# using the public triangle to build trust:
## public value, public reason and the public interest

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# our workshop goal

To provide you with conceptual tools and practical examples that will help you better understand and tackle the challenges you face

# summary

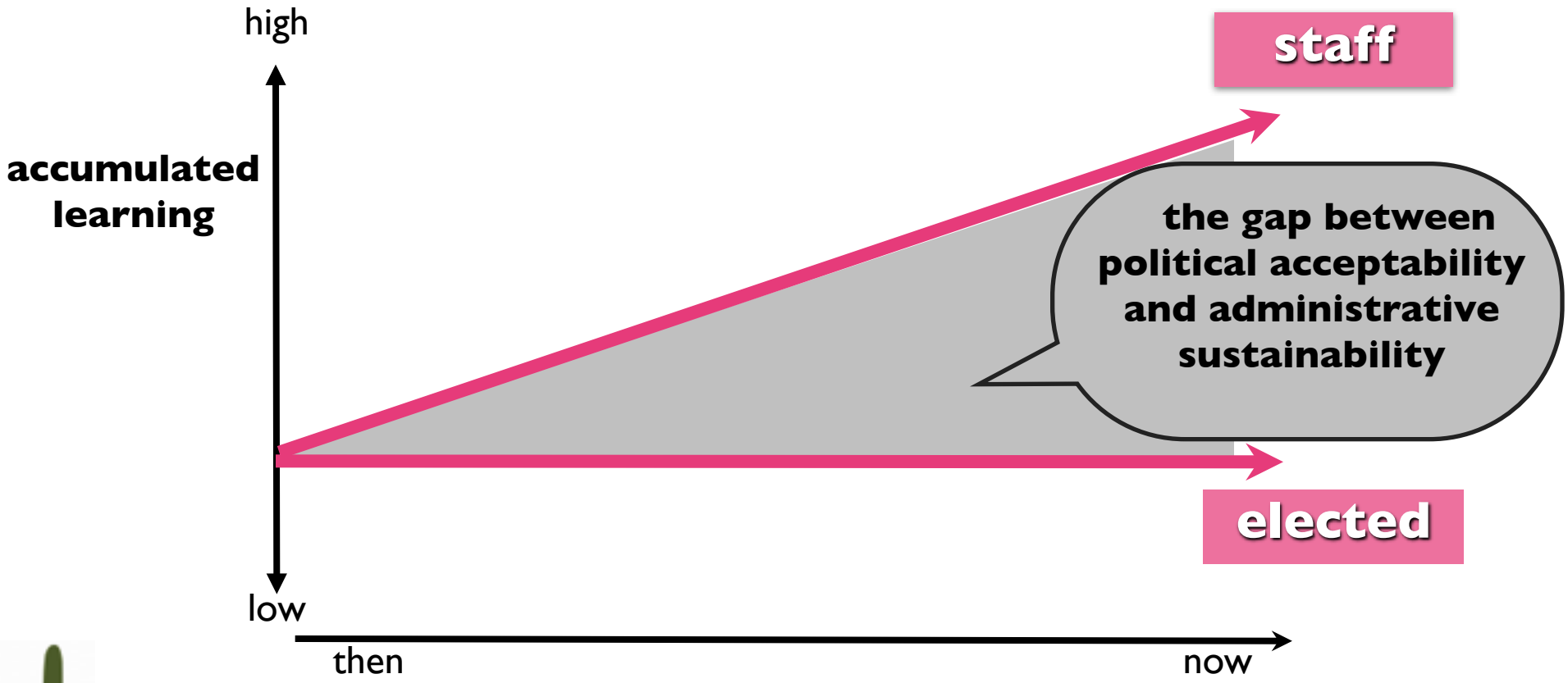
- **the gap** between what is politically acceptable and what is administratively sustainable
- **four challenges**
  - 1) "trust" as the common element
  - 2) overcoming the "trust deficit" - governing and managing through the recession; hosting the Olympics
  - 3) the triangle of public reason, public interest, public value
  - 4) a formula for building trustworthiness

# issues of trust: an introduction

At your table, answer the following questions for yourself and then share with colleagues

- what is the single biggest issue of trust across your community?
- what is the single biggest issue of trust within your organization?

