

The Time and the Place for Leadership

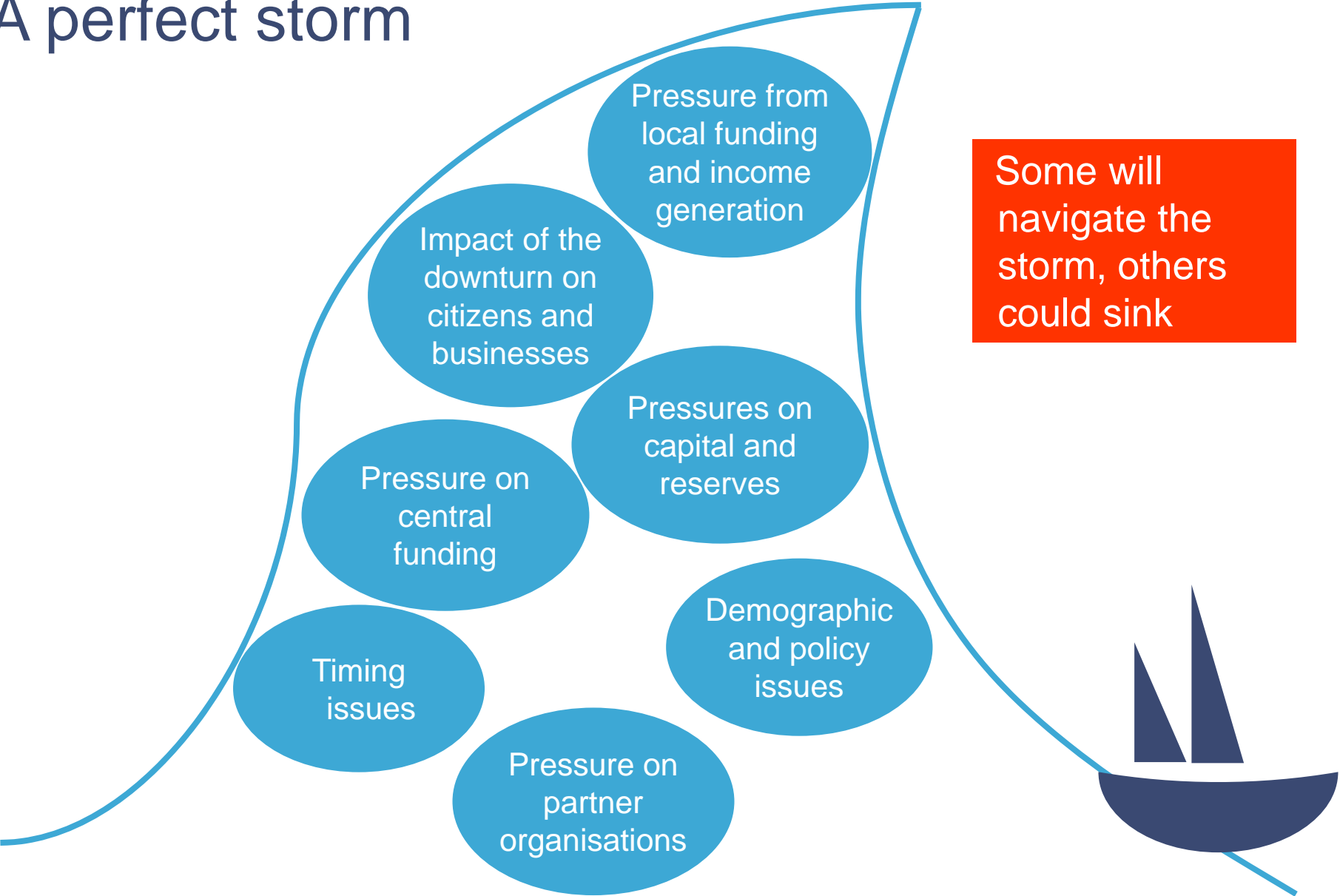
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