# Cardiff Debate
# Sgwrs Caerdydd

# public services summit
# "doing things differently"

Barry Quirk

# debate

## the art of listening

**engage** reflection **dialogue** inspire

conversation - "to turn together"

social media

message

communicate

draw conclusions

**act**

"How do you get everybody in on the act and still get some action?"

Harlan Cleveland

US Diplomat and Public Policy Academic
(1985) The Knowledge Executive

# format

- the challenges of the foreseeable future

- identity, resources and cost reduction

- doing things differently - for a reason …

- the roots and routes of cooperation

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# challenges

- fiscal and budgetary constraints

- competitive pressures on Cardiff

- renewing assets, revitalising people
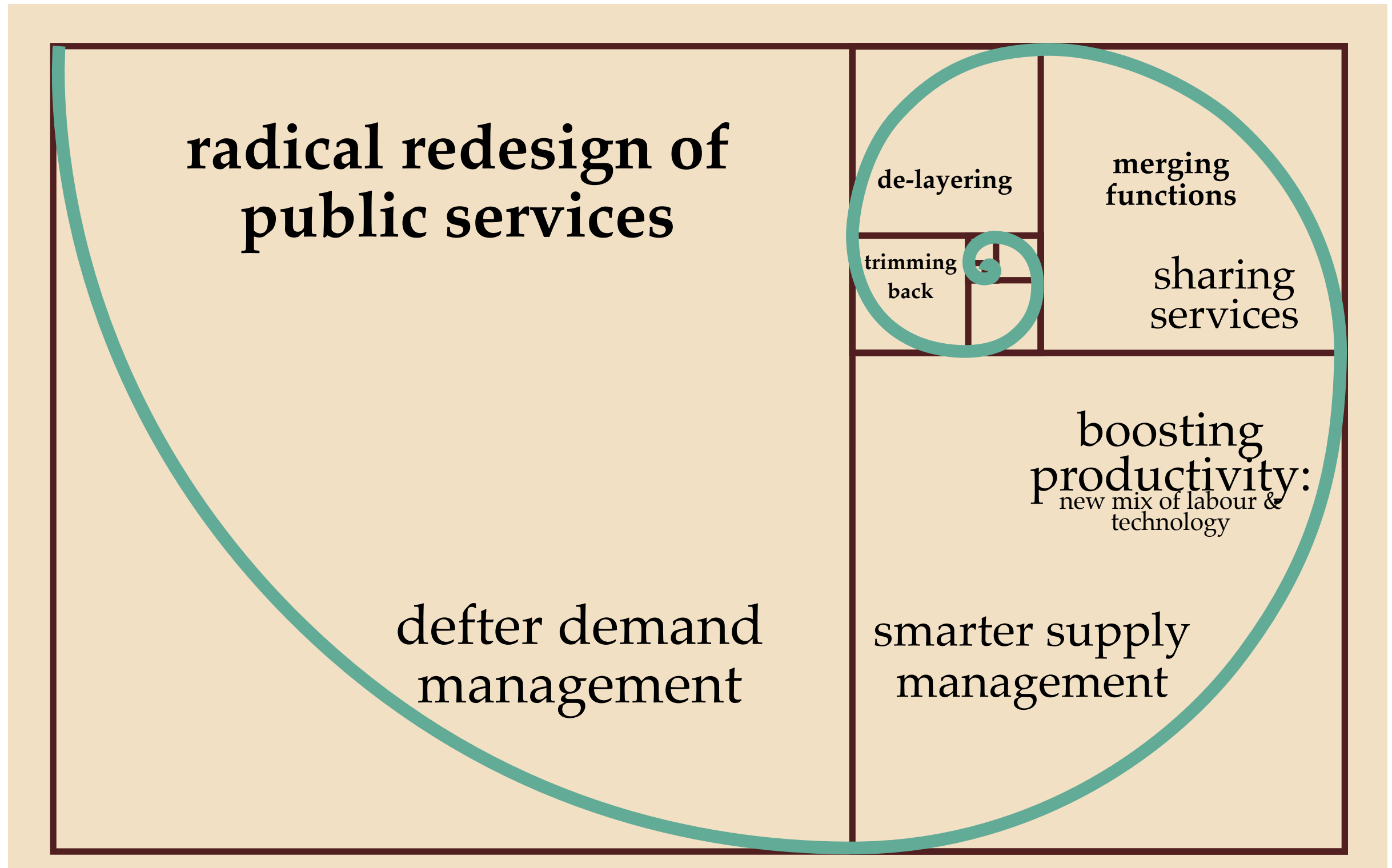
- liquid needs, frozen services