# a growing gap




**the challenge - "bridging the gap"**



credit to John Arnold

# bridging roles

**political goals for tomorrow and political acceptability today**

**managerial feasibility and the practical realities of implementation**

**who is capable and confident enough to bridge the gap?**

# three challenges

- **department heads enter “the gap”**
- **managing boundaries**
- **engagement as an imperative**

***Trust is the common element***

# the trusted Council

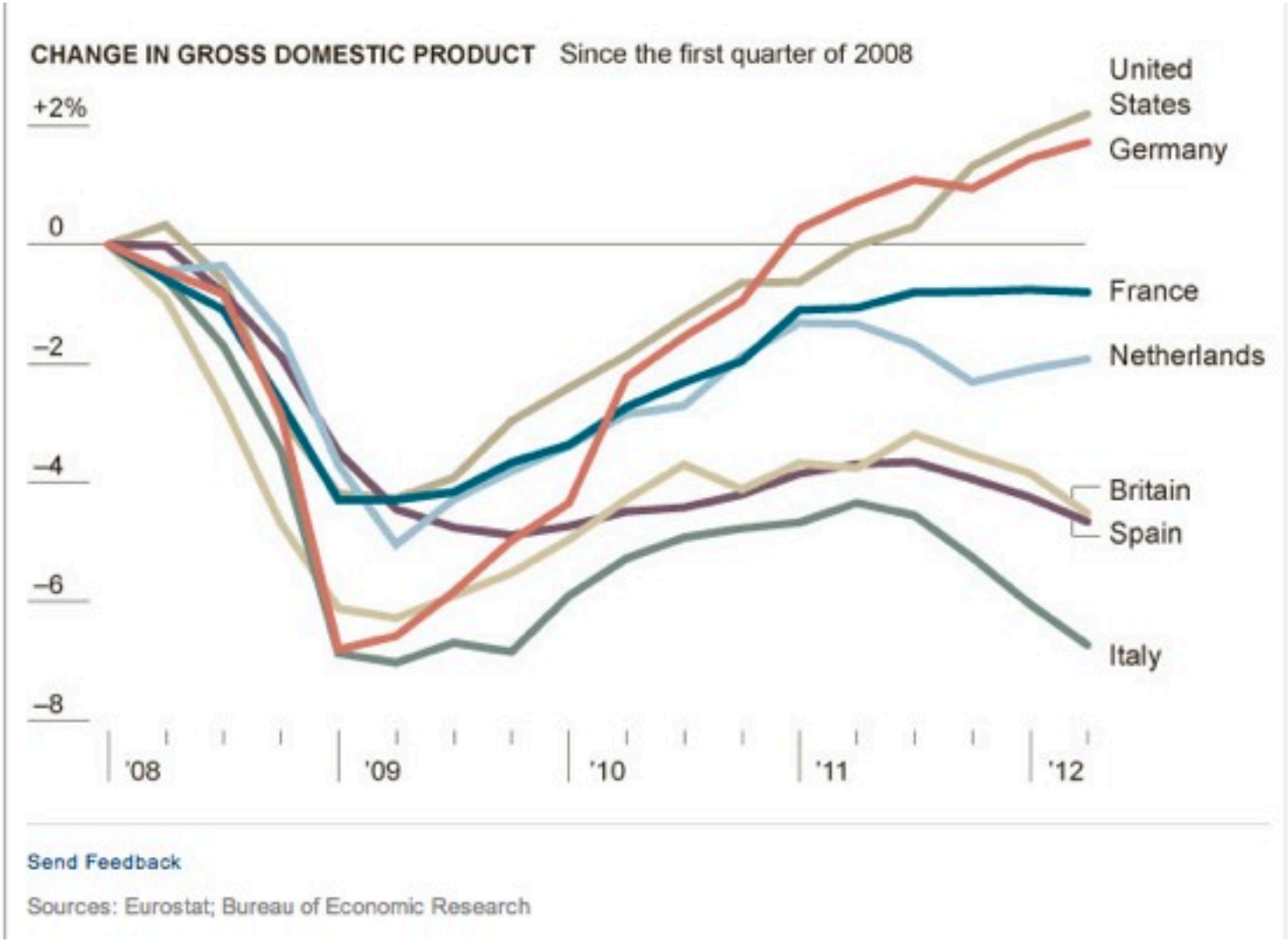
in turbulent times, there is a heightened need for service professionals, city managers and elected officials to act in trustworthy ways

