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SOLACE UK

• Financial Sustainability
• Honesty in Government
• Population Shift

*In 2005 there will be challenge,
controversy and, most of all,
learning outcomes that count...*

THE LGMA
2005
NATIONAL CONGRESS
& BUSINESS EXPO
CONGRESS 12th TO 26th MAY

my context in numbers ...

- multi-purpose London Borough Council
- 250,000 out of 8million
- 40% BME population (60% in schools)
- 1 of 33 in London; 1 of 400 in England
- Directly elected mayor + 54 councillors
- 8,500 staff – 4,000 in 100 schools
- service spend
 - revenue AUS \$2bn per year
 - capital AUS \$250m per year

changes to local government in UK

POLITICAL

- creation of 10 Member “executives” – the so called “executive/scrutiny” split
- 10 Mayoral Councils nationally following local referenda; 1 Council Manager/Mayor Council

MANAGERIAL

- CPA dominates management of change – algorithms of capability x performance
- Children’s Services & organisational change

Greater London Authority

since 2000 ...

strategic level tier of government

“family of four functional bodies”

- Transport for London
- Metropolitan Police
- Fire & Emergency Planning
- London-wide Development

external change drivers for Councils

- changing community identity – relations between generations & between communities
- changing sense of political localism; and changing sense of place among citizens
- changing expectations on Councils
 - “below” - customer focus forces us to break down traditional functions
 - “within” – staff expect to deliver best in class services and use best ICT tools
 - “above” - upper tier governments produce more “unfunded mandates”

institutional trends in UK ...

- greater efficiency drives across public sector to squeeze more value from taxpayer's money
- UK trend towards unitary multi-purpose Councils of scale and capacity
- push for more Mayoral Councils to formalise the executive/scrutiny split
- need to link Councils to other public institutions that operate at local level
 - primary & acute health care
 - policing, justice & security

Local Public Service Boards ...

- formal strategic partnerships at local level – community, Not for Profit, private & public sectors
- public sector is orchestrated through a local public service board to co-ordinate service design and delivery; to agree and implement investment plans as well as workforce reform strategies

**SERVICE
FIRST**

**CIVIC
LEADER**

**DEMOCRACY
HUB**

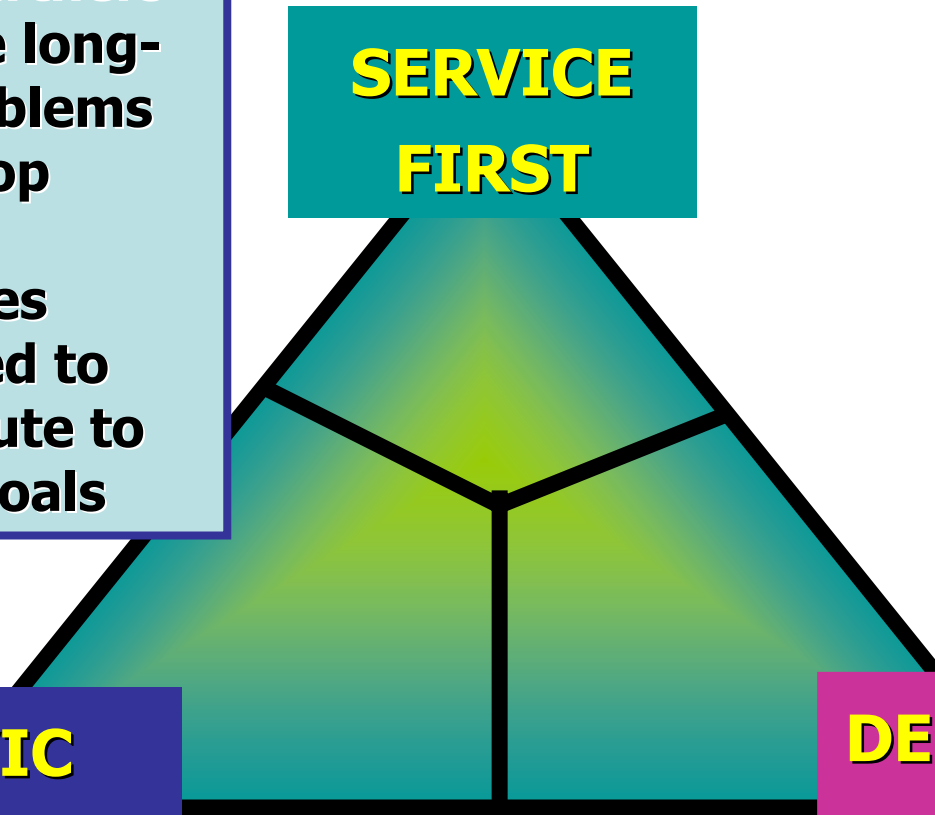
- Service improvement is our top priority
- Community goals expressed in service terms
- Public will get engaged if service is good