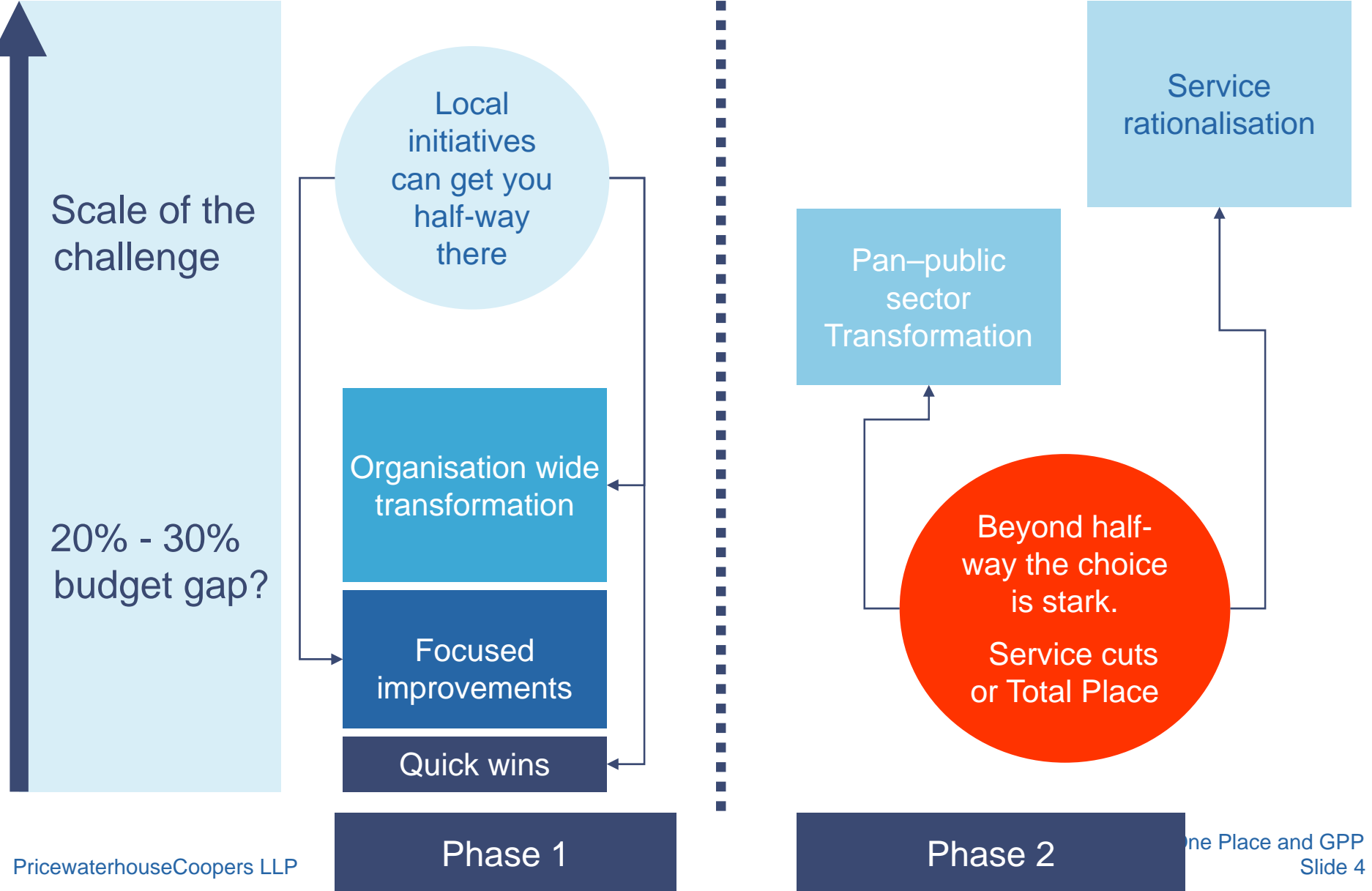
The perfect storm - no longer a weather forecast

