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**To:** Corporate Policy Overview & Scrutiny Committee

**Subject:** *Total Place* Update

**Classification:** Unrestricted

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**Summary:** This report updates Members on progress to date and future plans for the original Total Place work streams (Margate Task Force, Gateway and Asset Management).

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## **1. Introduction**

Since February 2010 when Kent submitted its Total Place Final Report to Central Government and the pilot phase ended much activity has been carried out to maintain momentum and continue to achieve the ambitious savings and rationalisation targets set out in Kent's report. A Total Place Members Seminar was held in early September and this report aims to follow on from that. Total Place activity is contributing to KCC's £14m access and assessment savings target and the £10m asset savings target. There are several other work streams (besides Margate Task Force, Gateway and Asset Management) within KCC that have developed under a 'Total Place' heading, these will be reported on through individual service reports.

## **2. Background**

**2.1** The overarching aim of Margate Task Force is to address the significant socio-economic disadvantage experienced by the population in Margate Central and Cliftonville West and the wider impact on Thanet district through a number of priority work strands. These include housing regeneration, tackling low skills and worklessness, addressing significant health inequalities, reducing out of area placements of vulnerable people, and transforming multi-agency delivery of services. A Task Force Team was set up to underpin this work by strong community engagement through a core team.

**2.2** The Gateway Multi-Channel Programme is transforming public services across the county, reducing costs and benefiting citizens. Gateway offers a convenient public service point in a retail-based location using the latest innovative technologies and working with District and Borough councils, Police, Fire, Health, Voluntary Sector, Job Centre Plus, Department of Work & Pensions and a range of other partners, including the private sector. The objective is to redesign services to be more efficient, more responsive to local issues and to fit customer needs more appropriately. Access to public services should be simple, friendly and effective. Gateway Multi-Channel aims to join-up access across face to face, telephone and web channels. The aim is to develop a single access and assessment process delivered through a single physical service point under the Gateway brand, supported by a single non-emergency telephone number and a single web portal maximising personal choice and convenience for citizens.

This approach will enable public sector organisations to rationalise front office estates, and drive back office process improvements that will deliver cashable savings in the short and longer term.

**2.3** The drive for a joined-up approach to the management of public sector assets came to the fore through the Final Report of the Operational Efficiency Programme (OEP) which accompanied the Government Budget Report of April 2009. The importance of optimising the use of property assets in supporting the delivery of public services has been recognised by the Government. This led to a specific asset management work stream within the Total Place Initiative to be set up at HM Treasury. Against the background of Total Place and the need to make major revenue savings, KCC made a budget assumption that the £46m non school property running costs can be reduced by £5m in 2011/12 rising to £10m in 2012/13. Rationalisation of property assets is directly connected to policy review and business process rationalisation. Whilst it is possible to rationalise the KCC estate, the greatest sustainable savings will be achieved through a Total Place multi-agency rationalisation of both assets and processes.

### **3. Work stream updates**

#### **3.1 Margate Task Force**

Margate was selected as one of four locations nationally for a Top 200 visit by senior Civil Servants on 28 July 2010. A report summarising the findings of the national visit has recently been produced and further follow up action is being agreed by KCC, Thanet District Council and partners.

As well as the Top 200, the Margate Task Force has attracted several ministerial visits from both the previous and current administrations, enabling this work to be linked directly into central government policy with potential for negotiation of freedoms and exceptions. The programme presents a 'test-bed' opportunity through which the successes and lessons learned will inform future organisation and delivery of public services across Kent. Improved integration and targeting of remodelled statutory services at a locality level, community-led priorities and the stimulation of third sector resources and social enterprise within a Big Society framework looks to be the key shape of public services in the future.

The impact of intervention in the two wards, if successful, will have significant long term benefits for Thanet and Kent more widely in terms of reduced public sector expenditure, improved quality of life for many of its residents where inequality gaps have been dramatically reduced or eradicated, and a more prosperous, sustainable economy and population. Outcomes are difficult to measure during the implementation stage but will be monitored closely to ensure the long term projected benefits are realised.

##### **3.1.1 Update on Operational and Strategic Priorities**

###### ***a) Placements of Looked After Children and Vulnerable Adults***

Negotiations to control out-of-area placements of Looked After Children have progressed. Rosalind Turner has written to and met with all London Boroughs and high placing local authorities across the South East and Midlands to ask what action they are taking to reduce out of area placements.

Laura Sandys, MP for Thanet South, met with Tim Loughton, Minister for Looked After Children on 8<sup>th</sup> September 2010 to highlight concerns for Thanet and further follow up action is being planned. This includes implementation of statutory guidance on the 'sufficiency duty' requiring local authorities to have sufficient accommodation for looked-after children and not to place out of their own area.