**the fault-lines where trust can corrode**

between:

1) service experts and the public
2) city managers and service experts
3) city managers/service experts and elected officials
4) the Council and its citizens/taxpayers
5) within and across communities

# trust in tough times



# trust when cutting budgets

**Lewisham has $430m net annual spend* on public services**

**deficit reduction requires a cut of >$140m**

**less $20m (cost of finance) leaves ...**

**$250m**
**on 278,000 people**
***"Quality of Life" services***

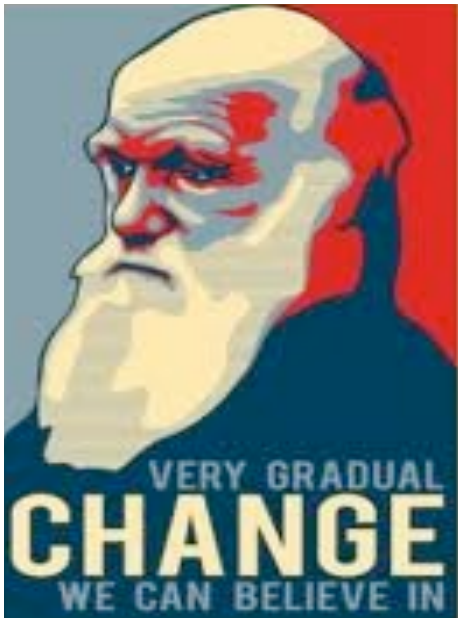
**$160m**
**on 2,000 children ($60m)**
**and 6,000 adults ($100m)**
***"Quality of Life-Chance" services***

**10% cut saves $16m**

**$124m or 50% cut in rest of budget**

* Lewisham is an "all service Council" with a gross (revenue & capital) budget of $1.6 bn pa plus investments (incl pension fund) of > $1.0 billion

# blending transformational change with “disjointed incrementalism”




creative > disciplined > experimentation

# service change by design

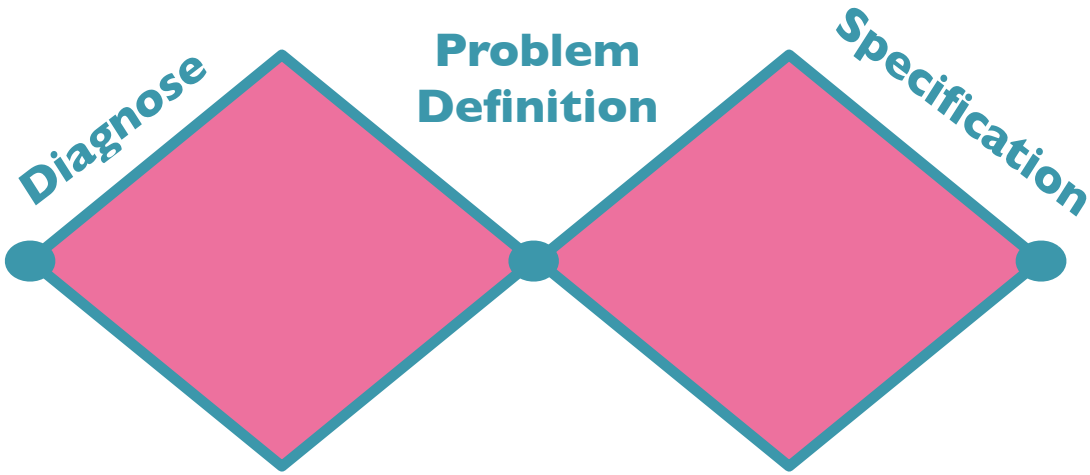
## the CHALLENGE ...

