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Conference Presentation Index and Abstracts

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Abstracts

How Innovation in the Healthcare Logistics can lead to Cost Savings & Improve the Delivery Process?

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Abstract

The research aims to identify how innovation in the healthcare logistics can improve the quality and save the costs of deliveries. The objectives will focus on the internal logistic functions, the stakeholders and the technology and their role in the process. In general, there are four main components of nursing home costs; staffing, repairs and maintenance, other non-staff current costs and capital costs. Moreover, staffing is the largest cost item for care homes, typically absorbing 50-60% or more of fees at present. By working on improving the quality and following the right approach, for these 4 components, the costs will be cut by 64%. Therefore, this study aims to evaluate the practices in 5 existing residential nursing homes & learning and disability centers in Newcastle – UK to validate the core issues and derive a strategic & operational delivery process and formulate a viable and commercially acceptable business model for improvement.

Measuring Levels of Authority in England 1945 – 2015

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Abstract

The overwhelming conclusion of political scientists is that countries around the world are becoming less centralised and more decentralised but as Lane and Ersson (1994) state, ‘As a matter of fact, only the UK appears to have moved in the opposite direction’. How do we know this to be a fact in the absence of robust measurement? Significant advances have recently occurred through the work of Hooghe et al. (2010) who have measured the changing levels of centralisation/decentralisation in relation to the central state and regional government across 42 countries resulting in a Regional Authority Index (RAI). The author has attempted to take forward this work in developing measures of centralisation/decentralisation that are pertinent to England with the aim of producing a Local Authority Index (LAI) that will clearly demonstrate the ebb and flow of authority between central government and local government over the period 1945 to 2015.

HOOGHE, L., MARKS, G. & SCHAKEL, A. 2010. *The Rise of Regional Authority. Comparative Study of 42 Democracies*, Routledge.

LANE, J.-E. & ERSSON, S. 1994. *Politics and Society in Western Europe*, Sage Publications.

Entrepreneurship, Wealth Creation and the New Municipalism- Routes to ‘Plan B’?

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Abstract

Entrepreneurship, in so far as the term has been used in the arena of local government, has often been dismissed as little more than commercialisation and/ or part of an inevitable neoliberalisation of councils under an ideology of a New Public Management, which has been driven increasingly by competition and financial necessity. In fact, such dismissals have become ever more vocal under the pressures of austerity governance and what many see as an inevitable intensification of commercialisation, or even financialisation, across local authorities. Much controversy has surrounded, for example, the case of Lewisham Council’s housing redevelopment plans, as well as those of Haringey. But, can we dismiss all forms of public entrepreneurship so readily?

In response to this question, this paper investigates alternative interpretations of local entrepreneurship under austerity. It first problematises existing accounts of public entrepreneurship, drawing particular attention to the different narratives of income-generation and community wealth creation which are starting to emerge, and which are now commonly identified with initiatives taken by Preston Council. It then draws evidence from five case studies of municipal entrepreneurship in councils widely identified in the professional press and media as being at the forefront of income-generation activities: Birmingham City Council; Dumfries and Galloway Council; East Riding of Yorkshire Council; Oxford City Council; Sevenoaks District Council; and Swansea City and County Council. Our aim is to capture what is happening across these authorities, and in particular how entrepreneurship is being interpreted by practitioners advancing an agenda of local stewardship and community wealth creation. Indeed, the paper critically assesses the extent to which a new discourse of public entrepreneurship is emerging across these authorities. In conclusion, it evaluates the conditions for the articulation of a new ‘common sense’ of entrepreneurship in local government, while reflecting upon the limitations of current understandings and of entrepreneurialism in the public sector.

Do you hate the change or are you scared of journey to change? *The role of change management process in enhancing the success of innovative projects: Example of Georgian public service*

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Abstract

In the second half of the twentieth century, world governments have faced great amount of complex challenges. The number and the complexity of the citizens' problems and demands increased that encouraged governments to address new ways of problem solution. Many countries have moved into the fierce regime of introducing innovations. These innovations included the introduction of the best practices in the form of innovative approaches to various innovative policies and governance. With modern approaches, innovations are considered one of the most important ways to increase democracy and productivity.