## ***b) Housing Intervention***

A housing enforcement delivery plan has been completed demonstrating how existing TDC resources involved in regulating private sector landlords will be enhanced with the use of £0.5m Performance Related Grant funding provided by KCC.

A key element of the housing regulation is the need to integrate this with other enforcement and regulatory activities undertaken by the council including, Environmental Health, Community Safety, and Planning as well as partner agencies such as Police, Fire and Rescue Service, KCC and the UK Border Agency.

Implementation of a Selective Licensing Scheme for landlords is also currently under consultation. The proposal is that the scheme will be declared in December 2010, starting operation in April 2011 for 5 years until December 2015. There will be a charge of £525 per licence per unit payable by the landlord; where there is non-compliance legal action will ensue with use of fines and in certain cases compulsory purchase orders.

Work is underway to establish a new method of intervention to take control of housing in Cliftonville West; fundamentally changing the environmental and demographic mix and increasing demand and house values. A report by DTZ linked with the Kent and Medway Housing Strategy will explore various options and benefits/risks of implementation.

## ***c) Work and Skills***

Recent research by Experian which focused on the economic impact of a decreasing public sector highlighted Thanet's significant vulnerability in the face of economic recession. Data released by the Office of National Statistics in October 2010 places Margate Central seventh in the national rankings of wards with the highest levels of benefits dependency.

Further analysis of employment and skills conditions by Thanet Works, KCC and SEEDA has been completed. This analysis estimates a shortfall of 5,000 jobs in Thanet district.

Following a meeting with Paul Carter and Lord David Freud (the Government's Minister leading on Welfare Reform), an officer team was established to develop a Prospectus for Change for the area which is focused on tackling key barriers and developing a mechanism for adding value to the new national 'Work Programme'.

At an operational level, Jobcentre Plus are working closely as a Task Force partner, exploring new ways of working with partners to reach those people who have the greatest barriers to developing skills and accessing training and work.

## ***d) Health Inequalities***

Eastern & Coastal Kent NHS Triple Aim initiative is a key strand of the work to tackle health inequalities in Thanet and in particular in Margate Central and Cliftonville West. Key aims of Triple Aim are to reduce teenage pregnancy, premature mortality from cancer and circulatory disorders and tackling the high cost of those which frequently return to Accident and Emergency and GP practices.

It is important that mental health is recognised as a key issue (745 people are on incapacity benefits and are diagnosed with mental health conditions within the area). Thanet is a pilot area for the 'Fit for Work' service and this is clearly linked to the Employment strand. Local GPs are being consulted about and linked in to this work to improve knowledge of health needs at a street level within Cliftonville.

## ***e) Transformation of Public Services through Place Based Delivery***

Development of a multi-agency action plan and a fully operational multi-agency Task Force team co-ordinated by the Programme Manager is now nearing completion. This currently includes: Community Safety Officer, Housing Team Leader (overseeing 4 Housing Improvement Officers), Police Sergeant (overseeing 6 PCs and 6 PCSOs), Family Intervention Worker, Social Work Assistant, Youth Offending Worker, Detached Youth Worker, Community Engagement Officer, Fire Safety Officer and Administrative Assistant.

The core team has a coordinating and deployment role across the services which operate in the locality.

Key principles include an 'invest to save' approach focused on prevention, better use of resources and customised multi-agency services. The business plan for the first year will be informed by a range of current work strands including the investigations into High Cost Cases; 'Think Family' project led by KCC CFE; and the Community Engagement Plan. An Operational Management Group of multi-agency partners meets every six weeks.

A direct outcome and achievement from the activity within the Margate Task Force has resulted in Kent being chosen along with 15 other places by HM Treasury and the Department of Communities and Local Government to be part of the first phase of single 'Community Budgets' which will initially focus on supporting families with complex needs beginning in April 2011 as announced as part of the Spending Review in October.

The Government has promised that in order to free up local areas, funding to local authorities and delivery bodies will be radically simplified, giving them greater choice over how to use their money to meet the needs of local people. The Government will devolve significant financial control to local authorities. Ringfencing of all local government revenue grants will end from 2011-12, (except simplified schools grants and a new public health grant).

### **3.2 Gateway Multi Channel**

The Gateway approach is based on the principle that services should reflect local customer need, and through active collaboration, service agencies are beginning to provide a more coherent response to issues affecting people in the place where they live. Compared to traditional one stop shops it offers convenient physical access to front line customer advisors and officers representing over 30 different agencies /delivery partners covering central and local government and voluntary sector.

Gateway Multi-Channel programme is closely aligned with other key strategies such as WorkPlace Transformation, Place Based Budgeting, Access & Assessment and Bold Steps for Kent.

