

Total Place:
Transforming delivery by mapping spend?

Autumn Seminar:
Driving Business Transformation
CIPFA London Division
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Defining *Total Place*

- Driven by:
 - Weaknesses in silo delivery
 - Public finance squeeze
- Method:
 - Looks at all public service in a place
 - Identifies overlap and duplication
 - Redesigns to improve service & efficiency
- Goals:
 - Operational outcomes
 - Service transformation plans
 - Early efficiencies
 - Understanding multi-organisation delivery
 - Strategic outcomes
 - Creating incentives to innovate locally
 - Changing central government

Total Place is a theory as well as a national initiative

London public spending 2008/09

£millions	National	NDPBs	Local	Total	%
Defence	5	0	10	15	0
Recreation	365	100	710	1170	2
General	290	10	980	1280	2
Housing +	120	1190	1840	3150	4
Environment	210	80	870	1160	2
Economic	2310	840	4520	7670	10
Public order	2160	300	3930	6390	9
Education	2380	2520	7550	12450	17
Health	7800	280	7360	15440	21
Social Protection	15530	330	9050	24900	34
Total	31200	5600	36800	73600	

London spend viewed from Whitehall

Rank	Department	Spend £m
1	DWP	11,119
2	DH	8773
3	HMT & HMRC	2754
4	DCFS	2065
5	DfT	2046
6	DIUS	1445
7	HO	938
8	MoJ	912
9	CLG	509
10	DCMS	439
11	MoD	280
12	Defra	231
13	DECC	136
14	BERR	112

NDPB London spending

Categories	Spend £m	%	Number of bodies
Economic	838	15	60
Recreation	96	2	37
Education	2524	45	21
Health	276	5	14
Public order	300	5	14
Social Protection	329	6	8
Housing & Community	1190	21	6
General	10	0	5
Environmental	78	1	4
Total	5642		169

Players in one policy area:

Economic Affairs

Type	Organisation	Spend £m
Local	Local Authorities - transport	4358
National	National Bodies	2314
NDPB	JCP	171
NDPB	Big Lottery Fund	171
Local	Local authorities – not transport	164
NDPB	EPSRC	118
NDPB	Technology Strategy Board	56
NDPB	Health & Safety Commission	47
NDPB	BBSRC	41
NDPB	HSE	23
NDPB	Horse Race Betting Levy Board	18
NDPB	FSA	11
NDPB	Visit Britain	10
NDPB	Others	127

London Councils' *local audit*.

Thinking with numbers

- New perspectives
 - By policy area
 - By demographic group
 - By organisational crowding
- Deeper investigation
 - Managing chronic care
 - Obstacles to work
 - Whole system approach to youth offending
- Different focus to *Total Place* pilots
 - Central government reform
 - Local solutions to national problems

Focusing on the conditions for success more any one success

Hidden ideas in *Total Place*

- Reorganisation
 - Not practical
- Collaboration:
 - Aligns delivery
 - Supports person focus
 - Unlocks new delivery chains
 - Accelerates innovation
- Major influences on public services
 - The national policy environment
 - Lack of local incentives

Total Place is a critique of the traditional Whitehall approach

From efficiency to innovation

Efficiency savings

- More tasks per hour
- Bulk purchase savings
- 'Invasive' control systems
- More ticket machines
- *Doing things better*

Process improvements

- Eliminate tasks
- Different purchases
- 'Automatic' control systems
- Oyster Card
- *Doing better things*

Thinking differently delivers more than squeezing harder

London Councils' Strategic Themes

- **Devolution** – because we believe devolution to our boroughs ensures better results for Londoners
- **Partnership** – because we believe our partnership expertise delivers local feel and London scale; so driving innovation and efficiency
- **Democracy and trust** – because we believe clear accountability and real engagement with Londoners happens best at borough level. London boroughs aim to be every Londoner's first choice for a fair hearing and a fair deal
- **Resources and risks** – because we believe London boroughs have the confidence and talent to take on challenges and the associated risks that others are too remote to handle.

