

**“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 and suggestions about cost savings and proposals for changes in central Government.

**There is no time to lose!** ”

Sir Michael Bichard, executive director of the Institute for Government and chair of the high-level officials’ group



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# Report Out Presentation- Access to Benefits Integrated Offender Management

Richard Ellis

Director of Business Transformation, CBC  
&  
Programme Sponsor



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# Agenda

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- Introduction – context Richard Ellis
- “Grasping the Situation” Robin Porter
- Customer Insight Sue Nelson
- A new paradigm Greg Horsford/  
Clive Jones
- Coffee
- Break-out sessions Robin Porter
- Conclusions and next steps Steve Heappey

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# What is Total Place?

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- Announced as part of OEP in Budget
- 13 national pilots: different themes but common objectives:-
  - examine the totality of public spending, with a view to cutting duplication, saving money and improving service delivery
  - Services redesigned around the Citizen
- pilots to “push at an open door for reform”

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## What's Different?

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- Nationally and locally: a “perfect storm”
- CAA – customer/outcome focussed
- Treasury driven / Whitehall buy-in:-
  - timescales
  - expectation of savings
  - profile/reputation
  - escalation of local issues
  - simultaneously: counting/culture/customer insight
- Central Beds and Luton context

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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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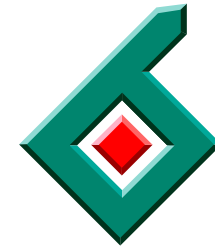
# Grasping the situation

**Robin Porter**

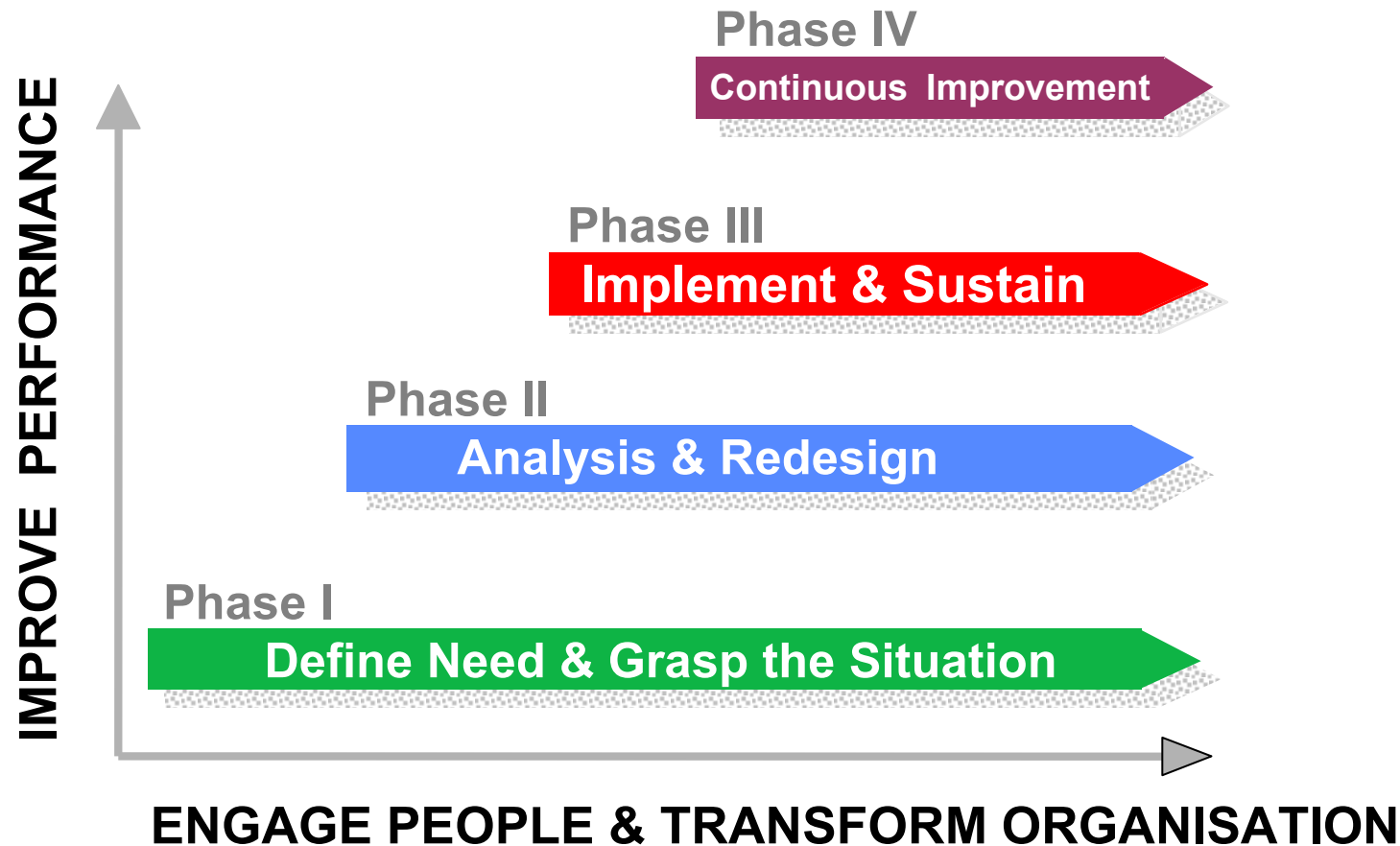
**Total Place Programme Lead**

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# Methodology



LT CONSULTING



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# Integrated Offender Management: Findings

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*involving local authority, health, police, courts, probation, prison, job centre+ and third sector*

Focus on Prolific and Priority Offenders (PPOs) & reducing re-offending

- 2% of offenders account for 30% of crime
- 78 prolific and priority offenders on PPO scheme – 13 at liberty
- vast majority of crimes committed by this group are burglaries and vehicle crime
- over eight out of ten of these offenders have a drug dependency
- six come from one local family alone
- 265 individual issues mapped throughout the process

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# Integrated Offender Management: Issues



- Services not delivered when offender needs them most
- Lack of continuity of support and ownership through whole process
- Disjointed resettlement process - early release complicates further
- No integrated scheduling between agencies for 'must attend' sessions
- Limited alcohol assessment and treatment
- 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
- Gaps for non-statutory offenders and majority of repeat offenders

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## Integrated Offender Management: Financials

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- 45,000 crimes committed in Bedfordshire during 2008-09 costing the community £131 million (Home Office 03/04)

Most prolific 2% of offenders in Luton:

- Known to have committed 4,400 crimes over 3 years costing £5 million a year
- Could be responsible for up to 22,000 crimes costing £26 million a year (based on national research)

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# Access to Benefits: Benefits Investigated



*involving DWP, Jobcentre+, DCLG, Local Authorities, Voluntary Sector etc.*

- Job Seekers Allowance
- Employment & Support Allowance
- Crisis Loans
- Income Support
- Disabled Persons Facilities Grant & Housing Adaptations
- Housing Benefit
- Council Tax Benefit
- Application for School Benefit
- Application for School Transport
- Financial Assessment
- School Meals

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## Access to Benefits Issues:



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- Not customer focused
  - System is unnecessarily complex and difficult to access
  - More than 50 different benefit types
  - Duplication and waste causing customer dissatisfaction and cost
  - Not tackling root causes
  - A disincentive to come off benefit

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## Access to Benefits Issues:

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- 3 Government departments, local authorities & voluntary agencies involved
- We administer benefits from different locations within areas – we don't make it easy for customers
- Benefits entitlement data is not joined up or shared within authorities, or between agencies
- Verification of documents causes delay in processing

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## Access to Benefits Key Financial Findings