Nationally, CSR 2010 has set-out a sober and challenging future for public sector funding. Gateway partners are committed to achieving cost reductions through increased efficiency. More effective use of technology and improved processes can deliver major savings in staff and transaction costs.

Locally, KCC has a mandate to encourage the joining up of public services which is strongly supported and delivered by the Gateway concept. Currently, six district councils are actively engaged in joint service delivery through Gateway, working in partnership with KCC and many statutory and community partners; four further districts have detailed plans for Gateway development, with two districts pending more detailed discussions to identify preferred Gateway locations. Sustained progress is being made under the guidance of the Gateway Programme Delivery Board, an inter-agency stakeholder group comprising representatives from Police, Health, DWP, Voluntary sector, Kent County Council, Medway Unitary and District Council partners.

#### **3.2.1 Update on Operational and Strategic Priorities**

##### **a) Job Centre Plus Co-location**

A major development following the Kent Total Place report was the appointment of a Total Place Project Manager within JCP. The specific purpose of this role is to explore the potential business and service development opportunities for greater integration between JCP and Gateway. As a result of this appointment and ongoing partnership meetings between JCP and KCC, JCP have committed to having front office presence

within Gateway. This is a real breakthrough with a central government department that we hope to continue to build upon. The 'deep dive' activities (detailed mapping of public sector assets) developed to establish a common approach to asset rationalisation has not so far identified disposals or funding opportunities to support Gateway development but it certainly intends to. There is an obvious tension between the medium to longer term planning required for effective asset management strategies, and the urgency to establish the Gateway network and deliver the service related savings.

#### **b) Customer Insight**

Good progress continues to be made through the Interreg IVa cross-border project developing customer insight techniques to shape future service models and drive savings and improvements. Significant work is undertaken during the planning phase for each Gateway including Mosaic analysis and consultation with representatives of local service teams, and service users.

#### **c) Tell Us Once (TUO) National roll-out**

Following the successful design and implementation phase of the TUO service model pilot in five districts in the county, Kent, has expanded the service across the county (Kent being the first two tier area to offer the service to all citizens). DWP are currently developing the IT capability to expand TUO to include notification of birth. This is anticipated in May 2011 but depends on Central Government procurement.

#### **d) Benefit Hub**

Service development continues to make progress. A project team has been convened to take forward a local work stream looking at quick wins and process improvements and savings, as well as a national work stream which seeks to influence the change agenda with central government departments. In particular, challenging the issues concerning data sharing and service redesign.

#### **e) Business Support Kent Community Interest Company (BSK-CIC)**

The training and development requirement of front of house customer service advisors in Gateway are complex. Each Meet & Greet team comprises district council advisors and members of Contact Kent. The knowledge and competencies necessary to use active listening and to identify appropriate service providers, priority referrals, natural referral pathways between agencies, and to maintain the necessary technical competence to navigate and transact a huge range of service functions is critical to the success of the Gateway service model, and to the performance of each participating agency. BSK –CIC is working closely with the Gateway Core project team, the Gateway Manager's group, Kent Customer Service Network Group and key providers to develop the knowledge resources and mechanism required to support individual staff across the network. This will be a desk-top approach complimented by soft skills training. The professional learning community will encourage best practice, identify opportunities to standardise end-to-end processes, and support savings targets and increased uptake of self-service.

#### **f) MoD Welfare Pathway**

See separate paper entitled The Ministry of Defence Welfare Pathway Pilot in Kent.

#### **g) Channel Strategy**

Gateway multi-channel is an integral delivery component of Kent County Council's ongoing review of access and assessment services and will support the realisation of tangible revenue savings. Part of these savings will be derived through "channel strategy", where by using customer evidence we increase the amount of service activity online and the number of transactions that can be done online. This will complement the quality of face-to-face and telephone access and is not designed to replace those access channels. A coherent, quality service needs to be available for all customer groups. A key outcome already achieved through Gateway multi-channel is the completion of the Virtual Private Network which was a project to link contact centres for partner organisations, enabling calls to be made as if it were an internal line (at no

cost). This has meant that customers can be referred between organisations using the VPN. The VPN is now live with 12 Districts, Kent Fire & Rescue and Kent Police, allowing these partners to transfer customers and make calls between organisations. The VPN has already shown cost benefits as well as other benefits, in particular for Thanet District Council who have incorporated the VPN into their business continuity planning, and can route calls at no cost through the VPN if they experience a technical fault with their own systems.

### **3.3 Asset Management**

KCC has been working with a variety of public agency partners to look at service modernisation and rationalisation that will produce revenue savings from public authority assets. The focused Total place work has been concentrated on Swale, Tunbridge Wells, Ashford and Gravesham. The collaborative work has focused on office rationalisation opportunities and increased working of Gateways but has now expanded to include other opportunistic and collaborative working to enable the release of assets.