In recent years, Georgian government has moved to implementation of technical and administrative innovations that make public sector work more efficiently and productively. One of the parts of this process has become the introduction of e-governance and implementation of structural changes.

Georgia has experienced two waves of introduction of innovations in state sector performance. During the years of NPM from 2003-2012 there was the wave of radical and rapid innovation implementation process. Georgia addressed new radical ways of fighting against corruption and ineffectiveness of bureaucracy. In many cases the human factor and change management process was almost ignored in the reform implementation process. Innovations in this period were mostly concentrated on short-term goals that were meant to eradicate main problems in governance and maintain some kind of order in the country. In contrast innovations implemented from 2012 were mostly emphasizing the development of procedures, sustainability and were concentrated on long term goals. But procedure of innovation implementation remained unchanged. Still the government, in most cases, ignored change management process, used „one fits all” approach that resulted in less effective outcome than it was planned.

Main problems that arose as a result of ignoring change management process were that employee's perception was very formal concerning the new projects in the organization. Most of the employees discerned innovation as an obligatory formal fact that they have to accept in order not to lose their job. In fact they perceived innovation as a problem and not the opportunity that would ease their work. Some cases may serve as a good illustration to this part. For instance despite the fact that E- document system was implemented in state sector, employees still used material documents in parallel with existing flexible system for years. As a result the innovation that was meant to ease their job and save their time and resources, in contrast made their job more complex and time consuming. Another example could be the project connected with the implementation of e-services in municipalities where business process implementer cannot address “exit strategy” because innovation still did not become the part of their working culture. According to the analysis of interviews of top

managers involved in the process, Georgian Government is developing the basic procedures of change management process.

Research Methodology

The main topic of this research is the role of change management processes in enhancing success of innovative projects implemented in state sector. In this realm the research has been conducted in the municipalities of Georgia in local self-governance bodies. The theoretical framework of the research is the Changes cycle theory and John Kotter's 8 step change model. Within the qualitative method research uses a) in-depth interviews. Data analysis are performed throughout content analysis of qualitative information received from in-depth interviews.

The interviewees of the research are a) innovation implementers b) employees of local self-governance bodies (municipalities) c) top management in local self-governance bodies who are responsible for managing the innovation process in cooperation with innovation implementers (municipalities). The research addresses several innovative projects a) EHRM (Electronic Human Resource Management System), b) MMS (Municipal Management System –within the project of developing E governance), c) DES (Electronic Document System).

- At the first stage research addresses assessment of innovations' success
- On the second stage research assesses the process before and during implementation of innovative project.
- On the third stage analyses each project success level in relation to its process

Indicators used to measure the success of the innovative projects are:

Main Indicator - Level of Bureaucracy

- Sub indicators - Compliance of structure and innovation project
- Sub indicators - level of independence in decision-making
- Sub indicators – flexibility level

Main Indicator – Employee work performance Quality

- Sub indicators – Time of work performance
- Sub indicators – Amount of work performed
- Sub indicators – Amount of mistakes in work performed

Finally, this research is a meaningful contribution to the governments who are concentrated on development and implementation of innovative projects for improving efficiency of their performance. At present, managing change is one of the major challenges confronting not only organizations but also individuals who, on the one hand, have to stay in stride with organizations as they undergo their process of change or, on the other hand, are in charge of enabling change by implementing and coordinating processes of change and innovation within the organizational structures. At some point it becomes necessary to develop and systemize the concept of change management in order to get better results from innovative projects. As governments are dealing with the public money it is essential to concentrate on

getting maximum of the projects and change management process is one of the keys leading to it.

