

Barry Quirk



peer based learning
and improvement

design principles ...

instructions

Top Down Targets:
principal-agents

1999 - 2005

inspections

Outputs & Outcomes:
rule by regulators

2005 - 2011

insights

Peer to Peer:
learning and improvement

2012 -

CPA model:
whole organisational
effectiveness

**Direction of
travel**

Improving strongly
Improving well
Improving adequately
Not improving

**Use of
Resources**

Financial reporting
Financial management
Financial standing
Internal control
Value for money

**Corporate
assessment**

Ambition
Prioritisation
Capacity
Performance
management
Achievement

Service model:
Service effectiveness

operational practices

managerial arrangements

service strategies

sourcing and commissioning

systems, networks, partnerships

use the best attributes of previous approaches to appraising Councils

"Happy families are all alike;
every unhappy family is
unhappy in its own way."

Leo Tolstoy, Anna Karenina

whilst everywhere is unique in its geography, every community is
unique in its heritage and the political personality of places differs,

there is such a thing as

good and poor governance ...
good and poor management ...
good and poor service outcomes ...

the consequences of good governance



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

whole system model for localities

Are communities open and resilient; does governance provide leadership and is it responsive to all?

Community & Governance

Is the place liveable, sustainable; how does it connect to other places?

Place and locality

Efficacy of public institutions

Are public institutions trustworthy, resource effective & efficient, securing relevant and fair services?

Internal dynamics and external forces for change

How are communities and businesses responding to economic change: competition for jobs and homes?

boosterism and “bootstraps”*

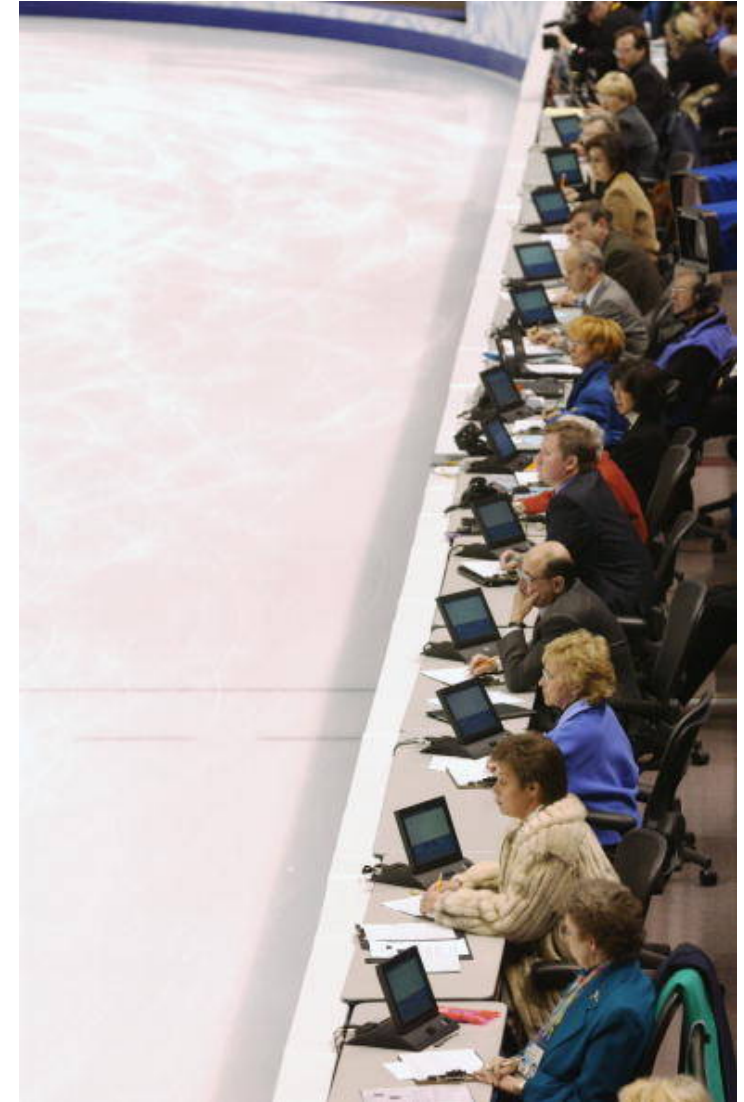
* boosterism: get someone else to invest in your locality;
bootstraps: pull yourself up by your “distinctive capabilities”

typology of
local growth
strategies

- City regional spatial strategies: infrastructure investment (including digital) and physical regeneration
- Networks, connections and nodes: transport and network connections
- Labour market policy interventions: job creation, vocationalism, employability and employment strategies
- Supplier based intervention strategies: direct investment and localised purchasing
- Industrial sector intervention strategies: building on existing strengths or clusters in local economy

