

## **Total Place**

### **Summary**

This report provides an update on the Total Place initiative, informs members of the progress since the November meeting of the Board, and looks ahead to next steps before the final report on the Total Place programme, that will be produced for the forthcoming Budget alongside the Budget Report documents.

### **Recommendations**

That the Improvement Board endorses the continuing approach being taken and considers its wider role in the roll-out of Total Place.

### **Action**

Officers to reflect the Board's views in future work.

Contact Officer: John Atkinson, Leadership Centre for Local Government

Phone No: 0207 187 7380

Email: [john.atkinson@localleadership.gov.uk](mailto:john.atkinson@localleadership.gov.uk)

## Total Place

### Pre-Budget Report

1. The date of the pre-budget report is always subject to variation and could fall anytime between September and mid-December. To that end, pilots had prepared their submissions over the summer and these had been submitted and summarised early in September. This meant that their impact had already been felt and this has been reported to the board previously. As a result, the PBR (which is one of the two key reporting points for Total Place) for national government, carried no surprises. Instead it served to reinforce government's ongoing commitment to the process and remind pilots of the need to satisfy this element of the work.

### Smarter Government White Paper

2. The Smarter Government White Paper was a considerably more significant document from the perspective of this work. Based heavily on Total Place (the key middle section featured little else) it marked a change in direction from government endorsed with the Prime Minister's signature. At its heart is a desire to recast the relationship between the centre and the frontline. In particular it describes how this will happen in three ways;

- a. Simplifying performance management from the centre and increasing local flexibility over resources and strategic direction.
- b. Reducing the burdens of reporting, inspection and assessment, particularly those of least benefit to local people.
- c. Making data available to citizens and frontline professionals making scrutiny simpler.

It also places an onus on the pilots and parallel places to demonstrate the benefits of this policy so that they can be fully incorporated within the budget statement and beyond.

### Governance and Accountability

3. One thread that emerges repeatedly across the pilots is the nature of the governance necessary to embed the changes proposed from the pilots and to ensure this is transparent and properly accountable locally. A multi-party group of leaders and their chief executives from the Midlands pilots are meeting at Warwick Business School later in the month with representatives from the NHS, Police, Whitehall and constitutional experts to explore the options possible.

### Budget Report.

4. The format for pilots to report to the budget has been agreed between a working group representing the pilots, CLG and HMT. Fundamental to this has been the need to blend the financial implications of the pilots work with the necessary changes from Whitehall to enable this to happen. These are to be submitted by 05 February 2010.

**Attached** as Appendix I are the suggested structure for papers and a short informal guide for pilot leads to consider when preparing their final reports. Parallel places that are developing a 'Total Place' approach have also been invited to input into the

# 23 4

final report alongside the formal pilots, Authorities have been invited to provide specific examples and key points emerging from the Total Place approach before the high level official group meeting chaired by Sir Michael Bichard meets on Monday 18 January. John Atkinson who attends this group will provide an oral update on this meeting at the Board .

## **Senior Leaders Networking Event**

5. At various points throughout the work we have held senior leaders networking events that bring together key personnel from the pilots with senior leaders from Whitehall. These have been hosted by the pilots and have been held in Birmingham, Leicestershire and Croydon to-date. The next meeting will have been held in Gateshead on 15 January 2009 between the production of this paper and the meeting of this Board. The Secretary of State, John Denham, will speak at the event and will work with the various pilots on their findings. An attendance of over 100 is confirmed including councillors, officers and Whitehall and agency officials. The aim is to hone the content for the budget prior to the compilation of the pilots' reports.

## **Ministerial Meeting**

6. The next ministerial meeting will also be held between production of this paper and the meeting of the board. Cllr Parsons who represents local government at the ministerial meeting will update members on the meeting at the Board. Papers have yet to be circulated but it is expected that ministers will be presented with a paper concerning the roll-out of Total Place containing the following elements:

- Collaborative approach to service redesign
- Embedding a new form of local leadership
- Policy co-design and review
- Innovation and its roll-out
- Fora with authority to overcome barriers.

For each an emerging hypothesis will probably be suggested with the outcomes sought clarified and barriers to achieving these identified alongside ways of overcoming these.

7. Key to success in this will be building the capacity in places and Whitehall to lead this kind of transformative work. Developing Systemic Leadership capacity is a core role of the leadership centre and the Improvement Board could lead in this role across all agencies in a place as part of the process of embedding Total Place.

## **Financial Implications**

There are no additional financial implications arising from this report.

## **Implications for Wales**

The leadership centre has established links with the Welsh Assembly and various authorities who are considering such an approach within Wales.

Contact Officer: John Atkinson  
Phone No: 0207 187 7380  
Email: [John.atkinson@localleadership.gov.uk](mailto:John.atkinson@localleadership.gov.uk)