Designing the ‘new municipalism’: the role of endogenous and exogenous actors in choosing local service delivery models

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Abstract

The UK is often cited as a forerunner in New Public Management (NPM) practices such as outsourcing, particularly at the local level (Hood and Dixon 2015). However, the volume of outsourcing dropped significantly in 2017 (Arvato 2018), as various councils introduced different models of service delivery to try and exert more control over their provision and cost. Taking their cue from many authorities in continental Europe, some have adopted a strategy of ‘re-municipalisation’ by taking responsibility for service management and delivery back ‘in-house’ from private providers (Hall and Hobbs 2017). Others have sought to share services with other public bodies (Local Government Association 2016) or set up new arms-length bodies to provide them on a non-profit basis (Skelcher 2017). Still more have established commercial companies to supply services such as energy, culture, leisure or highways (Grant Thornton 2015), or invested in property in order to sell or rent it to households or businesses (Public Accounts Committee 2016).

This variety suggests that councils may be tailoring their service delivery options according to local (party) political priorities, in line with the principles of ‘localism’. Yet, at the same time, fiscal constraints driven by central funding reductions will also shape council decision-making. Indeed, because some English councils have experienced much deeper funding cuts than others, it may be that choices of service delivery models across the country are related more to patterns of austerity than party-political control.

This paper will explore connections between funding cuts, service model selection and political party control. It will therefore contribute to wider discussions about the evolving nature of central-local relations in England, how asymmetric funding cuts may be shaping councils’ ability to make autonomous policy decisions, and – ultimately – the role and purpose of local government in the future.

Local authority direct provision of housing: diverse innovation to address common problems

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Abstract

The role of austerity in determining the priorities, programmes and expenditure of local authorities has been concerned both with the specific choices that have had to be made (Overmans and Noordegraaf 2014) but also the wider blame shifting culture that this has posited (Cochrane 2016). The effects of the mantra of the ‘age of austerity’ on local government has been discussed (Lowndes and Pratchett 2010) and also been associated with increases in crime and social unrest. More recently in 2016, the continued application of austerity narratives and practices have been identified as a root cause of the outcome of the UK Referendum on EU membership and the Prime Minister has launched a programme to move away from neo-liberal and austerity measures to a more Keynesian approach located within fighting Beveridge’s five evils.

Much of the research on the effects of austerity within local government in the period since 2010 have focussed on the efficiencies and cuts that have been made in specific services (Lowndes and McCaughie 2013) and draw upon the legacy of similar practices that have been in operation since the IMF crisis in 1976 (Morphet 2008). It has also focused on the transfer of services and social responsibility to voluntary and community organizations that have taken the operation of libraries, food banks and other social support. This has brought change to local authorities and Lowndes and Gardner (2016) have also argued that local authorities have been nudged into new structures internally and within functional economic areas to both improve their efficiency but also to increase their voice with government.

This paper explores another form of innovation that has been an outcome of austerity and that is the return of local authorities providing housing again. Much of the interest in housing within an austerity context has been related to pressures on house building and associated income through incentivised government programmes such as the New Homes Bonus and reform of council tax. However, austerity has had another effect on local authorities and their housing role. The increased costs of providing housing for those homeless as a result of austerity pressures has led local authorities to consider diverse methods of direct provision of housing across all tenures including social housing provided through the use of hedge funds and direct housing purchase using the local authorities balances or loans raised through the European Investment Bank or bonds. In our research undertaken in 2017, over 91% of local authorities were undertaking initiatives to provide housing in their areas. This paper discusses the findings of research that indicates that local authorities have used nearly thirty different ways to return to direct housing provision and the longer term implications for post neo-liberal state intervention in markets.

Governance, leadership and strategic performance in England and Scottish fire and rescue services - who provides greater public assurance, accountability and value for money?

