffolk Council and West Suffolk College to primary schools in Haverhill.

Encourage parents of primary school children to join the project

Encourage employers and other stakeholders to participate in the project.

Action 4: Work with Jobcentre Plus and providers to enable meaningful support, training and work experience for those individuals who are currently seeking work or wanting to enhance their careers

ONE Haverhill Partnership will support the Haverhill Job Centre with its Haverhill 4 Jobs campaign with local employers, Business Angels and other stakeholders

One Haverhill Partnership (Youth Skills) will promote and refer individuals to the relevant provision on offer

One Haverhill Partnership will promote and support events targeted at these individuals e.g. Jobs Fairs.

4. Town Centre Masterplan implementation

As part of its vision to see a new Haverhill Town Centre that is fit for the 21st Century, ONE Haverhill Partnership will be working on three specific areas of the Masterplan over the period 2017-2020, as follows:

Action: Masterplan implementation

Improved public realm, including traffic circulation

Maximising development opportunities for the remodelling of the Town Centre (including the creation of a blue-light centre and relocation of the medical, police and possible fire services, through the One Public Estate Strategy)

Pedestrian signposting to encourage walking for leisure/development of an app

5. Volunteering

ONE Haverhill Partnership and specifically Haverhill Community Trust, Community Action Suffolk (CAS) and West Suffolk Council have recognised the need for a volunteer centre to provide a focus for promotion and co-ordination of volunteering opportunities and good practice in Haverhill.

This will enable Haverhill to fulfil the four core objectives of the Countywide Strategy adopted by CAS, namely:

- To raise the profile of volunteering
- To enable people to volunteer and be more engaged in their community
- To engage employers and business leaders in providing and promoting volunteering opportunities
- To deliver enhanced services and opportunities which build social capital and local capacity

A volunteer centre acts as a focal point in the town by providing not just a transactional brokerage service for organisations looking for volunteers, but also actively promoting local volunteering opportunities to the community. Importantly, it would also be providing a conduit to training, services and knowledge for groups as well as a communication channel for strategic bodies to reach out to the local voluntary sector.

With the help and support of partners, we are actively searching for a prominent premises in the town centre - a place where people invest their time in the community, where community groups seek out people to build social capital and where we can add value by building the capacity of the voluntary and community sector locally.

A Business Plan has been developed and a management team, to facilitate good governance, will also be established along with the appointment of a Volunteer Centre Manager, supported by a team of volunteers to provide hands-on staffing.

6. Haverhill Business Engagement

The OHP Business Angels was originally launched to encourage businesses to get involved with ONE Haverhill Partnership and create a closer working relationship with local companies. A number of major businesses have become involved, providing sponsorship for ONE Haverhill Partnership activities. Member businesses have also responded to appeals for staff to be involved in mock interviews at schools and providing employees to be involved in a scheme to redecorate some shop fronts in the High Street.

We want to bring the business community together to help us achieve some of our current priorities for Haverhill – around education, employment, crime, health, culture and the Town Centre Masterplan. Participating businesses are listed on the ONE Haverhill Partnership website – www.onehaverhill.co.uk – with a small introduction to their company and a logo.

7. Heart of Haverhill

Heart of Haverhill was created to work specifically with Town Centre businesses to promote improved footfall and a rejuvenation of the town centre economy with particular emphasis on Marketing; Procurement; Haverhill Market; Events in Haverhill.

In February 2020, the task group was successful in gaining funding from West Suffolk Council to create a campaign for Haverhill Town centre to be recognised as a Business Development District (BID). These plans were temporarily put on hold due to the impact of the coronavirus pandemic in March 2020.

ONE Haverhill Business Plan Constitution

The Board of ONE Haverhill Partnership formally adopted the first Business Plan at their meeting on 13th September 2017, after initially agreeing the draft Business Plan on 3rd March 2017. Following a consultation period, the Board considered all comments and changes that were suggested in response to the feedback.

Version 2 of the Business Plan was approved by the Board of ONE Haverhill Partnership on 12th March 2020.

Implementation of the Business Plan

Each strand of work has an action plan and a task group associated with it. The task groups are made up of Board members and relevant officers from partner agencies and external agencies which ONE Haverhill Partnership is working with in the delivery of the action plans. These task groups will oversee the delivery of their individual strands. Where there are clear synergies between strands within the plan, delivery will be through collaboration and delegation between the task groups. In most cases this is because the officers are members of more than one task group. This will ensure that there is not duplication of effort.

Responding to changing circumstances

The ONE Haverhill Partnership Board recognises that circumstances change and that opportunities for different parts of the Business Plan will arise outside the delivery plan and therefore priorities will change. This is reflected within the current version of the Business Plan in the level of completeness of particular sets of actions. The Board considers this an entirely legitimate way to proceed. A fully polished Business Plan, with no gaps, would take much longer to produce, which would inevitably mean some potential 'quick wins' would be lost. The Board does not want the town to potentially miss out on funding streams. The individual strands are therefore being allowed to develop and mature to delivery without being held back by delays on other strands. This Business Plan will be regularly revisited and revised as projects within the action plans come to fruition.

