



Report of the Assistant Chief Officer (Planning, Policy and Improvement)

For: Scrutiny Board (City & Regional Partnerships)

Date: January 7th 2008

Subject: Total Place

Electoral Wards Affected:

ALL

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

Executive Summary

Total Place was announced as an initiative by the government in the 09/010 budget. It is a 'whole area' approach to public services that seeks to identify and avoid overlap and duplication between organisations and so deliver a step change in both service improvement and efficiency at the local level, as well as across Whitehall. An essential aspect of a 'Total Place' approach is the presence of strong partnerships making this an area of legitimate inquiry for the Scrutiny Board (City and Regional Partnerships).

Leeds has adopted one strand of a 'Total Place' approach by mapping money flowing through Leeds from central and local bodies. It is also considering opportunities for developing a second strand of 'Total Place' work that introduces a drive for efficiencies and an 'in-depth' look to identify how local public agencies can work better together.

The Scrutiny Board (City and Regional Partnerships) are requested to note the 'Total Place' approach; to receive key findings of national pilots as they become available and to invite further feedback about the implementation of a 'Total Place' approach in Leeds.

1.0. Purpose of Report

- 1.1. The purpose of this report is to inform the Board about the 'Total Place' approach to public service provision. Recommendations propose that the Board is kept updated about national findings and the implementation of the approach in Leeds.

2.0. Background Information

- 2.1. Total Place is part of Michael Bichard's work on the Operational Efficiency Programme. It was announced in the 09/010 budget, mentioned in the Pre-Budget Report with a full analysis to be provided in the 2010 budget. It has been backed by £5m national funding.
- 2.2. Total Place is a 'whole area' approach to public services. It seeks to identify and avoid overlap and duplication between organisations and so deliver a step change in both service improvement and efficiency at the local level, as well as across Whitehall.
- 2.3. Total Place aims to achieve three things:
- To create transformation that can improve experience of local residents and deliver better value
 - To deliver early efficiencies to validate the approach
 - To develop a body of knowledge about how more effective cross-agency working delivers the above.
- 2.4. It has two complementary strands:
- A 'counting process' (mapping 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.
 - A 'culture process' that looks at the way we do things and how that helps or hinders what is trying to be achieved.
- 2.5. Thirteen areas have been chosen as pilots to identify how local public agencies can work better together to deliver front line services. The services they are exploring in depth are:
- Children's child health
 - Health and Social Care
 - High cost/High need communities
 - Crime/reducing re-offending
 - Alcohol and drugs
 - Total Community: housing and regeneration
 - Asset management
 - Access to public services

Each pilot has a Whitehall champion to assist in unblocking barriers to working in a multi-agency approach.

- 2.6. Bradford is the pilot in the Yorkshire and Humber region. It is focusing on access to public services for three particular groups: older people leaving hospital with mental health problems; young people leaving a care environment; offenders over 18 who are leaving prison or youth offender institutions and returning to Bradford.

3.0. Main Issues

3.1. Leeds and Total Place

Leeds is not in the pilot group although it has carried out a desk top exercise to achieve a similar outcome to the 'counting process' and it has already carried out a range of pilots and programmes that have supported cross agency working.

3.2. Counting Process

A document has been produced (see attached) using the same methodology as developed by the Leadership Centre for Local Government to produce the Counting Cumbria report. It

is based on 2006/7 data as the latest year for which all relevant information is available. Headline figures include:

- Total public expenditure in Leeds was £7.0bn, which is £9,200 per head compared to Bradford £4.2bn, £8000 per head.
- National government spending was £3.5bn; local controlled spending was £3.5bn.
- Largest areas of aggregated expenditure were:
 - Health £2.6bn
 - Social protection £2.4bn; and
 - Education £0.9bn.
- Largest areas of expenditure for Leeds bodies were:
 - Health £1.9bn
 - Education £0.6bn
 - Social protection £0.4bn
- Taxation raised in Leeds was approximately £6.1bn, of which £5.6bn was by national means and £490m was by local means.

Whilst the document provides some useful information about the Leeds area, it is not clear at this stage how this information can be used in isolation.

3.3. Culture Process

Leeds has undertaken a range pilot programmes that have explored how local public agencies can work in partnership to deliver front line services with a service user/customer integrated access. These have included multi-agency approach in the areas of:

- Intensive neighbourhood management
- Link Age engaging older people
- Signpost engaging families to reduce anti-social behaviour
- 4 families project to increase opportunities to gain and sustain employment.

3.4. The differences between the Total Place pilots and those carried out by Leeds lies in the specific drive in the former to achieve efficiencies alongside more effective delivery. In addition, the Total Place pilots are undertaking a financial 'deep dive' to map the allocation of resources and potential duplication in specific policy areas.

3.5. The Strategic Planning and Policy Board of the Council has recommended that the planned 'Locality Pathfinder' programme in the South East management wedge has a financial workstream similar to that adopted in the Total Place pilots. The purpose of the 'Locality Pathfinder' is to develop and embed integrated working at locality level to improve the performance in delivering key cross cutting outcomes including:

- place making
- reducing neighbourhood deprivation
- family welfare and safeguarding
- health and well being
- financial efficiency
- community engagement.

3.6. The Council and the partnership group that oversees the Leeds Strategic Plan (Leeds Strategy Group) have both recommended that one of the 'high risk' areas identified in the Comprehensive Area Assessment 2009 is subject to a to more 'in-depth' look to identify how local public agencies can work better together to deliver a more effective service. This is the area of NEET (young people not employed in education or training). Drugs and alcohol is a further area suggested for a 'Total Place' pilot approach

4.0. Conclusion

The current economic climate requires all of the public sector to find radical new solutions to deliver better value for money and better local services. 'Total Place' has an important role in this respect. 'Its 'whole area' and multi-agency approach are dependent on strong partnership working. This makes it an important area for the City and Regional Scrutiny

Board to be aware of progress and to ensure Leeds is exploring it to its full potential.

5.0. Recommendations

5.1. Members are requested to:

- (i) note the 'Total Place' approach
- (ii) receive further information in due course about the national pilots.
- (iii) invite further feedback about the implementation of this approach in Leeds.