

THE MJ TOTAL PLACE

A special focus produced by **THE MJ**

September 2009



John Atkinson on the pilots • Helen Bailey on Whitehall • Andrea Hill on trust banks

BRUNO BUDGE IMAGES.COM/PHOTO LIBRARY

bruno

Total Place Pilots and their themes

Birmingham:

- Alcohol and drug abuse
- Mental health service
- Learning disability services
- Improving outcomes for young people leaving care
 - Guns & gangs
- Demonstration project (community)

Bradford:

- Gateway to integrated services
- Offenders over 18 leaving prison
- Young people leaving care
- Elderly people leaving hospital/care

Central Beds & Luton:

- From dependence to self-reliance

Croydon:

- Children's health and wellbeing

Coventry, Solihull & Warwickshire:

- Children's services and social care

Dorset, Poole & Bournemouth:

- Older people's services

Durham:

- Housing and regeneration

Kent:

- Kent Gateway and multi-channel access
- Single asset management strategy
- Margate Taskforce

Leicester & Leicestershire:

- Alcohol and drug abuse (link to mental health, crime)

Lewisham:

- Minimising reoffending
- Managing ex-offenders in the community
- Worklessness and young people
 - Procurement project
 - PCT/LA integration

Manchester City Region & Warrington:

- 0-5-year-olds

S.Tyneside, Sunderland & Gateshead:

- Safer, stronger and healthier communities
- Alcohol and drug abuse

Worcestershire:

- Areas of highest need
- Property asset review
- Cross-organisational review

The 13 Total Place pilots have decided their themes and completed their high-level counts. John Atkinson reports on progress to date

During the last eight hectic weeks, the 13 pilots have established and refined their programmes and themes.

In July, some pilots had progressed slightly further than others, with some – particularly those with multiple local authorities involved – still addressing the governance of their project.

Now, all pilots are clear and strongly focused on what they want to achieve, which public bodies are involved and how they relate to each other.

Moreover, all have now completed their high level count and can now properly scrutinise how those finances can be streamlined in their chosen themes.

But let us not forget that Total Place is not simply about the money, it is every bit as much about the essential, fundamental changes to the way

Full steam ahead for the 13 pilots

Pilots update

councils and partner agencies work with residents and Whitehall to enable those savings.

The second networking event for the 13 pilots held earlier this month made for very encouraging dialogue between the pilots and Whitehall.

Hosted by Leicester City and Leicestershire CC, the well-attended event brought together pilot project leads, elected members, the NHS, the police, fire service, and JobcentrePlus with representatives from the Department for Children, Schools and Families (DCSF), the Department for Work and Pensions (DWP), the Treasury (HMT), the Ministry of Justice (MoJ) and Communities and Local Government (CLG).

The sheer number of Government representatives – a third of the delegates – was a very encouraging indication of Whitehall's engagement in Total Place,

'This project is called Total Place, not Partial Place, and it needs all parties on board.'

as were the frank discussions had about the tensions between what the pilots are trying to achieve, and Government policy.

Many came away from the event feeling very positive about the potential of Total Place to make a real difference.

As Roger Britton, project leader for Worcestershire, put it: 'What did it for me was the interaction between people represent-

ing local places and colleagues from Whitehall. It felt refreshingly honest and positive without the "it's all their fault" finger-pointing which has often characterised the relationship in the past.'

The event also served as a timely reminder that Total Place has cross-party political support.

Cllr David Parsons, Conservative leader of Leicestershire CC, and Cllr Ross Wilmott, Labour leader of Leicester City Council, jointly welcomed delegates to the event, and stressed the importance of Total Place for whoever wins the next general election.

Within the LGA there is clear endorsement across all the political groups, and the outcomes of this work will be valuable to whoever forms the next government. Working closely and openly with Whitehall will become increasingly important as the pilots now begin their more detailed thematic work.

MARK WOHLWENDER



Helen Bailey: pilots are making great progress

Early counting work with Cumbria, Westminster and Birmingham showed us that if we are to be successful we have to make the central/local relationship much more effective than it has been in the past.