- redesigning public services to dramatically lower costs to taxpayer

- doing so inclusively, equitably and ethically

## a DESIGN approach ...

1) Looks through the eyes of the user
2) Makes things visual and tangible
3) Prototypes solutions in context




discover > define > develop > deliver

# from services to problems

libraries
youth services

resource inputs
from taxpayers

building public infrastructure; delivering public services

service outcomes

literacy
youth crime

energy and resources from the private, social and public domains

helping communities solve their economic and social problems

social results

# balancing biases

**politicians decide:**
machine politics and "clientelism"

**public professionals decide:**
unaccountable "rent seeking" careerists

**service users decide:**
self-interested particularism

**all citizens and taxpayers decide:**
mass populism and "tyranny of the majority"

# three questions to address

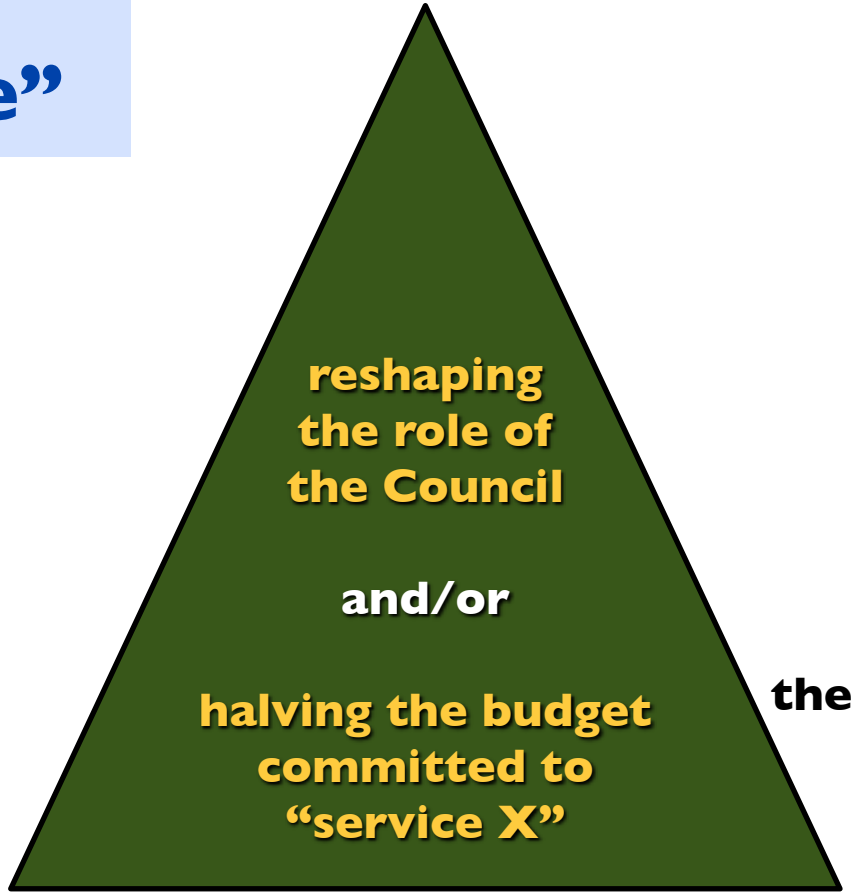
**Q1: in your locality, what is the most pressing public problem that requires attention more than other problems?**