- Working with local partners to solve long-run problems is our top priority
- Services designed to contribute to wider goals

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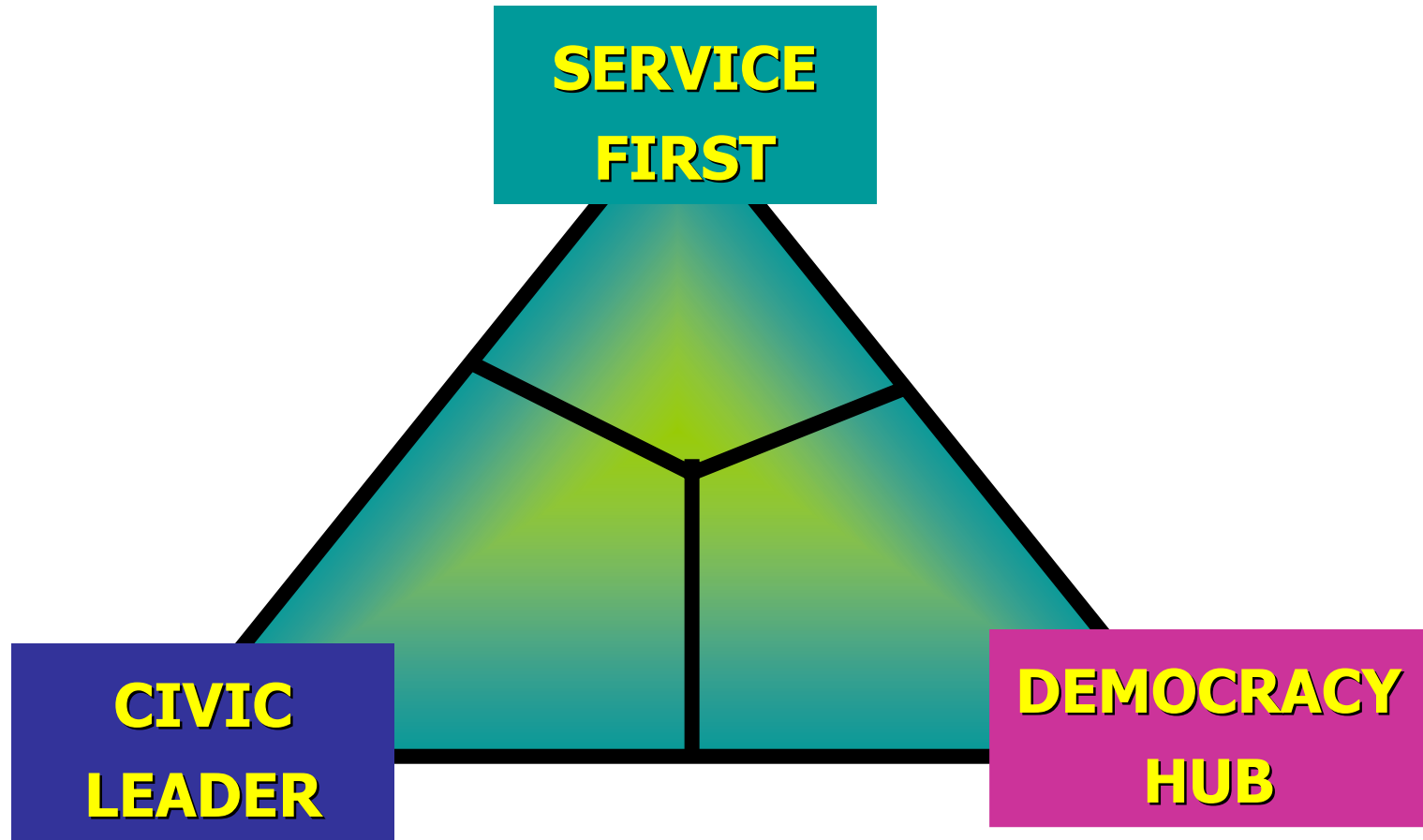
**SERVICE
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- Re-engaging with local people is our top priority
- Citizen engagement is the driving force for service change

**CIVIC
LEADER**

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HUB**

how do you balance your strategic organisational choices?



the conditions in which we manage

- **the drive for uniformity**
- **the desire for uniqueness**

- **the growth of special interests**
- **the demise of the public interest**

Playground Rules

- Do be gentle
- Do be kind & helpful
- Do play well with others
- Do care for your playground
and equipment
- Do listen to people
- Do be honest
- Do keep to the playground
safety rules