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- £988 million per annum spent on direct benefits in the area
- Services supported from 13 designated offices + existing council customer support centres
- Scope for rationalisation of buildings
- Indicative new ways of working have identified minimum annual savings of £800k

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# Customer Insight Programme

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Additional funding from IDeA programme

- 3 key objectives:
  - insight into experiences, aspirations & profile of past & present customers
  - use this insight to challenge perceptions & feed *Lean* redesign
  - develop permanent shared single view of our customers
- quantitative and qualitative fieldwork is underway

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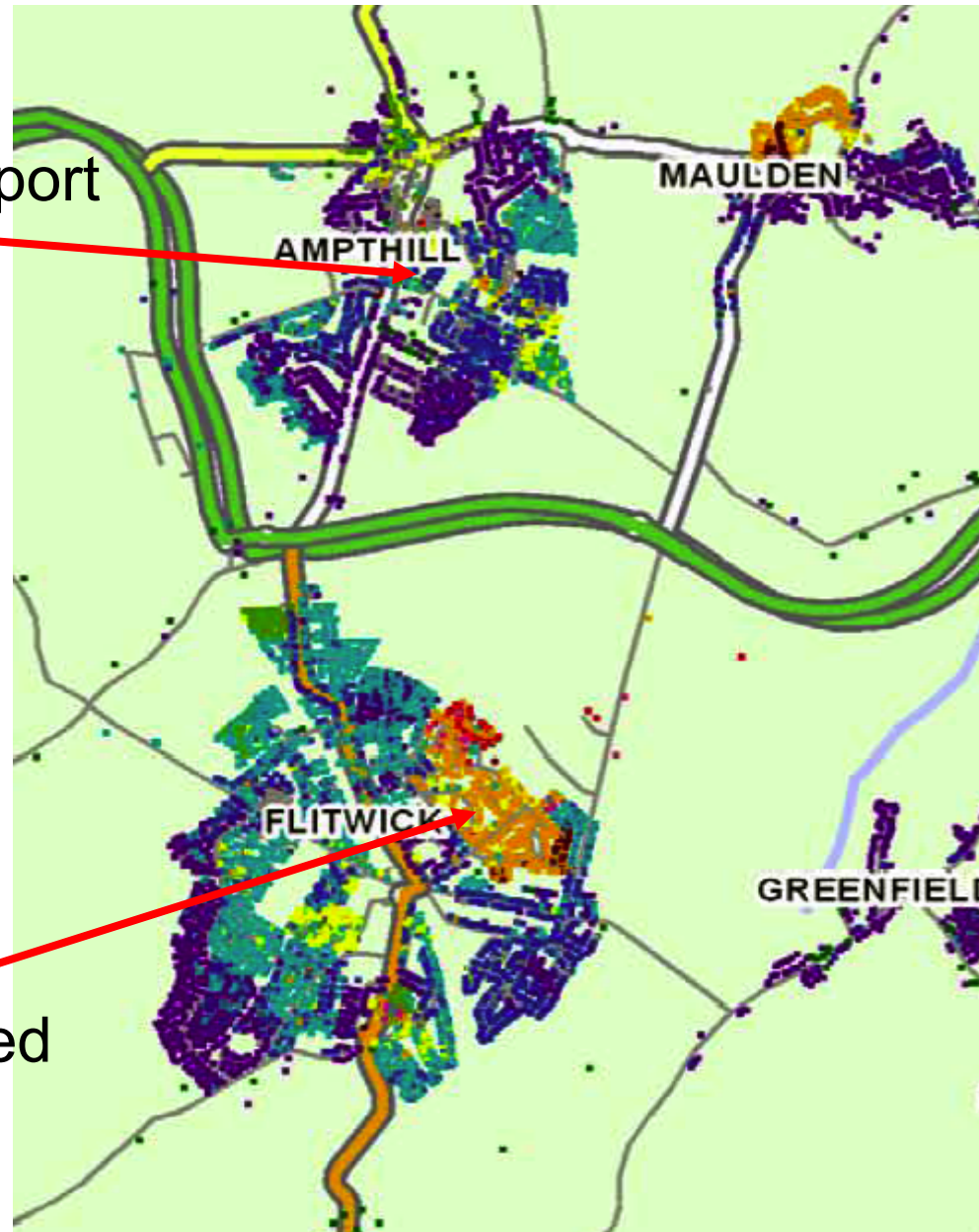
# Customer Insight Programme

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How is our Customer Insight work challenging and progressing our understanding of issues for customers in A2B and IOM?

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Location of support



Location of need

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## Talking to PPOs and their Families

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- Has provided some useful insights into their experience of 'the system' and how it could be improved.
- These insights validate issues identified in 'grasping the situation' phase, and provides further depth and emphasis.

# Housing

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- Getting into good accommodation immediately on release provides a stake...

Steve:

*“the chance of keeping my Granddad’s house, it’s given me something to work for, to stay out of trouble for. I don’t want to lose that. People are running around wild, like I was...I’ve got something to concentrate on. And if you go back to jail, you’re going to lose that. It’s a step on the ladder.”*

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# Benefits

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- Need benefits cheque immediately on release
  - *“I’ve got nothing and I have to wait 5 weeks for some money, **so I have to commit crime to eat, to live, to keep warm.**”*
  - *“A lot of the time, you come out of prison with only the clothes on your back. Your house has been repossessed, it is hard. Say you get took in in summer, you come out in shorts and t-shirt, **you haven’t even got a coat – what do you do?**”*

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# Cost of Accessing 'Systems'

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*"It's raining, you're hungry, you've been there all day, you're depressed. They don't take into account the amount of travelling and hanging around, especially what you can't afford a bag of chips... I've been doing it for nearly a year."*

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# Ready to Support Change?

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At its best, the support system works but it's inconsistent...

***“This time, I’ve come out and people have been there for me and things have gone right for me. But before, help wasn’t there... The housing people and probation people played a big part, because if they hadn’t been there for me, I probably would have committed more crime.”***

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# The new paradigm

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Greg Horsford

Detective Chief Inspector

Bedfordshire Police



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# Integrated Offender Management: 7 Pathways

