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TOTAL PLACE PILOT BRIEFING

Background to the pilot

'Total Place', is an ambitious and challenging programme that, in bringing together elements of central government and local agencies within a place, aims to achieve three things:

1. To create service transformations that can improve the experience of local residents and deliver better value
2. To deliver early efficiencies to validate the work
3. To develop a body of knowledge about how more effective cross agency working delivers the above

This work weaves together two complimentary strands. A 'counting' process that will map money flowing through the place (from central and local bodies) and make links between services, to identify where public money can be spent more effectively. This forms part of Sir Michael Bichard's work on the Operational Efficiency Programme looking at the scope for efficiency savings in the public sector.

This is grounded alongside the 'culture' process (that looks at 'the way we do things round here') and how that helps or hinders what is trying to be achieved.

To support and guide this work a variety of tools and methodologies will be available through the Leadership Centre. Each place will focus on a key theme that is particularly important locally for example vulnerable families, adult social care, unemployment or crime.

There is no doubt that within the current economic climate we will all face an uncompromising financial regime. This unique project allows local agencies the opportunity to shape and develop the landscape going forward and working creatively, deliver better experiences for the people that live there.

The pilot areas are:

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

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Durham

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The objectives of the Birmingham Pilot

- 1 Measure the extent to which public sector budgets contribute to Partnership priority outcomes as set out in the SCS and LAA that will:-
  - Provide greater understanding and analysis of city wide resources
  - Identify the extent to which tax revenue could contribute to better outcomes
  - Identify barriers to utilising budgets more flexibly (including pooling)
  - Calculate the relative cost savings of preventative measures
  
- 2 Design and deliver new approaches to service delivery that will:-
  - Identify real efficiencies, cost savings and service improvements
  - Demonstrate how these approaches can 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
  
- 3 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 way of thinking , behaving and acting

The initial areas of focus around service delivery are:

- Services for people with learning difficulties
- Services for people with mental health
- Better outcomes for children leaving care
- Drug and alcohol misuse (including the impact on families)
- Guns and gangs
- A demonstration project designed to deliver a whole community approach (within a housing growth area)

Pilot outputs

Each pilot will be expected to produce:

1. Report for pre budget report (deadline 18<sup>th</sup> September) on progress including:
  - Results of the high-level spend mapping in each pilot and interim findings from deep-dive analysis including initial identification of overlap in spending between agencies and identification of some functions that may be duplicated from agencies at the local level
  - Initial messages from customer insight work about potential gains from redesigned services focused on customers

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- Some key messages about collaborating effectively, and the potential gains from merging functions,
  
  - Examples of some potential vfm improvements and initial ideas about possible solutions to blockages to achieving these and incentives to improve services and efficiency
  - Challenging questions for central government to consider - both on the specific examples, and the appetite for substantial work and a greater degree of change
  - Indications from Departments of the scope for changes at the national level to solve blocks and incentives to improve services and efficiency
2. Clear summary report for publication before budget 2010 of possible outcomes, efficiencies and of the pilots
- Redesigned service delivery models agreed with central departments with estimated quantified efficiency gains and customer benefits
  - Recommendations for barriers to be removed
  - Challenges to local services - what can be achieved and how
  - Challenges to Departments - individually and across several - what can be achieved through work at this level and how
  - Aggregate view of vfm improvements and projections of future potential from cross-agency approach
  - Analysis of the potential for mainstreaming to other local areas
  - Any suggestions for longer-term reconfigurations or alterations in service structure or delivery which would improve quality at reduced cost
3. Monthly updates for Officials group to report on progress against agreed project plan, and to un block issues

### Managing the pilot

This is a major project for the LSP and as such will be overseen by the Executive Board. There will be a Management group chaired by the Be Birmingham (LSP) Director, Jackie Mould, and made up of Board Champions and lead officers. A project director will be funded by CLG to provide, overall project management support.

Each joint commissioning project will have a Board Champion and a lead officer who will pull together a multi agency team to deliver the project. Each joint commissioning project will have an external facilitator who will bring partners organisations together to scope out projects and provide an enabling role to achieve the objectives set out above.

Resource mapping work will continue to be managed by Be Birmingham and progress reported to the Management Group.

The Management Group will report to the Executive Board and BCC will liaise with CLG officers throughout the process.

The Executive Board will finalise reports for submission to the national reference group (chaired by Sir Michael Bichard).

