

Ethics:

the truth, democratic values and the
demands of public reason

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“managing in the public interest”

ends

means



results, impact,
outcomes &
consequences

procedural justice,
equity, ethics &
due process

Ethical layers ...

personal:

moral principles that govern a person's behaviour or conduct.

Integrity - the quality of being honest, trustworthy & dependable

organisational:

practices and cultural norms that establish fairness and good conduct within and across organisations. Where there is an absence of "abuse of authority". The "Trustworthy Council"

public ethics:

the branch of knowledge that deals with moral principles to help public servants (whether elected or appointed) to make the best public decisions; including how to balance individual rights, competing claims and the wider public interest

ethics can get squeezed

functions

children's social care

adult social care

public infrastructure

common services

allocating public goods

arbitrating competing claims

ETHICS

human rights

fair share of
costs & benefits

utility,
consequences
and virtue

context

local needs & demands

resources & revenues

thriving or surviving?

political cultures

professional cultures

organisational cultures

“IT’S NOT FAIR” and other ethical quandaries

choosing between
incommensurable
claims



Imagine three children arguing over who should have a flute. Anne says the flute should be given to her because she is the only one who knows how to play it. Bob says the flute should be handed to him as he is so poor he has no toys to play with. Carla says the flute is hers because she made it.

Sen argues that who gets the flute depends on your philosophy of justice. Bob, the poorest, will have the support of the economic egalitarian. The libertarian would opt for Carla. The utilitarian will argue for Anne because she will get the maximum pleasure, as she can actually play the instrument. Sen suggests that these are incommensurable claims and institutional arrangements are of limited use in helping us resolve this dispute in a universally accepted just manner.

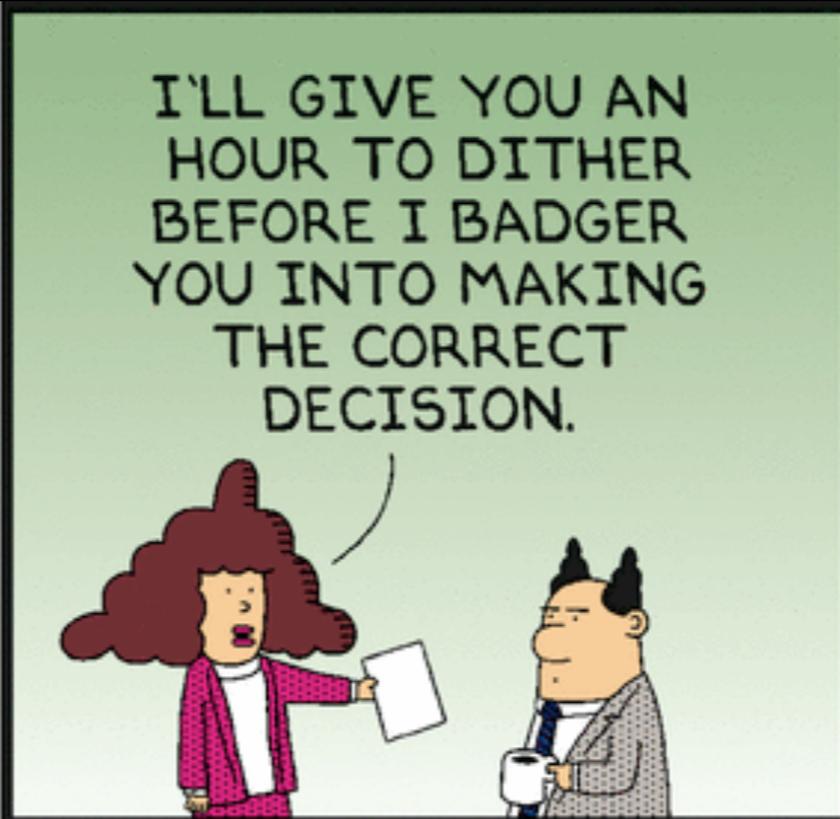
Amartya Sen (2009) The Idea of Justice

seeking & giving advice

principal-agent dynamics



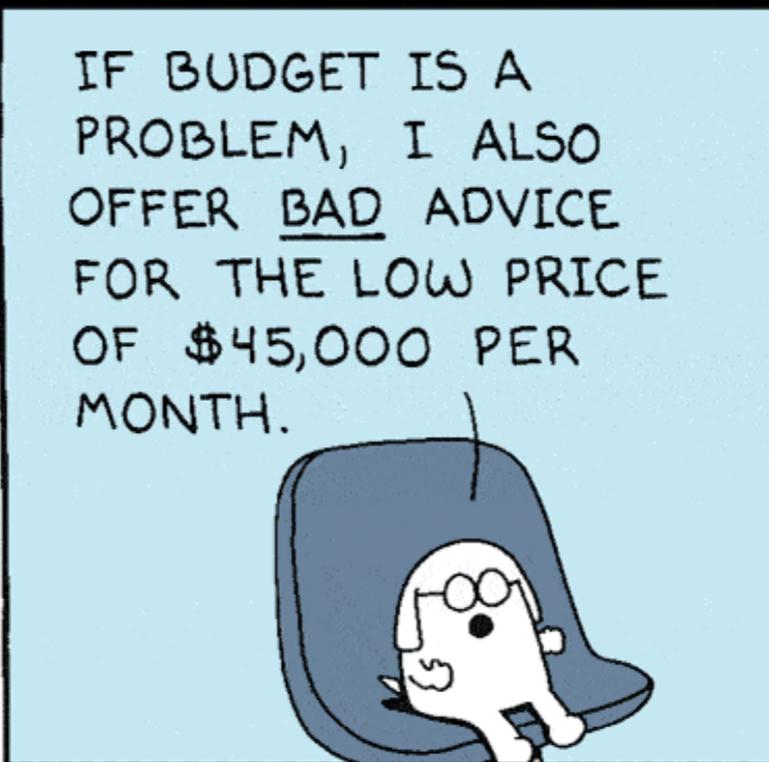
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what is "the truth"?