This project is called Total Place, not Partial Place, and it needs all parties on board.

The high level officials group, chaired by Sir Michael Bichard, and with representatives from the Home Office, CLG, DCSF, DWP, HMT, MoJ, the NHS and police, has heard from two pilots looking at the same theme of children and young people.

Croydon LBC chief executive Jon Rouse and Joyce Redfearn, chief executive of Wigan Council and spokesperson for the Manchester City Region and Warrington pilot, both spoke of how they think a greater focus on the early years of children's lives will improve outcomes and prevent or reduce the difficulties families are facing later on.

Early intervention is an area of great interest to the DCSF, and as a result of the Bichard Group meetings, representatives from Croydon and the Manchester/Warrington pilots will sit down with DCSF next month to explore how to develop



John Atkinson: hectic summer

that line of inquiry so that the issues can be better addressed and residents will feel the benefit.

As Total Place goes forward,

this pattern can be repeated with all the pilots' chosen themes – for instance, those looking at substance misuse might sit

down with the Home Office, Department of Health and MoJ.

Of course, it never pays to be overly optimistic – as central

and local government begin to work together more closely, it is inevitable that tensions, as well as strengths, will be highlighted.

The value of Total Place is the opportunity it offers to work constructively on these tensions and use them to produce better outcomes, rather than revert to the “finger-pointing” blame game Roger Britton refers to.

Looking ahead, the pilots have now all submitted their initial findings for an interim report to inform the pre-Budget report to be published in the autumn.

They reported on why they chose their theme/s, and the key issues and main barriers they are currently facing. They did not report back with figures and percentages; a common media request is for the pilots' projected efficiency savings, but this is not what Total Place is about.

It is worth remembering the original aim of the programme: fundamental and significant changes to how things are done. Yes, the secondary and undeniably important goal is to do things more cost-effectively – but we cannot achieve one without the other.

John Atkinson is managing director of the Leadership Centre for Local Government

erspective from Whitehall

The Treasury's director of public services **Helen Bailey** gives a Whitehall view on the Total Place pilot programme to date

Total Place is an exciting initiative. It is part 'radical new approach to efficiency' and part common sense, working together to get best value for the public pound and transforming services in the process. It has the potential to inform and transform government thinking on so many different levels.

The 13 pilots are making

great progress, and I am hearing much about 'total place type activity' in many other places. One of the challenges for places, and for pilots, is to turn their learning into propositions that require central and local government, as well as service delivery organisations, to think and act differently. These are increasingly hard edged, built on the learning from working differently and inspired by the evidence from the counting work of just how much resource is being deployed in ways that were often unrecognised.

Pilot areas are engaged with their Whitehall champions and having discussions with government departments designed to turn the pilot local innovations into long term sustain-

Whitehall update

able change. Government has to be – and is – open to removing barriers and changing the way it requires things to be done, doing so frankly and being honest when those changes cannot be made. This has got to be an open two-way discussion. Sir Michael Bichard's involvement is a real guarantee that it will be, based on robust business case evidence from the pilot activity.

Transformation takes time and energy and personally I have been bowled over by the scale of imagination and ambition that I have seen gener-

ated in pilot areas. Although we recognise that this is early in a complex process, we have asked pilots for their initial findings and progress to date, so that it is in advance of the pre Budget report (PBR) this autumn.

Total Place derives from the Operational Efficiency Programme, the conclusions of which were published alongside the Budget in the spring after a year of investigation by independent experts. The PBR is the next opportunity formally to take stock. It is also an opportunity to assure all stakeholders, from ministers to local service providers to communities themselves, that Total Place will generate a new approach to working together, greater value for money and be part

of shaping the kind of public services that local communities will need in the future.

As ever, where there is an opportunity, there is real challenge; whether for places in turning their learning into hard edged scalable propositions and meeting some demanding timetables; for government in learning, responding and removing barriers to change; for all of us in focusing on service and customers rather than on organisation structures and embedded interests. This work should showcase how co-operation can deliver better public services which demonstrate real value for money.

