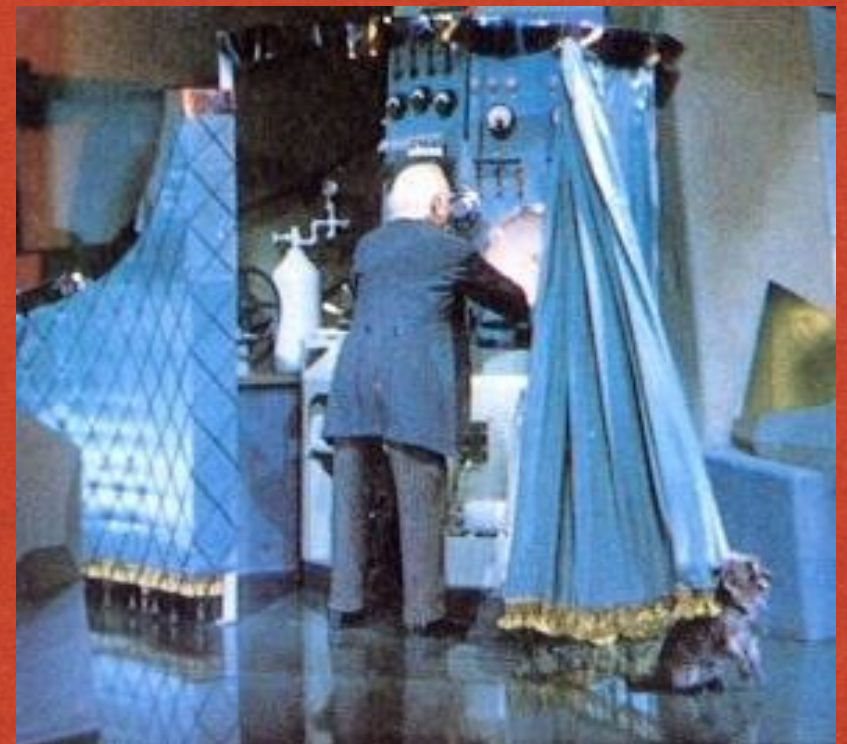


BE GOOD TO DO GOOD

Barry Quirk
chief executive
London Borough of Lewisham



can the public rely on
self improvement?

“he can be excused
dishonesty on the grounds
that before he deceived
others, he was at great
pains to deceive himself”

a thousand flowers ...

1. **Enfield** is using its software application Covalent to present performance data in an interactive format.
2. **Coventry** use infographics and visualisations to present end-of year performance reports.
3. **Wandsworth** publish local and comparative performance on its 'open council' pages.
4. **Kensington & Chelsea's** performance landing page includes six monthly 'vital signs' reports.
5. **Nottinghamshire** produce a six-monthly and annual strategic performance report (mainly text)
6. **Bristol** produce a series of quarterly management reports linked to their corporate priorities.
7. **Sunderland** produce performance management case studies.
8. **Cornwall** have a 'corporate basket' landing page on their website with monthly performance reports.

Lewisham's "Management Report":
a monthly compendium of performance statistics, project delivery, budget management and risk management

divergence or disarray?

- there is no avoiding disciplined PM
- the downsides of performance benchmarking
 - ratchet effects
 - threshold effects
 - gaming effects
 - over reliance on quantitative measures



2010 onwards: from convergence to divergence

needs are liquid, services are frozen

old stuff

- quality
- coverage
- speed of response
- cost

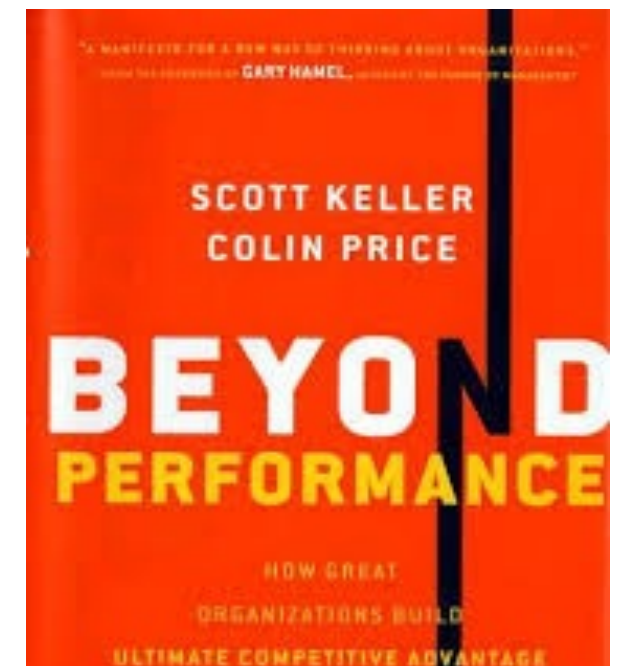
new stuff

- digital accessibility
- productivity
- equity
- flexibility

healthy organisations are creative and disciplined

five
A's

- direction**
accountability coordination & control
- innovation & learning**
external orientation culture & climate
- capabilities**
motivation leadership
- aspire:** where do we want to go?
- assess:** how ready are we to go there?
- architect:** what do we need to get there?
- act:** how do we manage the journey?
- advance:** how do we keep moving forward?