"men prefer to believe
what they prefer to be true"

Francis Bacon

confirmation
bias

socially
motivated reasoning

Daniel Kahneman

Lodge & Taber

random inaccuracy (imprecision) is not the same as systemic bias

depth and breadth of knowledge?



"deep dives"



who is "shallow snorkelling"?
subject experts or those whom they advise?

PUBLIC REASON:
deciding rationally in
the public interest;
having regard to
relevant factors,
disregarding
irrelevant reasoning.

emotion

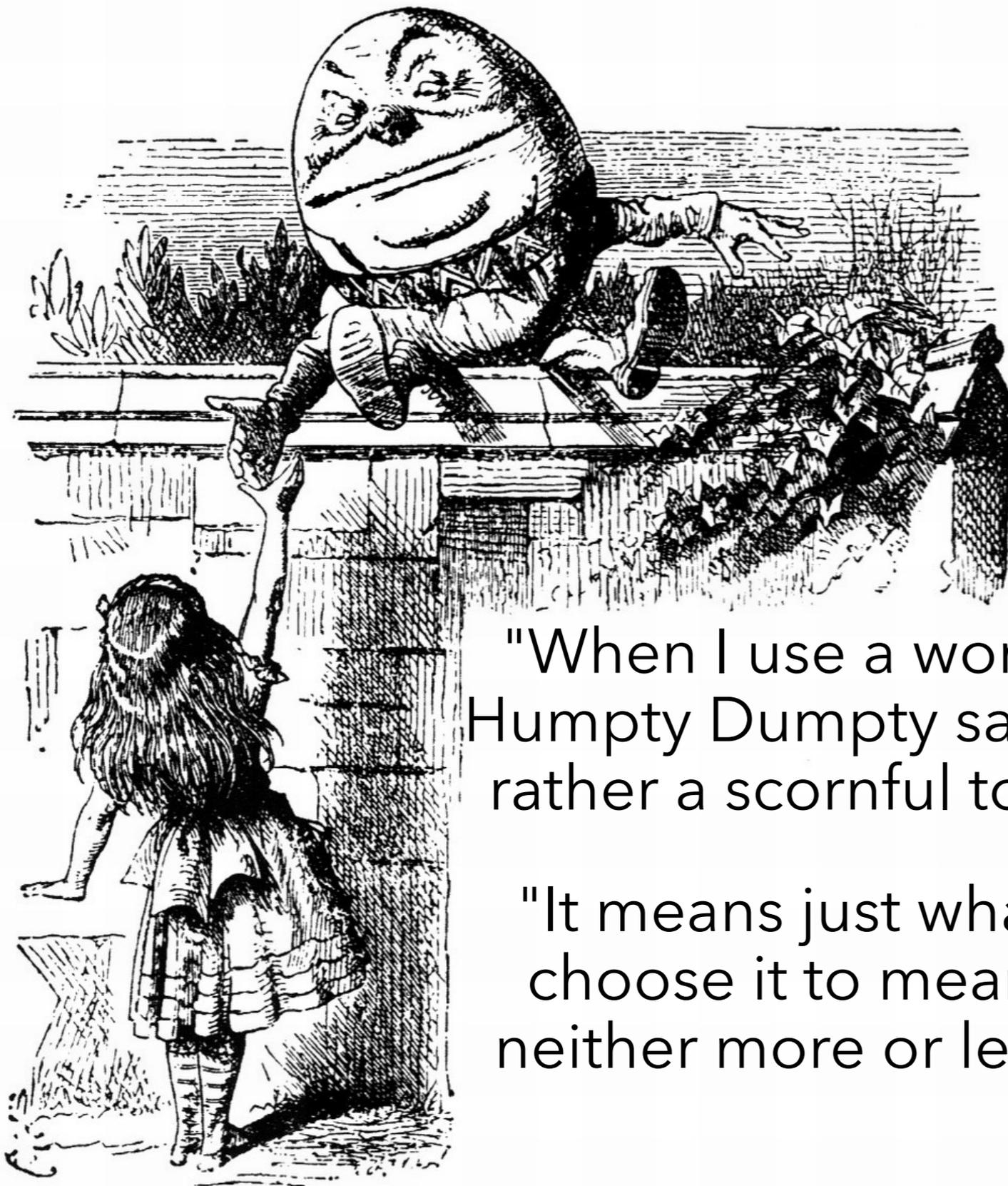
"I **feel** that these
things are true"
authenticity

"I **understand** these
things to be true"
objectivity

reason

POLITICAL RATIONALITY:
the political sphere
overlaps with but differs
from managerial
rationality:
Article 10 of EHRA "freedom of expression"

power and language



"When I use a word,"
Humpty Dumpty said in
rather a scornful tone.

"It means just what I
choose it to mean -
neither more or less."

"The question is,"
said Alice, "whether
you can make words
mean so many
different things."

"The question is,"
said Humpty Dumpty,
"which is to be
master - that's all."

“The cliché is that power always corrupts, but what is equally true, is that power always *reveals*.”

Robert Caro (2014) Passage of Power:
the years of Lyndon Johnson (Volume 4)

what people want from “democracy”

