

THE MJ TOTAL PLACE

A special monthly focus produced by **THE MJ**

October 2009



John Atkinson on what now for the pilots • Irene Lucas on the Whitehall view
• Joyce Redfearn on the North West • Update on the pilots and parallel places

Total Place Pilots and their themes

Pilot	Theme
Birmingham Helen Ghosh (DEFRA Perm Sec)	6 themes: • Drugs & alcohol • Learning disability • Mental health • Gangs • Early intervention • 'community demonstrator' project plus • 7th to prepare LSP for results of the 6
Bournemouth, Dorset & Poole Andrew Campbell (DCLG)	Older people's services (Focusing on people over 65)
Bradford Mark Fisher (DWP)	Gateway to integrated services: • older people • leaving hospitals • young people leaving care • offenders over 18 or youth offenders.
Central Bedfordshire & Luton Bill Stow (DEFRA)	From dependence to self reliance integrated offender management access to benefits
Coventry, Solihull & Warwickshire Carolyn Downs (MoJ)	Children's services and education (not schools)
Croydon Tom Jeffrey (DCSF)	• 0-7yrs • 7 priorities. • Focusing on the youngest
Durham Chris Wormald (CO)	Housing and regeneration
Kent Alexis Cleveland (CO)	• Gateway – multi channel access • Single asset management strategy • Margate task force
Leicester/Leicestershire Helen Bailey (HMT)	• Drugs & alcohol • access to services (county only)
Lewisham: Lindsay Bell (DCLG)	• Crime reduction and offender management • Commissioning of health and social care • Worklessness & unemployment • Assets and energy (chosen as they have the greatest scope for collaboration)
Manchester City region & Warrington (ten Greater Manchester councils & Warrington) Peter Makeham (HO)	0-5s
Gateshead, South Tyneside and Sunderland: David Behan (DoH)	Safer, stronger and healthier communities starting with alcohol & drug abuse (cross cutting issue)
Worcestershire Sir Michael Bichard	• Reducing the number of NEETs • Transforming outcomes and opportunities in the areas of highest need • Strategic inter-agency property asset management and utilisation

Pilots meet their deadlines

The submissions from the 13 pilots last month are helping to develop the future pattern of Total Place says **John Atkinson**

Pilots update

As autumn gets underway, the incredible amount of hard work carried out by the pilots is beginning to bear fruit. The concerted efforts of hundreds of people across the 13 areas meant that two major pieces of work have been delivered on time.

Firstly, the high level counts of the total local public spend in each pilot were completed.

The counting exercise was done largely for the benefit of the pilots, and while it is too early to draw detailed conclusions, it made for some interesting reading, particularly for local political leaders.

We can now see the sheer scale of investment in localities – the Central Bedfordshire and Luton pilot has established that £3.4bn is spent locally, equating to £6,853 per person.

What is also clear is how little of that investment is directly under local political control, due to the number of agencies involved in delivery and ring-fencing of funding. In Durham for example, housing services are provided by 25 agencies for a single county with a below average population density of 508,500.

As the pilot's submission states, 'there is an enormous opportunity for doing things better both strategically and operationally through partnership'.

Secondly, all 13 submitted their preliminary findings for the interim report for the pre-Budget report (PBR), jointly produced by the LGA Group, the Treasury and CLG.

The interim report will form part of Sir Michael Bichard's Operational Efficiency Programme submission for the PBR.

Those initial findings have helped to frame our understanding of Total Place into three areas:

- work that Whitehall needs to do
- work that Whitehall and localities need to do together
- work that localities need to do in their places.

Everybody involved in Total Place is now working to try to create and sustain the momentum for change which is vital if a project of this ambitious scale is going to work.

The second point is about making sure the work that is going on in all the pilots, and parallel places, amounts to something tangible.

For that to happen, we need to reach a tipping point.

Part of that tipping point is the sheer number of places now engaged in Total Place work, a number that continues to grow as more and more councils report on the similar work they



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are doing with their partner agencies.

These increasing numbers will continue the momentum, but the tipping point will not be reached by that alone.

The critical challenge for Total Place is this need for change to be actually experienced, not analysed and reported

The pivotal issue is in the places' connection with Whitehall.

The tipping point will be reached through the pilots work with the relevant government departments on the issues raised in their PBR submissions.

Once it becomes clear that by approach-

ing problems by starting with residents and their lives and redesigning services around that, you get better results, simpler processes and reduced costs – then Whitehall and town halls will not want to go back.