As an organisation we are ensuring that we keep abreast of Central Government developments as well as more local opportunities. The 2010 Comprehensive Spending Review announced that the Government will introduce a new system of national property controls across their central civil and operational estate. In addition, the Government believes there could be substantial gains to be made from a more coordinated approach to property asset management in the public sector. It has established a Government Property Unit, which as a first step will set up property vehicles for the Central London and Bristol office estate from 2011-12 under the direction of John McCready as part of the National Shareholder Executive. Kent will remain engaged with Government as this activity develops with the view of exploring opportunities when they arise.

#### **3.3.1 Update on Strategic Priorities**

##### **a) Swale**

Following the Deep Dive exercise (detailed mapping of public sector assets) in Swale which was carried out as part of the Total Place Pilot, a formal programme has been set up to look at co-location and property rationalisation in Swale. Abdool Kara (Chief Executive at Swale Borough Council) has agreed to sponsor and drive forward the project in collaboration with project management support from KCC. A programme board is being set up with representatives from KCC, Swale Borough Council, Kent Fire and Rescue, Kent Police, JCP, Eastern and Coastal Kent NHS. The board are also looking to engage with the Ambulance Service, the Probation Service and the voluntary sector. The aim of this board is to strategically commission and sponsor projects in the area as and when the opportunity arises with as many partners as possible. Currently all partners are looking at when their building leases end, their space requirements and any spare space they have in line with their service visions. Once this information has been collated (due Nov 2010), the board will meet to identify opportunities for rationalisation. The board will meet virtually bi monthly and have already emphasised their appetite to move this work forwards.

##### **b) Tunbridge Wells**

KCC and Tunbridge Wells Borough Council are examining a range of options and opportunities within the area to maximise use of the office estate. Discussions continue around potential opportunities at the existing Land Registry building, but other partner discussions are also taking place.

##### **c) Ashford**

In Ashford there is potential for a 'deep dive' exercise comparable to Swale, largely helped by the fact that KCC & Ashford already have a lot of joint service provision. Informal workshops with a number of agencies have been held. These workshops have

identified potential asset rationalisation proposals. John Bunnet Chief Executive at Ashford Borough Council is keen to focus on key achievable projects which will deliver service enhancements and release assets.

#### **d) Gravesham**

Work has just commenced with Gravesham Borough Council and a programme of outcomes has been outlined for short, medium and long term property asset rationalisation proposals. The NHS/PCT and other public agencies will be involved in this proposal. The Gravesend Gateway opens shortly.

#### **e) Other districts and partners**

A programme to meet with other districts has been agreed with Roger Gough and it is intended there will be 12 'Deep Dive' type programmes in due course. The programme will also dovetail with the proposed community based budget initiative and commissioning of services. Individual organisations are currently re-aligning their services and budgets and in many areas there is a willingness to drive asset rationalisation across partners.

To achieve our projected savings a high level strategic and joined up KCC wide approach to driving out savings is important. Property are working on this and a meeting will be held between directors across KCC and Roger Gough in November to agree a collective KCC approach to 'Deep Dive' asset activity.

#### **f) WorkPlace Transformation (formerly Better WorkPlaces)**

KCC is continuing to progress its own programme of change which aims to ensure that we have the right buildings in the right places for the 21st century - for contact with Kent residents and for our staff, in conjunction with partner agencies, and to deliver real efficiencies (including reduced office costs). Staff from both 17 Kings Hill Avenue and Kroner House Annex 5 & 6 are scheduled to move out by the end of the year, generating circa £1.2m savings in revenue costs.

### **4. Next Steps**

Individual work streams will continue to develop as indicated in this report. The name Total Place is being referred to less and less but the importance of the work we have begun is still nationally recognised and endorsed. Notably Kent has been chosen along with 15 other places by HM Treasury and the Department of Communities and Local Government to be part of the first phase of single 'Community Budgets' which will initially focus on supporting families with complex needs beginning in April 2011 as announced as part of the Spending Review in October. This will draw upon the work begun in Margate but will not look exclusively at the Thanet district.

We will maintain the Government relationships we have formed during the pilot stage with Geoff Norris (Government Advisor), Alexis Cleveland (Cabinet Office, Kent Champion) and Stuart Ladds (Director at Government Property Unit) to ensure that Kent are well informed and well positioned when opportunities arise.

Other opportunities that support the principle of Total Place outside the original 3 themes will be ongoing with our partners.

### **5. Conclusion**

Members of the Corporate Policy Overview Committee are asked to note the contents of this report.

#### **Background Documents:**

Kent Total Place Final Report February 2010  
The Ministry of Defence Welfare Pathway Pilot in Kent , included in POSC papers