- 12 months ago, we developed the concept of the Perfect Storm
- Many refused to believe it
- Now most accept it – some even feel it may be underestimated
- Funding, service demands and one off pressure - correction of 20% to 30%
- Protected areas mean that the impact on local government could be greater
- The point is no longer whether we believe it – it's what we do about it

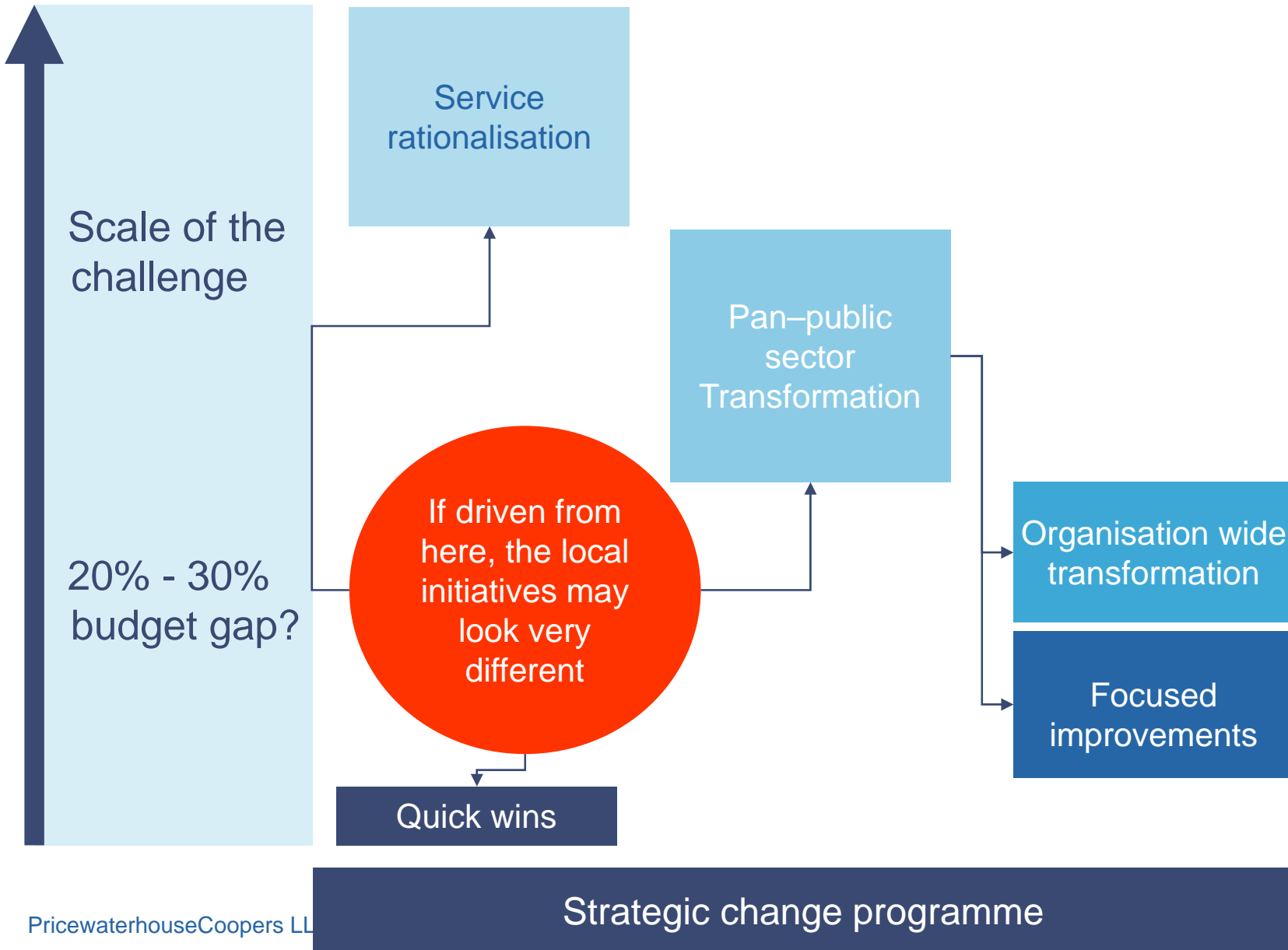
A perfect storm