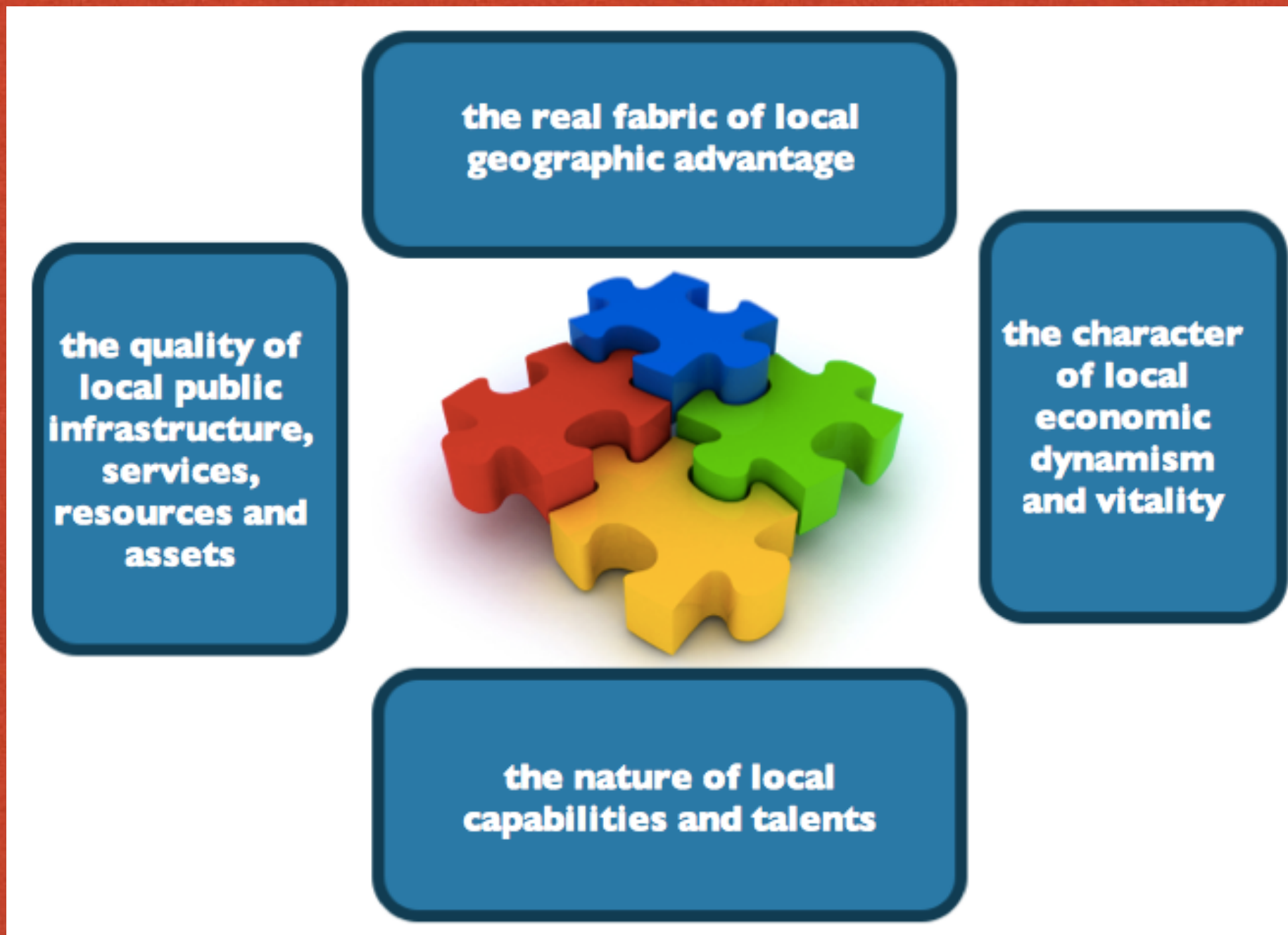
beware managerial reductionism

the world
"in here"
that we
think we
can control

"risks to us"
or
"the risks to
them"

the world "out there"
that we think we
can not really
control

comprehensive and candid appraisals



"the conundrum of progress"

to be mindful of
your failings you
must possess
the right
amount of
self-doubt



to have a good
chance of
succeeding you
must possess the
right amount of
self-confidence

**"Ever tried. Ever failed.
No matter. Try Again.
Fail again. Fail better."**

Samuel Beckett

(1983) Worstward Ho!

@BarryQuirk1