

Update on 'The Lives we Lead, The Leaders we Need' Project

Drafted by Andrea Hill for SCEG  
27 August 2009

Presented by Stephen Baker

### 1 Purpose of this Report

At its May meeting, Leaders discussed the Lives we Lead project and asked for an update on progress in September. This report provides that update and invites all Suffolk Leaders to discuss how they can develop their contribution to this project in the next two months.

### 2 Key Messages

- 'The Lives we Lead' programme is a forerunner to Total Place which means Suffolk has been instrumental in developing a national initiative at the forefront of redesigning the public sector.
- The programme has already made a significant contribution to developing a real enthusiasm for collaborative working amongst local authority chief executives and their counterparts across the public sector. This means Suffolk is better placed to meet the challenges of transforming public services to beat the recession.
- The next big phase of the project is creating a Suffolk wide Innovation Strategy. This will be developed at a Suffolk summit (called The Lives we Lead: New Horizons) on 14 October, to which all Council Leaders have been invited (see Section 5 – Innovation Strategy).
- The programme is currently at a tipping point. Chief Executives want to build on the enthusiasm for thinking and working differently evident in the first phase of the programme but recognise that this cannot be achieved and sustained without the help and support of political leaders. We believe that a critical success factor as we move into the second phase of the project will be the contribution of our leaders as champions of new ways of collaborative working across the public sector in Suffolk.

### 3 **The Birth of the Project**

The Lives we Lead was initially commissioned in July by Suffolk LGA and initiated by Improvement East (the regional improvement and efficiency partnership).

It was funded 50% by Improvement East and 50% by local partners (including all district councils in Suffolk, Suffolk PCT, Suffolk Constabulary, GO-East and Choose Suffolk).

The project was designed to be a cultural change programme to develop new thinking across key partners in Suffolk. Its premise was that if we could engage senior executives from a wide range of agencies in joint learning activities it would create:

- new perceptions on the social problems that face Suffolk; and
- greater trust/stronger, mutually supportive working relationships.

Together these two attributes would help us to find new solutions.

The project was deliberately commissioned to take place during the uncertainty of LGR in order to act as a counterweight to the competitive behaviour, suspicion and division that the 'bidding process' gradually generates.

The project had 3 initial objectives:

- to develop professional friendships and trust
- to explore efficiencies in working together across organisational boundaries (only possible once real trust has been built) and
- to engage with citizens in new and different ways in order to get fresh perceptions on social issues.

### 4 **Progress to date**

The core of the project has been the Leadership Collaborative (a group of 22 senior executives) and the Cluster Support Group. Membership of both these groups is set out in the appendix. To date 460 people have been involved in the programme through a range of activities. Many of these activities have been designed to train officers in new ways of working and thinking so that we can find fresh solutions to the challenges our society faces.

The Lives we Lead has developed a number of 'Enquiries' that have begun to develop new ways of thinking. Examples are:

- Social marketing (led by Health)
- High demand families (led by Chief Constable) and
- The Suffolk Laboratory for Innovation and Collaboration (SLIC - a dedicated shared space for partners to develop cross-cutting solutions)
- 'Intergenerational support' (Mike Dawson and Richard Lister)
- Helping BME groups through recession (James Hehir)
- The place of Suffolk role models in raising aspiration (Judith Mobbs)
- Engaging communities in democracy (Andrew Good)
- Gipsy and Travellers (Geoff Rivers)

These are all showing the potential of helping agencies to collaborate in joint solutions to problems or more creative and more affordable ways of working.

The most noticeable outcomes of the project are:

- An increased desire amongst members of the Leadership Collaborative to work together to achieve common goals.
- A recognition that solutions need to be found across and between agencies and that the actions of one partner has consequences across the "Suffolk whole system".
- A creativity in thinking and enthusiasm for innovation.
- New networks and connections being made between individuals and organisations.
- A shift in outlook/a bias towards action, that makes us able to be bolder in our decision making and resolve conflict.

All these behavioural changes have the potential to increase the collective capacity of the public, private and Third sectors in Suffolk to be more dynamic and resourceful in facing future social challenges.

## 5 **The Way Forward**

The project is at the tipping point: with continued support from political leaders and direction from chief executives we can grow it into a new ethos or culture that positively infects all organisations involved in Suffolk's public sector and begins to influence businesses and society.

