### Policy Briefing

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<th>Topic</th>
<th>Total Place</th>
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| **Target Audience** | - Birmingham Third Sector Assembly Members  
- Birmingham’s third sector  
- Public information via BVSC website [www.bvsc.org](http://www.bvsc.org) and Third Sector Assembly website [www.assembly3.org.uk](http://www.assembly3.org.uk) |
| **Purpose**  | To inform the sector of Total Place and assess the impact that this will have on the third sector.                                                                                                       |
| **Overview** | Total Place was announced in the budget in April 2009, following recommendations made in Sir Michael Bichard's chapter of the Operational Efficiency Review. Total Place looks at how a “whole area” approach to public services can lead to better services at less cost. It seeks to identify and avoid overlap and duplication between organisations, delivering a step change in both service improvement and efficiency at the local level, as well as across Whitehall.  
In bringing together elements of central government and local agencies, Total Place aims to achieve three things:  
- To create service transformations that can improve the experience of local residents and deliver better value  
- To deliver early efficiencies to validate the work  
- To develop a body of knowledge about how more effective cross agency working delivers the above  
The combination of increasing demand on services and less public funds, make it crucial to find radical new solutions which redesign or reshape public services. There is currently a lot of interest in the pilots within central and local government with a lot of people keen to see whether it can deliver major improvements and really join things up.  
Early findings were reported in the pre-budget report in November 2009 and pilots are currently preparing their final reports to go to Communities and Local Government and Her Majesty’s Treasury in advance of the next Budget. |
| **Origins**  | The concept of Total Place came out of two projects called “Calling Cumbria” and “Counting Cumbria”. These projects analysed how public money from national, regional and local public sectors come together in Cumbria and how local public, private and voluntary organisations could work more effectively together on issues. These projects took a whole system perspective on change and improvement. |
Published in December 2008, the reports on these projects identified £7.1 billion of public sector spending flowing into and round Cumbria. This equated to around £14,000 of public sector spending per annum per capita. The County Cumbria asked provocative questions regarding the value delivered by this expenditure, the outcomes it achieved and the extent to which local people could influence this spending.

On 21st April 2009, HM Treasury published the findings of its Operational Efficiency Programme, which included a strand on Local Incentives and Empowerment, led by Sir Michael Bichard, Director of the Institute for Government.

Bichard made a series of recommendations aimed at empowering professionals to collaborate and innovate, and creating space for this by reducing burdens on the frontline. One of Bichard’s recommendations was to take forward the Total Place programme.

Following Bichard’s recommendations, the then Secretary of State for Communities and Local Government; Hazel Blears, announced a series of Total Place pilot schemes.

On 30th July 2009 the pilots were launched by Hazel Blears’ successor, John Denham. The first task was to bring leaders together from all public sector bodies to agree the priority area of focus for their collaborative working. The second task was to map out the level and location of public sector expenditure in relation to this area of focus. Total Place was intentionally non-prescriptive and local areas adopted many different approaches to identify ways in which collaboration and innovation could improve outcomes and the effectiveness and efficiency of services.

The Total Place pilot areas are:
- Dorset, Poole and Bournemouth
- Kent
- Croydon
- Lewisham
- Luton and Central Bedfordshire
- Leicester and Leicestershire
- Coventry and Solihull
- Worcestershire
- Birmingham
- Bradford
- Manchester City Region
- South Tyneside, Gateshead and Sunderland
- Durham

Each pilot area has chosen a theme or themes to concentrate on. These themes include: tackling alcohol and drug abuse, mental health services, regeneration, housing, children’s health and wellbeing and tackling crime. Whitehall ‘champions’ – director general and permanent secretary level civil servants - have been allocated to themes to help identify and remove centrally created barriers to change, for example ring fenced budgets or contradictory performance frameworks.

Early findings within the Total Place pilots point to the importance of effective and collaborative local leadership, a ‘whole system’ perspective, a
| Birmingham’s Total Place pilot | The pilot in Birmingham will measure the extent to which public sector budgets contribute to the Partnership priority outcomes as set out in the Sustainable Community Strategy and the Local Area Agreement by:
- Providing greater understanding and analysis of city wide resources
- Identifying the extent to which tax revenue could contribute to better outcomes
- Identifying barriers to utilising budgets more flexibly (including pooling)
- Calculating the relative cost savings of preventative measures.

The pilot will also design and deliver new approaches to service delivery that will:
- Identify real efficiencies, cost savings and service improvements
- Demonstrate how these approaches produce better outcomes for citizens
- Embed joined up working across agencies and demonstrate changes in organisational culture, individual behaviour, and how/what culture change has happened
- Identify barriers to new approaches both local and government level

Finally, the pilot will develop new collaborative ways of working across and between organisations that will:
- Increase multi agency working across organisational boundaries
- Strengthen partnership competencies and behaviours
- Empower staff and encourage innovative and imaginative approaches
- Get broad buy in to partnership priority outcomes
- Engender different ways of thinking, behaving and acting

Birmingham has chosen the following themes to concentrate on:
- Services for people with learning disabilities
- Services for people with mental health needs
- Better outcomes for children leaving care (early intervention and prevention)
- Drug and alcohol misuse
- Gangs
- Poolway: A community demonstrator project
- Leadership and Management Development: looking at how managers in public service agencies can work together more effectively, based on enhanced partnership behaviours and competencies

Birmingham had already undertaken an analysis of public sector expenditure prior to becoming a Total Place pilot and identified £7.3billion of public expenditure for 2008-09.

| The role of the third sector in | The themes chosen for the pilot makes the relevance of Total Place to local third sector organisations more obvious. The third sector is a significant stakeholder and supplier of services in relation to these issues. The |
| **Total Place** | services that the third sector delivers are often funded with public money or through locally or nationally negotiated grants and contracts.  
The sector can contribute to the counting element of Total Place and explore Bichard’s questions about identifying and tackling key priority issues, while ensuring that public money is spent as effectively as possible. |
| **Sources** | Calling Cumbria Report  
http://www.localleadership.gov.uk/docs/callingcumbria.pdf  
Counting Cumbria Report  
Birmingham’s Public Expenditure and Investment study  
Operational Efficiency Programme (HM Treasury)  
http://www.hm-treasury.gov.uk/vfm_operational_efficiency.htm  
Local Government Chronicle interview with Sir Michael Bichard  
http://www.lgcplus.com/5006269.article |
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