

Appendix One



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To: Total Place pilots

26 May 2009

Dear Total Place pilot

Following the recent Budget announcement, we are writing to all 13 pilot areas that have volunteered to participate in the Total Place programme. This is a big opportunity for local partners (including those directly sponsored and funded by government departments) to show how local collaboration and leadership can lead to better services for citizens and efficiency savings. We are very pleased that Sir Michael Bichard has agreed to chair the high-level officials group that will drive this work forward, and support the ministerial board chaired by the CLG Secretary of State.

Each pilot has an opportunity to shape the Total Place programme to the needs of their place, working on a specific local theme that reflects local priorities. Partners should feel free to pick up the programme and use it to shape the nature of services being delivered for citizens locally.

Partners have an opportunity to identify their own cross-organisation solutions to service improvements and efficiency savings, through effective collaboration and local leadership. This is particularly important given the scale of public services challenges facing all places, the increasing demands of citizens – and the ambitious efficiency agenda set out in the Budget for a world of constrained resources.

The pilots also offer a real opportunity for local partners to give clear messages to central Government about the barriers that can discourage effective collaboration. While it may be possible to overcome some of these barriers through local leadership, we recognise that other barriers will require central Government to make changes to national delivery structures. Local partners in the 13 pilots have a clear opportunity to influence Government by specifying these barriers, outlining the potential value that can be unlocked by tackling the barriers through creative and constructive solutions.

The 2009 Pre-Budget Report will provide an important milestone for communicating the initial findings from the pilots, including examples of potential efficiency savings and service improvements in each place, and to present the mapping of spending on local public services. Government will respond to the final report of the pilots in the 2010 Budget.

Budget 2009 signalled the commitment of Government to the Total Place pilots at ministerial and official level. CLG, HM Treasury and the Cabinet Office are strongly committed to working with colleagues in other departments to drive driving the Total

Place programme forward, including through monthly meetings of the high-level officials group chaired by Sir Michael Bichard.

We hope to bring you all together in the near future and as the project progresses to share learning and help to unpack issues together. I know many of you have specific questions about what Total Place means for you and your partners, and we hope that the attached question and answer fact sheet and initial meetings with the Leadership Centre help. In the meantime please contact John Connell at [john.connell@communities.gsi.gov.uk](mailto:john.connell@communities.gsi.gov.uk) with any queries.

I look forward to working with you through the Total Place programme and hearing more about the successes your pilot has along the way in fulfilling the potential of this work.

Yours sincerely,



Peter Housden  
Permanent Secretary  
Communities and Local Government



Helen Bailey  
Director, Public Services  
HM Treasury

Annex A: Information Sheet: Total Place

**Information Sheet: Total Place**

**What is Total Place?**

Total Place', is an ambitious and challenging programme which brings together central and local agencies within a place to achieve three things around a priority issue:

- i) service transformations that can improve the experience of local residents and deliver better value
- ii) deliver early efficiencies to validate the work
- iii) develop a body of knowledge about how more effective cross agency working delivers these in practice.

The recommendation for the Total Place pilots was made by Sir Michael Bichard in his Operational Efficiency Programme report and the 13 pilot areas were announced in the Budget. Total Place will run until March 2009 with some initial findings expected in October 2008.

**What will Total Place involve?**

Total Place weaves together two complimentary approaches to public service transformation,

1. A 'counting' process that will map money flowing through the place (from central and local bodies) with the aim of better understanding the relationship between centrally and locally directed resources and between resources directed by different parts of the public sector, and the impact that both of these have on outcomes.
2. A 'culture' process that looks at 'the way we do things around here' in terms of working between and across local and central partners and the extent to which that helps or hinders improved outcomes.

These two elements have featured in earlier approaches to public service transformation but what makes Total Place distinctive is the explicit intention to consider both at the same time. Each pilot area will use Total Place to consider a theme which is of particular local importance (e.g. vulnerable families, adult social care, child health, drugs and alcohol). In this way Total Place should generate significant and deliverable opportunities for service transformation and improved efficiency.

The work of Total Place will be undertaken by leaders and managers drawn from across all the relevant public services within each pilot area as they jointly address issues of service transformation and efficiency in relation to their particular local theme. It is anticipated that within each pilot area there will need to be a number of working groups each considering the local theme from a particular angle. The exact nature of these working groups will need to be shaped by local circumstances but, for example:

- a pilot with a focus on homelessness might want working groups to consider the opportunities for service transformation arising from new approaches to economic development, skills and training or mental health services.
- a pilot with a focus on adult social care might want working groups to consider the opportunities for service transformation arising from new approaches to

service design and delivery, joint commissioning across all public agencies or new approaches to funding.

In all cases it is expected that the experience of service users will be critical to the process of identifying genuine service transformation with the potential to substantially improve outcomes.