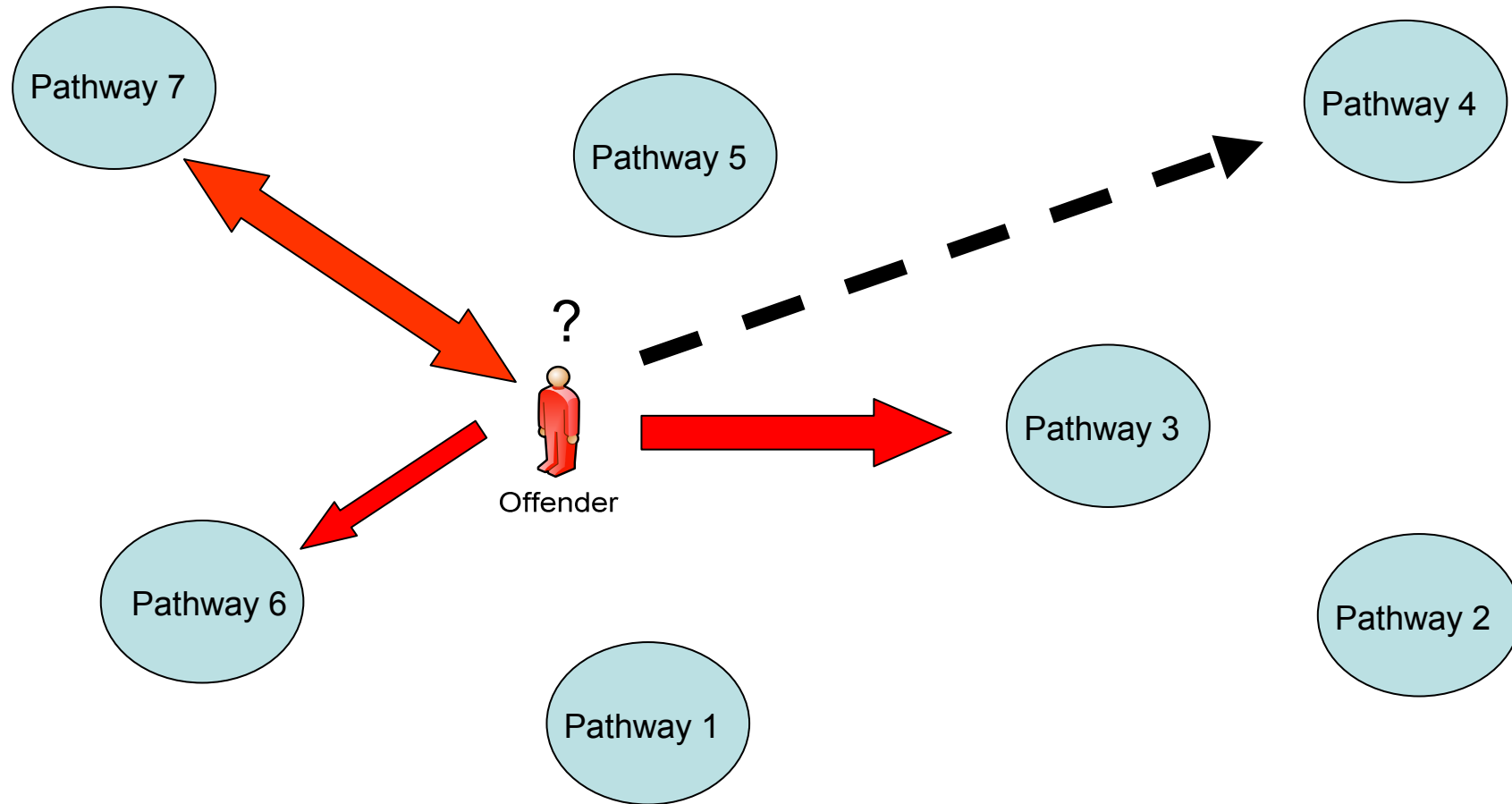
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- Accommodation
- Finance, benefit and debt
- Employment, skills and training
- Health
- Drugs and alcohol
- Attitudes, thinking and behaviour
- Children and families

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# Integrated Offender Management: Where are we now?



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# Integrated Offender Management: What we could achieve

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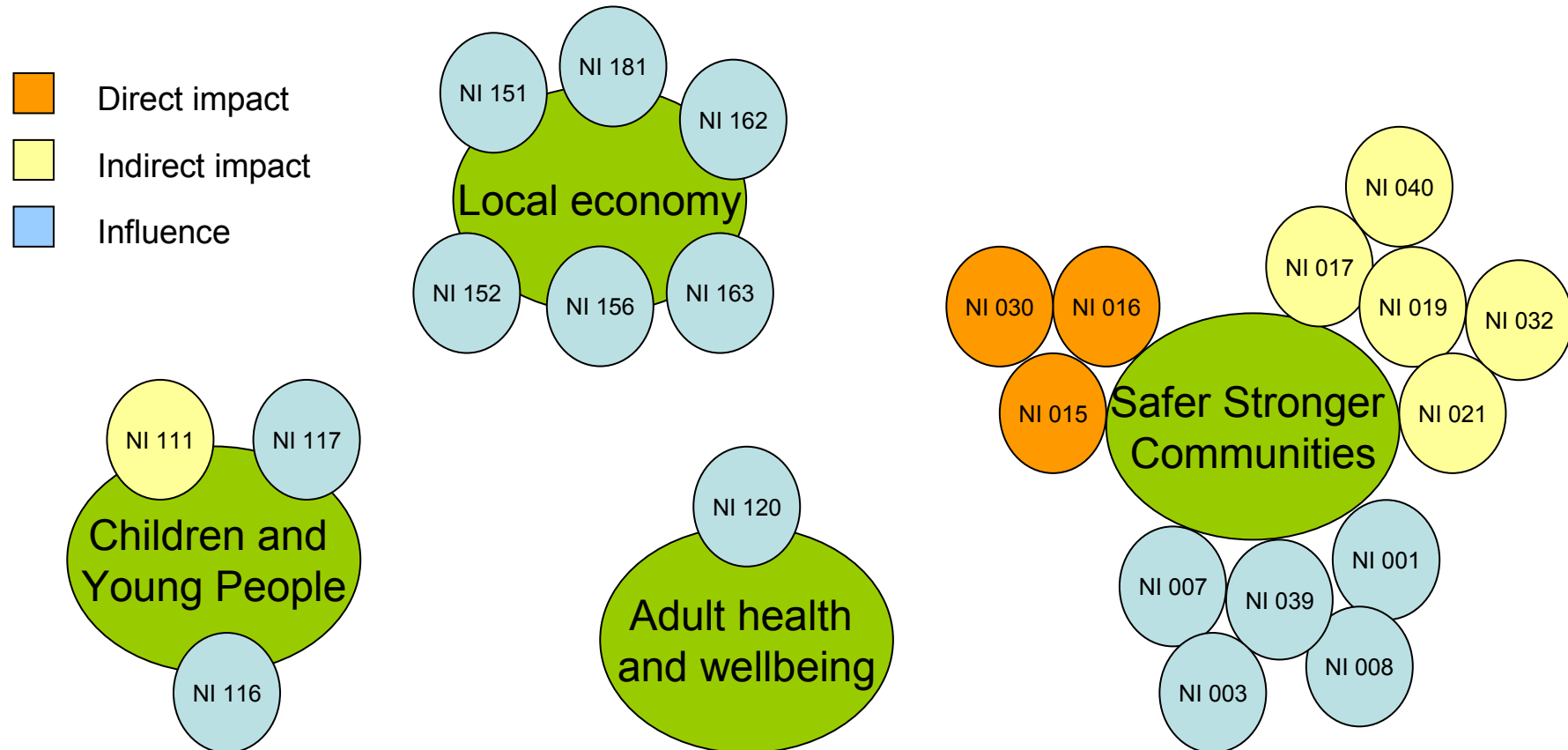


Co-ordinate and focus service delivery to:

- Improve utilisation of resources
- Reduce crime and its impact
- Reduce fear of crime
- Increase public confidence
- Improve public perception
- Reduce risk to the community
- Reduce risk to organisations

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# Integrated Offender Management: What we could achieve



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## Integrated Offender Management: Collaborative objectives

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- Single point of contact
- Work in teams
- Common accessible database
- Appropriate and speedy sentencing
- Strategic and operational governance
- One life action plan per offender developed along their journey

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# Integrated Offender Management: Collaborative vision