Helen Bailey is director of public services at HM Treasury

PLACE:

More bang for your buck

Total Place is about being more efficient on less resources, a conference last week hosted by The MJ and supported by the CLG and the

A well-attended conference last week heard practitioners and enthusiasts for Total Place outline its progression, the obstacles it faces and the next steps necessary to make it work.

John Atkinson, chief executive of the Leadership Centre, which is spearheading the 13 Total Place pilots, reminded us that they were launched against the backdrop of steadily worsening Treasury forecasts on public finances and were a strand in its Operational Efficiency Programme. The new mantra for the public sector is 'can we do it for less and can we learn to do things better?'

He said there were three 'C's behind Total Place, namely counting, customers and culture. The volunteer pilots, he added, were chosen quickly and at random and reflected a good mix. He said they had already attracted a high level of Whitehall interest, naming the key ministers in

'You don't have to be a pilot to know you can work collaboratively.'

the TP ministerial group as Liam Byrne, Treasury chief secretary, John Denham at the CLG and Tessa Jowell at the Cabinet Office. The officers' side chaired by Sir Michael Richard includes the Treasury's Helen Bailey, the CLG's Peter Housden, Wigan MBC chief executive Joyce Redfern and Suffolk's Andrea Hill.

John also stressed that the aim was not to cover the country with more pilots, which incidentally sent in their submissions last week, but to encourage other councils and their partners to embark on similar programmes.

A local perspective was delivered by Joanna Killian, chief executive of Essex CC which has been at the forefront of cross-sector delivery innovation. She emphasised that 'you don't have to be a pilot to know you can work

collaboratively.' The council's own counting of its local spend shows £8bn across the county's public sector which includes five PCTs and 12 districts. But she added: 'Don't spend too much time counting which on its own doesn't take us anywhere. What matters is that the spend is going on the right things.'

The council's own priorities expressed in themes are health inequalities, safeguarding the elderly and vulnerable, improving educational attainment, sustainable economic growth, community safety, strengthening communities and climate change.

An example of the county's enterprise is the creation of Essex Cares in July this year to meet its safeguarding programme affecting 10,000 people. Some 850 staff transferred to the new company which aims to provide rapid intervention and support, 'finding local solutions to complex multi-agency issues.'

One TP pilot is Birmingham where the LSP BeBirmingham recently completed a huge analysis of the £7.5bn total public spending in the metropolitan council's area with 50 organisations opening their books. Director Jackie Mould told the conference that the aim is to align spending with LAA priorities. As she said: 'We were doing this anyway and then along came Total Place and we thought we could accelerate our work through our pilot. Our objectives are to put the citizens at the heart of the service, identify efficiency and develop new leadership.' Pilot themes are early intervention, learning disabilities, mental health, drug and alcohol misuse and guns and gangs.

Jackie added of TP: 'This is about service redesign rather than modification. It's not just another shared service exercise.' And she outlined key challenges (see box) for Total Place. Not least of these was dealing with public reaction to decommissioning, the polite word for cutting out services. For as she said: 'To

do things differently you have to stop doing other things and that's difficult even if the replacement service is actually better.' We already see that in the public's outcry over closure of branch libraries or cottage hospitals.

The forerunner of the Total Place programme was Cumbria

CC which, with the help of the Leadership Centre, examined the local public spend and priority themes. The Counting Cumbria analysis found total local spend in the county area at £7.1bn or £14,200 per head. Just over a quarter was controlled or directed through Cumbria bodies and

of central Government's £5.2bn share some £2bn was spent by non-departmental public bodies.

Dianne Wood, the county's corporate director since last August, said: 'We are not achieving enough outcomes for what we are spending. I think we can deliver better services and still take



TOTAL
Focusing funds
— not institutions



ck...with fewer bucks

the Leadership Centre heard. **Michael Burton**, who chaired the event, reports on its conclusions

money out. The challenge is to change the way we do things.'

