

the **defining characteristics**
of high performing public
sector organisations

Barry Quirk

Chief Executive at LB Lewisham

good governance . . .

- **ends:** "salus populi . . ."
- **means:** procedural justice
- modern pressures: plural and connected; 24/7; 360degrees

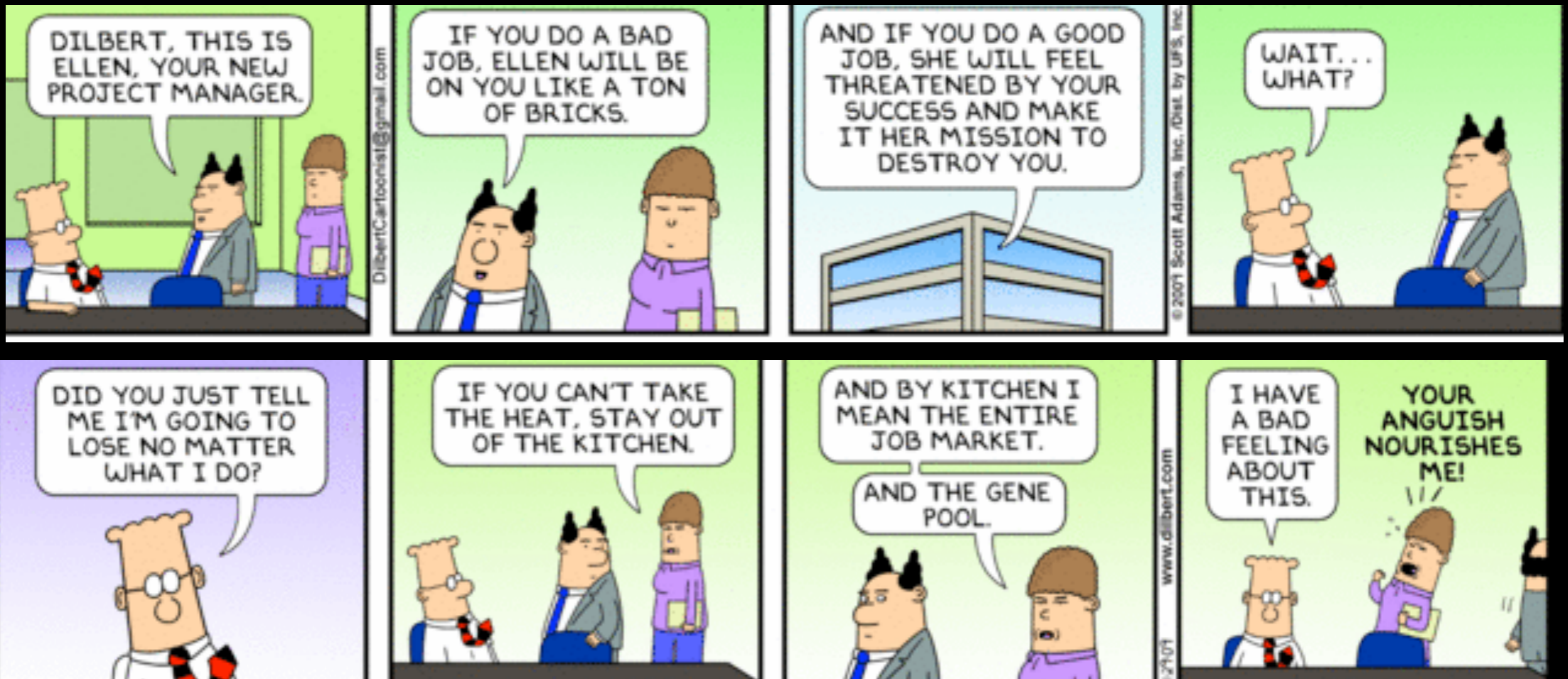


Ambrogio Lorenzetti (1338)
Allegory of Good Government
Palazzo Pubblico, Siena

management that delivers

- **better** - more effective, higher standards, higher quality, more responsive, more personalised, greater coverage
- **quicker** - speed of response, speed of change, speed of product to market, the "urgency of now" and the demanding consumer
- **cheaper** - better efficiency, VfM and productivity are not good enough: overall costs to the taxpayer need to be lower

the horror of people management



productivity and services . . .

productivity of
haircuts



productivity of
hip replacements



focus on **overlaps** not gaps

GAPS between policies, public agencies and services cry to be filled to improve overall service effectiveness ...

however, that tends to increase cost

OVERLAPS among policies, public agencies and services need to be identified to eliminate duplication, waste and inefficiencies ...

so as to reduce overall cost

four sites of inefficiency . . .

- individual
practice
- operational
service processes
- organisational
rigidities
- system-wide