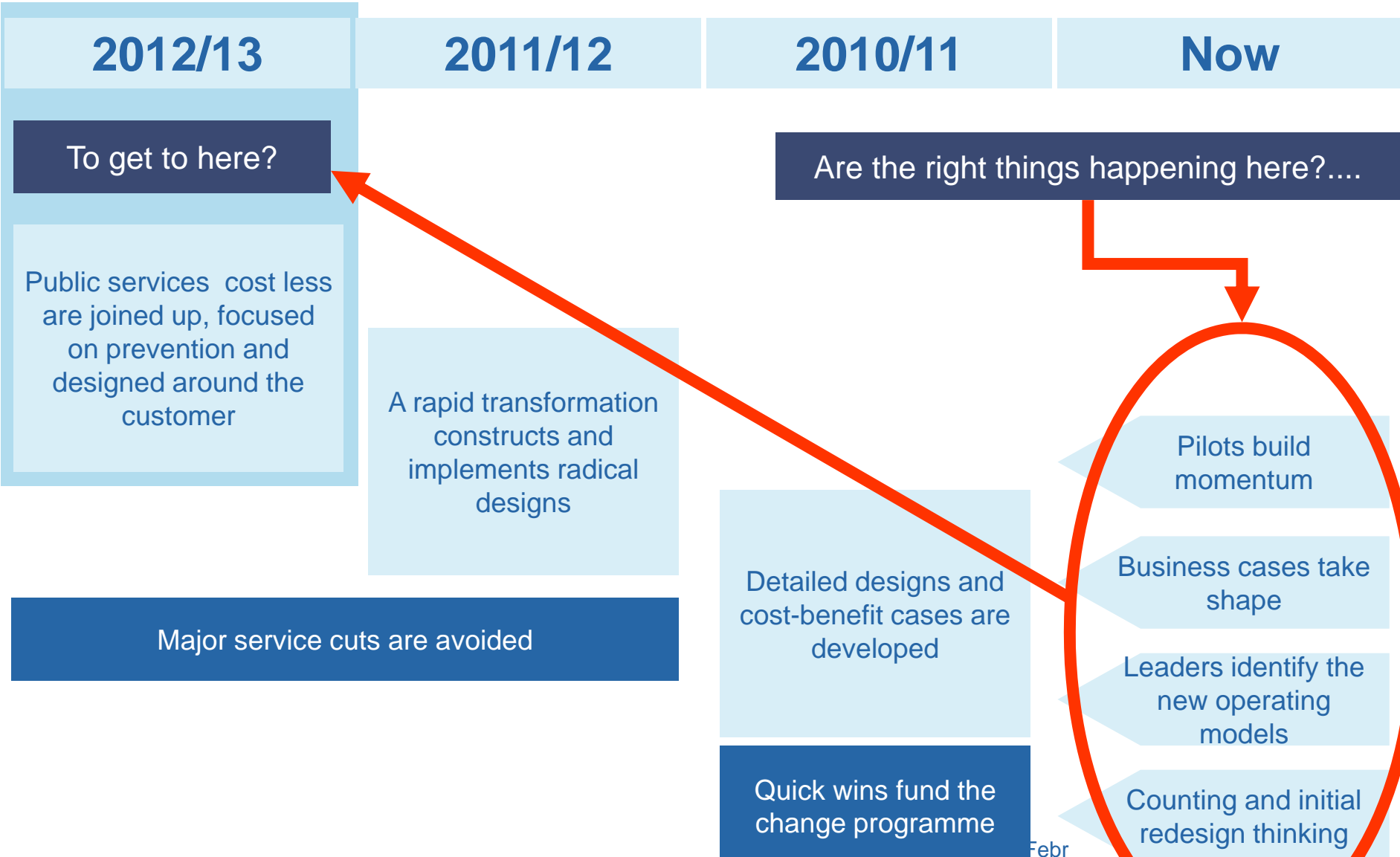
Traditional response may be suboptimal



Why not fully exploit the opportunity?



We need a focus on Pace not Place!



We need leadership

New delivery vehicles

Changes in funding flows

Shared commercial models

The reshaping and restructuring of local public bodies

Meaningful budgetary pooling

Common processes and IT

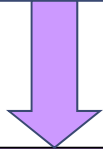
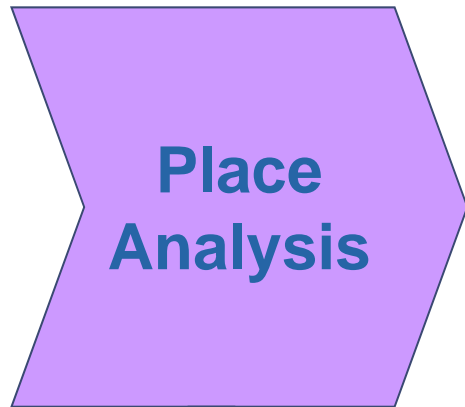
New governance arrangements