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Abstract

Since 2010 in England and from 2011 in Scotland, (as a consequence of devolution), the alternative regimes for developing policy, delivering fire and rescue services and providing assurance to the public have diverged significantly. In 2017 in Nottingham we reported on the first phase of this comparative study (Murphy *et al* 2017, Taylor *et al.* 2018)

As part of a wider review of the new 2018 national framework for Fire & Rescue Services, in England (Home Office 2018) resulting from the Crime and Policing Act 2017, this paper will review and compare the adequacy of the policy/delivery/assurance regime in England with the equivalent regime in Scotland, since the previous study was undertaken. A recent consultation on 'the safe and planned future of the Scottish Fire and Rescue Service' in Scotland (SFRS 2018), suggests that it is both timely and potentially beneficial to compare the two countries arrangements.

The research methods we used for that study and propose for the current study are a literature review, together with a document analysis and a series of semi-structured elite interviews with key stakeholders. In our previous study, we found that in Scotland the government and the SFRS have maintained more of a public interest /public value ethos while in England there was further resort to New Public Management approaches through the use of internal market mechanisms often couched within the language of choice. In Scotland maintenance and improvement in services was the core objective whereas in England achieving financial reductions in line with the established austerity localism policy where the primary objective. Governance leadership and accountability improved as a result Scottish reforms whereas in England they significantly deteriorated. In the period up to 2015, the Scottish fire and rescue service achieved its short and medium term financial targets while in England the equivalent targets were missed.

We are currently undertaking this follow up study, to compare the performance of the two jurisdictions in the period since the previous study was completed.

References

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SFRS 2018 *The safe and planned future of the Scottish Fire and Rescue Service' - Consultation*

Taylor, L., Murphy, P. and Greenhalgh, K., 2018. Scottish fire and rescue services reform 2010–2015. In: P. Murphy and K. Greenhalgh, eds., *Fire and rescue services: leadership and management perspectives*. London: Springer, pp. 191-205.

Do We Really Need Directly Elected Mayors to Run our Big Cities? Lessons from the North

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Abstract

Directly-elected mayors have been established in Europe and beyond (in the USA for over a century) as the preferred means of creating powerful local leadership which combines political legitimacy and managerial authority through direct electoral mandate.

In the UK context legislation covering England and Wales (2000 Local Government Act) made the mayoral option available, subject to local referendum and (from 2007) by simple council resolution (in England). Overall, public interest in the mayoral option has been underwhelming with no indication that the public in the big cities of England and Wales want mayors. The move to mayoral leadership in Liverpool and Leicester was by way of council vote with only one referendum vote (Bristol) choosing the mayoral option. London is of course a separate and special case. There are currently no executive mayors in Wales.

The mayoral project for England has produced predominantly mayors in small boroughs with some 'local problem of governance'. Mayors have been seen by the public to be a solution in such circumstances (Middlesbrough, Doncaster, and, more recently Copeland). These are not big cities; the mayor is not the heroic urban leader in this English context but rather he/she is the provider of local solutions to the perceived local problems of small municipalities. But despite the seeming lack of public interest in the mayoral option, the discourse of the powerful city mayor continues to pervade governance agendas and is currently being repackaged as a 'metro mayor' for the city regions/combined authorities. The focus for mayoral adoption is no longer only on smaller local government units.

This raises the question of whether directly elected mayors are really needed to run our big cities? Why does central government (irrespective of party) persist with this agenda for England and Wales? From experience do they provide some form of urban leadership that is not offered by council leaders or other forms of political management? Is there anything that can be learned from other countries that may inform the development of the mayoral project in England and Wales?

The paper will address the above questions through an analysis of the perceived value of council leadership focussing primarily on Scotland where there is no legislative provision for mayors within local government units for the big cities. What is it then that these non-mayoral council leaders do and specifically is there anything they cannot do that could be done by an elected mayor? Through comparison with the English situation the paper will explore the underlying assumptions informing the mayoral project and consider the practical relevance of such for the way that our major cities may be managed in the future. Is there some proven advantage that comes with mayoral leadership? Can doubt be cast on the whole mayoral 'project' in England and Wales? While there is no panacea to ensure effective local leadership and governance there may well be lessons that can be learned from past experience

in England and from current experience in Scotland for the mayoral concept in the UK context.