The critical challenge for Total Place is this need for change to be actually experienced, not analysed and reported.

With our aim to achieve this by the Budget, the pilots are now starting to look in more depth at their chosen themes from the residents' perspective, at the efficiency and accessibility of services – it is here that the real potential for change opens up.

• For more information visit www.localleadership.gov.uk/totalplace

John Atkinson is managing director of the Leadership Centre for Local Government



Local places will show the way forward

During the last eight hectic weeks, the 13 pilots have established and refined their programmes and themes. In July, some pilots had progressed slightly further than others, with some – particularly those with multiple local authorities involved – still addressing the governance of their project.

We all recognise that every part of government has a responsibility to do its part to make savings and cut the national debt. Local government has demonstrated that it can be efficient – it delivered £1.74bn of efficiency savings last year alone – but we also know that only through increased partnership working and joining up can real value for money services be delivered.

The message is clear that we must do more, and in doing so match resources to the needs of the community. The Total Place initiative will look innovatively at some of the choices that will help achieve this. I believe it is this type of public sector collaboration that has the ability to deliver powerful insights and recommendations for better outcomes for communities, simplification of delivery and of course efficiencies.

We have to remember that it is still early days for the pilots and realising the full potential of the initiative won't be easy. It will require bold lo-

Whitehall

cal leadership from all public sector bodies to make sure cultural and organisational barriers are overcome, and spend is directed to the right things.

Each of the 13 pilots – along with other areas undertaking similar Total Place type activity – have now submitted their interim reports to the Government, set-

I have often said it before, but together we will find solutions, because none of us is as clever as all of us

ting out the scale and direction of their thinking to date. I know ministers have been greatly impressed by the way pilots have taken up the challenge of finding new, more efficient ways to serve the public and they are keen to learn more about how joined up working can deliver real value for money services.

It is evident that if we are to succeed in this major redesign of service provision, there needs to be a significant, and collective, shift in approach. Not just across partners in each place, but also in the central-local dynamic. I've

certainly been encouraged by Whitehall's commitment to a re-examination of what can be done differently, and there is active support from senior officials to generate radical thinking and make specific linkages between Pilots and central Government.

The challenge ahead for Total Place will be to develop thoroughly evidenced and costed proposals for change in time for next year's Budget. This is an ambitious timeframe, but in taking forward this important piece of work

I am confident in the abilities of the pilots to showcase how local government and other agencies at local level can innovate – providing new, better ways of public service delivery in their places and encouraging the redesign of services around the needs of users.

I have often said it before, but together we will find solutions because none of us is as clever as all of us.

In terms of next steps, the pilots are already coming up with some real, evidence based propositions for change. These ideas are being looked at in ear-

nest by the group of Whitehall pilot champions (chaired by Sir Michael Bichard), who are taking forward work on some of the specific policy proposals in the reports and looking at ways to remove some of the barriers which have been identified. A series of high-level workshops are being organised with the pilots in the coming weeks to enable us to develop and test potential solutions, and look at how best to make changes to strategy, policy and delivery structures together.

Four emerging policy themes (drugs and alcohol; reducing re-offending; asset management and the 0-5 age group) are being looked at in depth in order to identify what more could be done locally to delivered enhanced, more efficient outcomes, and to identify and tackle barriers from Whitehall. The working groups will then make a preliminary report to feed into the next ministerial group in early November.

We are on the cusp of a truly great change for the ways services are delivered. It may not be easy – for Whitehall as well as for services – but the time is right for local places to show us the way forward.

Irene Lucas is director general, local government & regeneration group, DCLG

Putting the North West

Michael Burton talks to council chief executive Joyce Redfearn about her regional role and membership of the national Total Place officers group

Well into her third local authority chief executive's post, Joyce Redfearn has now added a new Whitehall brief – Total Place.

Previously chief executive at Monmouthshire and then Gloucestershire CC she took on the top job at Wigan MBC four years ago. More recently her work with the North West RIEP where she is chair of its management board and her chairing of the (national) chief executives' efficiency task force led to her becoming a member of Sir Michael Bichard's Total Place officers' group.

The North West RIEP became

Interview

involved in Total Place when it was consulted by the CLG – along with the other RIEPs – about suitable pilots. In its patch it already had two trailblazers in Cumbria, where the Leadership Centre had carried out its groundbreaking studies Counting Cumbria and Calling Cumbria, and Blackburn with Darwen Council. It was the latter which first launched the pioneering 'resource mapping' survey to establish how public

spending was allocated locally.