Regulatory change

Workforce reform

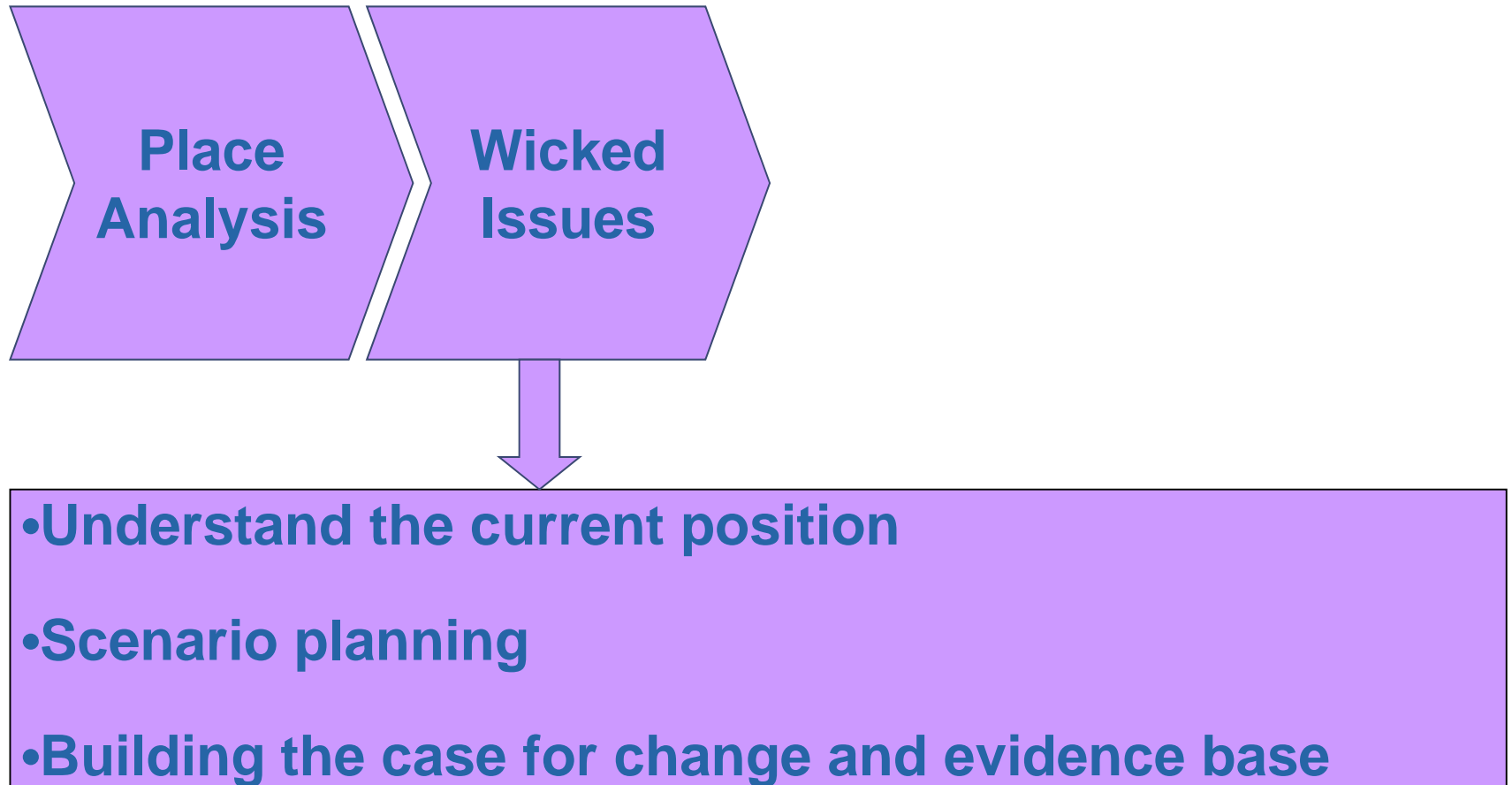
Major and concurrent changes that will be deeply felt by all involved