Beyond Borders: The State of International/Comparative Coursework in US MPA Programs

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Abstract

The curriculum in the Masters of Public Administration (MPA) degree programs in the United States generally focuses on core subjects “designed to aid students in developing the skills and techniques used by leaders and managers to implement policies, projects, and programs that resolve important societal problems” (NASPAA, <http://www.naspaa.org/students/faq/faq.asp>). Common curriculum components, as established by the Network of Schools of Public Policy, Affairs, and Administration (NASPAA), include courses in human resources, budgeting, policy, program evaluation, political and legal processes, and management concepts and behavior (Holzer & Lin, 2007). The number and types of concentration/specialization tracks, however, ranges considerably. Comparative and international concentrations have had more fluctuation in their number over the years. In 1976, fifty-three percent of MPA Programs offered courses containing comparative or international attention; however, by 2007, the number had declined to thirty-five percent (Holzer & Lin, 2007).

Ten years later, what is the prevalence of comparative and international concentrations and/or specializations in US MPA degrees? What types of courses are taught in these concentrations/specializations? This presentation will focus on NASPAA-accredited schools with comparative and international concentrations and/or specializations to determine the breadth and depth of the offerings. In addition, this presentation will review the treatment of this concentration/specialization at the annual US Teaching Public Administration conference over 40 years to inform our understanding of how US MPA Programs perceive and teach public service theory and practice beyond its borders.

Holzer, M. & Lin, W. (2007). A longitudinal perspective on MPA education in the United States. *Journal of Public Affairs and Education*, 13(2), 345-364.

National Association of Schools of Public Affairs, and Administration (NASPAA). (1974). FAQ's. www.naspaa.org/students/faq/faq.asp

The Significance of Philosophy for Public Administration Programmes

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Abstract

Public administration (PA) can be considered as an applied, interdisciplinary field, whose study demands the contribution of a range of disciplines, including political science, management, law, sociology, and others. The paper argues that the disciplines of PA should also include philosophy: not as a discipline (philosophy is not a discipline in the sense modern sciences are: rather, at the roots of philosophy are key questions – what there is (ontology)? who we are (philosophy of the mind)? how to live well (ethics)? how to live well together (political philosophy)? and others) but as the foundation of all the other disciplines studying PA, from political science (whose roots are in political philosophy) to management and sociology (whose underpinnings are in ontological conceptions of the individual and society), to law (whose roots and in the philosophy of law), and so on.

If philosophy is foundational to PA, then two key questions arise: in researching PA, what is the contribution of philosophy to advancing our understanding of PA? and in the teaching of PA: what is the place of philosophy in the curricula of PA programmes? The paper, after reviewing the philosophical foundations of PA (based on the recently published book: *Philosophy and Public Administration: An Introduction*, E Ongaro, Elgar, 201), aims at discussing the latter question about the contribution of philosophy to the training in the field of PA, and the place of philosophy in PA education curricula.

Public Value Management and New Public Governance: Key Traits, Issues and Developments

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Abstract

In this paper there is a discussion of Public Value Management and New Public Governance, in particular how these concepts evolved from traditional public administration. Key characteristics are discussed, components and underpinning doctrines, as well as connections to public sector paradigms, networks, collaborations, leadership and other concepts. Critiques are discussed, as well as specific issues such as inclusiveness, pluralism, power, accountability and trust. Drawing on European examples. A discussion on the distinctive European aspects of PVM and NPG concludes the paper

Perceptions of Public Administration Doctoral Education and the Academic Future of PA

