

## Total Place programme

### Summary

Total Place is an initiative that 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.

There are 13 pilot areas participating in the scheme, each area ensuring a diverse mix of economic, geographical and demographic profiles. These pilots have a real opportunity to rip up the text book and redesign the way public services are planned and delivered. The impact of the economic downturn means all of the public sector needs to find radical new solutions to not only deliver better value for money, but also better local services more tailored to local needs. Total Place is the next big step to redesign how we do things and by doing so, improve the quality of life for all communities across England.

A representative from the Leadership Centre will attend the meeting to give a presentation on the Total Place Programme, the 13 pilot areas and in particular those that are looking to address community safety themes.

### Recommendations

Members are invited to:

- a. Note the background to the Total Place Programme, and the seven pilots involving community safety themes.
- b. Provide comments on the Programme and the community safety pilots.

### Action

LGA officers to reflect the Board's views in any further work on this issue.

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## **Total Place programme**

### **Background**

1. Total Place is a programme led by the Leadership Centre for Local Government (on behalf of the LGA Group) and supported by the Treasury and CLG that brings together central and local government to answer the simple question: “can we do better for less?”
2. The programme developed out of work the Leadership Centre was commissioned to undertake in Cumbria in 2008. One element of the work was to identify how much public money was being spent in Cumbria, so that the local authorities in Cumbria and their partner organisations could see how effective this spend was, and whether more could be achieved if this spending was differently organised.
3. Further development of the work in Cumbria, Norfolk and Suffolk produced the Total Place programmes, which the Government committed itself to supporting in the April 2009 budget, as a way of encouraging greater collaboration and innovation, thereby providing greater efficiency and value for money.

### **The Total Place Programme**

4. The Total Place programme involves thirteen pilots, involving around 30 local authorities (including Birmingham, Coventry, Poole and Lewisham) and their local strategic partners. Each of the thirteen pilots will concentrate on a theme they have chosen themselves. These have ranged from children’s health and well being, through to tackling drug and alcohol abuse and reducing re-offending, as well as delivering safer and stronger neighbourhoods. Each of the thirteen pilots will have two strands to them: a ‘counting’ process that tries to map public money flowing through an area and in to a specific theme; and a ‘culture’ process designed to bring about service transformation.
5. A key part of the ‘counting’ process in Total Place will be to highlight overlap and duplication between services, and from that identify where public money can be spent more effectively. This strand of work within the programme was a key recommendation from the work in the government’s Operational Efficiency Programme (OEP), which reported in April 2009 and looked at the scope for efficiency savings in the public sector. The OEP report argued that mapping public spending in an area is a crucial initial step in seeing whether it relates to the priorities for an area, and what efficiency savings and improvements in the quality of service can then flow from that.

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6. The mapping exercises that have already been undertaken have shown the striking volumes of public money that flow through areas and the complexity of the channels through which they flow to reach the end user. Examples include:
  - Over £7,500 million - about £7,500 per head - is spent in Birmingham each year.
  - Bournemouth, Poole and Dorset's preliminary analysis shows that total public expenditure is £5.7bn of which local bodies spend £2.9bn. 21% is spent on health and 45% on social protection.
  - Luton and Central Bedfordshire's high level count has identified £3.4bn of expenditure locally, which equates to £6,900 per person or £16,800 per household.
  
7. Each of the pilots has identified the specific themes they will focus on. Themes have been chosen that cover a high concentration of spending, have scope for collaboration between partners and where there are mutual incentives and real opportunities to work together in new ways. Overall seven of the pilots have chosen crime and reducing re-offending, drugs and alcohol misuse or gangs and guns related themes. As this is such a key element of the Total Place pilots, the IDeA has sought to outline their commitment to assisting the pilots and parallels by appointing a secondee until March 31 to provide research and networking opportunities for the pilot sites. Emma White joins IDeA from Camden BC where she was a Senior Community Safety Officer, with expertise in town centre management and youth crime. Emma has begun to undertake work for the Gateshead/ Sunderland/ South Tyneside pilot and is establishing links with other pilots and parallels to ascertain required levels of assistance. Although the pilots are only just starting, some of the initial work by the pilots shows:
  - Luton and Central Bedfordshire tracked the typical path of an offender through "myriad" agencies and estimated costs as £147m, 4% of total public sector expenditure.
  - Total spend for community safety in Lewisham is estimated at £149.1m (£131m on the Police, £4.9m on Probation, £13.2m on LA public order and safety function). Each client in rehab costs £1,250 (based on a 12 week period).
  - Birmingham's review of real case studies show that in 2008/09 1 confirmed 'gang related' murder cost the public purse £1.1 million and 12 'gang related' attempted murders cost and estimated £12.9 million. This excludes all related social costs.
  - Sunderland, Gateshead and South Tyneside have identified that over 50% of domestic abuse cases handled by the police in their region are alcohol related.
  - Leicester and Leicestershire have estimated the cost of alcohol related violent crime in their area at £80m.

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8. The 'culture' process will look at how things are done in the local area, and how that helps or hinders what is trying to be achieved. This will bring in a range of other public service providers alongside the local authority. Some, like the police and PCTs may be familiar partners, while others including some central government departments may be less familiar partners.
9. The government is keen to see lessons from the pilots that can then be passed on to other local authorities quite quickly. Following the launch of the pilots in June the expectation is that interim reports will be produced in September, to be followed by final reports in early-February so that the government can consider what efficiencies and service transformations can result from this work, and include the results in the 2010 budget.

## **The Leadership Centre**

10. John Atkinson, the Managing Director of the Leadership Centre will be providing the Board with a presentation about the Total Place programme at the 9 November meeting, and will be able to take questions from members at the conclusion of the presentation.

## **Financial Implications**

11. The work programme is being taken forward by the Leadership Centre for Local Government and is funded by CLG.

## **Implications for Wales**

12. The results of the programme will be of use to English as well as Welsh authorities and the LGA will be looking to ensure all member authorities are able to benefit from the lessons learnt by the pilots.

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