

## REPORT TO SSP PERFORMANCE MANAGEMENT GROUP

### PAPER F

**SUBJECT:** Exceptional Suffolk: Learning About Leading and Leading Together

**Date of SSP Performance Management Group meeting for discussion:** 21 November 2008

**Approximate time to allow for discussion:** 15 minutes

#### KEY ISSUES:

In September, the Chief Executive's Panel welcomed the project as an exciting and different way of working partnership across all sectors in Suffolk.

The foundation work to engage and enthuse partners in the project is complete and the Performance Management Group is asked to agree the necessary arrangements for progressing through the next stages of the project. The work involved in the next stages will channel activity to generate a mind shift to help transform Suffolk and deliver the ambition in the Community Strategy.

There are three related key issues to consider:

- Timing
- Funding
- Governance

#### WHAT ARE THE PMG BEING REQUESTED TO DO? e.g. make a decision, recommend, consider options etc.

The Performance Management Group is asked to:

1. Agree to contribute to support development of the project and match Improvement East's contribution by funding in the amounts outlined in section 3.4
2. Agree the project's governance arrangements (section 3.5 and appendix C)
3. Agree nominations to the project steering group (section 3.5)
4. Recommend ways of engaging with relevant political boards/leaders
5. Agree to receive an progress update in or near February 2009 (as meeting dates are yet to be confirmed).

#### ARE THERE RESOURCE IMPLICATIONS TO THE PMG?

Yes.

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## **Background**

“Making Suffolk Exceptional” was commissioned by all Councillors in Suffolk LGA (which is cross party and involves all eight councils) following its meeting in July. On 5 September 2008, the Chief Executive’s Panel agreed to support the foundation of this project and committed to further discussions on taking it forward. That meeting acknowledged that the project is a different and exciting way of working in partnership across all sectors in Suffolk.

The project aims are to:

- To raise aspiration, taking responsibility for identifying, developing and sharing practices that will make Suffolk exceptional.
- Build capacity and commitment of public sector partners and community leaders to deliver Suffolk’s community strategy.
- Minimise distraction and potential loss of focus the Local Government Review may cause.
- Strengthen relationships across Suffolk that will be sustainable throughout and beyond the current restructuring.

The project will be delivered in four stages:

### **1. Foundation Stage (August - November):**

- Understand the key players and where they are now (a list of stakeholders already engaged is contained within appendix B).
- Generate a shared understanding and ownership of the challenge ahead.

### **2. Inspiration Stage (November - January):**

- Raise the profile of the programme.
- Engage a broad cross-section of organisations and individuals.
- Design and influence the shape of the whole programme.
- Identify interested people and organisations.
- Consult and seek ownership of the programme by partners.

### **3. Innovation (December - February):**

- Tackle our shared issues together through ‘leadership enquiries’.
- Define the concept of an ‘exceptional Suffolk’ and identify how we can make this possible.
- Deliver appropriate interventions, training or ‘task and finish’ groups.

#### **4. Implementation (February and beyond):**

- Partners are supported to take forward ideas and new approaches to work/relationships emerging from the innovation stage.

An overview of the work strand activities that contribute to each stage is attached as Appendix A.

#### **Progress so far**

The project has received enthusiastic support from partners including members of the Suffolk Strategic Partnership Board, Leaders and Chief Executives of all eight councils; the Chief Executive and Chairman of Suffolk PCT; the Learning & Skills Council; chief executives of the third sector organisations; the Vice Chancellor of the University; Chairs of Local Strategic Partnerships and business representatives.

The foundation stage has set out to understand key players and their interests and encourage engagement for the next phase. During these discussions partners identified a number of outcomes to be delivered in the next phases of the project.

These are listed below and Appendix D demonstrates how they fit with the Community Strategy themes:

- Different and stronger relationships across local government and partners to sustain delivery through challenging times and accelerate improvement.
- Greater social capital across partner organisations and into communities.
- Wider community engagement and empowerment.
- Innovations in public sector practice identified and shared across the county, region and beyond.
- Improved capacity to lead in new ways and respond most effectively to future and current challenges.
- Aspiration and optimism for the future of Suffolk.

