The shield of collaboration

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It won’t be easy

- Biggest public expenditure reductions for generations
  - though not uniform cross services or agencies
- Rising demand for services
  - user expectations
  - demography
  - legislation

It won’t be easy

- State will no longer be able to do all that is has done
  - and certainly not in the same way
- Greater personalisation of services
- More self responsibility
  - co-production
  - co-payments

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Traditional response – single agencies

- Salami slice
- Try and do everything with less
- Delay purchases, recruitment, etc
- Outsource
  - price driven short term contracts
  - longer term strategic partnerships
  - joint ventures
- “Cost shunt”
  - intentional or unintentional
- Fragmented approaches across the public sector

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A more strategic approach

- Co-ordination between local agencies
- Strategic commissioning for place
  - and decommissioning
- Decide what services at what quality
  - will be secured or not secured
- “Total Place” approach
- Service redesign
- Only outsource or partner when it makes sense
  - and when there is time
- New expectations of services users and citizens

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Strategic commissioning I

- Understanding and responding to citizen, user and neighbourhood choices and preferences
- Identifying needs
- Determining local output and outcome goals
  - setting priority goals
- Balancing activities, quality and outcomes with resources

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Strategic commissioning

- Identifying and appraising options for securing or closing services
  - then deciding which option to adopt
- Securing delivery of the most appropriate public services
  - to achieve the outcome goals within resource limits
- Developing and managing supply markets
- Monitoring and evaluating outcomes

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Total Place – the lessons

- All total public expenditure in play
- Most expenditure not locally controlled
- Focus on outcomes for people not institutions
  - service redesign across agencies
- Joint planning
  - budget alignment or pooling
  - joint redesign of services
- Eliminate duplication and share
  - activities, systems, processes, people, property
- Whitehall has to engage

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Why partner?

- Same communities and citizens
- Many services require inter-agency response
- Action by one agency can impact on another
- Less money can go further
- Lessons from “Total Place”
- Avoid unnecessary cost shunting and conflicts
- Consistency of approach to responsibility and role of users and citizens

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Some challenges

- Different cultures and governance
- Different performance management and funding regimes
- Whitehall departments not always aligned
- Vested interests
  - institutional
  - professional

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Some challenges

- Accountability issues
  - especially when benefits accrue to different agencies in different years
- Requirements
  - form
  - shared vision
  - effective leadership

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