Total Place can help map out our vision of a new relationship
between central and local government

Types of place based public service

- Delivery chains
 - Process improvement
 - Citizen driven
- Networks
 - Common values
 - Common outcome targets
- Relational markets
 - Commissioning driven
 - Scale to influence suppliers
 - Personalisation close to the customer
 - Market platforms integrating the two:
 - eBay

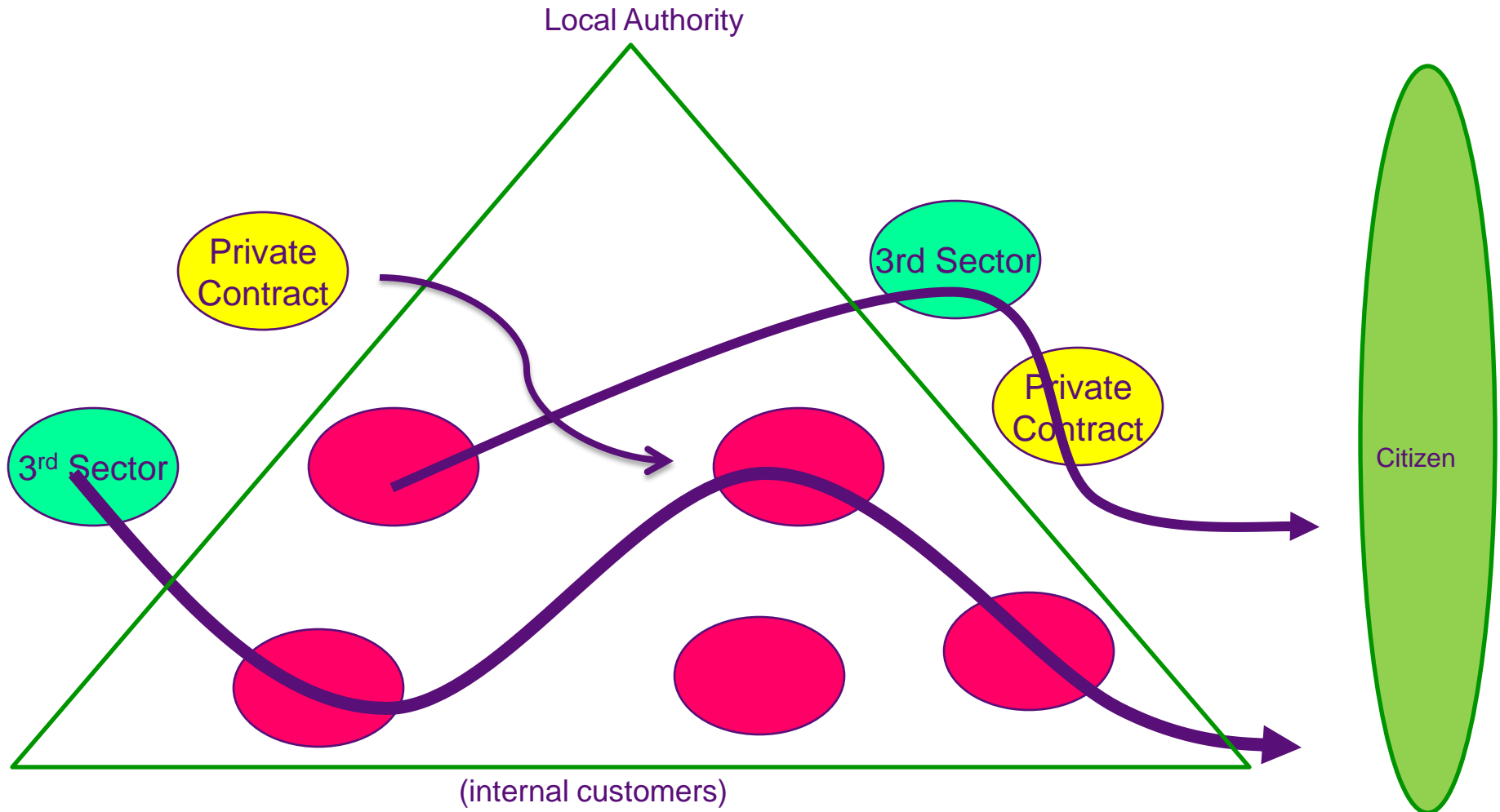
Routes to collaboration without permanent merger

First steps in process improvement

- Customer focus is efficiency focus
- Processes often designed for a structure that was replaced long ago
 - Between departments
 - Within departments
- IT provides management controls that do not obstruct delivery
- Front line staff usually know how a process could be improved
 - The hard part is getting them to tell you
- Middle managers have the hardest time

