

Total Place

Summary

This report provides an update on the Total Place initiative, including progress in each of the pilot areas. Some Pilot authorities will be in attendance at the Improvement Board to give a presentation on some of the emerging issues from their perspective.

The report also provides members with some early thoughts on the outline submission from the LGA to the Pre Budget report (PBR).

Recommendations

That the Improvement Board:

- Notes the progress on the Total Place initiative
- Comments on the outline submission to the Pre Budget report
- Agrees that the Total Place submission to the PBR be accepted by the Chairman of the Improvement Board in consultation with the other lead members of the Board and used to inform the LGA's position.

**Contact Officer: John Atkinson 0207 187 7380 email:
john.atkinson@localleadership.gov.uk**

Total Place update

Background

1. All pilots have a lead, theme and confirmed internal project support structure. The first stream of work, the high level counting exercise is in all cases well underway, and in some, Birmingham, Worcestershire & Kent complete. The counting information is generating the focus for a closer analysis. In most cases, the scope of this is being discussed and agreed. Pilots are building strong relationships with local partners to further the opportunities to consider ways in which to revolutionise customer experience, generate further efficiency and enhance service delivery.
2. Members are reminded that the pilot areas are expected to provide initial findings by October 2009 to inform the pre-Budget report (PBR) with final reports in March 2010. Whilst good progress has been made to date in an extremely short timescale, the amount of time to test out any thinking coming out of the pilots in this initial phase with the rest of the sector prior to the pre Budget report submission will be limited. The template for this is attached as **Appendix 2** to this report.
3. As usual LGA officers are in any event working on an outline submission to the PBR which also starts to link up to emerging evidence from the pilots.
4. **Appendix 1** sets out a brief position statement on each of the pilot areas.

Delivering better for less: outline LGA submission to PBR

5. The prospects for public spending are well understood, in particular the potential impact on local government services if spending on health and education is protected relative to other parts of the public sector. Whilst this presents significant risks to local government, we are also seeking to have a decisive impact on the way in which the spending squeeze is achieved in practice.
6. The LGA is developing a local government position in relation to the public spending challenge. The emerging principles include:
 - Recognition that there are huge challenges for future public spending.

- An understanding that maintaining the previous approach to efficiency will not generate the savings that are required; required – a more fundamental review is necessary. There are countless organisations involved in delivering local services and things need to be done better and cheaper.
 - This includes simplifying how public services work so they are delivered as efficiently as possible and take account of what local people need and want.
 - Councils are the most efficient part of the public sector and given they are democratically elected should have a greater say over the other public bodies in an area.
 - Councils have the local knowledge to focus on local people and ask where there are gaps in services or where two or more organisations might be trying to do the same thing.
7. Within government, there are clearly significant political expectations about how the findings from the Total Place pilots might contribute to solving the spending challenge.

Positioning local government in the debate: PBR report

8. The LGA is proposing a publication ahead of the Pre-Budget Report that outlines the themes above and starts to link up to emerging evidence from the Total Place pilots. Our argument is that there is significant scope to reduce waste caused by duplication, disjointed service delivery and central micro-management of the public sector without cutting front-line services. Although in itself this will not solve the public sector spending challenge, it is a necessary first step given the fiscal challenges we face.
9. We intend that the document will provide evidence of where such savings could be made (with indicative figures where possible). Our focus in this is protecting funding for vital services to local people as far as possible/reasonable by identifying the cost and waste of central micro-management, prescription, bureaucracy, duplication and lack of joined-up working, which if abandoned, could release resources to the front line. It will be vital to enter into discussions with government (and indeed with the current opposition) with evidence of how there are opportunities to reduce public spending without damaging front-line services.

10. The themes to be covered include:
 - Data burdens
 - Over regulation
 - Quangos
 - Improvement support
 - Funding mechanisms
 - Policy complexity and overload
 - Obstacles to joined up working
 - Non-implementation of reviews
11. Ultimately, other savings will be required. Total Place, through mapping money flowing through areas, will provide evidence in particular around funding mechanism, policy complexity and obstacles to joined up working and importantly will provide the opportunity of discussing how we can deliver better for less with senior Whitehall officials and ministers. It will also demonstrate the viability of approaches other than centrally driven targeted programmes as a way of addressing complex social issues. This will also extend to more fundamental questions about what the public sector should do and what value it achieves, as well as how it organises itself. We will need to reach our own view on these issues and the Total Place findings nearer the end of the pilots.
12. We have issued a leaflet to member authorities that provides more information about Total Place and invites their views on the scope for protecting services for local people. We intend to work up a document for Improvement Board to sign off in early October. Following the PBR, we anticipate that if there is sufficient further evidence from the Total Place pilots we would want to publish a further document ahead of the budget.