The outputs from this work should be specific and deliverable improvements for local service users. These might be delivered through more effective collaboration, efficiency gains or fundamental service redesign. In many cases local partners will be able to deliver these improvements themselves through effective local leadership. In some cases, however, service transformation may require changes to national delivery structures and Total Place will provide an opportunity for central government and local partners to address these issues together. Sir Michael Bichard will chair a high-level group of officials from across central government and local partners which will consider these issues.

### **Expectations for the pilots**

#### **Interim Findings**

Initial findings in advance of the 2009 Pre-Budget Report [plan for early Oct 09], including:

- Update on progress of each pilot
- Mapping of public spending in each local area – results from high-level mapping of total spend in each place, early results from 'deep dives' into specific local theme(s);
- Outline of local theme and of sub-themes to be investigated and indication of the kinds of outcomes/actions expected
- Review of early innovations/actions, opportunities for service redesign and efficiencies/savings identified and delivered
- Outline of any barriers identified that discourage collaboration and service redesign – including those that can be tackled locally, and those that require central government to make changes to national frameworks.
- How successes have been recognised and effectively disseminated

#### **Final Report**

- Each individual pilot to report by 19 February 2010.
- Aggregated national report by 8 March 2010, including engagement with high level officials group.
- Government response in Budget 2010 [plan for early March 2010].

#### **National report should cover:**

##### Improvements

- Potential for better outcomes from service redesign undertaken in pilots
- Potential aggregate efficiency savings from service improvements across all 13 pilots and the different service themes examined;
- Clear business case for how effective cross agency working delivers service transformation and efficiencies

##### Barriers

- Case study analysis of how TP partnerships have overcome local barriers, redesigned services and the importance of local leadership;
- Analysis of barriers overcome by pilots and Government.
- Recommendations for central government, including solutions to overcome remaining barriers (for example by national frameworks); linked to wider performance management reforms including LAAs, CAAs and NI set
- Next steps of what Whitehall could do to break down remaining barriers.

- Flag issues that cannot / will not be resolved at this time

#### Mainstreaming and dissemination

- Assessment of the potential for mainstreaming approaches in the pilot areas and caveats to this.  
Knowledge infrastructure for dissemination of key messages

#### **Where are the pilots?**

Dorset, Poole & Bournemouth  
Kent  
Croydon  
Lewisham  
Luton & Central Bedfordshire  
Leicester & Leicestershire  
Coventry & Solihull  
Worcestershire  
Birmingham  
Bradford  
Manchester City Region  
South Tyneside, Gateshead & Sunderland  
Durham

#### **Who is involved in delivering Total Place?**

The Leadership Centre for Local Government (part of the LGA Group) has been commissioned by the Department of Communities and Local Government to deliver the Total Place programme. The Leadership Centre will therefore draw in the necessary support from the IDea and LGA and will have a particular role in

- programme management for Total Place (including ensuring effective links with key stakeholders e.g. RIEPs, GOs)
- working with pilot areas to identify a Programme Director
- drawing together and sharing the learning from the pilots in real time so that all pilot areas (and others across the public sector) are able to benefit.

#### **Next steps:**

The next step is to shortlist potential programme directors. We would suggest that a group of key people involved in the project meet the short listed candidates and that you enquire about their experience of projects with a similar aim, the approaches and methods they use and how they will ensure that their eventual proposals both meet the need and gain internal support. Possible specifications are available from the Leadership Centre if required.

Due to the short timescale of the programme and the limited availability of people who are qualified and experienced enough to be programme directors; it is essential that the programme director is procured quickly and effectively. Work on the project needs to commence in early June 09.

We would encourage you to seek procurement advice from your authority for the most straightforward way to procure a programme director. We are aware of examples of a business case being used that demonstrates the need and importance of immediate procurement and would recommend that this is investigated. This in no way negates the need to follow your own procurement rules and procedures.

The Leadership Centre has a pool of programme directors/advisers which each pilot could choose from.

Funding

We hope to release funding to the pilots after sign off by the high level official group meeting on 2<sup>nd</sup> June.

Communications

We will keep you regularly updated with progress of other pilot areas and the national boards but if at any point you have specific queries please use the contact details below.

Further information

For further information on the Total Place project, please contact John Connell on [john.connell@communities.gsi.gov.uk](mailto:john.connell@communities.gsi.gov.uk) or 0207 944 3766

For advice on expectations and the 'counting' and 'culture' elements of Total Place, please contact Chris Lawrence-Pietroni on [chris.lawrence-pietroni@lga.gov.uk](mailto:chris.lawrence-pietroni@lga.gov.uk) or 0207 664 3145

For guidance on procurement, shortlisting programme directors and next steps, please contact Nicky de Beer on [nicky.debeer@localleadership.gov.uk](mailto:nicky.debeer@localleadership.gov.uk) or 0207 630 2183