The county is already providing monitoring officers for districts while the districts are providing member services for the county. Two sites have been earmarked for 'health villages' with care homes, GP surgery and hospital.

In a panel discussion Gareth Davies, the Audit Commission's MD of local government, housing and community safety defended complaints from the floor that inspection was an obstacle to Total Place, maintaining that the new CAA was addressing this. Other panellists, Lynne

Haig of TaylorHaig, Catherine Staite, director, OD at the Office of Public Management and Caroline Fowles, chief executive of Swindon PCT (Caroline incidentally is also Swindon Council's director of housing and social care and is working on a One Swindon plan) tackled

questions on the TP timescale, risk aversion and joining up inspections. One councillor in the audience pointed out the paradox of a society becoming completely risk averse (he cited the ludicrous new safeguarding checks) while at the same councils were being pressed to be more innovative and take risks. Helen Bailey, public policy director at the Treasury and former chief executive of Islington LBC said TP was an opportunity to change the relationship between central and local. But as she emphasised, it was about 'getting more bang for

'I think we can deliver better services and still take money out. The challenge is to change the way we do things.'

your buck but with fewer bucks.'

She advised delegates 'not to get tied up on counting every penny' but about how it was used. She also said TP had 'real senior level championship' adding: 'Sir Michael Richard's challenge to me is how we can get under the skin of Total Place.' Asked about whether TP, with its 10-year cycle, could meet the Treasury's need for savings now she said that if TP in the short-term could at least create the agenda for making better use of resources then that would 'make a space'.

A joint presentation by Suffolk CC chief executive and leader Cllr Jeremy Pembroke showed how the county was forging ahead on the Total Place agenda even before it was a twinkle in the eye. Jeremy said that 'tinkering at the edges is not sufficient.' Andrea said they had been on their 'journey for a year' and were 'a forerunner to TP through the county's 'The lives we lead' programme. Andrea said they were looking at a single public

Challenges for Total Place

- Long-term financial planning
- Aligning performance management
- Accounting officer issues
- Local cultural barriers
- Public reaction to decommissioning
- Organisational retrenchment

Conference Questions

- Does the health sector understand Total Place?
- Do elected members see it as a priority?
- Is Whitehall signed up to TP?
- What is the role of the private sector?
- Is TP too long-term to meet the need for short-term efficiency savings?

Conference Conclusions

- TP will need more time than that given to the pilots
- You need political leadership commitment
- The budget crisis has created the 'burning platform'
- You don't need to wait for 'permission' from Whitehall
- Don't spend too much time on counting

service entity for the locality. As an example of the need to streamline services she cited how there were cases of 'high demand families' which had 700 interventions from different agencies in 18 months.

So what are the lessons so far? Andrea said TP would take much longer to make an impact than the pilot programme, that it needed leadership commitment, that the budget crisis created the urgency to push it forward and that managers and members must not wait for 'permission' from Whitehall but get on with it.



MARK WOHLWENDER





Teamwork: Teenagers and young adults on Lewisham's Care Leavers Programme took part in a team bonding event before going on a trip to South Africa as part of the authority's South East London to South Africa (SELSA) scheme.

COURTESY OF LB LEWISHAM

A gear shift i

Crime, worklessness, social care and energy are the cross-sector themes Total Place pilot Lewisham LBC is examining says Kevin Sheehan

Like most other local authorities, Lewisham LBC has for many years worked closely with partner organisations across a whole range of issues. Participating in Total Place now provides a fantastic opportunity to redouble our efforts to improve collaboration to achieve better outcomes for all our citizens.

We have made good progress in developing and building on partnership working in recent years; improving our networking, co-ordinating our activities better and co-operating on the alignment of resources to meet shared outcomes. However, we are now aiming to increase significantly the effectiveness of networks of collaboration not only across and throughout our agencies and different tiers of government, but with all our stakeholders. In particular, we recognise the importance of using customer insight to redevelop and improve services.