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## Right service

- Single life plan
- Moving from dependency to self reliance

## Right time

- Time of most effectiveness
- 24 hours a day, 7 days a week

## Right place

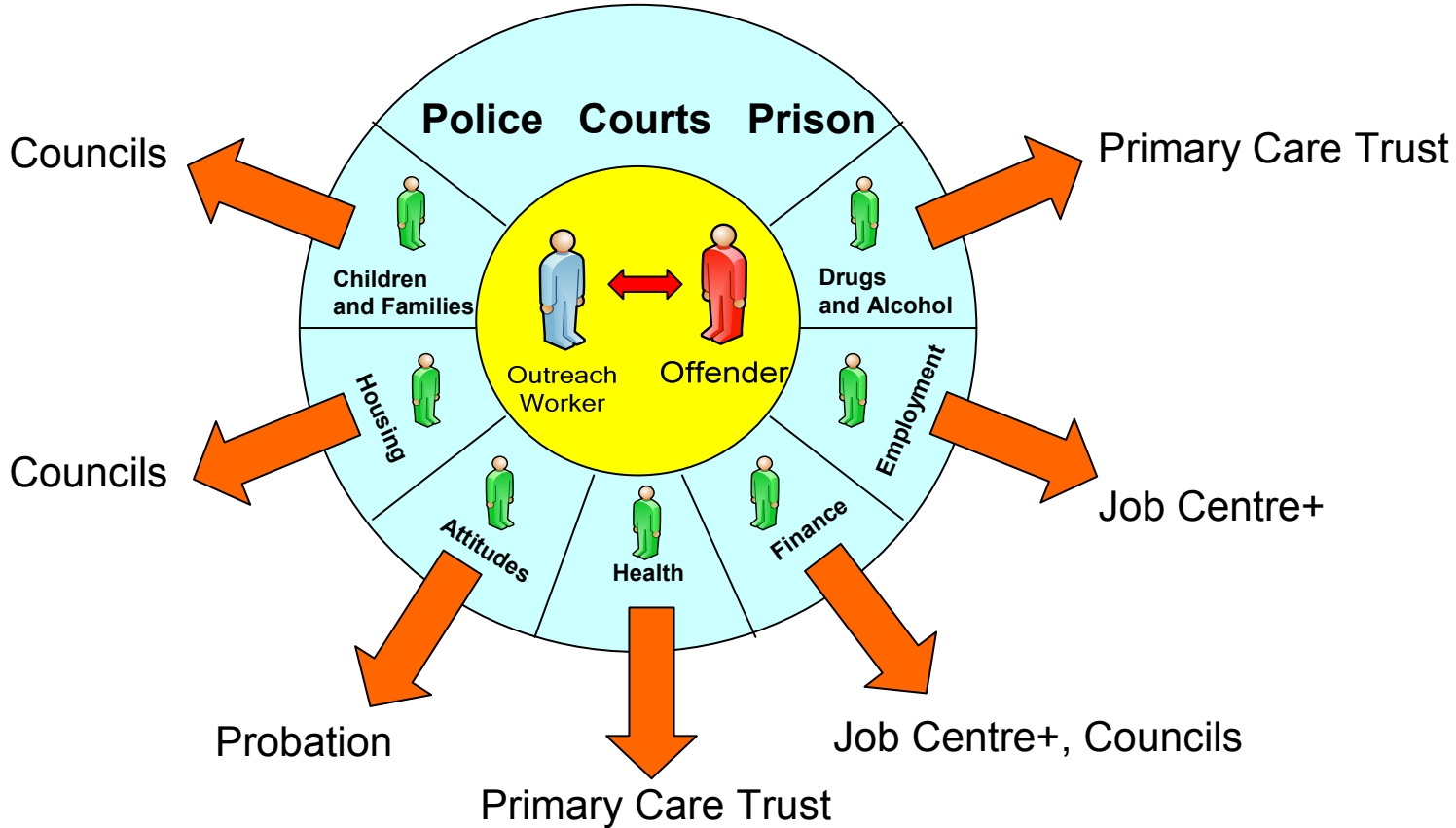
- Transfer from custody to community
- Locally delivered

## Right people

- Suitably trained staff – providing continuity of support
- Robust governance

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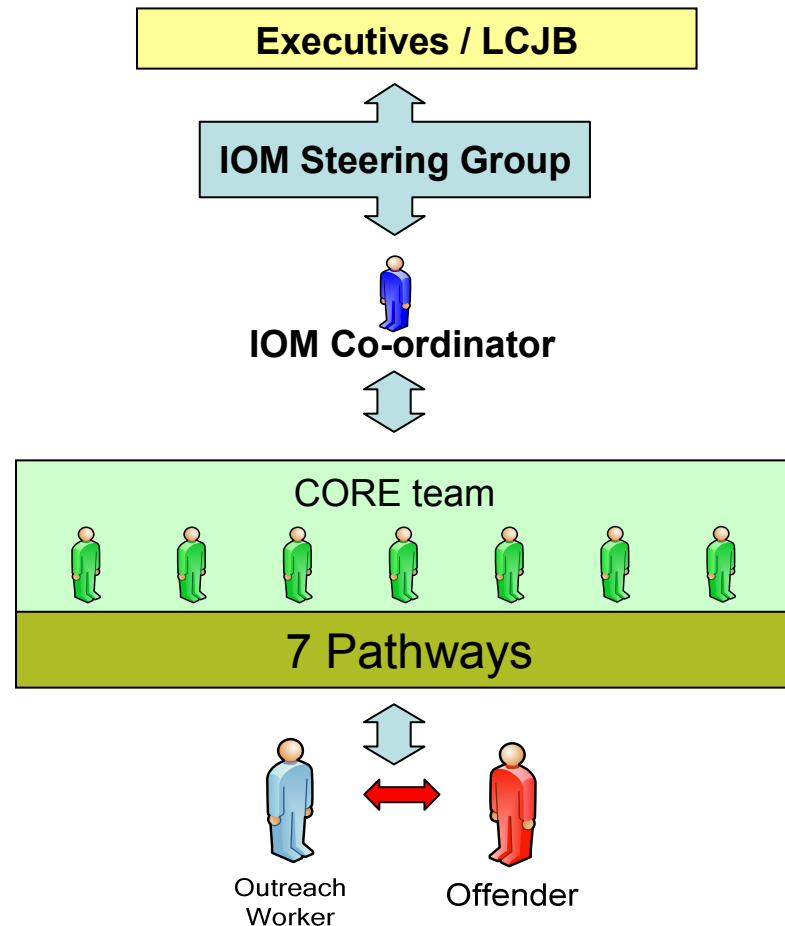
# Integrated Offender Management: Hub



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# Integrated Offender Management: Potential Governance Structure



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**Clive Jones**

Assistant Director of Business  
Transformation and  
Customer Services

Central Bedfordshire Council



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# The Improved Customer Experience