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# identity

- every place is unique

- everyone has a unique heritage

- every "community" is a jumble of communities

- build on the distinctive capabilities of place

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# resources

- 🔵 people you employ

- 🟢 your partners and suppliers

- 🔵 your combined assets and infrastructure

- 🟡 local civil society & community enterprise

# reducing costs by ...

**radical redesign of public services**

de-layering

merging functions

trimming back

sharing services

boosting productivity: new mix of labour & technology

defter demand management

smarter supply management

# faster

- the "second machine age"

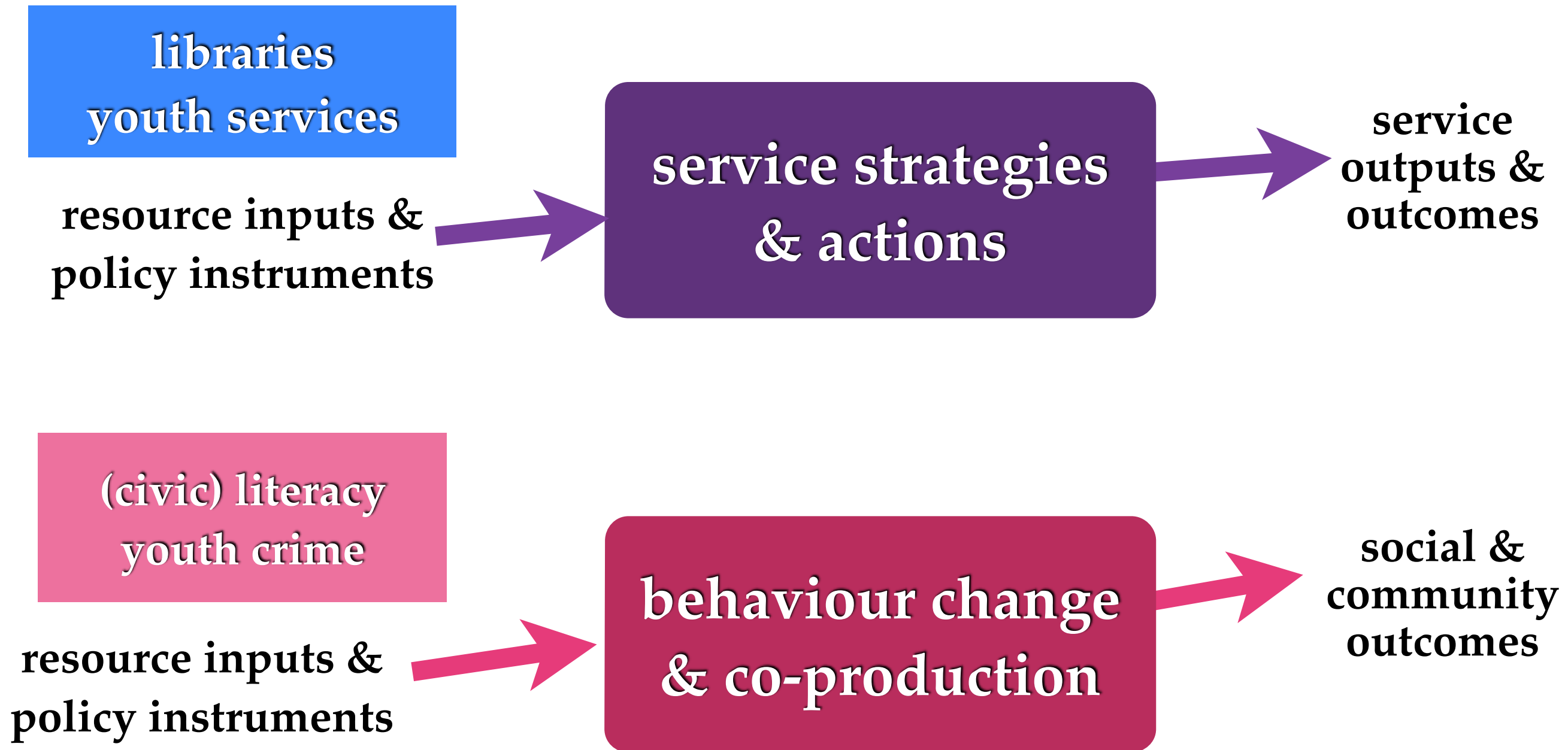- the era of social acceleration

The **red**
**Queen**
effect

"it takes all the running you can do, to keep in the same place.