Our aim is that together, we will work better, faster and cheaper. We are looking

Pilots case study

to the Total Place pilot to provide us with an even greater impetus in all aspects of our work but especially to improve in the four areas of crime reduction and offender management, commissioning of health and social care, worklessness and unemployment, and assets and energy. We have chosen these four strands because they offer the greatest scope for collaboration between partners due to the extent of either overlaps in organisation design or service delivery.

Tackling crime, the first of our four strands, is a key strategic priority for Lewisham and, alongside anti-social behaviour, continues to be a major concern for residents. We have begun to develop a sophisticated approach to offender services and intervention based upon strong joint

Building up our trust bank

Suffolk and its surrounding partners have been pressing ahead with the Total Place agenda outside the national pilots' programme reports Andrea Hill

The idea of Total Place could create synergies and savings in public services and deliver solutions almost inconceivable in the current approaches to service transformation.

The challenge for organisations seeking to embrace this new approach will be to resist over-managing the outcomes, over planning the approach and stifling creativity and trust which more than any other forces will be the engines of change.

Here in Suffolk and Norfolk we have been working with Improvement East who had the foresight to develop place based partnership working. We have worked alongside the Leadership Centre to develop leadership of place work across county areas. Our success has been testament

Parallel places case study

to our shared commitment, not least because it coincided with local government review, something which is inherently competitive. Our approach to Total Place – the lives we lead, the leaders we need – has involved taking down organisational boundaries and creating trust.

Collaboration unleashes energy. It is easier to share than it is to defend. Both our chair, Cllr Richard Stay and I have experienced first hand the damage to collaborative partnership working of competitive bidding processes based on organisational and territorial boundaries in our case through previous rounds

of local government review.

We wanted to prevent a repeat of that. It is a tribute to the political leadership of both Improvement East and Suffolk that our councillors had the vision to develop a new style of whole system working and to see the potential for rolling this out across the region.

This project set out with three key objectives: first, to develop real trust between leaders across Suffolk; second, to find genuine efficiencies across organisations by collaboratively redesigning services from a customer's viewpoint; and third, to engage with the public in unusual ways, to enable them to be part of the transformation of their lives.

In practical terms, this has meant bringing together 22 chief executives – from all of the

organisations that one way or another impact on the lives of local people – who now meet regularly and look at ways in which we can work better together, something that's not easy working alone.

So we brought in a project agitator who jarred our thinking, a conceptual catalyst who was a whole systems and creative thinker, and who combined the ability to listen attentively with the confidence to be challenging – not an easy task with so many chief executives in the room.

And it meant challenge – not just our thinking but the way we behaved. Behaviour is cul-

n collaborative working

working and multi-agency collaboration. We are currently the site of a 'Project Diamond' crime reduction initiative which aims to reduce the number of re-offenders in the borough. We will be looking closely at any successes we achieve and to see if we can use these experiences elsewhere.

In terms of health and social care we intend to explore ways of further integrating functions, services and working arrangements on a borough-wide basis to deliver more seamless services to vulnerable residents, meeting needs and cutting out duplication, overlaps and complexity. We will also be considering whether different overall organisational models might deliver efficiencies.

On worklessness and unemployment, there are a range of agencies operating at local, regional and national level so, in theory, we believe there is potential for more collaborative working. In particular, we know that providers have difficulty tracking individuals' progress through the whole system especially where individuals are moving between different providers. Together we will look for more effective and efficient use of public money.

In recent years, our approach to assets and energy has increasingly taken

a borough-wide focus. The price of energy and volatility of energy markets has strengthened the rationale for a collaborative approach to procurement and collective energy-reduction measures. With assets, we have already achieved a considerable amount through the co-location of a leisure centre, library, doctor's surgery and access point to information

Sometimes a nudge on the accelerator is enough but there are moments when a change in gear is required before you can overcome the obstacles in your path

and advice services. We have achieved increased savings and better services using this approach and will be exploring other opportunities for similar initiatives.