Next Steps

13. As findings from the Total Place initiative become clearer these will be built in to the LGA outline submission. As mentioned in the report to the July meeting of the Improvement Board, we need to maintain realistic expectations (from all parties), about what can be delivered in the time and that the programme cannot be expected to solve all the challenges facing public services in the next 6 months. The real benefits from Total Place will be delivered over the medium term.

14. It is proposed given that the next LGA Improvement Board does not meet until after the likely date for submissions to the PBR, that the LGA Improvement Board Chairman in consultation with the other lead members of Board is authorised to agree the LGA's Total Place recommendations for the LGA's submission to the PBR.

Individual pilot update

Birmingham:

Theme:

The initial areas of focus around service delivery are:

- Services for people with learning difficulties & 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)

Latest News:

A detailed project delivery plan is available.

Specific milestones and outcomes are being prepared.

Programme lead: Stephen Taylor

Bradford

Theme:

'Gateway to integrated services'

- young people leaving care, perhaps with a focus on special schools
- older people leaving hospital, with a possible focus on those with dementia
- young offenders leaving prison or other institutions.

Latest News:

- The Bradford District Partnership (BDP) has established the ownership of the Total Place Pilot in Bradford
- In the process of finalising
 - The governance structure
 - The detailed scope of the sub-theme projects
 - The detailed project plan

Programme lead: Geoff Norris

Central Beds & Luton:

Theme:

From dependency to self-reliance

Programme lead: Robin Porter

Coventry, Solihull & Warwickshire:

Theme:

Children's' services and education

Programme lead: Robin Douglas

Croydon:

Theme:

Children's health and wellbeing with particular focus on the first 7 years

Programme lead: Ruth Kennedy

23 4

Dorset, Poole & Bournemouth:

Theme:

Older people's services

Latest News:

They have had our first executive project group meeting where their theme was agreed as older peoples services and commitment to the project from across the board was given.

Programme lead: Phil Swann

Durham:

Theme:

Housing & regeneration

Latest News:

Currently taking stock of all their related evidence including customer insight and involving their partners in it, in direct relation to their project theme.

Programme lead: Diane Neale

Kent:

Theme:

Gateway multi-channel, single asset management strategy, Margate Task Force

Latest News: The Kent pilot has been endorsed by the Kent Public Service Board and is now being communicated more widely across partnership organisations.

Programme lead: Geoff Norris

Leicester & Leicestershire:

Theme:

Alcohol & drug abuse

Latest News:

We have to date:

- Set up a virtual Programme Team, comprising senior officers, drawn from across the participating organisations
- Identified the membership of a new Public Services Board, which will, inter alia, oversee the TP programme
- Put in train a trawl of Quick Wins
- Identified with the Programme Team a number of sub-themes, within a framework of groups of people for whom service outcome improvements are being sought
- Identified a number of existing and shortly to be launched local initiatives, which can support the TP Programme and vice versa
- Agreed with relevant CXs and Prof John Benington, of Warwick Business School, that we will use the first cadre of middle managers, drawn from across the locality, who are attending the 'Leadership In Partnership' leadership development programme John is leading, as a source of innovative leadership for the TP Programme.

Programme lead: Steve Nicklen

23 4

Lewisham:

Theme:

- Minimising reoffending
- Managing ex-offenders in the community
- Worklessness and young people
- Procurement
- PCT/LA integration

Programme lead: John Bruce Jones

Manchester City Region & Warrington:

Theme:

0-5yr olds

Latest News:

- Agreeing scope of deep dive.
- Engaging with LSP's, regional and national partners.

Programme lead: Ruth Kennedy

South Tyneside, Sunderland & Gateshead:

Theme:

Safer, stronger and healthier neighbourhoods

Latest News:

- refining the scope;
- developing a strategy to engage the public (includes Customer Insight work).

Programme lead: Sue Goss

Worcestershire:

Theme:

The final themes have yet to be determined, though one of the principles adopted by Worcestershire is that the greatest benefit will be gained by pursuing more than one theme, at least in the first instance. Themes under active consideration include:

- A cross-cutting issue (eg alcohol and drug abuse)
- A particular locality where local agencies deploy considerable resource
- Accelerating cross-agency shared services

In addition to these operational themes the Worcestershire Partnership sees the development of leadership and partnership across the sectors as a pre-requisite to genuinely transformational change and is pursuing this with key leaders from across the county.

23 4

Latest News:

- Total Place work integrated with broader Leading the County initiative through Programme Board
- Local spend from public sector agencies determined from published accounts
- Key Leaders (Shenstone Group) first meeting on 18 August

Programme lead: John Tizard