



CABINET - 9 FEBRUARY 2010

LEICESTER AND LEICESTERSHIRE TOTAL PLACE AND TOTAL CAPITAL PILOT REPORTS

REPORT OF THE CHIEF EXECUTIVE

PART A

Purpose of Report

1. To seek Cabinet approval for the submission of the Leicester and Leicestershire Total Place and Total Capital Pilot reports to the Government.

Recommendation

2. It is recommended that the Leicester and Leicestershire Total Place and Total Capital Pilot reports (Appendices A and B) be approved for submission in their final form to the Government.

Reasons for Recommendation

3. To allow the Leicester and Leicestershire Total Place and Total Capital Pilot reports to be submitted to the Government by 19 February 2010.

Timetable for Decisions (including Scrutiny)

4. The Government requires Total Place and Total Capital Pilot reports to be submitted in draft by 5 February 2010 and in final form by 19 February 2010 so that the proposals can be considered for inclusion in the 2010 budget round.
5. The draft reports appended are still being worked on and there are some data gaps remaining. They will be considered by the Scrutiny Commission and the Leicester and Leicestershire Public Service Board both on 3 February. Comments made at these meetings will be reported to the Cabinet. Any significant changes made between the attached draft reports and the draft reports submitted to the Government on 5 February will also be drawn to the attention of the Cabinet.

Policy Framework and Previous Decisions

6. The Total Place and Total Capital Pilots have been undertaken within the framework provided by the outcomes set out in the Sustainable Community Strategies for Leicester and Leicestershire.
7. A briefing was provided for all County Council Members on 15 December 2009.

Resources Implications

8. The concept of Total Place/Total Capital is that better services can be delivered at less cost.
9. The Leicester and Leicestershire reports identify:
 - The costs of the many local public agencies being in business;
 - The costs of the national and regional structures and the effect on the amount of funding that reaches the frontline;
 - Improvements to the way that the public can access services in Leicestershire that would bring savings of up to £5m;
 - Improvements to how partners address the impact and cost of drugs and alcohol in the Place and improve services to those who misuse drugs and alcohol that could achieve savings in excess of £4.5m p.a;
 - Improvements to the way that capital funding is allocated for economic development and related services that would ensure funding is applied more effectively to local priorities with less processing costs.
10. Implementing these proposals will require changes to the way that the Government assesses performance and funds local delivery. Further changes are required in the way that services are commissioned and provided locally including the use of pooled budgets.
11. A budget of £250,000 was made available from the Government to fund the work required for Total Place. In addition substantial staff resources have been made available by the County Council to enable the work to be completed.
12. The Director of Corporate Resources has been consulted on the contents of this report.

Circulation under the Local Issues Alert Procedure

13. None

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PART B

Background

14. Total Place was launched as a national initiative in June 2009 to look at how a whole area, i.e. 'place' approach to public services, can lead to 'better services at less cost'. Leicester and Leicestershire were invited by the Government to be one of 13 pilot areas.
15. The programme seeks to identify and avoid overlap and duplication between organisations – delivering a step change in both service improvement and efficiency. It also enables a conversation with the Government on any national or regional barriers to achieving Total Place aims.
16. Each pilot was asked to:
 - Examine the total public spend in its area - 'the Count'
 - Chose one or more themes to examine how outcomes could be achieved more effectively at lower cost.
 - Consider the needs of citizens through 'customer insight' work in developing their proposals.
17. Two themes were chosen for Leicester and Leicestershire:
 - Drugs and alcohol because of the wide impact of misuse on the lives of citizens and the demand for a range of public services.
 - Access to services - for the County only - because of concerns expressed in the Comprehensive Area Assessment that Leicestershire was less advanced than other areas in providing good access across a range of public services.
18. Total Capital was added to the Total Place initiative only in December 2009. Leicester and Leicestershire were chosen as one of 4 pilot areas. In the time available it was decided to concentrate work on economic development and related capital funding.
19. The Local Government Association has given strong support to the programme. It considers that Total Place:
“.....presents significant opportunities for local government to set the direction for the next phase of public sector reform. Success will depend on strong leadership, innovation and strong partnerships based on an expert understanding of the needs of residents, customers and citizens.”
20. The Leader of the County Council, in his role as Chair of the LGA Improvement Board, and the Chief Executive have been members of Government Boards set up to provide cross department support to the programme at Minister and Civil Service level. The Civil Service Board is chaired by Sir Michael Bichard who has said:

“Total Place is not just another Whitehall initiative. It is about giving local providers the incentive to work together in new ways for the benefit of their clients and citizens – and the opportunity to tell Government how it could behave differently to make this kind of collaborative action more likely. As we enter a period when resources will inevitably be constrained, Total Place is also a chance for local agencies to ‘get ahead’ by examining how they can deliver better services at less cost. So the hope is that Total Place will provide good experience to share about service improvement, suggestions about cost savings and proposals for changes in Central Government. There is no time to lose!”