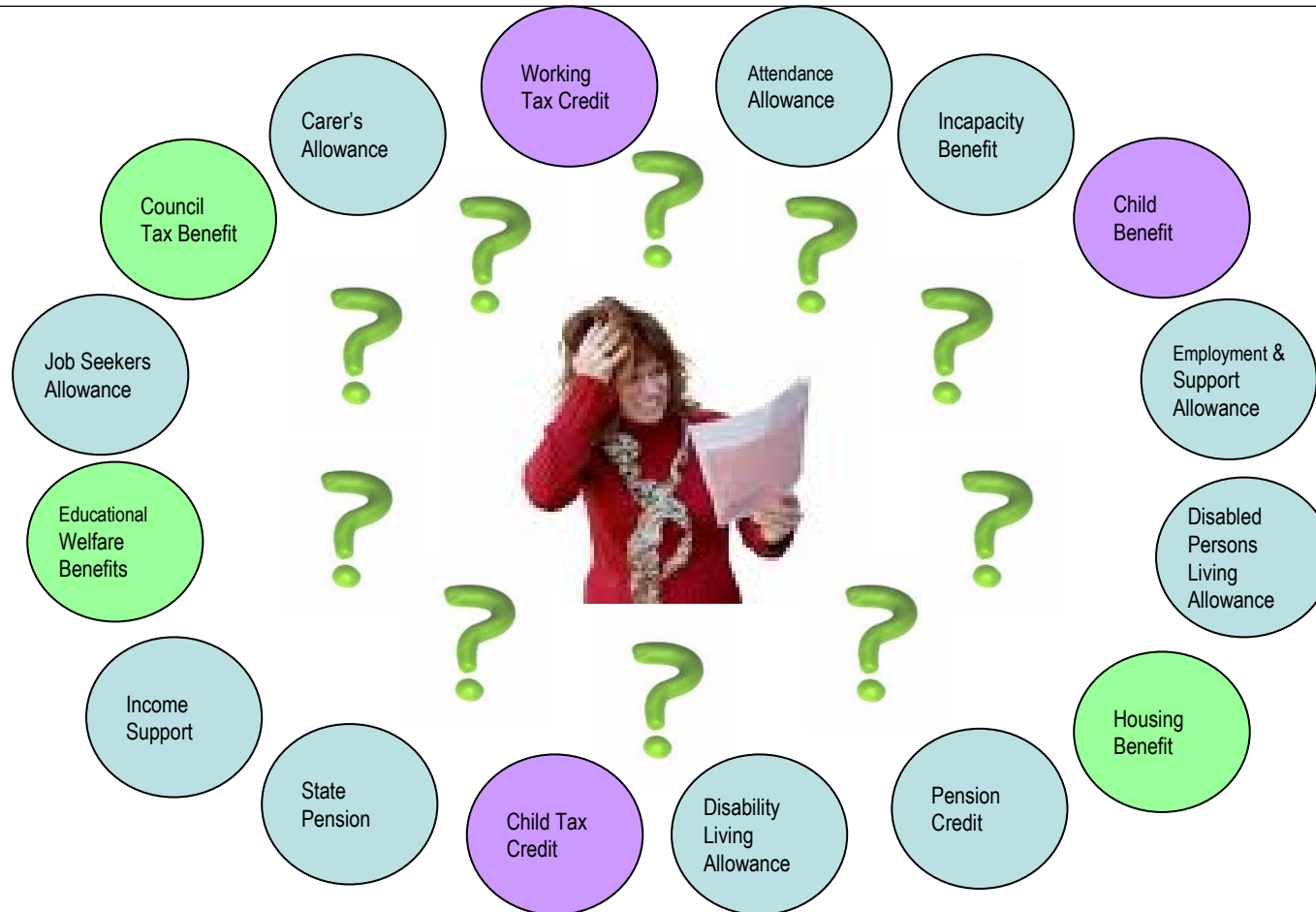
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- Right support: holistic package
- Right place: multiple channels
- Right time: faster access
- Right value: efficient value for money

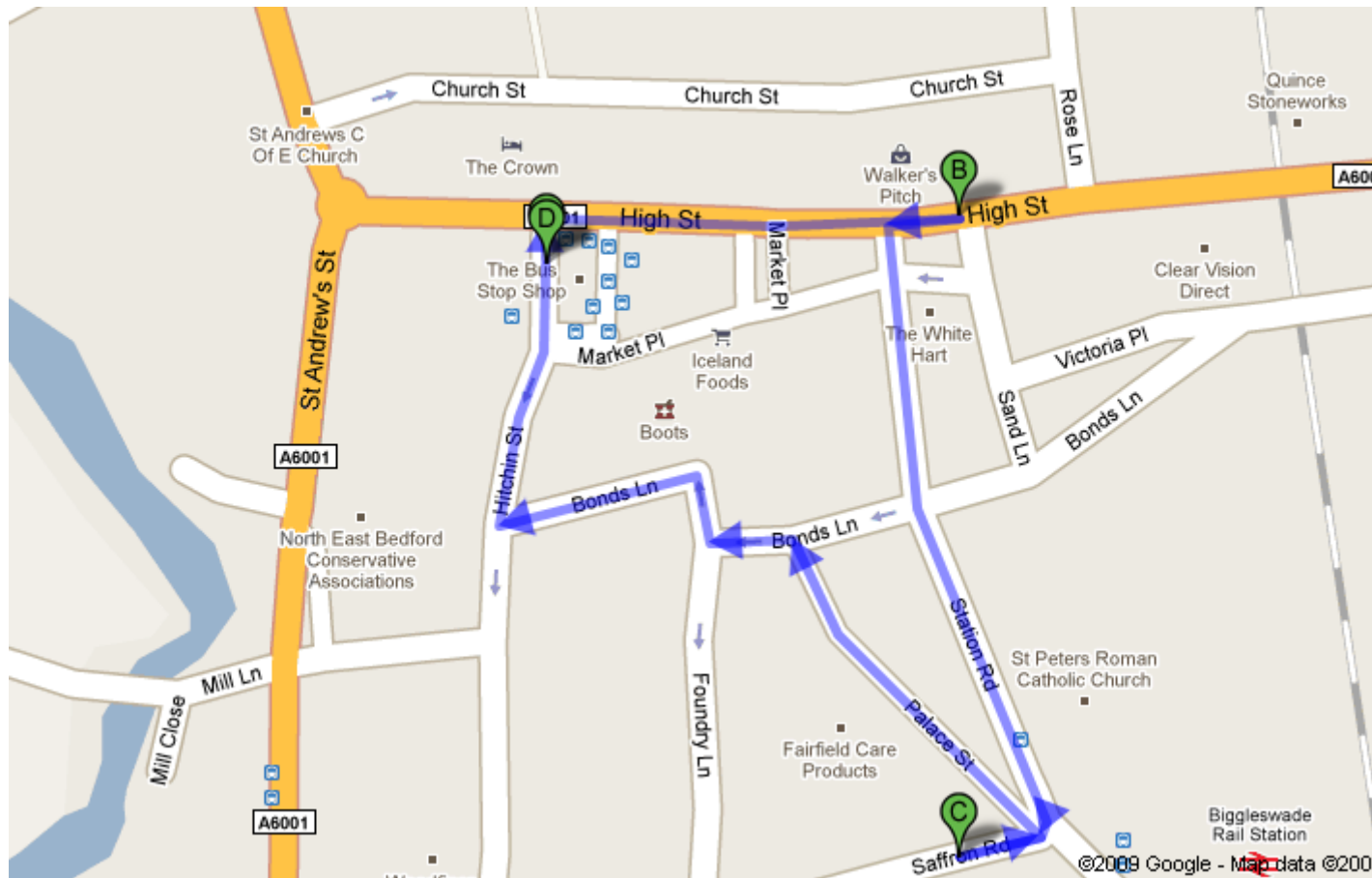
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# Access to benefits: The challenge