The foundation stage also identified that this should be a place shaping and community leadership capacity building project. It is not about setting up new unitary councils or the process of Local Government Review. Therefore, it will need to engage stakeholders that may not normally be involved in such work. As such, community engagement is a key focus within the project.

To drive the next phases of the project, the following support has been established:

- A cross-sector project team founded including members of local authorities, voluntary and community sector, Learning & Skills Council and Improvement East. The team (membership listed in Appendix B) is identifying key issues/themes and how they could be tackled (the project team is clear these should contribute to the Community Strategy themes).
- Shared web space for exchange of ideas.
- Identified stakeholders for wider engagement.

- Governance structure formulated (attached as Appendix C).
- Match funding from Improvement East (the Regional Improvement and Efficiency Partnership).
- Project management arrangements established.

### **Key Issues**

The enthusiasm generated by partners during the foundation stage demonstrates the shared commitment across Suffolk to work in an innovative way to deliver better the improved outcomes for people within Suffolk's community strategy 'Transforming Suffolk'.

The project will build on this enthusiasm by channelling it into activity and dialogue across communities and delivery sectors in Suffolk. That, in turn, will generate the aspiration and mind shift needed to help transform Suffolk and deliver the ambition in the Community Strategy. The key issues associated with delivering the project are outlined below:

#### *Timing*

The project needs to continue at a pace so that:

- Current commitment to the project is built upon to facilitate new ways of working to deliver shared priorities.
- The project is embedded in stakeholders' thinking.
- Delivery of improved outcomes is not overshadowed or distracted by the final stages of the local government review (Boundary Committee recommendation due end of December).

#### *Funding*

Improvement East has funded the foundation stage. Its Executive Advisory Group on 12 November agreed to recommend to its members match funding for an additional £150, 000 to take the project forward. The decision will be made by Improvement East's member panel on 26 November 2008.

This commitment will support the following activities:

<b>Strand</b>	<b>Reach</b>	<b>Cost £000s</b>
1. Launch activities - Community engagement	150 participants from organisations all across Suffolk including local authorities, partners, community groups and business	£45 (£5 per event)
2. Social network analysis	Widespread, across organisations and communities	£20
3. Inquiries	90 participants from a range of organisations	£65
4. Learning to Lead and Leading Together – specific leadership development activity, learning labs and master classes	20 participants in the Leading Together leadership development activity	£30
	20 participants in the Learning to Lead leadership development programme in cohort 1	£25
	20 participants in the Learning to Lead leadership development programme in cohort 2	£25
	150 participants in “master classes” and learning labs	£5
5. Conversations that matter	500 participants in dialogue	£10
6. Programme management	10 programme managers from partner organisations	£30
7. Sharing the Learning	Learning shared across the county, region and UK as applicable	£20
8. Communications	20 communications participants extensive reach through website and other media	£35
<b>TOTAL</b>		<b>£310</b>

The project overview in Appendix A shows more detailed activity and resources for each stage of the project. Funding from partners to match Improvement East’s agreed resources would embed the commitment and enthusiasm already demonstrated by:

- Enabling the most value to be released by supporting the full programme of activities.
- Meeting the project aims to raise aspiration, build capacity, focus on improving outcomes and strengthening relationships (as outlined in section 1.2) that will improve delivery of the community strategy.