Reporting progress

The general public will be able to keep up-to-date with how each of the Task Groups are progressing via the ONE Haverhill Partnership website - <http://www.onehaverhill.co.uk> – which also includes all Board papers.

Aim

ONE Haverhill Partnership seeks to bring organisations and individuals together to work collaboratively and add value by working together. The partnership will provide a forum for partners to hear what the issues are for Haverhill, to develop how they might be tackled together and support this through to delivery.

Principles

- Members of ONE Haverhill Partnership should be able to speak with authority on the views of the organisation they represent and have the authority to make decisions or commit resources on their organisation's behalf where possible or return to their organisations for relevant approvals. It should be open to any organisation that can make a positive contribution (not just public services).
- Membership of ONE Haverhill Partnership should be regularly reviewed. ONE Haverhill Partnership should be able to admit new members at any time or change the balance of membership to meet the needs of its projects or ambitions.
- ONE Haverhill Partnership is NOT a committee of any Council. This partnership is 'A-political' and, as such, politics should be left at the door.
- All members have an equal vote. The members will elect a Chair and Vice Chair on an annual basis (in September).
- Any member can suggest an item of business for ONE Haverhill Partnership and would do so by notifying the Chair in advance of the meeting.

Membership

Membership will be built around a strong democratic core:

- Haverhill Town Council (4 Members)
- St. Edmundsbury Borough Council (2 Members)
- Suffolk County Council (2 Members)

Total 8

Other members to include:

- Haverhill and Suffolk Chamber of Commerce (2 members)
- Voluntary & Community Sector organisations (2 members)
- Suffolk Police (1 member)
- Havebury Housing Association (1 member)
- Health (1 member)
- Abbeycroft Leisure (1 member)

- West Suffolk College (1 member)
- Faith Group (1 member)
- Children & Young People Representative (2 members)
- MENTA (1 member)

Total 13

Total One Haverhill Partnership membership = 21 members

Functions of ONE Haverhill Partnership

- Annually develop, set out and review shared aims and objectives, based on an understanding of local needs and priorities, identified through engagement with local communities and evidence led data.
- Identify emerging issues and work to overcome them, directly, or by influencing the work of other agencies, or by facilitating collaboration at a local level.
- Help build community capacity by driving engagement with local communities and working to provide more opportunities for local people to influence local decisions and shape local services.
- Influence the decisions, and the allocation of resources not within the gift of ONE Haverhill Partnership, and recommend changes to service delivery that might deliver better outcomes for Haverhill.

Expectations of Members

- Be committed to supporting efficient and effective use of resources for Haverhill and, when possible, commit resources to support the delivery of ONE Haverhill Partnership ambitions.
- Make attendance a priority and ensure they are prepared to make an active contribution to meetings and events. Members can nominate a substitute from their organisation who can attend meetings and events on their behalf when needed.
- Ensure they have the authority or appropriate powers to make decisions on their organisation's behalf and when this is not possible, ensure that organisational decisions are made and communicated back to the Partnership in a timely way.

Resources

- The more resources ONE Haverhill Partnership is able to influence, the greater the potential. Therefore, member organisations are encouraged to plan together and pool funding that can be influenced by ONE Haverhill Partnership.
- Finance reports to be shared quarterly with the board

Meetings

- ONE Haverhill Partnership meetings will be held in two parts. Part 1 in public, to engage with the community. Part 2 (If required) is to be held in camera to enable commercially sensitive discussions to take place where publicity would be prejudicial to the public interest.
- Meetings should be informal and at times and in places that are convenient for the majority.
- The partnership may nominate co-optees or invite others to attend meetings as it sees fit. This may include meetings designed to discuss a specific issue or to engage with a particular section of the community.
- Wherever possible decisions should be reached by consensus. If a vote is necessary, it will be determined by simple majority. If the need arises, the Chair will have the casting vote
- Task & Finish groups will be set up as appropriate and will be made up of any person who can make a positive contribution and not necessarily a member of the board. Task and Finish groups will report back to the Partnership on a regular basis
- The Executive Core Group will provide day-to-day management of the operation of ONE Haverhill Partnership's core function. Its membership will include the Chair/Vice-Chair and Officer representatives of Town, Borough and County Councils.

Haverhill Town Council

ONE Haverhill Partnership will be fully serviced by Haverhill Town Council. It will be responsible for providing:

- Administrative support to the Chair for their work
- Collation and issuing of Agendas and minutes
- Upkeep of the website
- Financial Recording and reporting

- Answering any FOI requests that are properly identified as requiring a specific ONE Haverhill Partnership response.

Accountability

ONE Haverhill Partnership is a partnership of its Members and not a legally-constituted body. Therefore:

- Individual members will remain accountable to their parent organisations.
- Public accountability may also be administered through: Forms of public engagement and involvement; Lines of reporting to local authorities, and Local authority scrutiny arrangements