The North West RIEP also includes perhaps the most developed sub-national grouping, the Association of Greater Man-

ing group meets in London each month at the CLG, 'for about two hours' according to Joyce and along with her are other local government colleagues like

One question is whether, or more likely how, the Total Place agenda will survive a possible change of Government

chester Authorities, now a city region pilot, so it was unsurprising that the region's Total Place pilot should be AGMA and its associate Warrington Council.

The Total Place officers' steer-

Suffolk CC's Andrea Hill as well as representatives from police and health. Recent topics have concerned the pilots and the support they have needed until their submissions last month.

Together we stand

Lynne Haig describes an innovative project being implemented in Suffolk

Collaboration is the new buzz word for much for the public, voluntary and even some of the private sector.

The impact of the recession and impending public sector cuts mean organisations must find new ways of delivering quality products and services with fewer resources - and partnership work is now rightly being explored in more depth.

In January, a leadership collaborative of 22 chief executives from the public, private and voluntary sectors in Suffolk met for the first time as part of The Lives we Lead initiative, Suffolk's equivalent to Total Place.

Right in the middle of tense Local Government Review discussions, it looked like it would be an uphill struggle to establish the kind of trust and collaboration needed for these leaders to work together more effectively.

Nine months on the scene was quite different at last week's Lives we Lead – New Horizons sum-

Collaboration

mit, an event hosted by the leadership collaborative to mark the end of the first chapter of Lives we Lead and to take the message of collaboration and innovation to 300 people from across Suffolk.

Examples of effective collaboration were show-cased in 11 "experience pods" and participants were challenged to commit to working together to help improve public services in Suffolk.

Having designed and led Calling Cumbria I carried the baton to Suffolk. The Lives we Lead programme informed proposals to Sir Michael Bichard during his Operational Efficiency Programme and Lives We Lead remains a fore-runner to Total Place. However, Suffolk's programme differs significantly from Total Place in that rather than starting from "show us the money" the focus was on

building a foundation for effective relationships and trust.

While no one can argue with the concept of greater collaboration, putting this into practice, and sustaining this practice beyond a single initiative, is fraught with difficulties. Managers can become conditioned to protecting their budgets and sometimes this can lead to difficult relationships with colleagues or partners, making suddenly asking everyone to disclose how much money they have - and could share or give up - a difficult task.

To combat this, Lives We Lead invested time ensuring the 22 chief executives involved agreed on the need for this project and its potential outcomes. Without this investment, discussions about finances and resources could have been strained at best and unsustainable at worst.

Now Suffolk's leaders have mapped the county's £4.8bn of public money, as in Total Place, but they were able to move quickly to the "so what?" question once



this exercise was complete. The focus was able to move swiftly on to the things that matter most to Suffolk; skills, the environment, building aspiration and helping people to help themselves.

Collaboration is taken as a given in Suffolk now and the potential leverage of pooled budgets is the starting point. As a self-styled group of "barrier busters" the leadership collaborative also looks at where they can simplify and focus joint working as well as challenging whether current statutory partnership arrangements

are the most efficient ways of delivering local outcomes.

So far, the Lives we Lead programme has created several collaborative schemes to improve the effectiveness and efficiency of public services and encourage economic development. A new social enterprise partnership has been created to establish 10 green social enterprises in Suffolk, while a cross-sector approach is now being taken to create work opportunities for young people including apprenticeships.

Last week's summit marked

st in its Place

She says: 'I believe Total Place is a really exciting opportunity and will help to shape public sector reform. It will change organisations. And when you're with health, police and so on, they're all talking about the same issues.'

She admits that there remain some hearts and minds yet to win over from other parts of the public sector like the NHS even though locally councils and PCTs, through adult services provision in particular, work closely. She says 'we have to get the message across more in the health sector though at local level here in Wigan we have

huge support.' Perhaps the acronyms and the jargon are one barrier to better communication as local government, she admits, tends to 'talk in initials.'

One question is whether, or more likely how, the Total Place agenda will survive a possible change of Government. It is known that the Conservatives back the concept – there is after all, no other game in town – even if they rename it. But how does the steering group and other officials manage the process during what is effectively a general election campaign? Joyce says they can 'see below the political

radar' adding: 'The "how" bit and the way we build relationships with other partners is easier to make apolitical.'

So what happens now the pilots have made their submissions? The lessons from the pilots will be out in February and their work from then on as pilots is officially over. But for the non-pilots, the so-called parallel places i.e. the rest, it is just the beginning.