It is important that partners are able to demonstrate their commitment to the project by contributing to its resources; however, this must be proportionate and fair. Therefore, the following formula is suggested as the contribution from statutory partners of the Performance Management Group:

	<b>£000s</b>
District / Borough Councils [Builds on support given at Chief Executive's Panel (Sept) and SCEG (July)]	35 in total (proportion per council to be agreed)
Primary Care Trusts	5 in total
Police	5
Job Centre Plus	5
Other Partners in Suffolk eg: Go East Environment Agency Businesses	Approx 15
Suffolk Development Agency	5
Suffolk County Council	90
<b>Total</b>	<b>160</b>

### *Governance*

Appendix C outlines the governance structure for the project and how it relates to the Suffolk Strategic Partnership's governance to ensure the appropriate links are made. There are two key groups for the project:

1. The Project Group
2. The Steering Group

The Project Group that been established will:

- Identify and engage a wide range of people, communities and organisations.
- Undertake inquiries to find innovative solutions to improve outcomes in Suffolk.
- Generate and feed ideas in to the project.
- Update the steering group.
- Link to key delivery priorities for the Community Strategy with innovative solutions/ways of working.

It contains a mixture of statutory and voluntary and community sector partners and is likely to expand its membership as its work progresses. Its members are a mixture of leaders and managers that enjoy innovating, challenging and bring a variety of different perspectives. A list of current members of the project group is detailed in Appendix B.

A Steering Group will be established to:

- Filter and sort ideas from the project team.
- Provide a steer to ensure ideas are embedded in and delivering against the Community Strategy.
- Allow key stakeholders to influence the direction of the project.
- Link to key organisations including quarterly progress reports to the SSP Performance Management Group.

It should contain around ten members from a cross section of statutory, voluntary and community and business sectors. As such, the Performance Management Group is recommended to nominate representatives from:

- Health
- Local authorities
- Suffolk related government agencies
- Voluntary and Community Sector
- Police
- Business

The Steering Group's membership should be leaders within their organisations at a level (eg, Chief Executive / Senior Manager) that means they are able to influence the project's direction and development, both as partner in the project and within their own organisation and networks.

In Norfolk the Chief Executive's group are acting as the steering group. Suffolk may want to consider this model.

### *Political Engagement*

For Exceptional Suffolk to meet its aims, it needs to fully engage with all stakeholders across Suffolk (as outlined in Appendix C). It is critical to ensure politicians feel able to contribute their ideas and perspectives. As community leaders their networks will be significant in:

- Building capacity
- Identifying good practices
- Raising aspirations
- Ensuring communities feel able to engage and influence

Suffolk Local Government Association commissioned Exceptional Suffolk at its meeting in July; therefore, local government leaders already support the project but need to continue to be engaged.

Performance Management Group is asked to consider:

- How the project should engage with all relevant political boards (eg, police authority)
- How continue to engage SCEG support

- Other politicians that the project should be engaging

### **Recommendations / Next Steps**

The Performance Management Group is recommended to:

1. Agree to contribute to support development of the project and match Improvement East's contribution by funding in the amounts outlined in Section 3.4.
2. Agree the project's governance arrangements (Section 3.5 and Appendix C).
3. Agree nominations to the project steering group (Section 3.5).
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5. Agree to receive a progress update in or near February 2009 (as meeting dates are yet to be confirmed).

## Appendix A - Overview of Project Work Strands

	Strand	Benefits	Reach	Metrics	Total Cost	Timing
Foundation	1. Groundwork – a series of visits, interviews, discussions to engage and enthuse local stakeholders	<ul style="list-style-type: none"> <li>- understand the key players and where they are now, both on the substance of the growth agenda and their preparedness to lead in new ways</li> <li>- communicate the purpose of and approach to the overall work and in the course of doing so refine and sharpen it and win support for it</li> <li>- lay the groundwork for the Innovation stage</li> </ul>	<p>Leaders across community, voluntary, statutory and business sectors in Suffolk including:</p> <ul style="list-style-type: none"> <li>- Chief executives of Suffolk County Council, Ipswich Borough Council, Forest Heath District Council, Suffolk Coastal District Council.</li> <li>- Shona Bendix at SALC</li> <li>- Jacqui Martin at Suffolk Family Carers</li> <li>- David wood, LSP co-ordinator</li> <li>- GO East, Place team</li> </ul> <p>Liaison with Suffolk CC programme representatives including:</p> <ul style="list-style-type: none"> <li>- Briefings</li> <li>- Preparation of discussion documents</li> <li>- Planning sessions</li> </ul>	<ul style="list-style-type: none"> <li>• Costed project plan of benefits, outcomes deliverables participants</li> <li>• Project arrangements in place (eg, Risk log, Action log, Governance structure)</li> <li>• Committed engagement from identified participants</li> <li>• Briefing materials for project team</li> <li>• Briefing on SNA</li> <li>• Project team formed</li> <li>• Growing awareness and commitment to project</li> <li>• Agreement for Cumbria officers to engage with the project</li> </ul>	£50 000 (funded by Improvement East for foundation related work in Suffolk and Norfolk)	Aug-Nov