The Total Place journey

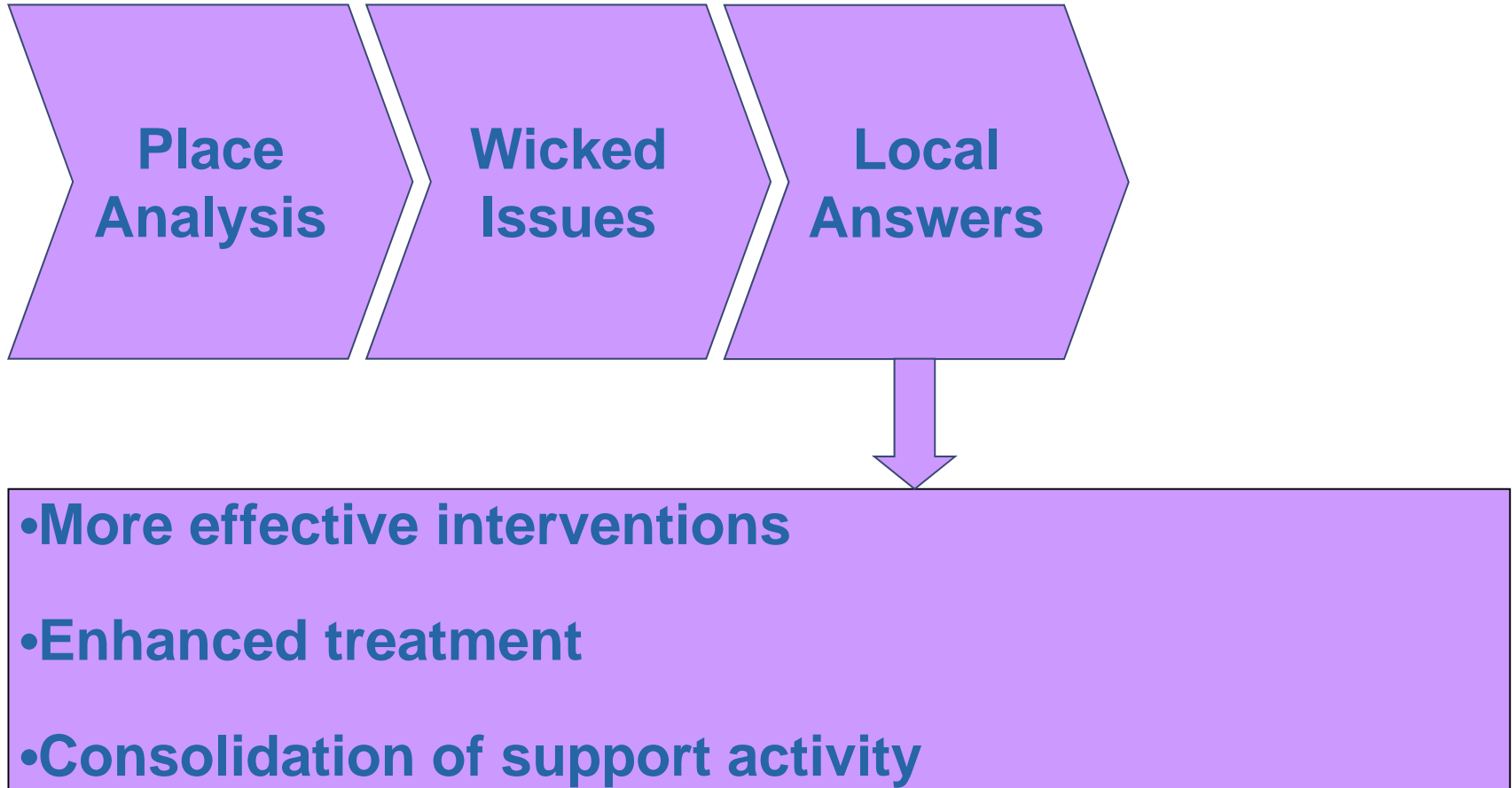


- **Identifying the total public sector spend**
- **Analysing across categories**
- **Drawing out generic conclusions**