“place making” and the four B’s -
buildings, businesses, brains and bonds

more coaching than judging



although all good coaching requires judging

hindsight

Understanding of a situation or event only after it has happened or developed



foresight

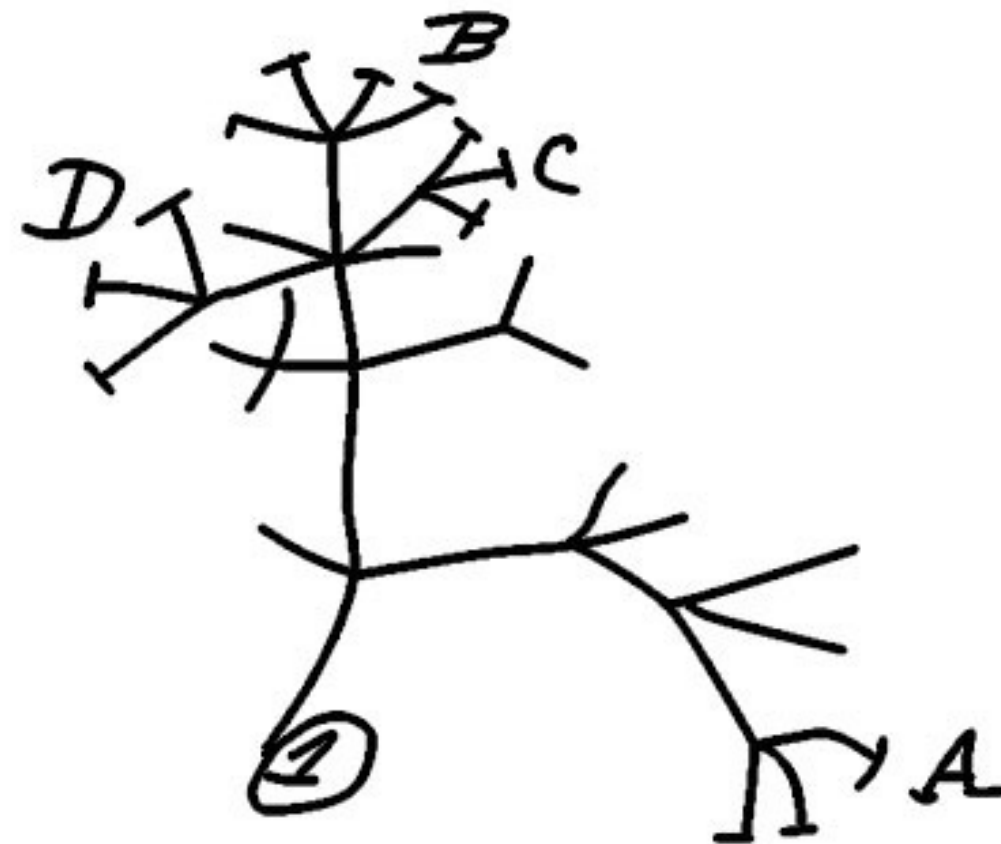
The ability to predict,
or the action of
predicting, what will
happen or be needed in
the future