If you want to get somewhere else, you must run at least twice as fast as that!"

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# what are we doing:

improving service outcomes or solving social problems?

**libraries
youth services**

resource inputs &
policy instruments → **service strategies
& actions** → service
outputs &
outcomes

**(civic) literacy
youth crime**

resource inputs &
policy instruments → **behaviour change
& co-production** → social &
community
outcomes

# complex

A ↔ B
↑↓ Y ↑↓
C ↔ D
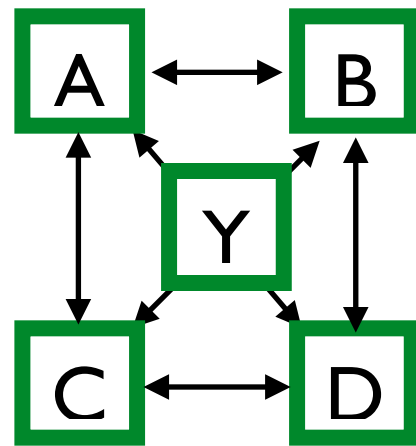
**collaborate:** and use "emergent practice"

# complicated

A → B → Y
↓ ↕ ↗
C → D
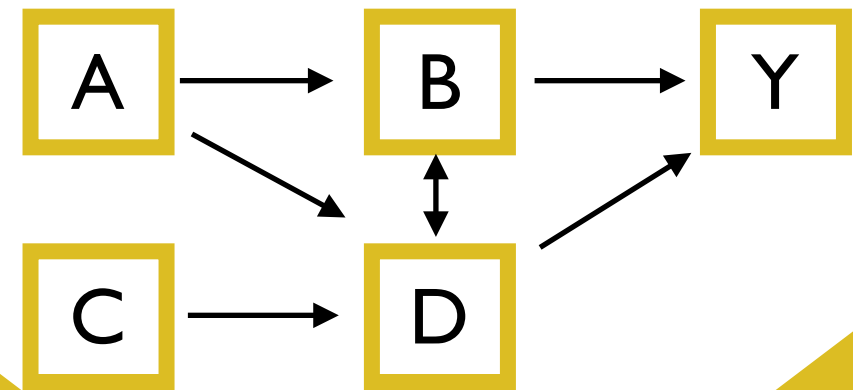
**analyse:** use "good to excellent practice"

# chaotic

Y
B   C
A     D
Z
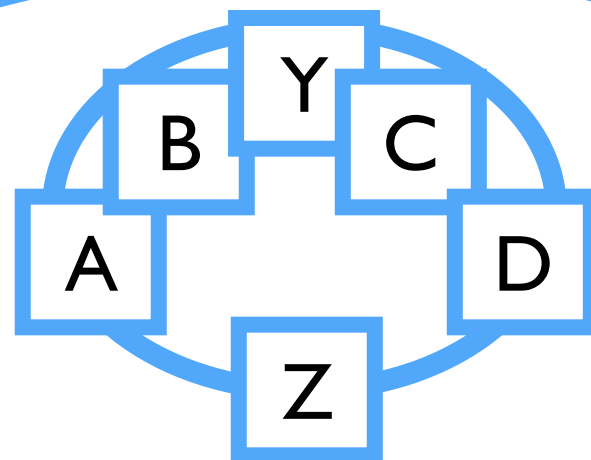
**act:** use "novel practice"

# simple

A plus B causes Y

**categorise:** use standard procedures & "best practice"

# commissioning

- putting outcomes first
- adopting a collaborative system approach
- public agencies working together
- "co-opetition"

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# cooperation

- "an unnatural activity"!

- intra-organisational cooperation

- inter-agency cooperation

- community-wide cooperation



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cooperation

mutualism

civic virtue

collaboration

common good

contribution

the "public interest"

shared endeavour

**I** inform

**C** consult

**N** negotiate

# public leadership

"**conduct** that encourages others to **act responsibly** in the public interest, so that they achieve more **together** than they would have achieved separately and/or on their own."

The most **obvious** and **realities** important are often the ones that are **hardest to see** and **talk** about ...