21. The Government's 'Smarter Government' White Paper, published with the Pre Budget Report, has been influenced by the Total Place work undertaken so far and proposes to:
- Re-cast the relationship between the centre and the frontline by:
 - Allowing local areas to set priorities/allocate resources
 - Developing a streamlined Performance framework
 - Reducing the number of revenue streams
 - Reducing reporting, inspection and assessment burdens.
 - Strengthen the role of the citizen and civic society – people do more for themselves and each other.
 - Substantially reduce the number of Government 'quangos'.

Governance Arrangements

22. The following arrangements were put in place reflecting the sub regional nature of the initiative:
- A new Public Service Board chaired by the Leaders of the City and County Councils supported by their Chief Executives with Chairs and Chief Executives of both PCTs (NHS Leicestershire County and Rutland and NHS Leicester City), UHL (University Hospitals of Leicester NHS Trust) and LPT (Leicestershire Partnership NHS Trust) with the Chair of the Police Authority and Chief Constable.
 - A cross agency Programme Board including the private and voluntary sectors as well as relevant public agencies.
 - Staff seconded from the County and City Councils and the County PCT to manage the programme and its constituent projects.
 - Cross agency leadership of constituent work streams.
23. In the time available a huge amount of work has been undertaken to prepare the appended reports with strong contributions from all relevant agencies.

Total Place Proposals

24. The draft Total Place report, including a management summary, is attached as Appendix A.
25. The main findings and proposals are:
 - That Government should simplify funding streams and reduce the number of national and regional agencies handling that funding to reduce costs and maximise the funding available for the frontline.
 - The need for the number of local agencies should also be considered to reduce costs and maximise the spending available for the frontline.
 - That the costs of treating alcohol misuse have a major impact on public spending nationally and locally and these costs will increase unless there is more emphasis on prevention both nationally and locally.
 - The need for a range of national measures including a minimum unit price for alcohol, restrictions on marketing to young people on alcohol sold as a 'loss leader' and stronger penalties for illegal sales, to reduce the rising costs and harm of alcohol misuse.
 - The need for more flexibility to enable funding for drugs and alcohol to be applied to local priorities and needs.
 - A range of local measures designed to reduce misuse especially by young people through preventative measures covering social marketing, brief interventions, inclusion of specific alcohol harm messages in schools, and the sale of alcohol.
 - Reinvestment of savings in the short term to move from acute treatment to prevention.
 - Single service approaches to access to services with fewer but joint face to face provision, fewer and more joined up call centres and more marketing of internet access with a consistent approach across agencies and web sites.
 - Savings of up to £5m pa in access to services costs.
 - Savings of around £5m subject to proposed national changes being implemented.

Total Capital Proposals

26. The draft Total Capital report is attached as Appendix B.
27. The principles for capital funding that Leicester and Leicestershire propose are that capital funding streams should:
 - Be combined at national level to make joining up locally as easy as possible;
 - Have a consistent minimum of rules and processes;
 - Have maximum flexibility for virement to ensure they can be applied to greatest effect;

- Be capable of being applied to sub-regional priorities that are agreed between national, regional and local agencies and meet local, regional and national priorities; and
- Be allocated through a sub-regional 'single pot' approach where funding of projects is agreed in one place.

Equal Opportunities Implications

28. Both the Total Place and Total Capital Pilot Reports will be subject to an Equality Impact Assessment before the implementation phase.

Partnership Working and Associated Issues

29. The Total Place and Total Capital proposals have been developed by sub-regional partners led by the Public Service Board.

Risk Assessment

30. Risks are identified in the Total Place report (Appendix A).

List of Appendices

Appendix A: Draft Leicester and Leicestershire Total Place Pilot Report
Appendix B: Draft Leicester and Leicestershire Total Capital Pilot Report