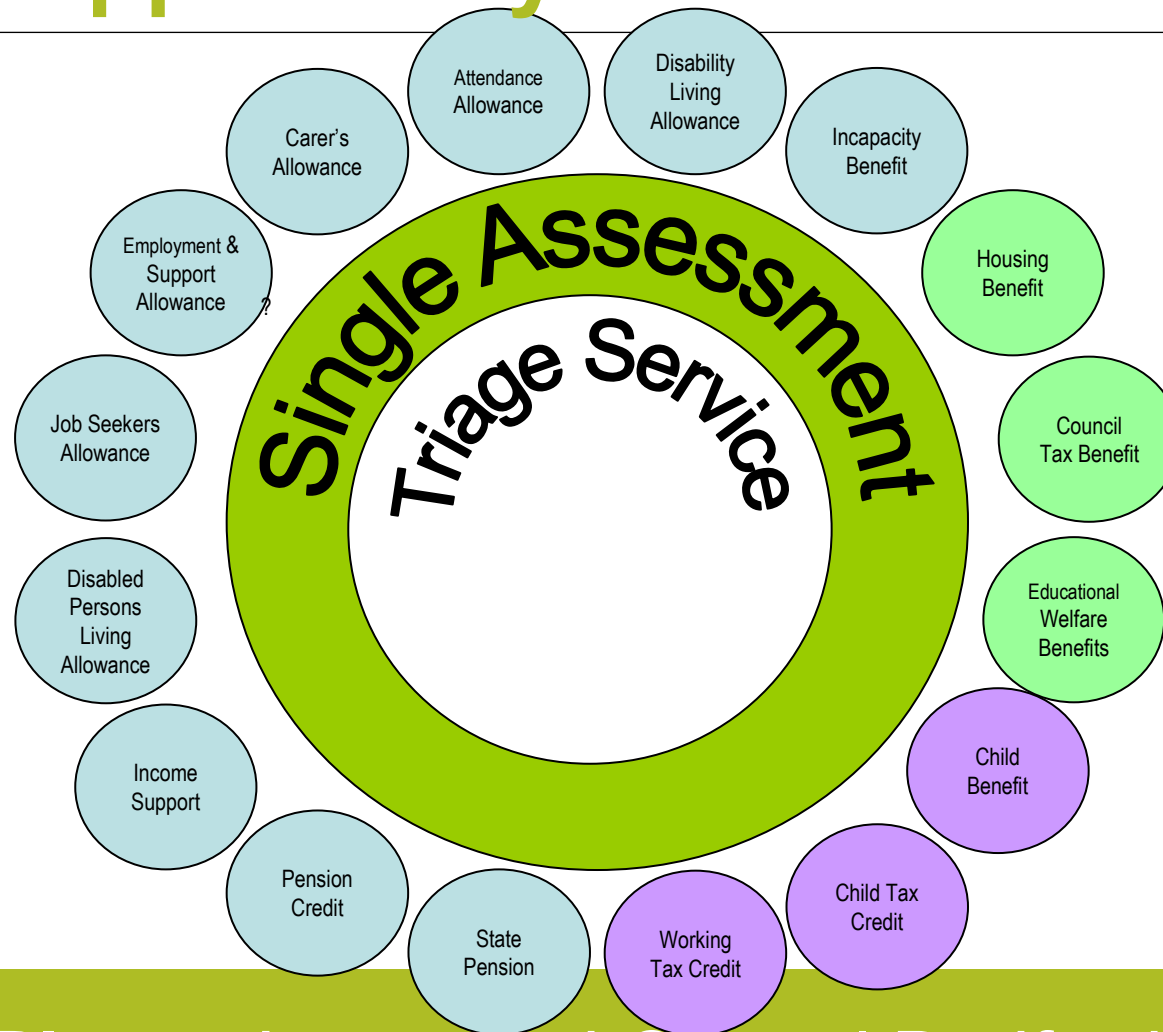
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# Physical Customer Journey



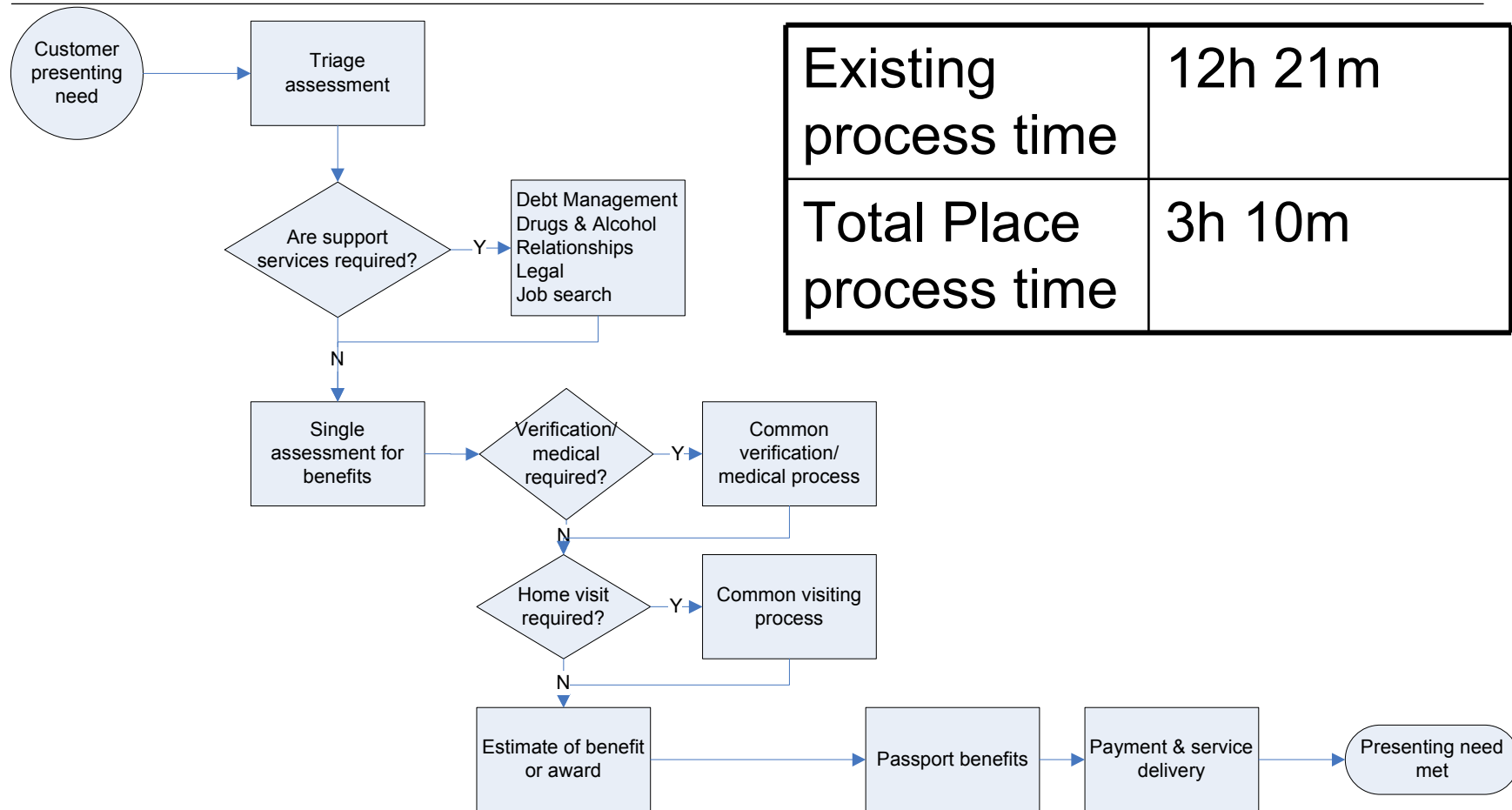
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# Access to benefits: The Opportunity



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# Proposed Total Place Benefit Process



Existing process time	12h 21m
Total Place process time	3h 10m

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# Triage Service

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- Initial customer contact (self service, telephone, face-to-face, email)
- Prioritise urgent/vulnerable cases
- Signpost and actively refer to support services
- Captures initial data & starts verification

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# Single Assessment

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- One capture process for all benefits
- Ability to “what if” model
- Provides estimate of entitlement
- Enables processing and payment of claim
- Payment processing continues while verification occurs