## Future Workstreams

The Leadership Collaborative would like the programme to be developed using 4 key themes and achieving a number of early wins under each theme. These are set out in the following diagram:

<b>Theme 1:</b>	Help people to help themselves ( <b>Pat Rockall and Judith Mobbs</b> )
<b>Early wins:</b>	<ul style="list-style-type: none"> <li>- apprenticeships</li> <li>- social enterprise enquiry</li> <li>- different collaborative approaches to citizen engagement</li> </ul>
<b>Theme 2:</b>	Connect Communities ( <b>David Burnip and Andrew Good</b> )
<b>Early wins</b>	<ul style="list-style-type: none"> <li>- better engagement with localities</li> <li>- multi agency working</li> <li>- anti social behaviour agenda</li> </ul>
<b>Theme 3:</b>	Demonstrating Suffolk's Aspiration ( <b>Stephen Baker and Andrea Hill</b> )
<b>Early wins</b>	<ul style="list-style-type: none"> <li>- the 'cookbook' (<b>Andrea Hill and Stephen Baker</b>)</li> <li>- Lives We Lead New Horizons Summit (<b>Celia Hodson and Richard Hewitt</b>)</li> </ul>
<b>Theme 4:</b>	'Thriving through recession through collaboration' aka shrinking/transforming public service through collaboration ( <b>James Hehir and Andy Wright</b> )
<b>Early wins</b>	<ul style="list-style-type: none"> <li>- ensuring colleagues work more effectively together</li> </ul>

High Demand Families	SLIC	10 Green Social Enterprises	Enquiry	Enquiry	Enquiry
Simon Ash	Andrew Good Pat Rockall	Andrew Bacon	Lead	Lead	Lead

## Counting Suffolk

Counting Suffolk is the element of the programme that maps all expenditure (local public sector and central government) in Suffolk. It is this part of the project that links us with 'Total Place' (the national project led by Sir Michael Bichard).

This work is at an early stage: PwC have produced high level figures. We need now to drill down into issues we want to explore in more details (these are called 'deep dives'). They are end to end processes across agencies that can be costed and then cheaper solutions articulated. Potential Suffolk deep dive areas are:

- Social and economic cost of drugs and alcohol misuse in young people
- Cost of young people in training/work (NEETS) to support our approach to Suffolk Apprenticeships;
- Cost of duplication in agency support to vulnerable (high demand) families

In addition to these three deep dives we also want to undertake some financial analysis of cost of SSP/LSP/Partnership working in a two-tier structure.

## An Innovation Strategy

We are creating a 'movement' in Suffolk around innovation. This is a viral (contagious) process to enthuse and excite people that will teach us how to innovate. The focus of our work is an innovation summit called The Lives we Lead: New Horizons. It will be held on 14 October 2009 at Adastral Park. It is an invitation only event for 300-350 people most likely to generate innovation. All political leaders have been invited.

In advance of the conference a number (10-12) of fringe events are being held to ensure delegates are warmed up for the summit. This means getting them to think about innovation beforehand and be mentally prepared to participate actively in the day rather than be an audience.

## **6 Actions Requested of Leaders**

Agree to act as champions of the project and to generate and encourage pride that Suffolk is a forerunner of Total Place.

Role model the behaviour changes created by the Lives We Lead by actively supporting collaborative working across the Suffolk whole system.

Support cultural change inside your own organisations to give staff permission to work collaboratively and to encourage them to build trust.

For example, agree that each employee spends at least one day per week working with partners.

Use the results of Counting Suffolk to identify big areas of expenditure where joint working could deliver efficiencies.

Support innovation by talking to invited delegates to excite them about the work in progress and encourage them to attend the summit on 14 October.

Advise SCEG if any further information, help or support is needed for Leaders to fulfil the role described.

## APPENDIX

### MEMBERSHIP OF THE LEADERSHIP COLLABORATIVE

Steve Allman	Chief Executive	Out and About
Simon Ash	Chief Constable	Suffolk Constabulary
Andrew Bacon	Market Development - Local Government/Public Sector	BT
Stephen Baker	Chief Executive	Suffolk Coastal District Council
Jane Basham	Chief Executive	ISCRE
David Burnip	Chief Executive	Forest Heath District Council
Mike Dawson	Corporate Director for Community	St Edmundsbury District Council
Andrew Good	Chief Executive	Mid Suffolk District Council
Steve Green	Suffolk Lead	Government office for the East of England
James Hehir	Chief Executive	Ipswich Borough Council
Julian Herbert	Director of Finance & Performance	Suffolk PCT
Andrea Hill	Chief Executive	Suffolk County Council
Celia Hodson	Chief Executive	Suffolk Development Agency
Richard Lister	LEAP projects	Suffolk University
Jacqui Martin	Chief Executive	Suffolk Family Carers
Judith Mobbs	Area Director	Suffolk Learning & Skills Council
Richard Powell	Director	RSPB - East of England
Geoff Rivers	Chief Executive	St Edmundsbury District Council
Pat Rockall	Chief Executive	Babergh District Council
Stephen Singleton	Chief Executive	The Suffolk Foundation
Cecilia Tredget	Director	Improvement East
Andy Wright	Head of Community & Economic Services	Suffolk Coastal District Council

### MEMBERSHIP OF THE CLUSTER SUPPORT GROUP

Michael Attwood	Strategy Officer	Suffolk County Council
Paul Banjo	Policy Officer	Mid Suffolk District Council
Jayne Brown	Strategy Officer	Suffolk County Council
Simon Pickering	Youth and Community Development Officer	St Edmundsbury District Council
Kevin Rodger	Corporate Policy Officer	Forest Heath District Council