

MEETING: 23rd NOVEMBER 2009

SUBJECT: TOTAL PLACE PILOT

REPORT OF THE CHIEF FIRE OFFICER AND FINANCE OFFICER

1 PURPOSE OF REPORT

1.1 This report provides a briefing for members on the Total Place pilot which is running across Sunderland, South Tyneside and Gateshead Council areas.

2 BACKGROUND

2.1 At the time of the April 2009 Budget, Government published the final report of its Operational Efficiency Programme, which recognised the achievement of the public sector in delivering efficiencies, but identified the potential for further efficiency in back office operations and IT; collaborative procurement; asset management and sales; property; and through local incentives and empowerment.

2.2 Under the Local Incentives and Empowerment workstream (led by Sir Michael Bichard), one of the proposals was a new pilot scheme known as Total Place. The scheme, which builds on ideas tested in Cumbria through the "Counting Cumbria" initiative, is based on the idea that if the amount of money spent by the entire public sector in an area is understood, it will become apparent where there is duplication and waste, and organisations can work together to eliminate that waste and thus become more efficient.

2.3 The scheme also aims to help areas understand how the supply of services works, and how understanding of customer needs and demands (customer insight) are factored into service planning.

2.4 Nine pilot areas were identified, of which two (County Durham and Gateshead/Sunderland/South Tyneside) are in the North East. Most cover a single Council area, so the Tyne and Wear pilot (covering an area coterminous with the South of Tyne Primary Care Trust) has an extra dimension of complexity. However it is felt by civil servants that the degree of partnership maturity in the area should allow working across Council areas to be effective.

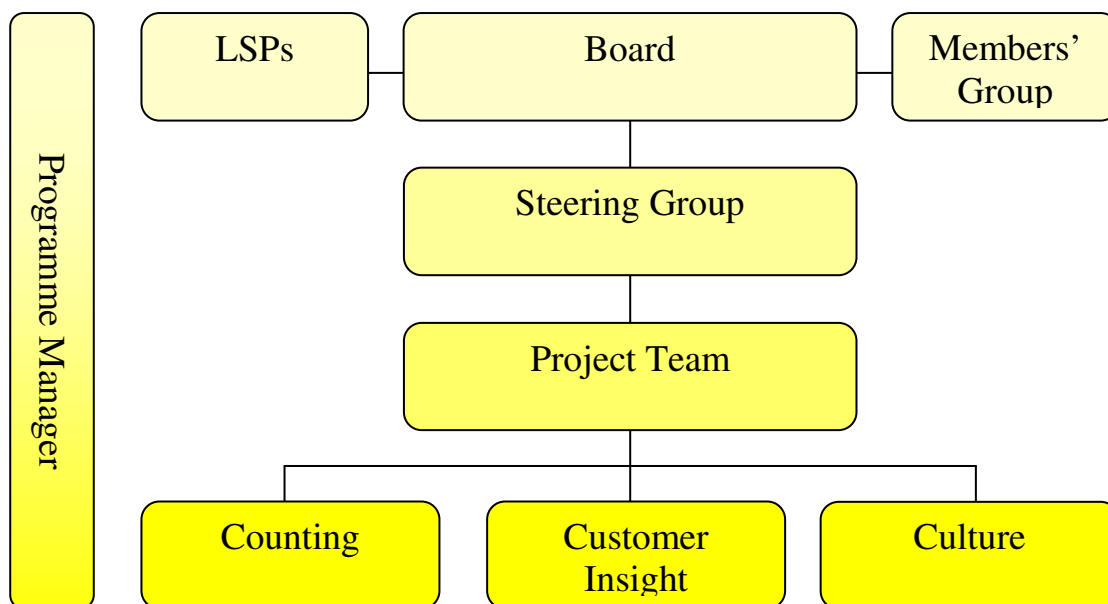
2.5 There are two elements to the pilot: a Total Count (a very high level count of expenditure in each of the Council areas) and a Deep Dive into a specific area of activity, which is likely to be where the detailed learning comes from.

2.2 The timescale for the pilots is very challenging, with interim reports having been required by 18th September, and final reports required by 15th February 2010 to inform the Budget. There is evidence that Whitehall is showing considerable interest in the pilots linked to the current debate around public sector expenditure.

