

**Peter Gilroy OBE**  
**NLGN Research Seminar**  
**18 January 2010**

# CONTEXT

- **Public expenditure can not be sustained in its present form**
- **As citizens we are becoming more articulate and demanding, and more litigious, and we like to handle things ourselves**
- **Public services and expectations are moving into services that give choice and increase quality of life**
- **Globalisation, Web 2+ - and the Internet have fundamentally altered approaches and behaviours**
- **The Semantic World Web will bring further interactive possibilities**

# Total Place

- Transforming/modernising public assets and services, based on customer profiling rather than traditional perceptions of organisational function and form
- Radically changing the way we see physical assets
- Radically changing the way all professional services operate
- Rationalising public sector spend - reducing both transactional and operating costs as well as offering a better customer experience
- The global revenue and capital savings/gains of both revenue and capital across the public sector would be transparent
- Without sufficient broadband capacity however these changes and savings would be reduced

# Total Place

- The digital thrust sits alongside the three critical projects in Kent:
  - **Gateway** – multiple public sector retail concept, high in ICT, integrated in assessment with potential serious savings through transactional harmonisation of assessment processes. Single phone number, harmonising call centres, rationalising websites
    - Principles here:
      - All services must be transactional/online
      - Single web portal
      - Single phone number access
  - The offer runs across up to 80 public organisations, including central government, the business community and the voluntary sector
    - eg KCC – 24 offices down to 6 (excluding HQ)

# Total Place

## ■ Margate

- a) Deep-dive on population
- b) Re-engineering of the way the public sector is targeting this population
- c) setting up a housing company vehicle

## ■ **Asset Management** – reviewing all physical assets across public services (£5billion)

- Current activity is targeting Swale (a profound review of the way public services work in the borough) and Tunbridge Wells (a major central/local government property opportunity) – each in excess of 100,000 population
- All these developments are run on a project management basis and are multi-agency
- The Impact of Prisons on the Kent Economy

# Wicked Issues

- No new powers!
- Interface with Department for Work and Pensions, Jobcentre Plus, HM Revenue and Customs, Passport Office
- Improving the working relationship with central government via Office of Government Commerce
- Everyone must be seen to win (shareholding vehicles)
- Broadband quality and availability
- Driving technological change with central government
- Bonfire of regulations for asset management – different sets, nothing lines up – whether small scale or large (who controls the asset?)
- Myriad of perverse disincentives
- Putting application to the vision – leases, commercial company for public sector assets
- How do we incentivise
- How do we share savings?

# Conclusion

- This is not about restructuring – it is about innovation, transformation and being obsessed with people's experience of public services
- It is about sweating public assets to reduce both transactional and overhead costs whilst improving public services
- It is about transforming the way professional services operate across the public sector
- It is about transforming the way the general public access public services (including central government)
- It reinforces KCC's policies in promoting independence and choice, and the personalisation of services
- It offers significant revenue savings over the next few years
- It fundamental will reduce our holding costs across the public sector
- This needs to be set within framework of financial settlements coming from a new Government (whatever Party) following the Election in 2010

**Logic will get you from A to B;  
imagination will get you  
everywhere.**

**Imagination is everything; it is  
the preview of life's coming  
attractions**