	<b>Strand</b>	<b>Benefits</b>	<b>Reach</b>	<b>Metrics</b>	<b>Total Cost</b>	<b>Timing</b>
Launch and inspiration	2. Making Suffolk Exceptional – launch. Post conventional community engagement	<ul style="list-style-type: none"> <li>- Rapid engagement across a wide and diverse group.</li> <li>- Strengthened networks</li> <li>- inputs from “not the usual suspects”, the post-conventional thinkers</li> <li>- Identification of priority themes for inquiries</li> <li>- Improved partnership relationships through a shared learning experience</li> <li>- Insights into the tangible and intangible assets of the County</li> </ul>	c.150 participants from organisations all across Suffolk including local authorities, partners, community groups and business	<ul style="list-style-type: none"> <li>• Number of activities undertaken</li> <li>• Number of stakeholders involved in activities</li> <li>• Variety of stakeholders</li> <li>• Baseline analysis of existing networks across Suffolk</li> <li>• Web based tool for future analysis of networks involved</li> </ul>	Facilitate project team, and support facilitation and design of a number of community engagement events) <b>£30,000</b>  Social Network Analysis <b>£20,000</b>	Nov - Dec
Inspiration leading to Innovation	3. Inquiries	<ul style="list-style-type: none"> <li>- Capacity building of a cross cutting team</li> <li>- Improved networks across a system of delivery</li> <li>- Service transformation. Improved services and increased efficiency in delivery</li> </ul>	90 participants (30 in each of 3 Inquiries) from across organisations	<ul style="list-style-type: none"> <li>• Number of inquiries that directly influence delivering the Community Strategy</li> <li>• Number of different stakeholders involved</li> <li>• Number of inquiries/subsequent work that lead to efficiencies (how efficiency has improved service for customer)</li> </ul>	c.45 adviser days to support design and delivery of inquiries <b>£65,000</b>	Nov - Feb

	<b>Strand</b>	<b>Benefits</b>	<b>Reach</b>	<b>Metrics</b>	<b>Total Cost</b>	<b>Timing</b>
Innovation	4. Learning to Lead and leading together	<ul style="list-style-type: none"> <li>- Capacity building in leading in partnership, managing complexity, and collaboration for improved services and outcomes for people in Suffolk</li> <li>- sorting and filtering ideas and challenges from launch event and inquiries</li> <li>- Improved relationships and networks through a shared learning experience</li> <li>- Improvement in the foundations for partnership working through change</li> </ul>	<ul style="list-style-type: none"> <li>c. 20 participants in the Leading Together leadership development activity</li> <li>c. 20 participants in the Learning to Lead leadership development programme in cohort 1</li> <li>c. 20 participants in the Learning to Lead leadership development programme in cohort 2</li> <li>c. 150 participants in “master classes” and learning labs</li> </ul>	<ul style="list-style-type: none"> <li>• Number of activities undertaken</li> <li>• Number and variety of stakeholders involved in activities</li> <li>• Activities started as a result of inquiries</li> </ul>	<b>£85,000</b>	Nov - March
Inspiration leading to Innovation	5. Conversations that Matter	<ul style="list-style-type: none"> <li>- Widespread engagement in current issues that matter for Suffolk and its residents</li> <li>- widespread input to changes</li> <li>- improvement in staff wellbeing through opportunities to talk through concerns and be heard</li> <li>- enhanced focus on the future and on opportunities for improvement</li> <li>- group of trained internal facilitators</li> </ul>	c.500 participants in facilitated dialogues across the county	<ul style="list-style-type: none"> <li>• Number of participants</li> <li>• Feedback from participants on how will use learning</li> <li>• Number and variety of stakeholders involved in master classes</li> </ul>	<b>£10,000</b>	4 per month Nov - March