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The Deputy Leader and the BCC Chief Executive will, on behalf of the City Council and the Strategic Partnership,

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Outline project plan

Objective 1	Action
Measure the extent to which public sector budgets contribute to Partnership priority outcomes as set out in the SCS and LAA	Complete resource mapping exercise and finalise the EKOS report and disseminating widely
	undertake the stage 2 exercise to produce methodologies to aligning budgets to LAA priorities,
	completing an analysis of tax implications,
	producing evidence of cost analysis work on preventative approaches
	identifying examples and provide evidence of complexity of current funding arrangements, gaps in funding and funding constraints / restrictions

Objective 2	Action
Design and deliver new approaches to service delivery	Undertake joint commissioning project to design and deliver new services for people with learning disabilities
	Undertake joint commissioning project to design and deliver services for people with mental health needs
	Undertake joint commissioning and preventative approaches to tackling drug and alcohol abuse
	Undertake joint commissioning project to improve outcomes for young people leaving care
	Undertake total community demonstrator project

Objective 3	Action
Develop new collaborative ways of working across and between organisations	Continue the board leadership development programme
	Deliver facilitation programme linked to each of projects above under objective 2
	Design and deliver partnership programme with elected members
	Develop common purpose programme for middle managers
	Embed partnership competencies and behaviours within public bodies

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## Delivery Arrangements

The Total Place Pilot will be delivered by the partners utilising the specialist expertise of individual agencies and officers. Members of staff will be encouraged to work flexibly and collaboratively to achieve the aims of the Pilot. Specialist multi agency teams will be pulled together around each of the joint commissioning projects and lead officers identified to co-ordinate activity.

Additional help will be made available to ensure that officers receive the support and advocacy they need to undertake this work. External consultants will be appointed to undertake activity set out under Objective 3 above. Working with the five multi agency joint commissioning teams they will facilitate collaborative working to address cross-cutting issues. They will enable and encourage innovative thinking to identify more efficient and effective service delivery. They will also work with the LSP to further develop the partnership competencies and behaviours proposals adopted in 2008.

The Total Place pilot builds on existing developmental work by BB partners including:

- On Track International development programme for the Executive Board.
- Ekos consultants work on Stage 2 of the resource mapping exercise (additional financial expertise will be drawn on where necessary)
- Common Purpose discussions with a view to developing tailored programmes for middle managers in partner organisations.
- University of Birmingham development and action learning work around our approach to strategic commissioning

Multi agency teams will be established for each of the five joint commissioning projects and will be led by a Board Member Champion and specialist lead officer. The roles of the Board Member Champion are to champion the work of the project, provide leadership to the project team, help to identify solutions to problems, provide a link back to the Executive Board. The Champion shall be independent and preferably be from a different background to the topic/discipline of the project so that they can provide objective challenge, support and advocacy

Role of specialist lead officer - to coordinate and lead the work of multi agency project team, provide specialist information, expertise and knowledge.

Role of external facilitator - to facilitate the work of the multi agency team helping them to:-

- a) Scope out the project
- b) Identify new and innovative approaches to delivery
- c) Deliver the project to achieve the pilot objectives
- d) Engender new ways of working

Facilitation of multi agency projects will result in:-

- a robust scoping exercise
- analysis and design of services
- identifying service improvements
- identifying potential efficiencies
- delivery of new joined up approaches
- joint commissioning where appropriate

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- identifying barriers local and national

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**BIRMINGHAM TOTAL PLACE PILOT – PROJECT PLAN**

**The objectives of the Pilot will be to**

- 1 Measure the extent to which public sector budgets contribute to Partnership priority outcomes as set out in the SCS and LAA that will:-
  - i) Provide greater understanding and analysis of City wide resources
  - ii) Identify the extent to which tax revenue could contribute to better outcomes
  - iii) Identify barriers to utilising budgets more flexibly (including pooling)
  - iv) Calculate the relative cost savings of preventative measures
  
- 4 Design and deliver new approaches to service delivery that will:-
  - i) Identify real efficiencies, cost savings and service improvements
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- 3 Develop new collaborative ways of working across and between organisations that will:-
  - i) Increase multi agency working across organisational boundaries
  - ii) Strengthen partnership competencies and behaviours
  - iii) Empower staff and encourage innovative and imaginative approaches
  - iv) Get broad buy in to partnership priority outcomes
  - vi) Engender different way of thinking, behaving and acting

Narrative describing project activity (to be added) tables below outline actions to be taken.

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<b>Objective 1</b>	<b>Action</b>	<b>Board Champion</b>	<b>Project Lead</b>
Measure the extent to which public sector budgets contribute to Partnership priority outcomes as set out in the SCS and LAA	Complete resource mapping exercise and finalise the EKOS report and disseminating widely	Jerry Blackett Cex Chamber of Commerce	Jackie Mould Director Be Birmingham
	undertake the stage 2 exercise to produce methodologies to aligning budgets to LAA priorities,		
	completing an analysis of tax implications,		
	producing evidence of cost analysis work on preventative approaches		
	identifying examples and provide evidence of complexity of current funding arrangements, gaps in funding and funding constraints / restrictions		