Real efficiencies, savings and improved outcomes can best be achieved when partners come together to deal with seemingly intractable problems in an innovative way to find solutions

which improve the quality of life or life chances for citizens. Better value for money is achieved when partners relentlessly cut out duplication and waste and ensure that every penny is well spent.

We will be exploring the interaction between citizens and our services and agencies because we believe it is often at those points of contact and on the journey through and across different agencies that most inefficiencies occur. As single agencies we can be protective and precious about our boundaries to the detriment of service to our citizens and customers. We need to build on the instinctive motivation of our staff to provide solutions for citizens and ensure that they have the necessary space and licence to operate across artificial boundaries and silos.

We need to foster a capable, confident and can-do approach which encourages creative problem solving. Crucially, we need to do this within the constraints of much tighter public sector budget settlements. This is an approach which demands agility and the ability to learn quickly and honestly from mistakes before moving on to try again.

Exploring how we work within tighter financial constraints whilst overcoming

other barriers to maximise efficiency and collaboration is the overarching focus of Total Place in Lewisham. We will use a range of techniques and catalysts to question what we do now, test conventionally accepted hypotheses and help spark new and imaginative ways of working.

Of course Lewisham is an inner-London borough and we would be foolish to assume that our challenges start or stop at the physical borders dictated by our administrative boundaries. Every day some 80,000 of our citizens travel outside the borough to work, learn and experience services elsewhere. So we will also be working with our colleagues across the city and the wider sub-region to ensure that in the process of dissolving organisational barriers we don't create new geographic silos.

Sometimes a nudge on the accelerator is enough but there are moments when a change in gear is required before you can overcome the obstacles in your path. Our challenge is to complete a smooth shift in gear which increases our momentum forward seamlessly and avoids juddering to a halt half-way through.

Kevin Sheehan is head of strategy, Lewisham LBC



Andrea Hill

ture. In truth, it is not easy to learn new behaviours that have served us well in the past but many of us stuck with the discomfort because we believed in new possibilities.

We believe Suffolk is a forerunner to Total Place but we won't be endorsing a toolkit. We would counsel against adopting a project-driven product that can be downloaded, plugged in and played in any town hall. This is a philosophy. It starts with trust and builds from there. All the same, the lessons we are

We believe Suffolk is a forerunner to Total Place but we won't be endorsing a toolkit.

learning in Suffolk and Norfolk are transplantable.

This has been a learning experience, not least for me. It's important to resist pushing forward independently of partner organisations. In the early days, my energy and enthusiasm manifested itself in forcefulness and intolerance to a slow pace.

Moving forward is a shared activity. As leaders we have all had to build a 'trust bank'. Positive collaborative and sharing behaviour builds credit with partners. Negative behaviours, whether intentional or not, mean withdrawals. The rules are simple: if you make more withdrawals than you have credit, ruin soon

follows. So we have all worked hard and now have 'professional friendships' built on deep trust.

It's now time to take the message out. Shortly, we will host an Innovation conference. We are bringing together 300 people from across the county. The brightest minds, the movers and shakers who will be exposed to a day of new ideas, solutions and thinking. We are, in effect, incubating a social virus, one that we hope will infect the Suffolk DNA and liberate the social capital that will transform the lives of the people who live here. We are tapping into Suffolk Talent.

We will publish a Collaborative Cookbook. It will show people how to behave the changes in their organisations and communities. A cookbook metaphor is powerful – we can all assemble the ingredients but cooking and creating are active and very personal processes. Things taste differently in different places because of subtle but important local differences.

Lives We Lead is helping us to confront some uncomfortable truths. Our current organisationally separate interventions are not yielding the results people need. We neither work well together nor in the interests of the people we're here to serve. It's time to work differently, spending less money whilst liberating more staff and community talent.

Of course, we would never have started from here, with all public sector organisations facing tough times. But here is where we are.

This is a watershed for public services. If we can liberate ideas, help others realise their dreams, find ways of doing things that we'd never have anticipated, and if it helps us secure a better future, then this approach will be a success.