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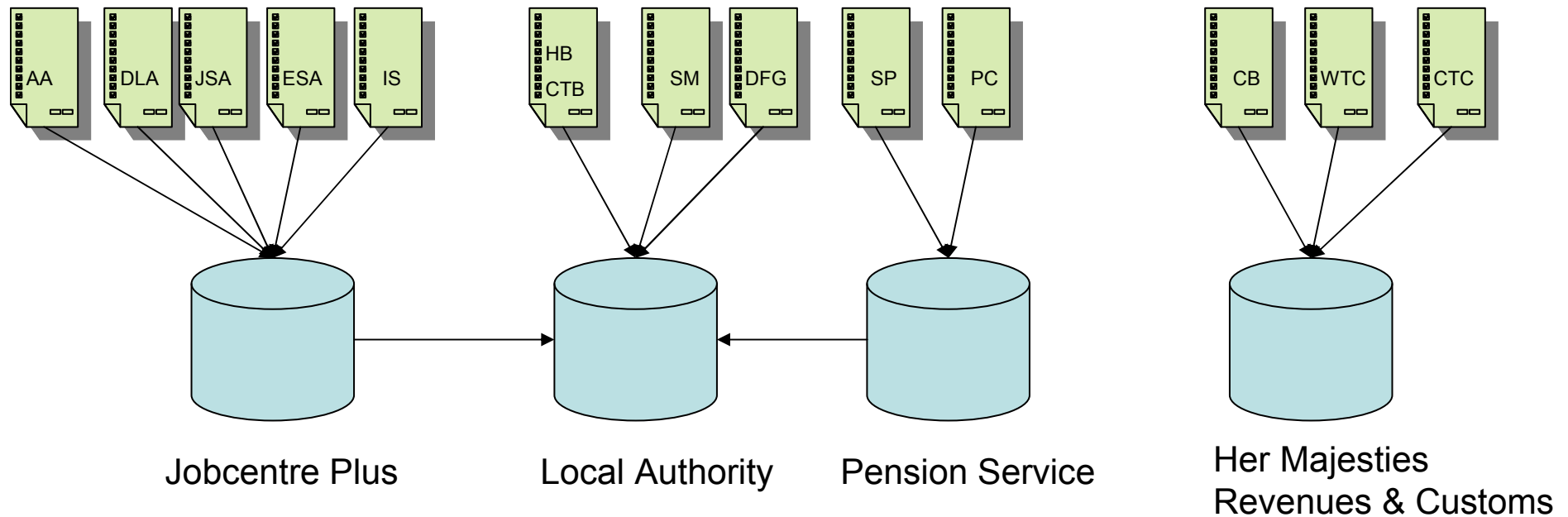
# Current Claims



<b>Benefit</b>	<b>Claims</b>
E&SA	2,700
JSA	10,290
Income Support	11,708
DLA	14,840
IB/SDA	11,915
HB/CTB	35,747
Child Benefit	57,500
Tax Credit	45,500
Attendance Allowance	9,405
Pension Credit	15,415
State Pension	70,230
<b>Total</b>	<b>285,250</b>

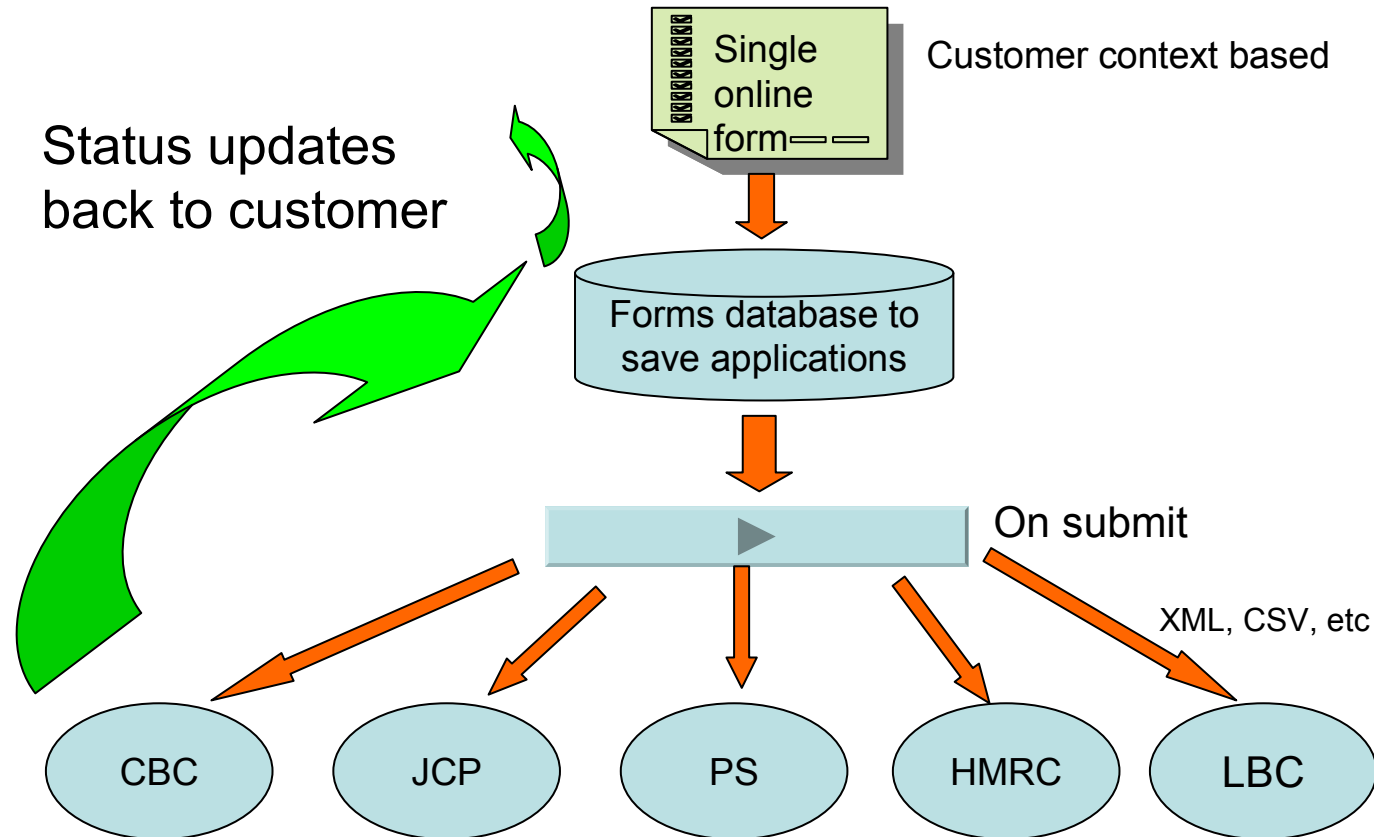
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# Current Forms Process



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# New Single Assessment Application