<b>Objective 2</b>	<b>Action</b>	<b>Board Champion</b>	<b>Project Lead</b>	<b>Team</b>
Design and deliver new approaches to service delivery	Undertake joint commissioning project to design and deliver new services for people with learning disabilities	Moira Dumma Cex South Birmingham PCT	Joh Tomlinson	
	Undertake joint commissioning project to design and deliver services for people with mental health needs	Peter Hay Director Adults and Communities	Joh Tomlinson	
	Undertake joint commissioning and preventative approaches to tackling drug and alcohol abuse:	Jason Lowther (BCC)	Jenni Northcote, & Jackie Russell	
	Undertake joint commissioning and preventative approaches to tackling guns and gangs	Lynne Wilson	Chief Superintendent Tom Coughlan	
	Undertake joint commissioning project to improve outcomes for young people leaving care	Jerry Blackett Cex Chamber of Commerce	Cheryl Hopkins BCC CYPF (TBC)	
	Undertake total community demonstrator project	Sophia Christie Cex Ben PCT	Richard Kenny, Buisness Transformation	

<b>Objective 3</b>	<b>Action</b>	<b>Board Champion</b>	<b>Project Lead</b>
Develop new collaborative ways of working across and between organisations	Continue the board leadership development programme	Brian Carr Cex BVSC	Jackie Mould Director Be Birmingham
	Deliver facilitation programme linked to each of projects above under objective 2		
	Design and deliver partnership programme with elected members		
	Develop common purpose programme for middle managers		
	Embed partnership competencies and behaviours within public bodies		

ITEM 3.8**Management Arrangements**

This is a major project for the LSP and as such will be overseen by the Executive Board. There will be a Management group chaired by JM and made up of Board Champions and lead officers. A project manager will be funded by CLG to provide, overall project management support alongside the BB team.

Each joint commissioning project will have a Board Champion and a lead officer who will pull together a multi agency team to deliver the project. Each joint commissioning project will have an external facilitator who will bring partners organisations together to scope out projects and provide an enabling role to achieve the objectives set out above.

Resource mapping work will continue to be managed by Be Birmingham and progress reported to the Management Group.

The Management Group will report to the Executive Board and BCC will liaise with CLG officers throughout the process.

The Executive Board will finalise reports for submission to the national reference group (chaired by Sir Michael Bichard).

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**Delivery Arrangements**

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Additional help will be made available to ensure that officers receive the support and advocacy they need to undertake this work. External consultants will be appointed to undertake activity set out under Objective 3 above. Working with the five multi agency joint commissioning teams they will facilitate collaborative working to address cross-cutting issues. They will enable and encourage innovative thinking to identify more efficient and effective service delivery. They will also work with the LSP to further develop the partnership competencies and behaviours proposals adopted in 2008.

On Track International will continue to deliver a development programme for the Executive Board.

Ekos consultants will continue to undertake Stage 2 of the resource mapping exercise and additional financial expertise will be drawn on where necessary.

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Exploratory discussions will take place with Common Purpose with a view to developing tailored programmes for partners.

Proposals will be sought to develop and deliver partnership programmes for elected members.

Additional programme management support will be provided by CLG to Be Birmingham.

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Role of Board Member Champion – to champion the work of the project, provide leadership to the project team, help to identify solutions to problems, provide a link back to the Executive Board. The Champion should be independent and preferably be from a different background to the topic/discipline of the project so that they can provide objective challenge, support and advocacy

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- identifying barriers local and national

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**BIRMINGHAM TOTAL PLACE PILOT: HIGH LEVEL PROJECT PLAN - JUNE – DECEMBER 2009**

Task	08 Jun 09	15 Jun 09	22 Jun 09	29 Jun 09	06 Jul 09	13 Jul 09	20 Jul 09	27 Jul 09	03 Aug 09	10 Aug 09	17 Aug 09	24 Aug 09	31 Aug 09	07 Sep 09	14 Sep 09	21 Sep 09	28 Sep 09	05 Oct 09	12 Oct 09	19 Oct 09	26 Oct 09	02 Nov 09	09 Nov 09	16 Nov 09	23 Nov 09	30 Nov 09	07 Dec 09	14 Dec 09	21 Dec 09	28 Dec 09
Board Meetings			•					•						•						•					•					
Total Place management group					•		•		•		•			•		•		•		•		•		•		•		•		•
Management arrangements put in place including projects teams			■																											
Contracts let for external consultants			■		■																									
Resource map dissemination			■		■																									
Scoping exercise for each project			■		■																									
Individual project plans agreed			■		■																									
Work on Ekos Stage Two			■		■																									
National event 16 July					•																									
Work to identify early efficiency gains																														
Work to identify better outcomes																														
Work on service redesign																														
Work to identify barriers																														
Report to Board														•						•					•					
Initial report to national steering group															•															
Final report to board																				•										
Final report steering group including savings, budgets, lessons learnt and policy changes																				•										
Customer insight																														
KEY																														
• Meeting Schedule	■	Timescale																												

