

Total Place

“From dependence to
self-reliance”



Total Place - Luton and Central Bedfordshire Pilot

What is Total Place?

- Announced as part of Operational Efficiency Programme in Budget (April 09)
- 13 national pilots: different themes but common objectives:-
 - Examine the totality of public spending, to cut duplication, save money and improve service delivery
 - Services redesigned around the Citizen
- pilots to “push at an open door for reform”

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What's different?

- “Perfect Storm”
- CAA
- National profile – cross dept buy-in
- Alignment of key drivers – customer value/efficiency/partnership working
- CLG/Treasury driven
- Escalation to Whitehall

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Timetable

Recruited Programme Director & team, Established governance and methodology	June 09
Theme and sub-theme selection	July 09
Headline count	July 09
Interim report	Sept 09
Deep dive	Nov 09
Final report	05 Feb 2010

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High level count

Broad figures:

- £3.4 billion public sector spend
- Population of 446,800 – 182,500 households
- Public sector spend of £6,800 per head/pa
- Highest spenders: CBC 22%, LBC 18%, NHS Beds 14%, NHS Luton 13%, HMRC 10%

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Theme development

“ From Dependence to Self- Reliance ”

- Integrated offender management
- Access to benefits
- Worklessness (19- 25)
- Health and social care

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What are we trying to do?



Co-ordinate and focus service delivery to:

- Reduce crime and its impact (social & financial)
- Reduce fear of crime & increase public confidence

By:

- Using resources more efficiently
- Breaking the cycle of re-offending

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Findings



Services involved:- local authorities, health, police, courts, probation, prison, job centre plus, 3rd sector

Focus on Prolific and Priority Offenders (PPOs)

- 2% of offenders account for 30% of crime
- 78 prolific and priority offenders on PPO scheme – 13 at liberty
- over eight out of ten of these offenders have a drug dependency
- Average cost to the public purse - c£500k

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Issues



- Services not delivered when offender needs them most
- 20+ agencies delivering disjointed services
- Drug treatment focused on maintenance rather than detoxification
- Gaps in transition:
 - youth offenders into adult criminal justice system
 - transition off intensive support like PPO programme

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Opportunities



- Co-location of agencies
- Common accessible database
- Develop appropriate and speedy sentencing
- Improve strategic and operational governance
- Produce a “One life” action plan per offender

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Challenges- Support



- Law abiding citizens vs offenders
- Timing of Service delivery
- Benefits System
- Getting Local Authorities to allocate houses for Offenders
- Jobs
- Treatment Plans

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Challenges- System



- Probation Resources
- Legislation and Resource
- Targets and Duplication
- Prisoner Location
- Structure
- Sentencing patterns

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What are we trying to achieve?

- Streamline current processes
- Enable people to claim their rightful entitlement – easily!
- Remove the barriers that discourage people coming off benefits and into work
- Set up next phase – encouraging people into employment

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Issues



- Benefits system is complex and difficult to access
- More than 50 different benefit types
- Duplication & waste - poor customer satisfaction and unnecessary cost and delay
- Benefits entitlement data is not joined up or shared within authorities, or between agencies
- Not tackling root causes
- Marginal tax rates - disincentive to come off benefit

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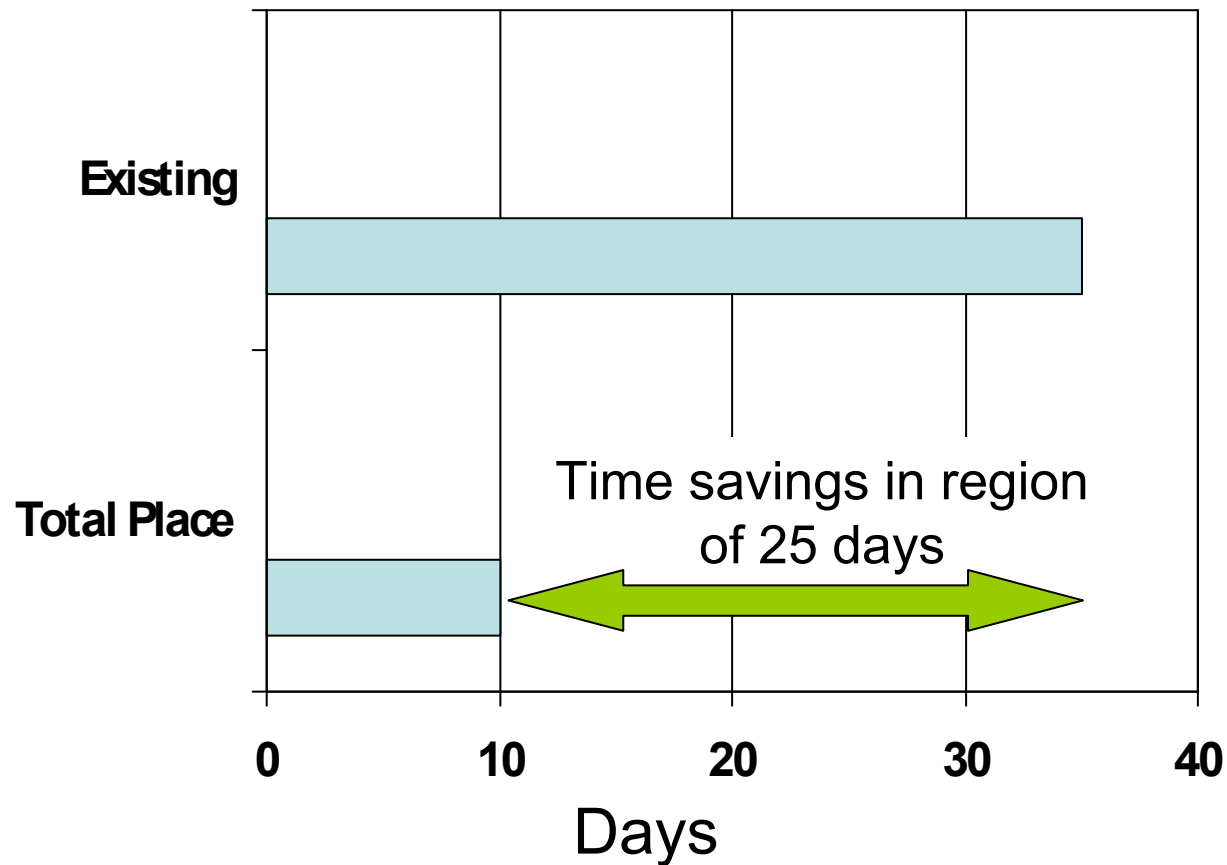
The Improved Customer Experience