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Abstract

Following research on doctoral degrees (Slagle and Williams, forthcoming), a trend of online doctoral education is evident. Over 35% of doctoral degree conferred in public affairs education are from online institutions. Furthermore, Rahm (2015) details that only 5% of public administration doctoral degree holders are able to find tenure-track positions in higher education. This lends itself to questioning the perceptions of higher education on one's doctoral education. Long has the perception of institutional ranking existed, but now the addition of the online student makes for another iteration of the Jay White (1992) problem – failure to contribute to the field of public administration post-doctoral degree. According to the Network of Schools of Public Policy, Affairs, and Administration [NASPAA], doctoral education in PA aims at producing scholars in the field and future educators. However, if White's (1992) dilemma is ongoing, has PA entered another wave of production of doctoral students that cannot fulfill NASPAA's charge on doctoral education? In an effort to analyze this, a survey utilizing choice on hiring is distributed to directors of PA programs. Surveys focus on a series of questions pertaining to credentials of applicants for tenure-track positions relating to degree, institution, experience, etc. in an effort to identify what is the ideal in hiring. Discussions turn to the current state of public administration education and the direction(s) this may define for the future of public administration within higher education.

Limits of Leadership in Public Service and Delivery with MDGs in Bangladesh

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Abstract

Public service lies at the core of local governance in countries. In the era of New Public Governance (NPG) and New Public Service (NPS), an effective leadership is vital to face the 21st-century challenges of public service. Studies revealed that the performance of public service in South Asian Bangladesh is substandard. The study assumes that the unsophisticated leadership practice in public administration has negative correlations with public service performance. A co-production and cocreation in public service might be an option for effective public service delivery implementing national and international development programme. The paper is a qualitative study of public administration service delivery within an institution-specific knowledge in the area of administrative science, organisation, development and service science. It aims at scholarly understanding of the

leadership and public service performance issues with capacity dimensions in relation to MDGs basic education, highlighting the problems of functioning in public service delivery at the local level in Bangladesh. It reports the results qualitatively based on gleaned data from primary and secondary sources. It uses appropriate qualitative techniques of analysis to investigate the phenomena and indicates the link to co-production and cocreation in local public service delivery. Thus, the research poses questions of ‘what are the limitations of leadership for public service delivery?’ ‘How far local administration leadership in Bangladesh is capable of effective public service delivery?’ what are the new approaches for an effective public service delivery? The research will realise the practical insights of the phenomena and have broader implications for governments in developing countries, the SDGs and international agencies for effective partnership in public service delivery and development. Keywords: Governance, Leadership, Co-production, Co-creation, Public Service Performance, Local administration, MDGs, SDGs, Bangladesh

Leading the Combined Authorities in England: A New Role for Elected Mayors?

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Abstract

This paper draws from the authors’ current research into the leadership of Combined Authorities which, alongside their previous research into the impact of directly elected mayors, permits an assessment of mayoral leadership in England and Wales.

A brief and critical history of elected mayors is presented, seeking to assess their success in engaging the public and leading their local areas. It is suggested that a government concern with structural and institutional change has tended to minimise the role of human agency in local leadership. The paper then considers the new Combined Authorities which are, following government prescription, led by a further generation of elected mayors. Specifically, the question of whether mayors can be a solution to the problem of governance in Combined Authorities is addressed. This discussion is informed by a review of the elections in May 2018 for Combined Authority mayors.

Using the authors’ current research, conclusions are drawn about whether Combined Authorities offer a new leadership role – or perhaps a last chance- for the directly elected mayor.

Leadership in education: a new challenge for public universities?

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Abstract

The 1980s have been characterized by the development of New Public Management (NPM), that is the effort to improve the efficiency of public services by the introduction of private sector management tools in the public sector (Bleiklie and Michelson, 2008; Paradeise et al., 2009). NPM has also involved public higher education institutions that are pressed to be more “business-like” and to develop managerial roles (Ferlie et al., 2008), by ensuring greater autonomy, flexibility, decentralization, and responsibilities.

But, in a context where higher education is currently affected by external, economic, social, technological, and political changes, management results ineffective and leadership becomes the new mantra for universities, which must continue to provide ever-improving quality of research and teaching (Pedersen and Hartley, 2008). Indeed, according to Kotter (1990), if management is about coping with complexity, including the activities of planning, budgeting, co-ordinating, and controlling, leadership is about coping with change, by providing strategic vision and planning, but also a social and emotional orientation (Hemlin, 2009).