Andrea Hill is chief executive of Suffolk CC and chair of the executive advisory group of Improvement East

Timidity will kill Total Place

The Total Place initiative has created a great deal of interest and enthusiasm across the public sector, particularly in local government, well beyond the 13 initial pilots.

Progressive local authority leaders and their senior executives understand that Total Place can offer a shield against pressures on public finance and an opportunity for local government to demonstrate its community leadership role.

There are some big challenges ahead if Total Place is going to realise its full potential and the pilots provide sufficient evidence to persuade this or a future government to take the necessary steps to allow much greater cross agency planning, management, commissioning and delivery in localities.

Most of these challenges are ones for the local partners involved in the pilots to address. This is not the time to look to Whitehall for instruction or permission. It is the time for local leadership. Ultimately there will surely be a requirement for Whitehall to change centrally driven performance management and funding regimes; to allow local variations to the lead responsibilities for some statutory functions and duties; and possibly to enable localities to develop the most appropriate governance arrangements to meet local circumstances.

However, if the pilots get bogged down in these matters too early they will miss the opportunities to make a difference for their communities.

This means that the pilots must be allowed to do their own thing. Whitehall and its central partners need to encourage localism, not stifle it with too much advice; requests for interim reports; and similarly controlling activities. The Government has made it clear that the intention is not to run the programme centrally. This must be the case.

The Total Place pilots must be bold. They have to be prepared to move beyond their comfort zones and, indeed, their currently stated objectives and targets such as Local Area Agreement targets. External, service user and staff chal-

Local partners must be allowed to get on with the task of implementing Total Place without becoming bogged down with centrally-driven directives says John Tizard

Opinion

lenge will be critical for success.

A starting point might be to consider how more effective partnership working could lead to a

expenditure and improve outcomes and the customer experience. This means identifying the desired outcomes for service users and the wider community; then ignoring current institutional boundaries, ownership and service configuration; then devising the best means of securing these

developed through co-creation.

The principles of public value could usefully underpin Total Place. Most certainly greater partnership between the third and community sectors, the business community and business providers and the public sector will be critical. New circumstances will require new solutions.

No one should assume that maximising the impact of Total Place will be easy. It won't be. Effective partnership working in difficult financial times is never easy, any more than it is comfort-

Whitehall and its central partners need to encourage localism, not stifle it with too much advice, requests for interim reports, and similarly controlling activities

able to challenge what one is already doing or why one is doing it.

Therefore, to realise its full potential and, more importantly, for the pilots to maximise positive impact on their communities, local political and managerial leaders are going to have to be bold; they are going to have to be ready to challenge and to be challenged; they may have to let go of some services and budgets; and they will certainly have to take some hard decisions (as they would have to do anyway to meet their budget constraints).

Total Place may not realise its full potential for a variety of reasons. Of all these timidity, a lack of challenge and a process driven approach are the most likely to kill a great idea – and in so doing open up the prospects of avoidable cuts to key local and services.

John Tizard is director of the Centre for Public Service Partnerships



15–20% reduction in expenditure, with improved service outcomes.

There will be opportunities to eliminate areas of duplication between agencies – for example duplication of financial assessments. There certainly are opportunities for shared back office support services and front office services across all agencies – or many of them – and for radical asset utilisation and management rationalisation.

There will also be opportunities for delivering services in different ways between and across agencies in order to reduce total



Sir Michael Bichard: at Solace

Upcoming Total Place Events

27th September - 1st October:
Labour party conference, Brighton – Total Place fringe event

5th - 8th October:
Conservative party conference, Manchester – Total Place fringe event

9th October:
Total Place: An opportunity to discuss key issues with Whitehall (GO East workshop)

20th October:
Local Learning Workshop, Birmingham, (West Midlands)

20-22 October:
Solace conference, Brighton (Sir Michael Bichard and Joyce Redfearn presentation)

October:
Pre-Budget Report

3rd November:
LGA Total Place conference 'Total Place: making local services better for people', Local Government House, Smith Square, London. To book and for further information contact events@lga.gov.uk