**Q2: are the right people and interests involved in deciding what needs to be done?**

**Q3: how can you get the views and interests of the least vocal to the table?**

# dramatic change forces us into the centre of the "public triangle"

the demands of
**public reason**




how to decide in the
**public interest**

the need to deliver
**public value**

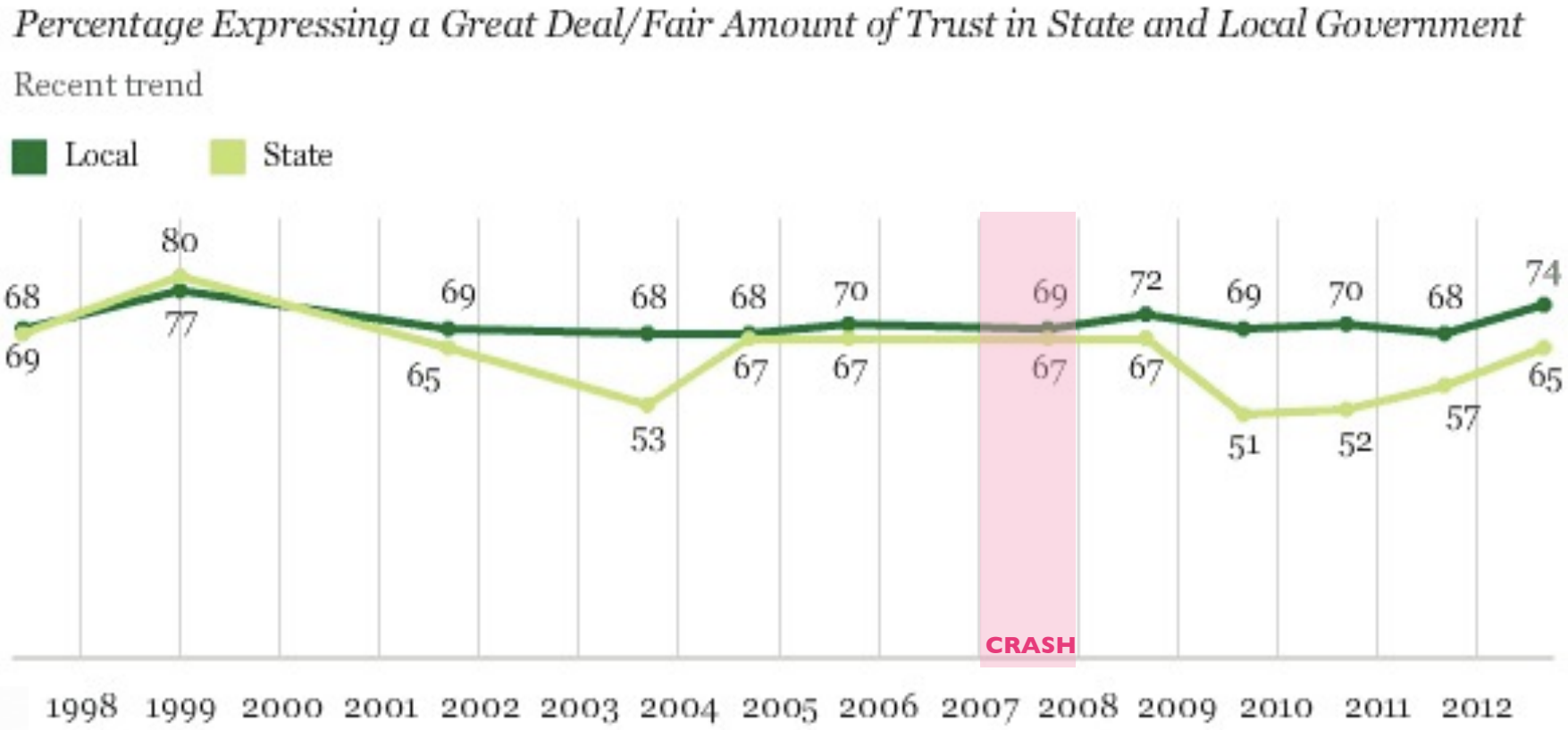
## trust in public bodies

- general trust in public institutions
- confidence in reliability of institutional performance
- general trust in public officials
- (dis)approval of incumbent office holders

## trust in public affairs

- widespread support for democratic principles
- building consensus
- dealing with dissensus
- widespread skepticism about the practice of politics

# trust in US local government to deal with local problems




"how much trust and confidence do you have in the local governments in the area where you live when it comes to handling local problems -- a great deal, a fair amount, not very much, or none at all?"