- Right support: holistic package
- Right place: multiple channels
- Right time: faster access
- Right value: efficient - value for money

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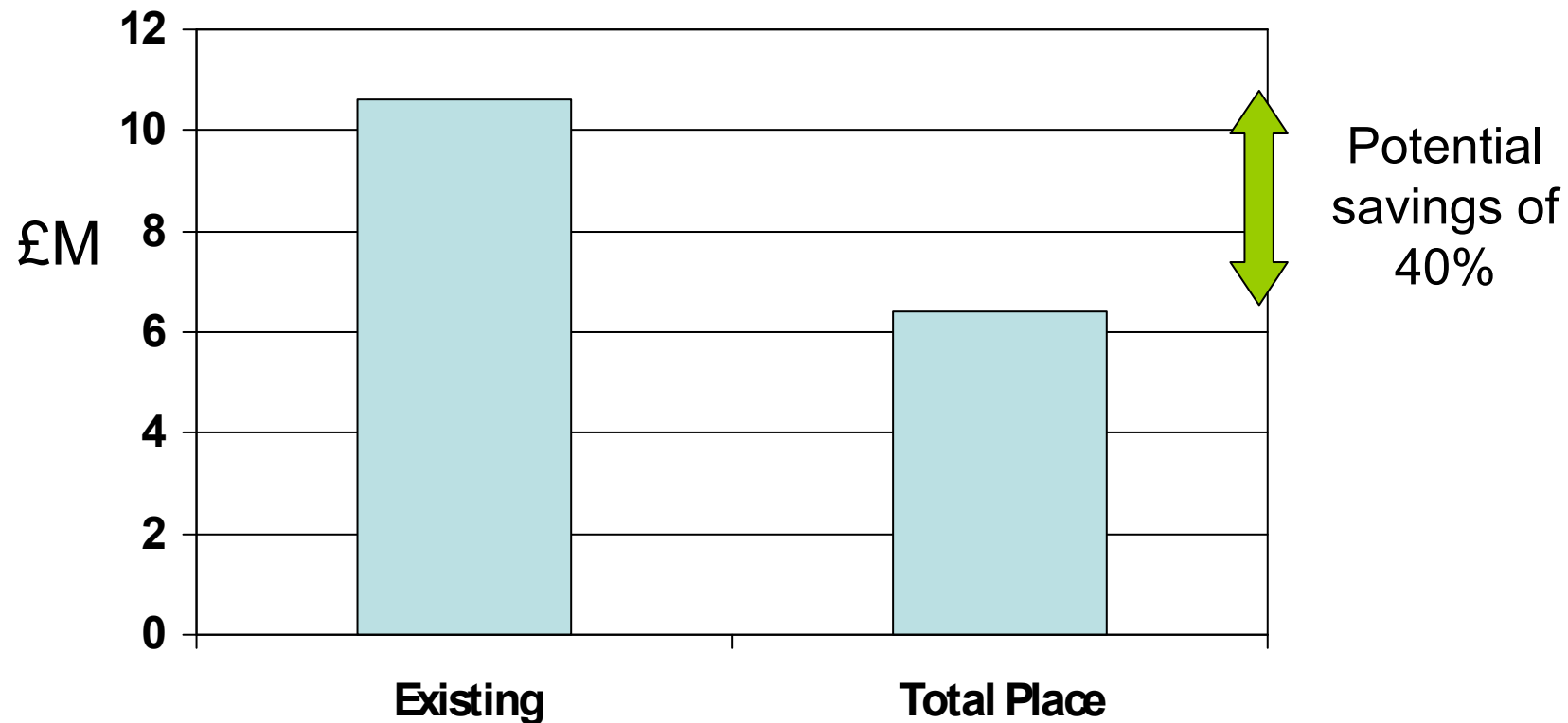
Customer Experience: Days to Payment



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Admin Cost Comparison



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Challenges



- Multiple government departments administering benefits
- Overly complex and historical legislation
- The lack of ability to pool budgets
- Shared risk taking and investment in change needed
- Lack of customer insight
- Allocation of future savings?
- ICT infrastructure is costly to change
- Significant organisational change required

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Next Steps

- Commitment to Total Place approach – strategic and operational
- Governance and resourcing needs agreeing
- Implementation of pilot projects
- Identifying and collaborating on new themes

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Conclusion

- Total Place has signalled a new way of working for public services in CB and Luton
- Pilot has delivered:-
 - Effective/robust methodology
 - Governance framework
 - Means of accessing Whitehall
 - Learnings from other areas
 - New relationships across public services
 - Potentially significant benefits (efficiencies and customer service quality) around specific sub-themes
 - Identified further opportunities for collaboration
- Reinforcement of the Council's leadership role

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