

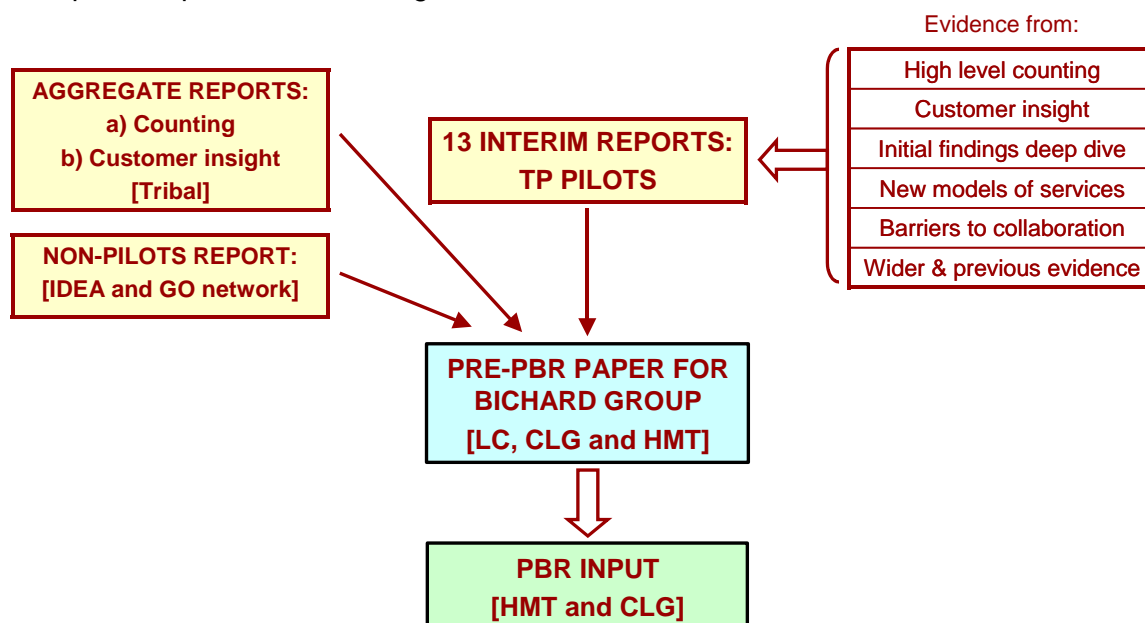
## TOTAL PLACE: PBR PROCESS

The overall aim of Total Place is to understand how a 'whole area' approach to public services in a local area can lead to better services and improved outcomes at less cost, driven by local leadership and collaboration.

We would like each pilot to prepare a **short interim report to inform the 2009 Pre-Budget Report**. While we do not want this to be a burdensome process, it is an early opportunity for the pilots to influence the national direction of travel on Total Place. The PBR will also seek Total Place evidence from a number of other sources, as set out in the schematic diagram below. Given that PBR dates are not finalised until near the time, we would like pilots to send these short reports by **18 September 2009**. If you have not had opportunity to go through internal clearing mechanisms, we can hold off sharing your report more widely for a further three to four weeks. It would only be shared internally within Government during that time.

When assembling the interim reports, the two most important factors that Whitehall departments will want to see and understand are:

- **the quality of the evidence provided** on the issues and early possible solutions, to support the direction of your thinking (recognising that some evidence will, at this stage, still be incomplete),
- **future direction of thinking** within the pilot up to Budget 2010, without holding the pilot to specifics at this stage.



The **audience** for each pilot's interim report includes:

- HM Treasury and CLG, who will compile the PBR update
- The Directors General of other government departments represented on the high-level group chaired by Sir Michael Bichard – this group will receive a summary paper based on the 13 pilot reports before the PBR
- Pilot programme leads, to share learning and to act as a useful milestone in planning work within pilots
- Other local areas that are not official pilots, but may produce similar evidence to the Total Place programme

Pilots will ultimately be asked to compile a final report in advance of the 2010 Budget (by early February 2010), for the Government to respond alongside Budget 2010.

The format and structure for the pre-PBR interim reports will be a matter for each pilot to decide based on the most effective way of reporting progress. **We do not want to create a single template for these reports**, but have set out below a set of questions we are particularly interested in your answers to:

**1. Briefly, what is the existing picture in [place], for example:**

[A description of the place; organisations; partnerships; and your understanding of customers' needs]

[Any live examples of how services are delivered from a customer perspective]

[Short overview of the high level spend mapping exercise, and high level questions arising]

**2. Briefly, what are the key issues facing [place] on [theme(s)], for example:**

[What was the rationale for selecting theme(s) – why is this important for your place?]

[What are key challenges on the theme(s) in the place?]

[What is the strategic vision for the theme(s) in future, and the main challenges in moving towards this vision]

[How is the funding and delivery of interventions organised locally – with any initial findings that may be available from deep dive mapping]

**3. What new models of delivering services are being considered on these themes, for example:**

[What would a more effective service for customers look like - initial messages about service redesign, and an indication of changes needed to get there]

[How it might work – initial evidence about how collaboration could achieve better services at less cost, *e.g. by reducing duplication, improving services for citizens, new models of service delivery, genuine service transformation, plus intended future work – where possible, an outline case for introducing these services*]

[Potential impact – what might changes deliver in terms of service transformation, financial savings and better outcomes (effectiveness and efficiency), plus possible future work]

[Which of these improvements do you think could be replicable in other areas?]

**4. Initial thinking about the main barriers in the current system that could stand in the way of further progress on these themes, for example**

[Barriers that can be changed relatively easily through local action, such as changes to the way people operate, streamlining admin processes]

[Barriers that may require more wholesale change, but can still be done through local action – things that require strong leadership, buy-in across organisations, culture change, increased capacity, new ways of organisations working together]

[Barriers that would require central government to make changes to national policy, delivery structures and regulations – any initial thoughts on the cost/benefit case of these changes, in terms of better outcomes, services and vfm]