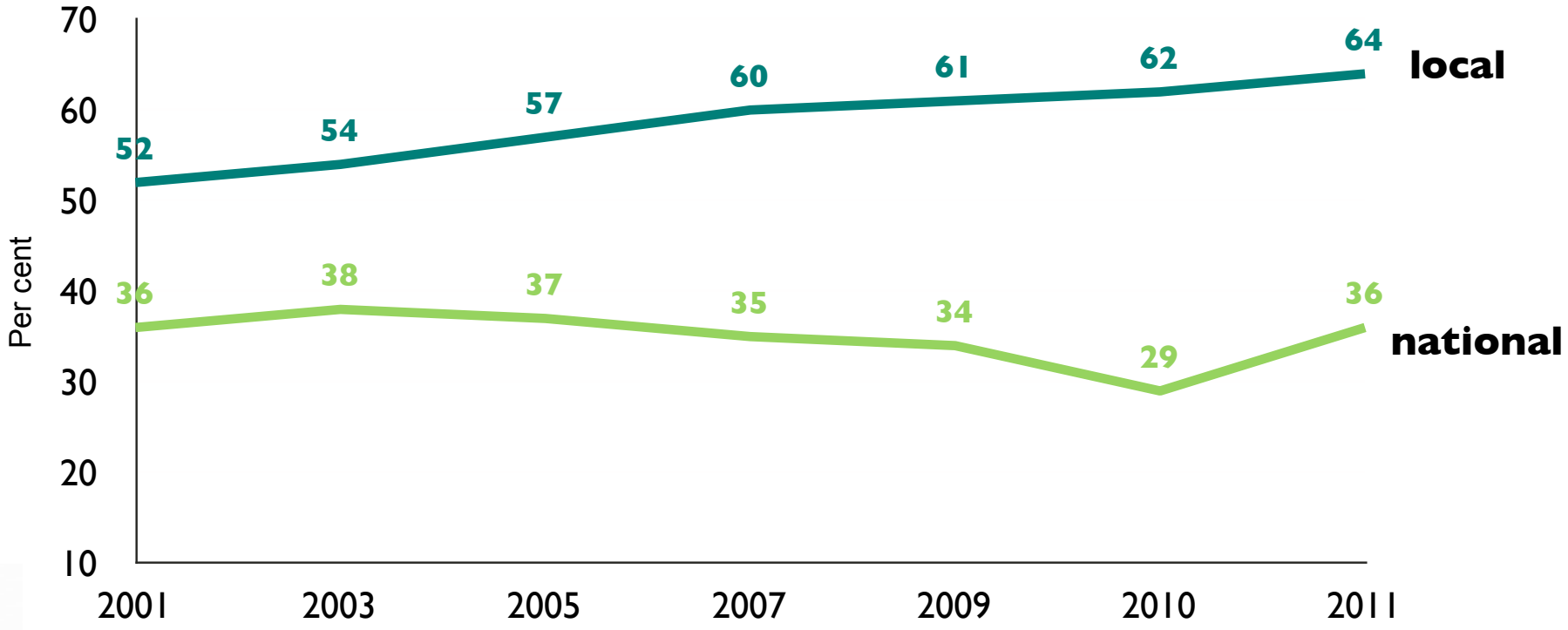
**Gallup Governance Survey**
**September 2012**



ICMA

# trust in UK local government to deal with local problems

**Percentage expressing trust in UK's national and local government**




Ipsos Mori Trend Survey

# factors that "drive" trust in public services

**Q "Which factors are most important in determining how much trust you have in public services?"**

Ipsos Mori 2007



Base: 1,708 adults, 15+, Great Britain, face-to-face, in-home, March 2007

# trust and the 2012 Olympics

# trustworthiness: a personal challenge

ability to build positive relationships by focussing on the other person; being self-confident; possessing good ego strength*; and being curious, inclusive and professional

$$T = \frac{(C + R) \times I}{SO}$$

**Where**
T = trustworthiness
C = credibility
R = reliability
I = intimacy
SO = self-orientation

*** good ego strength** allows you to focus on the matter at hand, or the goal, and not on who gets the blame or the credit for getting there. Just as wanting all the credit or none of the blame is self-focused, so too is taking all the responsibility.

**after Maister, D et al (2002) The Trusted Advisor**

comments?

questions?

observations?

# thank you

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