Joyce Redfearn:
leading in the
north west



Ravenswood is a new district within Ipswich, sited on the old Ipswich Airport in the south-east of the town. The Formation sculpture by Rick Kirby marks the entrance.

an important shift in gear as The Lives we Lead programme moved beyond its 22 chief executives. As well as the summit itself series related fringe events have been taking place all over the county, bringing people together to work on topics as diverse as building a society for all ages, happiness and experiential innovation and they continue to gather momentum in the coming months.

Suffolk's leaders are well aware of the tough challenges ahead of them but they see the

potential for wide-reaching innovation and for working hard on working together. The summit succeeded in getting dozens of organisations to think about how they could contribute towards Suffolk's future by working with others and it became clear that Suffolk, as a total place, will pull together to protect the quality of the Lives they Lead. For more information visit www.suffolksummit.com

Lynne Haig is director of Taylor Haig



How we're improving access to services

Total Place is helping the city and county in Leicestershire co-ordinate better access to services especially those dealing with drug and alcohol misuse say Sheila Lock and John Sinnott

Geography is a main factor in Leicester and Leicestershire's inter-dependency. The journey to work area of the city covers most of the county and many agencies, including police and health, work across the whole sub-region. There is a clear need to work together to achieve the improvements to services and quality of life that both councils want.

Sub-regional collaboration has been extended. We have agreed a multi-area agreement (MAA) and introduced an economic development company – Prospect LeicesterShire.

With partner agencies, we have also introduced a Leadership in Partnership Programme, delivered by Warwick University Business School, to ensure our future senior officers are well placed to work together in leading public service improvements.

This is part of our response to the national challenge of recruiting a new breed of public sector manager into the future.

Public spending pressures mean more innovation, very clear and evidenced priorities and more efficient and effective delivery are needed to meet challenging improvement targets. The philosophy behind Total Place has our full support and we were very willing to be part of the national programme that will allow us collectively to demonstrate where and how we can be even more effective with more flexibility and local control.

We have chosen two themes: drugs

When Total goes regional

Councils in the South West have together launched their own ambitious plan to improve public services, whilst achieving financial efficiencies in the face of tighter central government funding regimes

Within the region there are many exemplar public services but there are also plenty of examples of duplication. South West authorities believe that by working collectively, partners could deliver more efficient and cost effective services by unravelling the labyrinth of financing and joining up the delivery of services.

It is for this reason, and inspired by the Government sponsored Total Place programme, that the South West is rolling out its own Total Place initiative.

Talking about this move, Cllr Angus Campbell, chairman for the South West Strategic Leaders' Board and leader of Dorset CC said: 'Dorset, Poole and

Parallel places case study

Bournemouth have been fortunate enough to be one of the Total Place pilots and the region has been quick to recognise the potential future benefits of this approach. We have now refocused £1.75m of improvement and efficiency funding to support six regional Total Place initiatives. This is an ambitious step which the whole region is willing to take and here in the South West we are up for the challenge."

The initiatives will build on the nationally funded Dorset, Poole and Bournemouth pilot

and involve all the remaining 32 authorities in the region along with numerous partner agencies from health, environment, business and the voluntary sector.

As with the national pilots, an important part of each regional initiative is the 'deep dive' process in which partners take an in-depth look at an important local issue.

In the case of Dorset, Poole and Bournemouth they are looking closely at adult social care issues. In Somerset local authorities are working together to focus on services for older people. The project will build on the county council's work on transforming adult social care and the PCT's work on transforming community services.

It is not surprising that Somerset has chosen to focus its initiative in this area. Within the county, one in four residents are above statutory retirement age, a figure which looks set to rise in future, placing further pressure on already over-stretched budgets. The Total Place initiative will help to achieve improved outcomes for people who need health and social care support in the community by making better use of joint resources.

Talking about the Somerset initiative, Fiona Catcher, Somerset CC's head of community leadership and Improvement said: 'The Total Place project will add to our existing joint commissioning activity and will really challenge



how we use our resources to best effect on behalf of local residents.'

Swindon and Wiltshire Councils are using 'Total Place' as a great opportunity to ask themselves and their partners how they can redesign their services and their relationships with communities

Pilots case study

and alcohol misuse and access to services.

Drugs and alcohol misuse is a gap in our current programme of service improvement projects. It is also an issue where the service pressures and costs fall across a range of agencies and settings - acute health services, A and E, police cells, unrest in city and town centres and neighbourhoods, family problems, mental health problems, crime and unemployment. There is consequently a high probability that people's needs are not fully understood or addressed in the most effective way. Total Place will help us understand and identify costs and measures that can improve outcomes for local people while making efficiency savings.