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# Ideal Good Practice

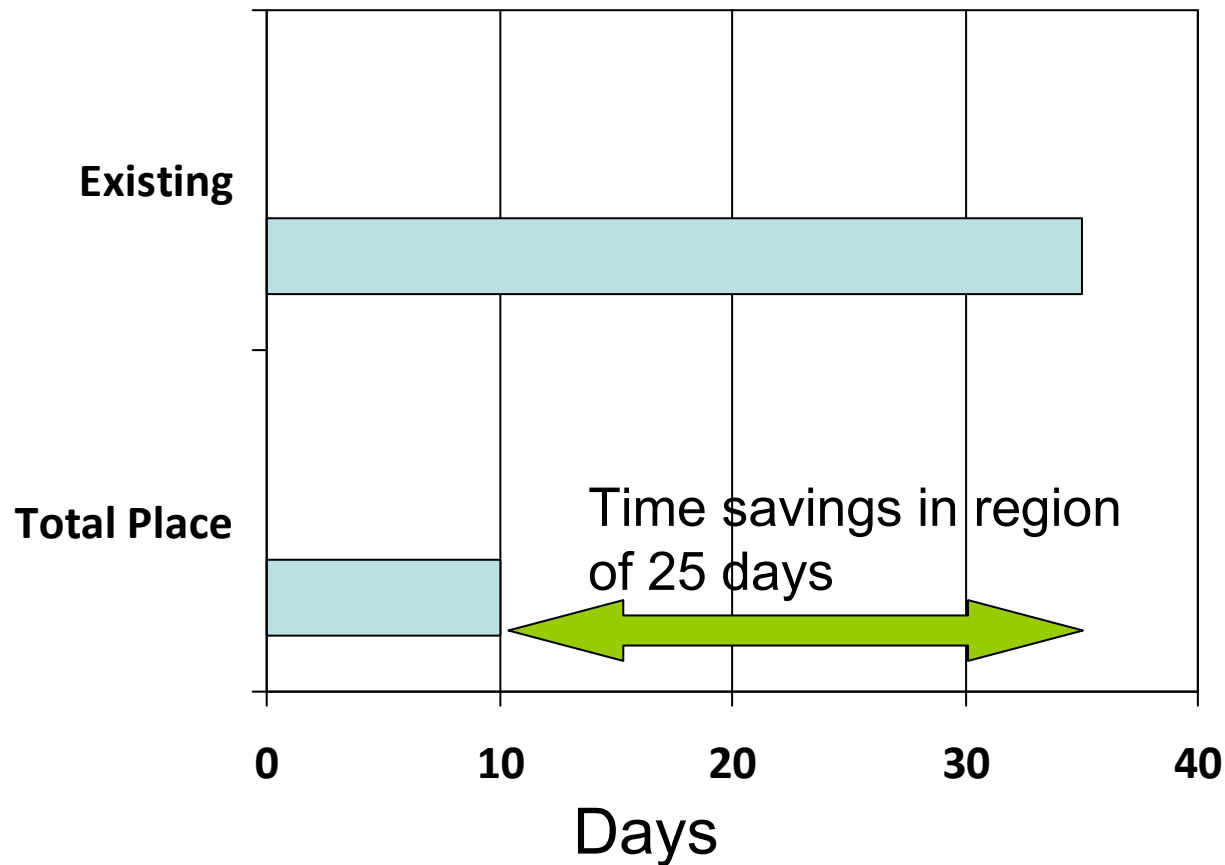
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- Simple process therefore mainly self service
- Triage service to provide quick access to services
- One stop shop for assessment – *Public Sector Village*
- Support to help address root cause
- Single IT system: data from one source; output provided from one source to the customer
- One common verification process and team
- One common visiting team
- One common fraud team
- Service available across all customer access channels
- Efficient value for money service

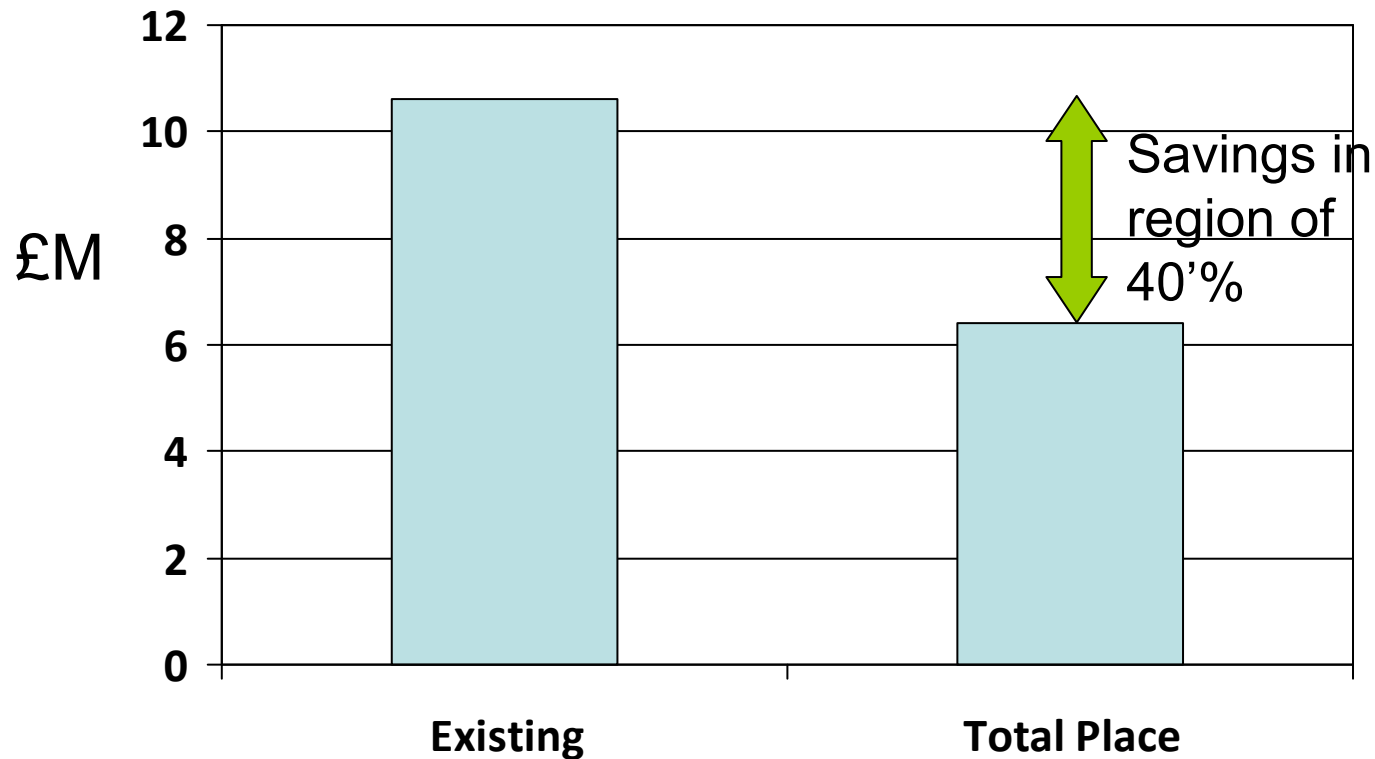
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# Customer Experience: Days to Payment



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# Admin Cost Comparison



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# Initial Thoughts About Moving Forward

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# Integrated Offender Management: Delivery

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- 15 Local - short term
- 21 Local - medium term
- 9 Local - hard
  
- 5 National
- 7 Legislative

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# Integrated Offender Management: Opportunities

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## **Local short & mid term**

- Co-located team
- Joint care plan
- Joint discharge boards
- Partner premium service refresh
- Promotion to magistrates

## **Local hard**

- Joint IT
- Emergency funded – pooled resources

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# Integrated Offender Management: Start-up Requirements

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- Strategic commitment
- Operational support
- Decide governance and ownership
- Provide office space and equipment
- Second 25 members of staff for delivery
- Provide vehicles
- Small budget allocated

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# Access to Benefits - Delivery

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- 9 Short term opportunities identified
  - 5 Local easy
  - 4 Local hard
- 6 Longer term opportunities
  - 4 National
  - 2 Legislative

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# Access to Benefits Short Term Opportunities

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- Triage process around Directgov *Benefits Adviser* form
- Develop and train triage advisors
- Sign-posting to other services
- Create unified fraud team
- Create passported benefits within local authority process
  
- Strategic review of voluntary support services
- Co-locate local authority/Jobcentre+ triage advisors
- Develop single assessment process
- Create unified home visiting outreach team

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## Access to Benefits Longer Term Opportunities

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- Enhance *Tell us Once* approach
- Single IT application to administer benefits (nationally?)
- Shared-service back office processing team
- Change of national policies for sharing of data
  
- Simplify benefits system
- Pursue legislation change to harmonise benefits/verification

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# Break-out session

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# Plenary

**Steve Heappey**

**Director of Customer and Corporate Services, LBC**

**&**

**Programme Sponsor**

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# Conclusion

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# Challenges and Opportunities

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- Governance and democratic accountability
- Leadership and engagement
- Focus on the customer, not the process
- Realignment of control
- Legislation, data sharing and long established practice
- Resourcing and funding - invest to save?

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# Opportunities

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- Improved Customer Service outcomes, at little or no additional cost
- Ability to deliver Quick wins now-
  - through harnessing the momentum
- Small investment could deliver significant benefits-
  - freeing up resources and improved customer outcomes
- Establishing a *Total Place* approach to all public service

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# Lunch

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