	<b>Strand</b>	<b>Benefits</b>	<b>Reach</b>	<b>Metrics</b>	<b>Total Cost</b>	<b>Timing</b>
ongoing	6. Programme Management	<ul style="list-style-type: none"> <li>- focus on the purpose and realising the benefits of the activity</li> <li>- clarity and effective widespread communication</li> <li>- engagement in the leadership and management of making Suffolk Exceptional by a range of partners</li> <li>- shared purpose</li> </ul>	10 programme management team members from partner organisation (including Improvement East)	<ul style="list-style-type: none"> <li>• Project delivering against milestones</li> <li>• Project delivered to budget</li> </ul>	<b>£30,000</b>	Nov - March
	7. Sharing the learning	<ul style="list-style-type: none"> <li>- good practice shared across the county</li> <li>- widespread engagement beyond Suffolk and the Eastern region</li> <li>- Suffolk's Community Strategy gains recognition as good model in terms of delivery and ambition</li> </ul>	Across the county, region and UK	<ul style="list-style-type: none"> <li>• Number of networks involved outside of Suffolk</li> <li>• Number of good practice stories shared</li> </ul>	<b>£20, 000</b>	Nov-March
	8. Communication	<ul style="list-style-type: none"> <li>- widespread engagement</li> <li>- participation</li> <li>- information and awareness</li> <li>- enhanced sense of shared purpose</li> </ul>	c.20 communications officers from across the county	<ul style="list-style-type: none"> <li>• Material produced</li> <li>• Feedback on effectiveness of material</li> </ul>	<b>£35</b>	Nov - march