Redesigning delivery chains around the customer exposes ineffective delivery

A process model of local government



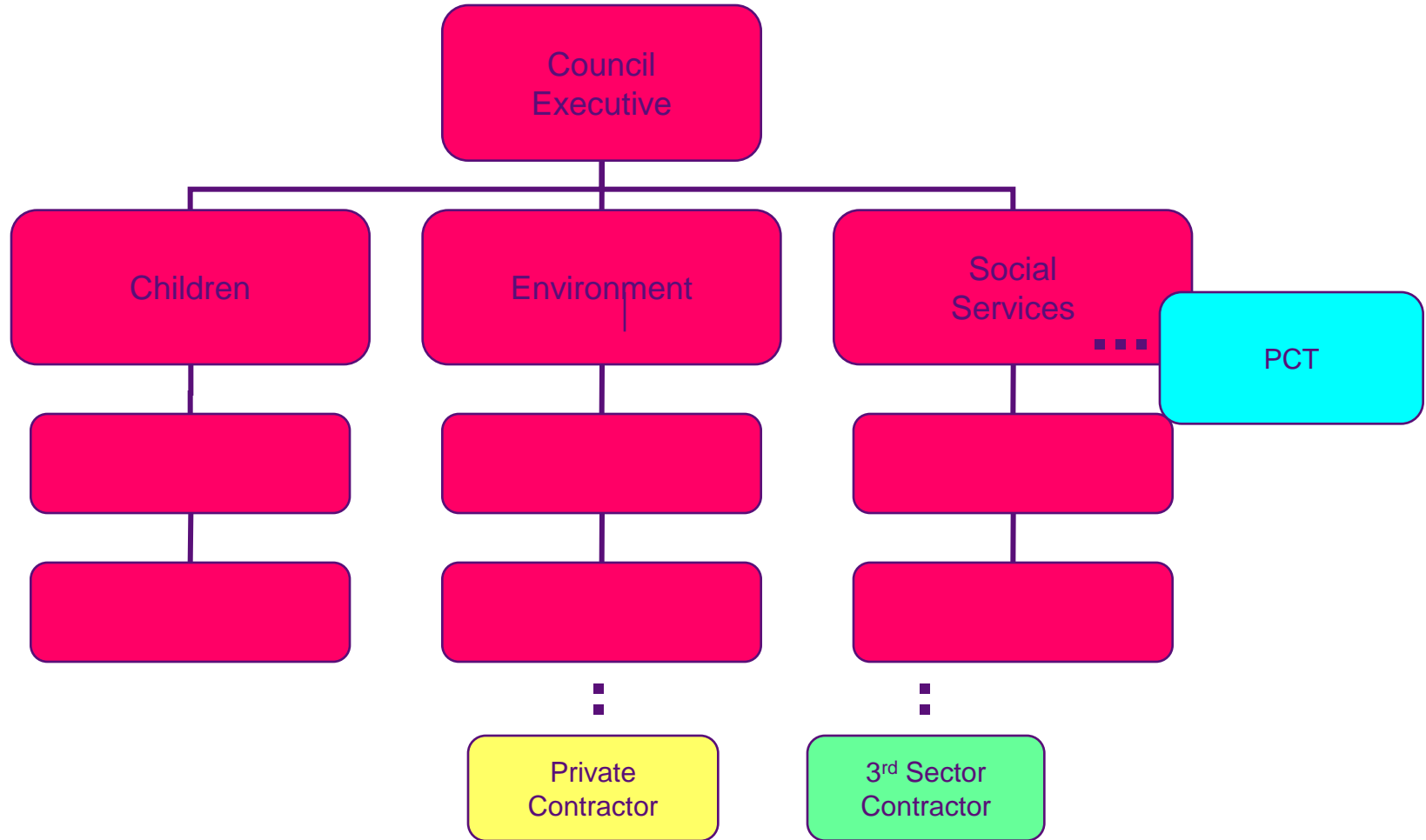
Delivering through networks

- Understanding others' business models
- Bringing common values to surface
- Communication across all levels
- Co-ordination not control
- Education as influence