An emerging finding of the county CAA is that we are behind some others in providing people with access to services as a whole rather than as separate agencies. We agree and want to use Total Place to help prepare an improvement plan quickly. We suspect the current pattern of access is not either readily understood by our citizens or likely to be affordable in the future.

In the city we know that too much of our crime has a direct link to alcohol misuse and the CAA identifies this, Total Place will help us tackle improvements to preventative services.

So what have we found so far? The high level count has indicated that

the costs of the many local public agencies just being in business varies from 3% to 12% of budget and the total is estimated to be around £200m. We have questioned if this can be afforded in future, identified long funding trails from national government to the front line and are examining further the costs lost to service delivery through these processes. We have also questioned whether we can afford to fund so many 'middle men'.

We have assessed progress in meeting the 9.3% efficiency target included in our MAA – the only one to have such a target. While year one targets have been met, future years look more difficult.

We've challenged ourselves to do more

We suspect the current pattern of access is not either readily understood by our citizens or likely to be affordable in the future

and are developing a more formal sub-region wide partnership efficiency programme to:

- Co-ordinate budget savings across agencies to avoid cost shunting
- Challenge 'back office' efficiency projects – can they be widened to achieve greater savings?
- Extend the Total Place approach to other multi agency services areas to seek improved outcomes at lower cost.

We will also be looking at the outcomes of work which estimates the obligatory collection of performance management information and of in-

spection activity which this year is costing local agencies more than £7m.

The drugs and alcohol work is focusing on several areas:

- Reducing alcohol availability by seeking national action on minimum unit pricing, stronger licensing, restricting marketing at young people and testing opportunities for local action on licensing and happy hours
- A national and local prevention agenda to reduce the negative consequences and associated costs of alcohol and drug misuse, including investigating social marketing solutions to discourage young people's misuse
- Better targeting of resources using

pooled budgets (which may require the removal of national ring fencing) and joint commissioning via a joint 'place' Drug and Alcohol Integrated Commissioning Strategy. This would take a whole systems approach addressing the range of needs of misusers from early interventions to treatment provision for dependent misusers.

- A review of the night time economy and associated costs to the community of alcohol and drug misuse, including mapping the consequential costs and identifying good practice improvement initiatives seen to work elsewhere.

● A review of the potential for an inter-agency service within local emergency departments to provide specialist care and access to integrated services.

The work on access to services is focusing on:

- Agreeing a common approach to agency websites including style, methods of searching, payments bookings and other core functionality.
- Consolidating existing customer access point clusters with a new neutrally-branded approach based on services provided, user groups, and location.
- Aligning existing customer services centres, allowing collaborative management of peak demand periods and consistent opening hours.
- Providing a coordinated approach of outreach activity across the agencies.
- Aligning service and customer data management approaches to allow, where appropriate, the sharing of data across agencies.
- Aligning processes and technology to allow greater flexibility of joint front office activity.

The changes that can be implemented locally will be included in our partnership efficiency programme to ensure they are implemented effectively. We are encouraged that government across departments seems to be ready to consider the national changes that will be required.

Sheila Lock is chief executive of Leicester City Council and John Sinnott is chief executive of Leicestershire County Council



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new public service model will undoubtedly save money if we're prepared to act radically, but the primary focus is on more effective interventions for families and the communities they live in.'

In other areas the 'deep dive' topic has yet to be confirmed, but emerging themes include the management of neighbourhood services, supporting people with disabilities, asset management and carbon emissions.

South West Councils are aiming to deliver the same positive outcomes as the government sponsored Total Place projects. Total Place in the South West is being rolled out with a 'light touch' framework of criteria and reporting requirements, which gives authorities flexibility to identify and address local needs and challenges. This is a fast-paced programme funded by South West Councils through the Regional Improvement and Efficiency Partnership. Progress has been rapid, and the initiative is generating much interest from outside the region.

Peter Bungard, chief executive, Gloucestershire CC, welcomes

the approach and believes that time is of the essence: 'The financial challenges facing 'public sector Gloucestershire' look so significant that we need to identify radical leaps as opposed to yet more incremental steps. We are watching the national pilots and others to accelerate our learning.'

Taking this one step further, South West Councils are keen that other regions can benefit from this work by ensuring that experience, progress and points of learning are widely shared.