## Appendix B

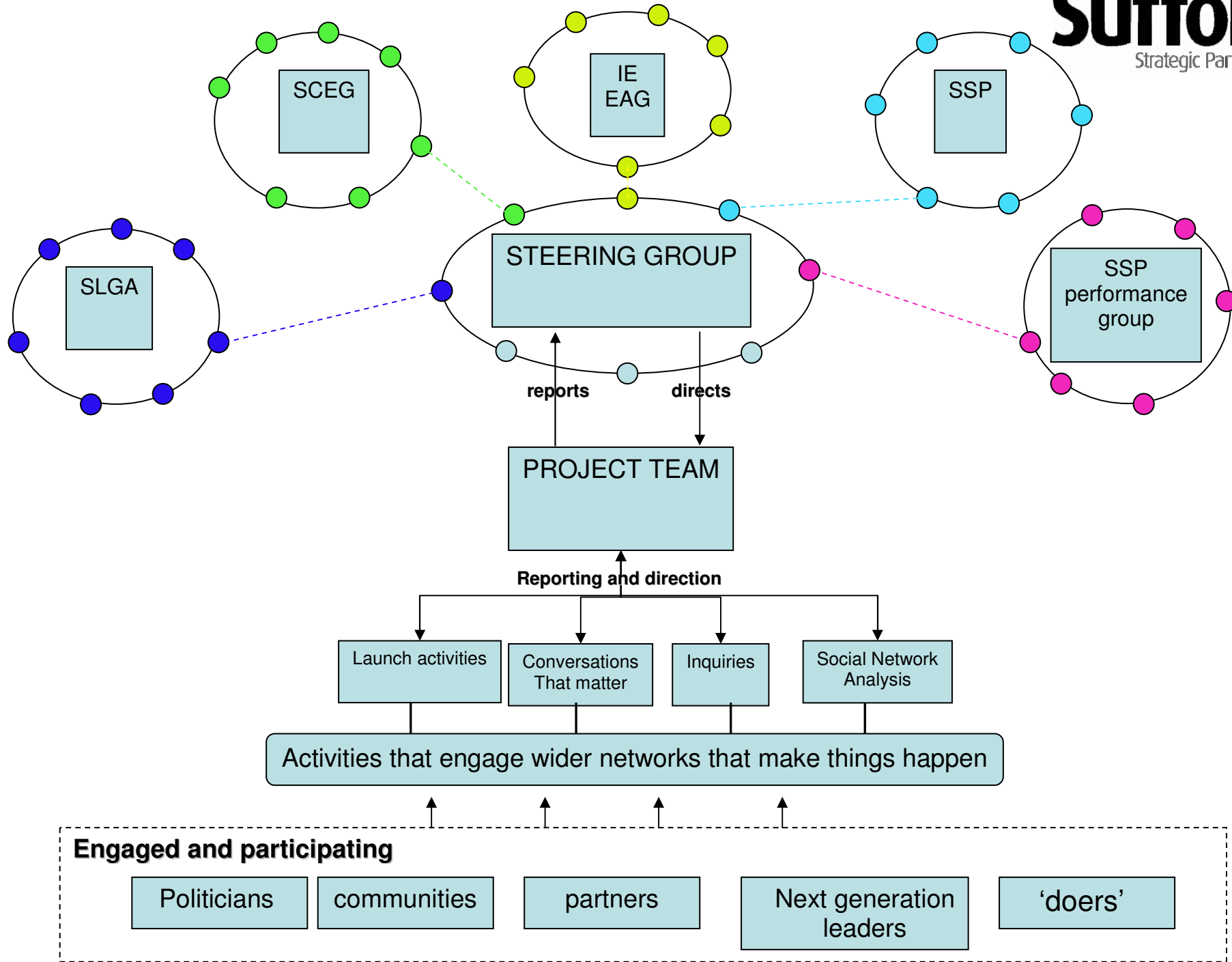
List of current members of the Project Group (currently recruiting wider membership as part of the foundation stage awareness raising)

- Lynne Wardle – Leadership Centre for Local Government
- Cecilia Tredget – Improvement East
- Judith Mobbs – Suffolk Learning & Skills Council
- Steve Allman – Out & About
- Jane Basham – Ipswich & Suffolk Council for Racial Equality
- Jacqui Martin – Suffolk Family Carers
- Caroline Davison – Suffolk County Council
- Michael Attwood – Suffolk County Council
- Andy Wright – Suffolk Coastal District Council

List of Stakeholders already engaged in the project as part of the foundation work (further additions to this list to come)

- Suffolk County Council
- Suffolk Coastal District Council
- Improvement East
- The Leadership Centre for Local Government
- Suffolk Family Carers
- Ipswich and Suffolk Council for Racial Equality
- Out and About
- Suffolk Learning and Skills Council
- Suffolk Police
- Suffolk Chamber of Commerce
- Suffolk Strategic Partnership

# Appendix C - Governance Structure



**Appendix D**  
**Links between the Exceptional Suffolk project and the Suffolk Community Strategy**

Themes	Outcome	Cross Cutting Principles					
A prosperous and vibrant economy	The most innovative and diverse economy in the East of England	A strong Suffolk identity	Affordable, quality housing for all	Cohesive communities	Active citizenship and civic pride	Access and opportunities for all	Increased participation in culture, sport and recreational activities
Learning and Skills for the Future	Learning skills levels in the top quartile in the country						
The greenest County	The county with the greatest reductions in carbon emissions						
Safe Healthy and inclusive Communities	A place where everyone is safe, healthy and included, no matter who they are or where they live.						
<b>The programme will enhance capability by creating the following conditions identified by partners as necessary</b>							
Stronger relationships and trust between partners							
Stronger bonding and bridging social capital							
Wider community engagement and participation							
Developing and sharing Innovations in service delivery							
Aspiration and optimism for the future of Suffolk							