

Total Place: Collaborative Report papers

Suggested structure of papers for pilot leads to volunteer drafting by 15 January; to inform content and structure of national report. These reflect a) discussions at 3rd December pilot leads meeting, b) steer and opportunities presented by Smarter Government document

1 Let local areas guide resources

- de-ringfencing of specific grants to LAs
- reducing the number of different funding streams to LAs
- support effective pooling and aligning budgets
- single area-based capital pots / asset management
- benefits realisation issue

2. Let local areas set priorities

- reducing the number of national targets and NIs
- aligning sector-specific performance frameworks

3. Reducing burdens on the frontline

- reviewing work of inspectorates
- aligning timing of inspections and assessments
- cross government data gateway; shared web portal
- quantifying the costs and impacts of burdens

4. Organisational change

- shifting organisational cultures
- 'letting go' across agencies
- professional capacity and skills / 'headroom for change'
- leadership capability across place

5. Governance and accountabilities

- balance of local and central accountability
- involving politicians in new ways
- interagency negotiation / 'who blinks first'
- Total Place supporting 'silo cuts' where appropriate
- subsidiarity and appropriate spatial levels

6. Commissioning for place and for prevention

- comprehensive early assessment of individuals
- early intervention to prevent
- joint commissioning for place
- pooled comprehensive information for strategic decisions
- universal vs. target vs. 'families in the middle'
- decommissioning / stopping doing
- organising public access to services / 'citizen touchpoints'

7. Co-production and self-production

- *co-production* between frontline professionals and citizens
- building frontline confidence to empower users
- understanding customers
- facilitating communities to *self-produce*
- societal behaviour change
- citizen ownership of their story / data

23 4

23 4

TOTAL PLACE: INFORMAL GUIDANCE FOR PILOTS' FINAL REPORTS

Due 5th Feb 2010

1. 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.
2. To demonstrate the benefits of the Total Place approach, we would like each pilot to prepare a **final report which will form the basis of the Total Place Budget 2010 Report by 5th February 2010**. (If you need additional time to go through internal clearing processes, small amendments/clarifications and any additions may be sent up to 19th February 2010)
3. This note provides a short informal guide for pilot leads to consider when preparing their final reports. It is not intended to serve as a template or be prescriptive – but to highlight the types of information and evidence that will be needed to ensure that Total Place has maximum resonance and impact across Whitehall. Attached to this guide is a note reminding pilots of the criteria for evaluating efficiencies (the criteria are those being used for the Operational Efficiencies Programme).
4. In Putting the Frontline First: Smarter Government, there is a specific ask of Total Place pilots to:

“We will significantly reduce the cost of burdens by ensuring that reporting, inspection and assessment frameworks only include what is really needed to guarantee accountability, access and quality. We will ask the Total Place pilot sites to use their forthcoming local reports in February 2010 to record the total burdens across local agencies involved in their particular pilot topic, and to highlight their priorities for streamlining these burdens”¹
5. Further, Smarter Government set out that the Total Place pilots will:

“provide powerful evidence of how to unlock value within an area, for example by reducing duplication and overlaps, and by focusing services more squarely on the needs of users”²
6. With a commitment from the Government to:

“respond to these findings at two levels: first, by letting local areas set priorities, and further streamlining the national-local performance framework; second, by enabling local areas to guide the use of resources”³

The Final Reports should therefore aim to cover the following areas:

Background to your Pilot area

7. What is the existing picture in your Place? Has the Total Place approach worked here? Try to cover:

¹ <http://www.hmg.gov.uk/media/52788/smarter-government-final.pdf> page 41

² <http://www.hmg.gov.uk/media/52788/smarter-government-final.pdf> page 36

³ <http://www.hmg.gov.uk/media/52788/smarter-government-final.pdf> page 36

23 4

- A description of the place; organisations; partnerships; and your understanding of customers' needs and what is spent on them as a result of your deep dive theme(s).
 - What are the local factors which might affect the scalability of your ideas and proposals – for example, an already strong partnership; a particularly high level of need; a NOC Council, etc?
 - What are some examples of how services are currently delivered – ie a 'customer journey'. What are the key costs in this journey; what and where are the barriers to a smoother journey?
 - What were your conclusions from your customer insight work, and high level spend and deep dive mapping exercises? (It would also be helpful to include as an annex some more detail on the deep dive activity – key points on how you did it; how things worked; the customer journeys and resources spent on them which you identified; what this led you to conclude... etc)
8. What's the evidence that shows that a Total Place approach – ie, a whole-place approach including a whole-place focus on customers' needs and mapping resources – has added value in your place? Has the Total Place approach informed or driven your decisions? Has this approach been significantly different and better than previous partnership and efficiency approaches? Overall, has Total Place allowed your place to identify ways to improve services and generate efficiencies?
9. This section should also speak to the questions 'What criteria would a place need to fulfil in order to be able to replicate what we have implemented?' and 'Might the solutions be applicable to other citizen outcomes?'

Why do things need to change?

10. What, **specifically**, is not working optimally now? What is currently too expensive or not offering a streamlined /sensible service for users? What overlaps or duplications exist in your place's deep dive theme – for example:
- funding streams with very similar (or, conversely, conflicting) aims, or targeting the same users for different ends;
 - agencies or front-line professionals targeting the same user groups with multiple, unconnected interventions;
- but also include what needs to change about what central Government currently asks for (ref. para 4) – for example
- inspection regimes asking for different evidence for the same outcome;
 - different performance regimes pulling agencies in different directions and disincentivising partnership work
 - and so on.
11. So what is more expensive than it should/could be, at the moment?
12. And what is less effective in getting the agreed local outcomes than it could/should be at the moment?

What are your specific recommendations for change?

13. In the final Reports we will need to make some specific, Total-Place-based recommendations for changes to existing systems, policies, approaches and frameworks.

23 4

14. The Reports therefore need to contain:

- (a) **Specific suggestions for changes** (ie, suggested solutions as well as identification of issues) ;
- (b) **Robust and quantifiable evidence of benefit of all these solutions.** This should include:
 - Efficiencies (where are they driven out? Locally? nationally?)
 - Improved outcomes (for which user group?)
- (c) **Specific evidence of the benefits of removing the central barriers** (ref para 4 and above).

15. Ministers will obviously be particularly interested in your quantifiable evidence provided on the possible solutions. So your evidence should set out a clear benefits profile for the change, including an indication of where those benefits will fall (recognising that some evidence will, at this stage, still be incomplete). Essentially they will be looking for a **clear business case** underpinning the case for change.

16. For example:

We estimate that this could realise £X in better value for money, profiled over Y years and across Z frontline public services.

This will be achieved by a combination of:

- *shorter-term efficiencies e.g. from rolling out X existing approaches,*
- *redesigning services in XX ways to remove overlaps and duplication,*
- *radically different service configuration to include X and X, and X interventions (including preventative approaches) designed around customers.*

NB: it is recognised that pilots have assembled evidence to illustrate the *potential* savings of these solutions (intended practices) and *not all solutions will have been implemented, piloted, tested or, fully agreed - but* the co-design conversations with Whitehall should mean that most have been actively considered.

17. Your recommendations for change should address the following questions:

- What would a more effective service for customers look like? This will include service redesign and what changes needed to get there.
- How it might work? Including 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.
- What might changes deliver in terms of service transformation and better outcomes?
- Which of these improvements do you think could be replicable in other areas or to other outcomes?

D. What are the barriers to doing this right now?

18. Your recommendations for change are likely to fall into one (or more, perhaps) of three broad types:

23 4

- a. Ideas that can be delivered relatively easily through local action, such as changes to the way people operate, streamlining admin processes;
 - b. Ideas that may require more wholesale change, but can still be done through local action – e.g. things that require strong leadership, buy-in across organisations, culture change, increased capacity, new ways of organisations working together;
 - c. Ideas that require central government to make changes to national policy, delivery structures and regulations.
19. Given that this report is from TP Pilots to Government, it will be sensible to focus most heavily on the third point, and to be sure that your evidence makes the case for Government to make these changes. You will have discussed lots of these ideas with your departmental policy colleagues, and where agreement has been reached – or differing views exposed – through these co-design discussions, you should include reference to these in your reports, to inform the debate going forward.
- 20. Finally, a reminder. Your reports are creating the rationale for Total Place being at the heart of public service reform going forward, rather than a silo-driven approach to public spending constraints. They can best do this by bringing out the additional added value from taking a customer-focused approach, rather than a service-specific approach to improvements and efficiency.**