Chair of South West Councils and leader of Teignbridge DC Cllr Alan Connett reflected the mood in the South West, adding: 'We are hugely excited about the possibilities that rolling out the Total Place approach could have in the South West. It is a great opportunity to look at public expenditure in the round to enable the delivery of long-term changes and efficiencies. We have an excellent track record of partnership working in the region, but we really need to push the boundaries now and deliver real benefits for our citizens where it matters.'

The six South West initiatives are:

- Devon County and Districts, Plymouth City Council and Torbay Council
- Cornwall Council and the Isles of Scilly
- Gloucestershire districts with Gloucestershire County Council
- West of England authorities (Bath & North East Somerset, Bristol, N Somerset, and S Gloucestershire Councils)
- Wiltshire Council and Swindon Borough Council
- Somerset Districts with Somerset County Council

and families - particularly those families who may experience 'interventions' by many public services ranging from schools to criminal justice, from mental health to benefits. The authorities believe that too often these interventions are uncoordinated and reactive.

Speaking on behalf of Swindon and Wiltshire Councils, chief executive of Wiltshire Keith Robinson said: 'We should start from an understanding of the family's 'total' situation and how it can be improved, with the family itself taking responsibility. A

With strong leadership driving the process, South West authorities are confident that Total Place can achieve better value for money, deliver efficiency gains and transform public services locally.

A Leapp of faith in Norfolk

Leadership

A complex area such as Norfolk needs public sector leaders with leading edge skills and approaches, and the ability to act together with the community to deliver significant improvements that impact directly on the quality of life for local people.

Norfolk set out to develop a community leadership practice of 200 senior managerial leaders and named it Leapp – Lead, Engage, Aspire, Perform in Partnership.

It was a programme which has successfully supported our ‘whole place’ approach to public services.

It has been new and innovative and is hoped that in the longer term it will lead to a step change in both service delivery and efficiency at the local level.

The overarching aim of the programme was to bring about a shift in the way that the public sector in Norfolk worked with itself and its communities to ensure improved outcomes for local people.

The programme built on existing but more traditional local leadership development work, making ‘learning by doing’ a collective endeavour across many of our key public services.

Better leadership was not the sole objective but a means towards broader objectives of improved services, reduced cost, and stronger communities.

The population of Norfolk leaders worked together, and with the wider community, to identify and tackle the issues that mattered: improving performance in key services, seeking out opportunities to deliver real efficiencies, finding new solutions to complex and problem issues, and shaping the places of Norfolk.

The initiative looked at how we can make real progress on real issues such as community cohesion, climate change and public sector efficiency.

The programme itself brought together leading edge concepts and thinking, with expert process design and facilitation from the Leadership Centre for Local Government.

The introduction of new ways of looking at challenges faced through ‘systems thinking’ and practical tools was really well received by participants.

This fresh thinking and perspectives has led to a new lens and set of language across the sector of leaders.

It has strengthened relationships and trust, accelerating cul-

In Norfolk 200 senior managers have developed a community leadership programme to help implement more joined-up services



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ture change across the sector.

A community of internal facilitators was also brought together and was highly successful in support-

The old ways don't work – we need completely new ways of working and thinking

ing the process; this community will be an ongoing resource to draw from.

Leapp has provided an invaluable foundation for our challenges around leadership of place. All participants from the county council, district councils, police and health had an opportunity to raise their profile in the public sector in Norfolk.

It met all the objectives - put simply, around developing our leaders, enhancing networks and relationships and delivering improvement on real issues for our communities.

There is a real appetite for harnessing what Leapp created to address ongoing significant challenges we face in Norfolk.

As one participant said: ‘The old ways don't work – we need completely new ways of working and thinking. Some will find this a challenge and probably all of us will at some stage. That is why we need to realise we are in this together and only by working together and facing any difficulties can we make this new way of working common across the whole of Norfolk and beyond.’

Kerry Furness, is corporate OD manager writing on behalf of the Norfolk Leapp team



Upcoming Total Place Events

3rd November:

LGA Total Place conference ‘Total Place: making local services better for people’, Local Government House, Smith Square, London. To book and for further information contact events@lga.gov.uk

Early November (tbc):

First Total Place ‘theme’ workshop led by the Richard Group, focusing on 0-5 years with representatives from Croydon, Manchester & Nottingham

6th November:

Total Place pilots’ networking event (invite only), Croydon.

18th November:

Queen’s Speech

24th November:

NLGN conference on LAAs, London

25th-26th November:

LGA Improvement and innovation conference – keynote Total Place panel session

26th November:

Improvement East Total Place event, Hinxtton, Cambridgeshire