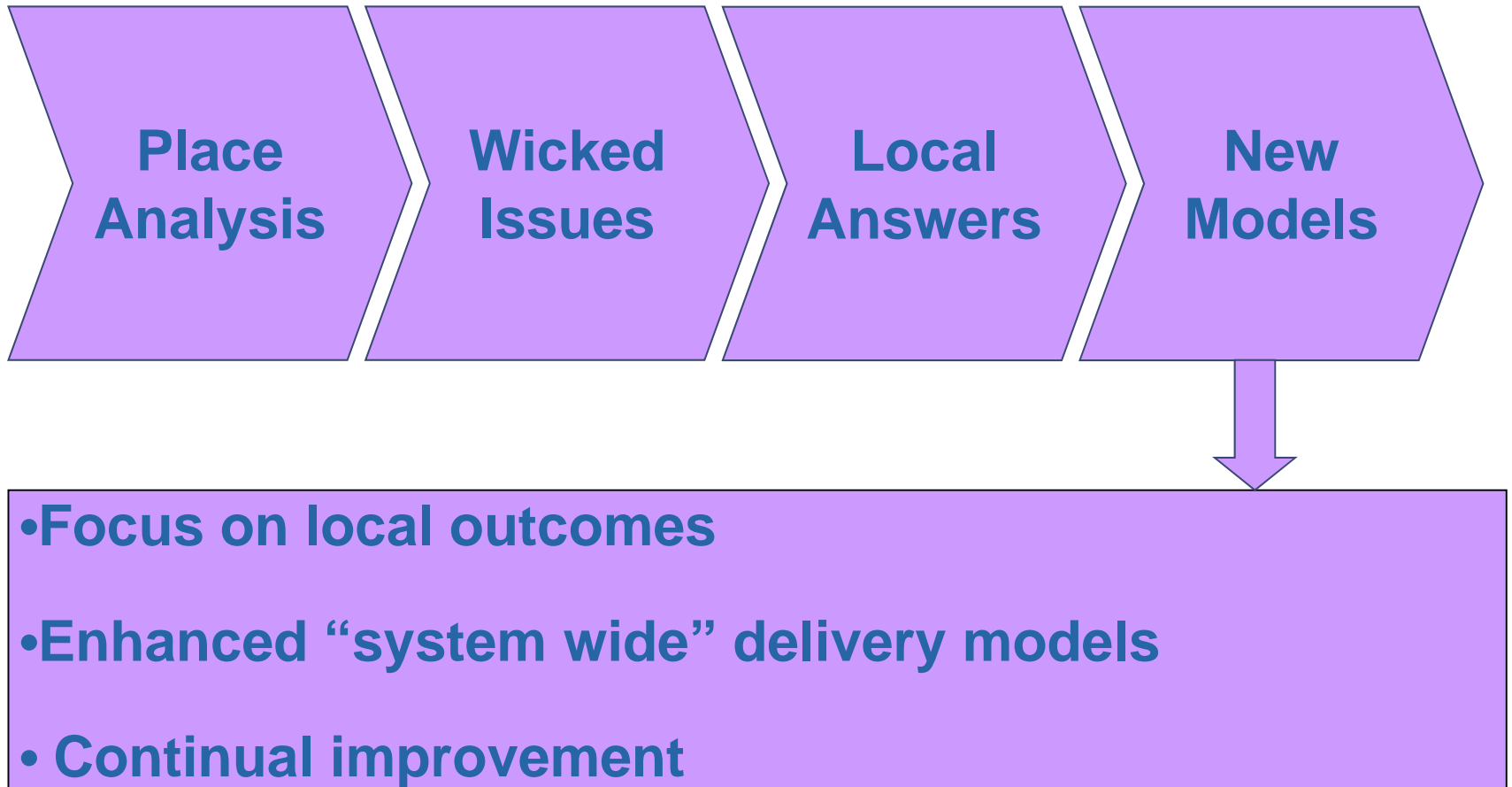
The Total Place journey



The Total Place journey



The Total Place journey



The challenge for leaders

- Acceptance of the enormity of what lies ahead
- Relish for the leadership and management challenge it raises
- The clear and early resolution of strategic choices
- Leading the change – taking people with you

Key messages for leaders of place

- Meeting the objectives of total place is not going to be easy
 - Total place involves a “double hit” of the public sector downturn and the complexity of mergers
 - Many multi-entity restructurings fail
 - Implications for Total Place are:
 - strategic choice about handling the Perfect Storm is the starting point
 - clear foresight and planning is essential
 - the case must be robust and benefits must be transparent
 - services cannot be allowed to suffer
 - building a coalition of support among staff for the change will be needed to manage the tough times
- it takes leadership to deliver on all of the above

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