insight

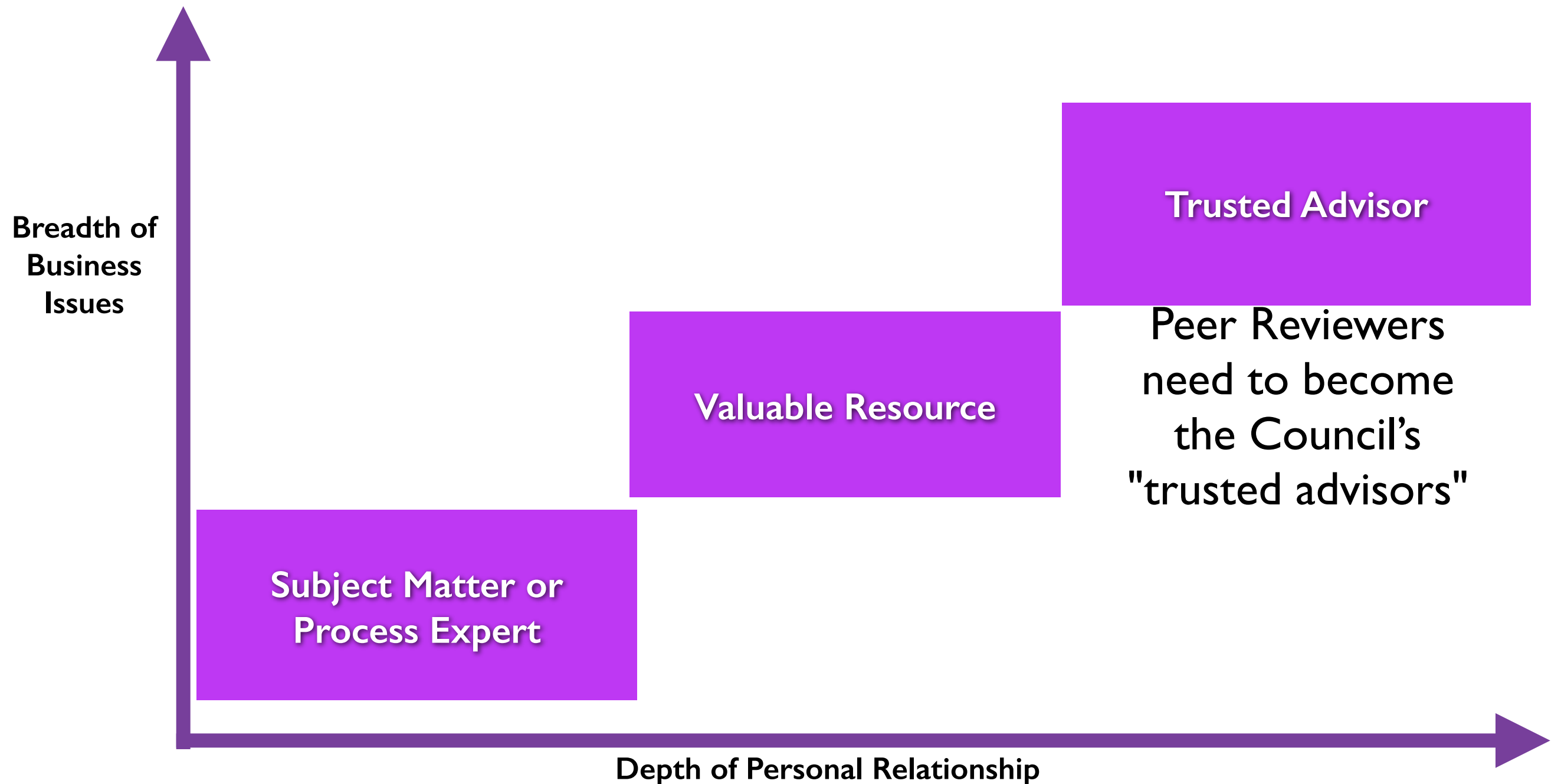
The capacity to gain an accurate and deep intuitive understanding of a challenge

I think



Darwin's hunch about evolution

Why should this council tell Peer Reviewers anything truthful about themselves?