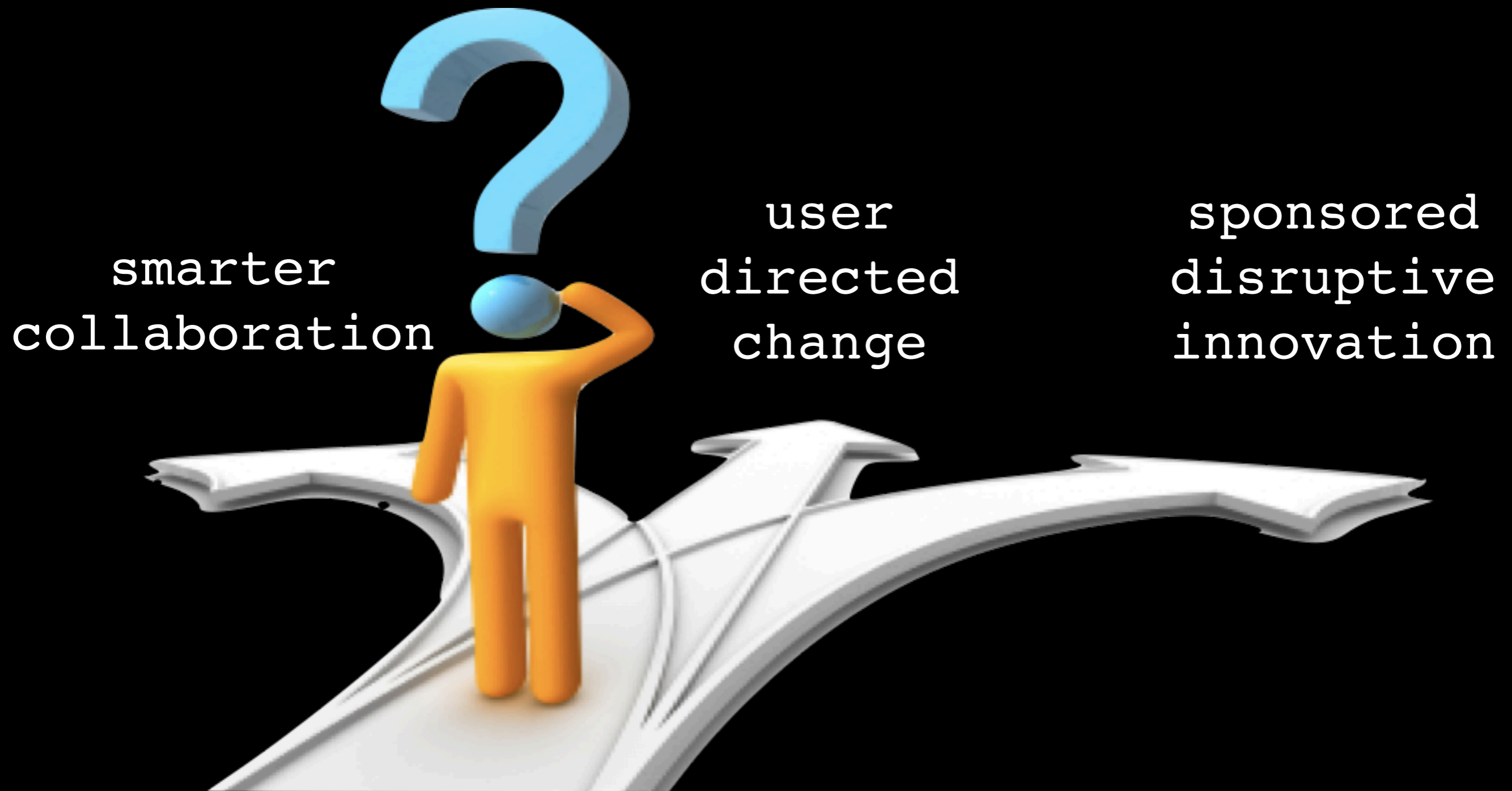
four sources of economies . . .

- scale
- scope
- flow
- penetration

service design, organising work & sourcing ...

- vast majority of cost is structured into how the service is designed ...
- BPI vs service redesign (echo of Deming v Peters)
- the way work is organised and how staff are structured into specialties and how they are coordinated - "layers and spans"
- sourcing strategy - mixed economy based on degree of supply market rivalry

three routes for PSR



168 hours:

we are all equal in one respect

- finite attention and time

so

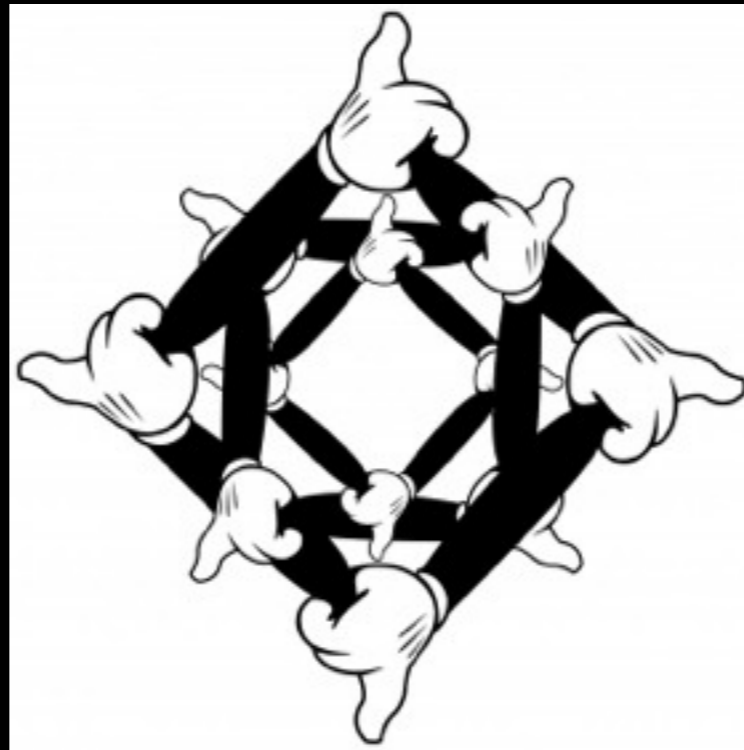
- stretch your organisation's talents, exercise its imagination

- politics: art of the possible,
management: craft of the soluble

conclusion . . .

- **manage costs** and the drivers of future costs
not just budget and spend to budget
- annual budgets but we are managing a **monthly downward flight path** for 36 months at least
- a spirit of “can do”,
that is curious for
better social results,
plus a culture of
forgiveness





the **defining characteristics**
of high performing public
sector organisations

Barry Quirk

Chief Executive at LB Lewisham