3 THE SUNDERLAND, GATESHEAD AND SOUTH TYNESIDE PILOT

3.1 The pilot has identified alcohol and drug misuse as a pressing issue for all three Council areas, and is focusing its Deep Dive on this. Partners intend that this initial Deep Dive, if successful, will inform collaborative approaches to other thorny issues facing our communities.

3.2 A governance structure has been put in place which links the Total Place pilot to the democratic and partnership structures already in existence in the area. This is important because these structures are already working to address social and economic issues such as those being explored through Total Place:



3.3 The Board , which has so far met twice, consists of the Chief Executives of all three authorities and a representative from each of the following

- LSP's
- Housing Companies
- South of Tyne and Wear PCT
- Northumbria Police
- Tyne and Wear Fire and Rescue Service
- DWP (JCP)
- Third Sector
- GONE
- Trades Unions

- 3.4 The work on alcohol and drug misuse began with a practitioner event on 17th September, bringing together representatives of all the partner organisations, to explore current practice and seek creative ideas about how outcomes can be improved by working in new ways. The District Managers for the three Council areas took part in this successful event.
- 3.5 As a result of discussions with practitioners, the following workstreams have been identified, with partners free to become engaged in any they feel will benefit from their input
- a) Single person-centred assessment building on experience of a Common Assessment Framework, that includes a consideration of the individual within the family or household context and the impact of the individuals' behaviour on other family members, including early multi-agency risk assessments (Gateshead lead)
 - b) Early intervention, particularly focussing on diversion activities for young people (Gateshead lead)
 - c) Culture change – changing attitudes about acceptable behaviours (South Tyneside lead)
 - d) Develop whole system approach in black spots e.g. city/town centres - licensing; private sector contribution models; areas with high levels of deprivation (South Tyneside lead)
 - e) Improved communications and information-sharing between partners e.g. police incident data (Sunderland lead)
 - f) Eliminate duplication in the areas of support and treatment and offender management (Sunderland lead)

It is anticipated that TWFRS will focus involvement primarily on the Early Intervention workstream.

4 IMPLICATIONS FOR TYNE AND WEAR FIRE AND RESCUE SERVICE

- 4.1 The service has already participated in the Total Count by supplying 2008/9 expenditure data to form part of the overall picture, but this is very much a starting point. The Deep Dive discussions about alcohol and drugs bring together partners to address issues of building services around the user and removing duplication.
- 4.2 This presents TWFRS with a number of opportunities, including:
- Participation at an early stage in devising an approach which improves outcomes for the public while increasing efficiency
 - Further opportunities to deliver broader agendas where these also assist in delivering FRS objectives
 - Ability to broaden understanding of the FRS role in diversionary activity, including the role modelling aspect of firefighting and the variety of programme available
 - Opportunity to share our evaluation of current diversionary programmes with partners, and potentially the evaluation model itself
 - Better sharing of risk data, to our own and partners' benefit (for example, relating to vulnerable people)
 - Promotion of the effectiveness of a shift from “cure” to “prevention” in FRS nationally and locally

- 4.3 The process also throws up challenges for ourselves and other partners. Identification of duplication, or better ways of delivering for the user, could lead to some organisations being asked to stop doing some things, or indeed being asked to do more. The option of doing this has been in place for some time via Local Strategic Partnerships, but national and local evidence would suggest that organisations have found it difficult to relinquish activities and related budgets particularly where their own organisational performance is partly judged on their ability to deliver such activities.

5 FINANCIAL IMPLICATIONS:

- 5.1 This specific report has no direct financial implications for the Authority. Financial information shared with the project was taken from year end financial data for 2008/9;
- 5.2 Any future potential changes to financial allocations as a result of activity within Total Place will be reported to Members should it arise.

6 RISK MANAGEMENT IMPLICATIONS

- 6.1 The opportunities and risks of the Total Place approach are set out in section 4.

7 HEALTH AND SAFETY IMPLICATIONS

- 7.1 There are no health and safety implications

8 EQUALITY AND DIVERSITY

- 8.1 There are no direct Equality and Diversity implications associated with this report. As part of the Deep Dive exercise it will be necessary to explore how preventative and responsive services related to drugs and alcohol misuse are targeted at particular groups.

9 RECOMMENDATION

9.1 Members are recommended to:

- a) note the approach being taken through the Total Place pilot and the implications for the Fire and Rescue Service;
- b) receive further reports as appropriate.

BACKGROUND PAPERS

The undermentioned Background Papers refer to the subject matter of the above report:

Operational Efficiency Programme: final report. *HM Treasury April 2009*