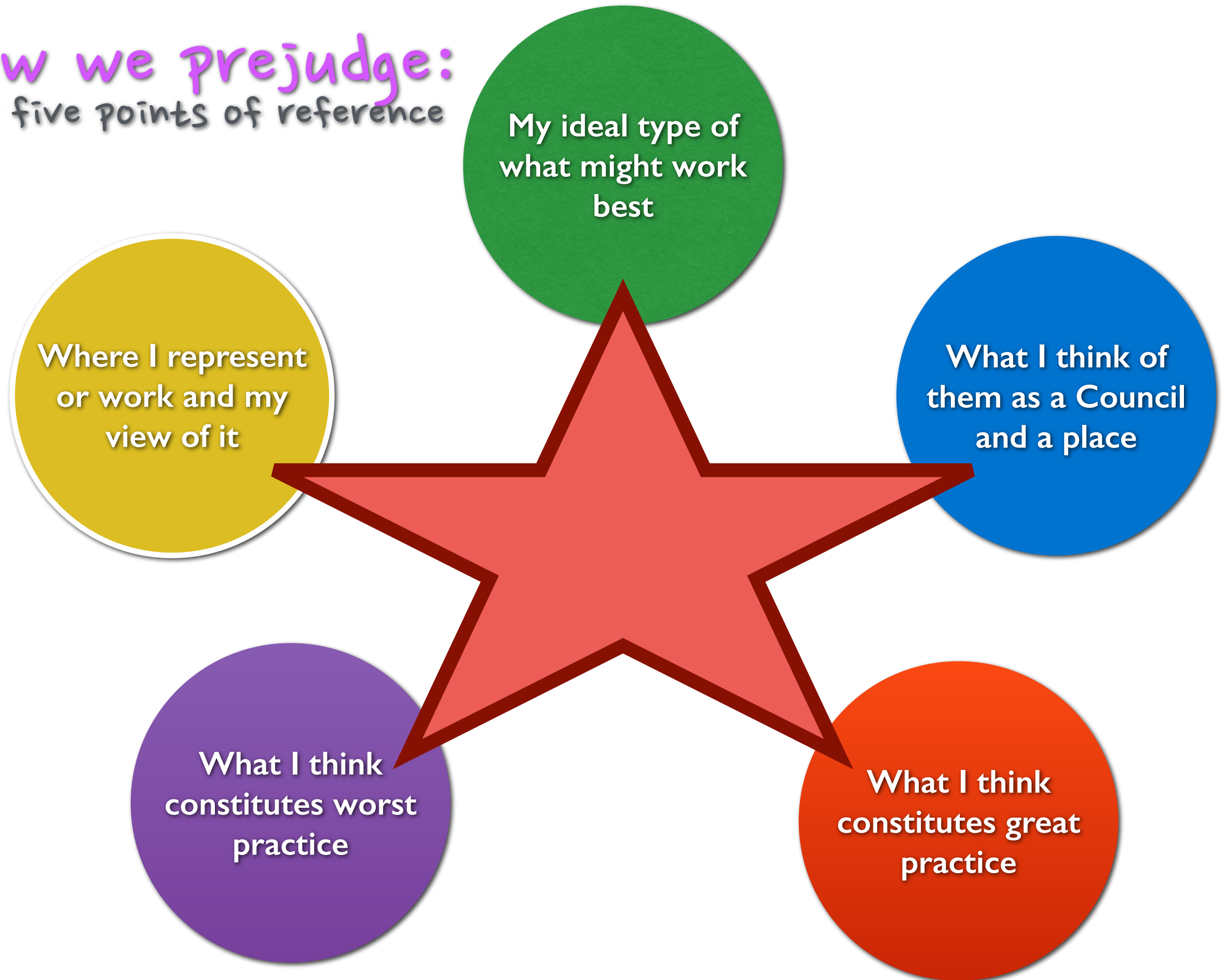


the core issues to cover

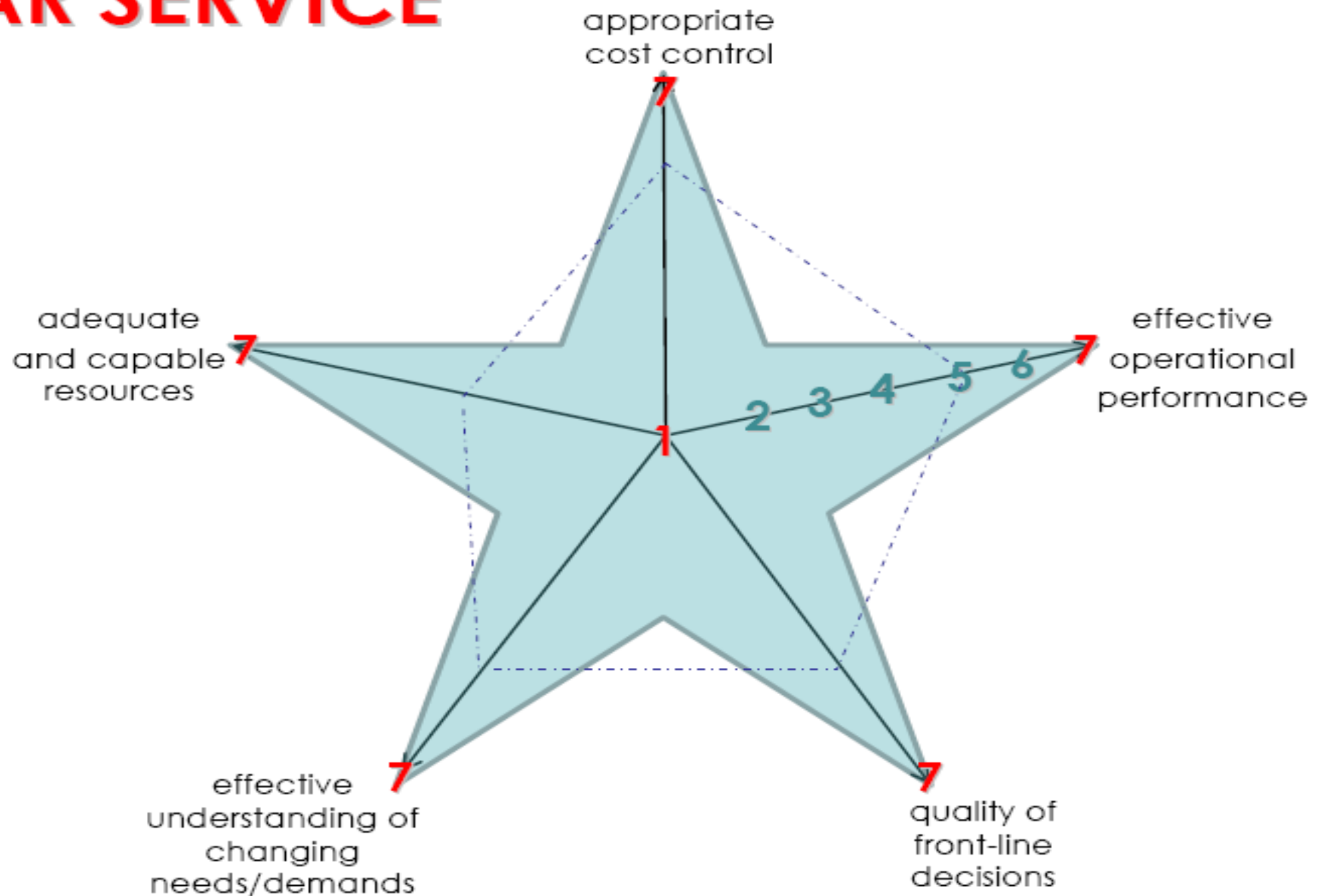
- **GOALS & PRIORITIES:** are key goals and priorities derived from a sound understanding of local context; are they balanced, well focussed and clear? How well are actions linked to goals and priorities?
- **RESOURCE PLANS:** is there a medium to long-term resource strategy in place to ensure delivery of key goals and priorities?
- **LEADERSHIP:** how effective (and appropriately distributed) is the Council's political and managerial leadership and is it a constructive partnership?
- **GOVERNANCE & DECISION MAKING:** is there healthy competition and challenge; are public interest decisions made soundly?
- **CAPACITY:** is organisational capacity focused in the right areas in order to deliver the agreed goals and priorities?
- **IMPACT & OUTCOMES:** are basic services delivered well; is the Council making a difference to quality of life and quality of life-chances in Cornwall

How we prejudice:

our five points of reference



A STAR SERVICE



there are four rules for Reviewers...

1 Be respectful at all times

it's their place, their partnerships, their organisation ...

2 Ask Questions

be interested in the people you meet and what they say about what they are doing

3 Smile and make them smile

this should encourage them to talk openly

4 Take Notes

so you can remember more than just what's vivid