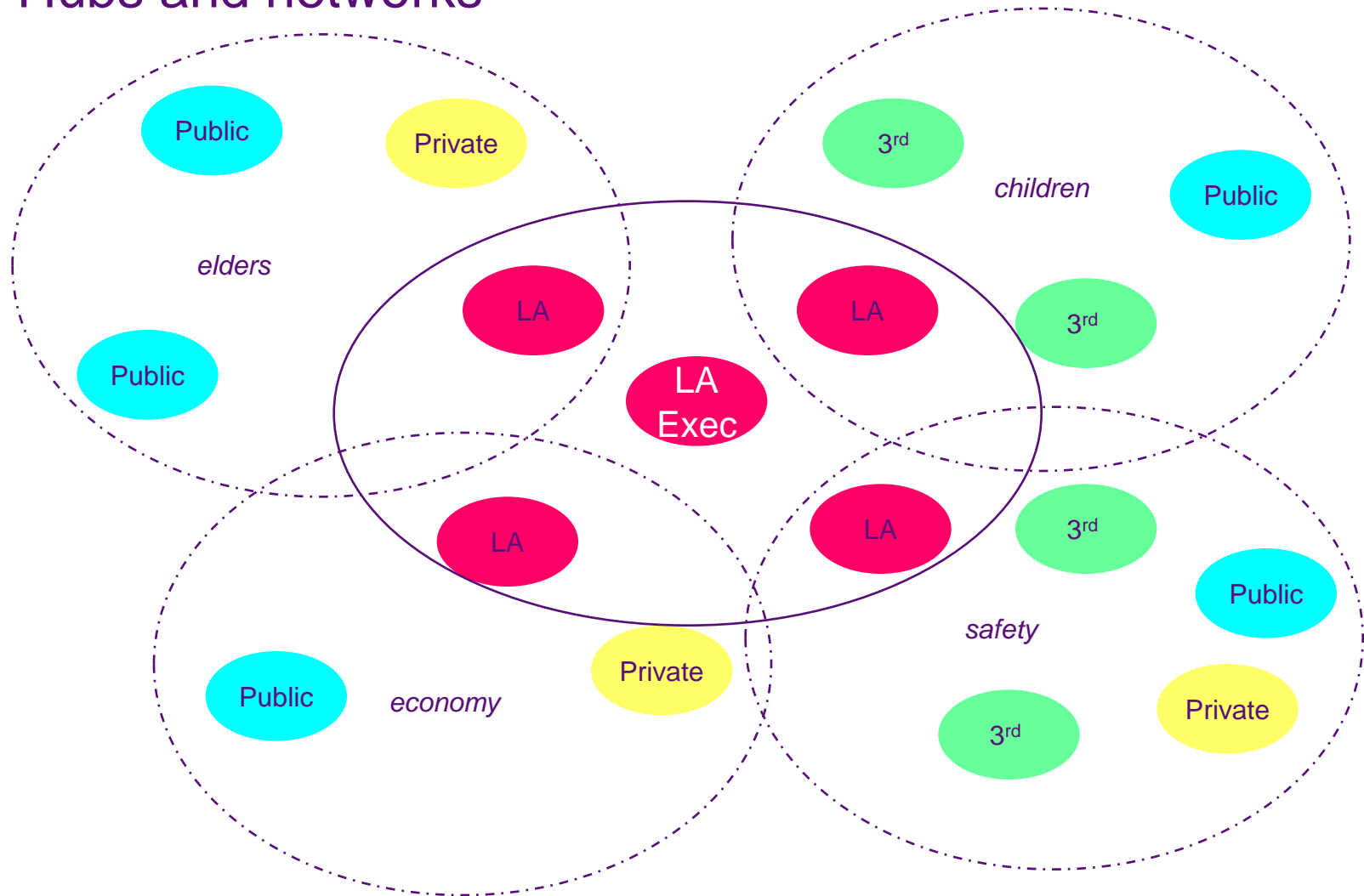
- *Become the network hub*
- *Strengthen the network*

Both more flexible and more fragile than hierarchies

Traditional local government: Hierarchies and contracts



Emerging local government: Hubs and networks



Place based public service pressures

- Organisational listening
- Neighbourhood flexibility
- Strategic scrutiny
- Leadership & mobilisation

- Shared service management
- Partnership building
- Multi agency accountability
- Pro-active economic development
- Market development

- Performance management
- Financial management
- Risk management

Closer to citizens

Delivery through networks

Managing uncertainty

Place based public service requires new skills locally and new thinking nationally

End