In a knowledge-based economy (Powell and Snellman, 2004; Leydesdorff et al., 2006; Leydesdorff, 2010) universities are called to provide skilled workers and, while there is no agreement on the required expertise for academic leadership, they have started to tune a new form of it, that appears as non-traditional. In this sense, leadership is seen as a dynamic process (Yip, Wong, and Ernst, 2008) through which leaders become able to establish direction by engaging external, multiple, and diversely positioned individuals in a common cause.

Even if studies in academic leadership appear as one of the least addressed areas in university management research, we will start by reviewing the available literature on the concept, by analysing the factors that have encouraged this new approach. Then, we will investigate the complex relationship between leadership and management in the academic environment and the different leadership frameworks that have been defined.

A specific focus will be put on the first higher education institutions that have experienced an external leadership (the University of California in 2013, the Bowdoin College in 2015, and the South Carolina State University in 2016), in order to individuate possible and linked benefits in terms of improvements in performance (taking into account aspects such as the students placement rate).

Finally, we will try to conclude if leadership can effectively contribute in order to obtain a new form of university, that appears more realistic, hybrid, and entrepreneurial (as suggested by Ranga and Etzkowitz, 2013), able to provide practical solutions.

Keywords New Public Management; Leadership; Higher Education Institutions

Leadership of Health and Social Care Services - The Challenges of Leading Integrated Services

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Abstract

Health and Social Care integration came about in Scotland following the implementation of the Public Bodies (Joint Working) (Scotland) Act 2014. This represented a major shift in the way health and social care services were to be delivered and put significant new responsibilities on leaders to enable collaborative working practices within an increasingly integrated and multi-agency context. Yet little research has been conducted on what leadership skills are required in order to facilitate these new collaborative governance arrangements.

This research draws on interviews with ten line managers of integrated health and social care services from a single partnership area. Participants were asked closed questions about whether they had experienced 22 leadership factors that emerged from the literature review.

It was found that managers had experienced all 22 factors as a routine part of their management and leadership role. However, further open-ended questioning led to the identification of some key themes that managers felt to be ongoing challenges. These included lack of support for managers in managing staff and staff teams, and managing performance; lack for formal shared training across both organisations; and lack of clear policies and procedures for managers of integrated services.

KEY WORDS: Leadership, Collaborative Governance; Health and Social Care; Strategy

Research Paper: “Public value creation in local government: public entrepreneurs’ perceptions of Greek fiscal austerity”

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Abstract

Public value remains a contested and abstract idea in attempts at local government policy reforms. Nevertheless, public value represents a means of change and transformation in local government reorganising towards more operational outcomes for citizens and local communities. On the other hand, open governance processes encourage public servants to explore entrepreneurial ways of coping with complex financial and societal challenges in order to achieve more with less. For these reasons, understanding local government public entrepreneurs’ perceptions of public value creation is significant, associated with their related challenges in identifying opportunities for enhancing quality public value services. Despite the increasing interest from academics and practitioners in public entrepreneurship and public entrepreneurs’ debates, public value creation remains empirically under-explored and not well established in the local government literature. This paper presents a case study of Greek local government and offers original insights of public entrepreneurs’ perceptions and experiences of public value creation in the fiscal austerity period. The findings reveal that their entrepreneurial dimensions- innovativeness, risk-taking and proactivity-are embedded in both context and role-dependent conceptualisations of public value creation in an open deliberative system of public service delivery. This also draws public value implications on a holistic approach to governing processes to determine strategic management practice and policy- making in local government.

Keywords: public value; local government; fiscal austerity; Greece; public entrepreneurs

Public Value frameworks for local public services: a systematic literature review

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Abstract

Especially in times of austerity and cutback policies, local governments, which are in the first line in public service delivery, are supposed to make difficult choices. The public value theory can provide a useful approach to guide their decision-making processes, more pragmatic and valid than the previous New Public Management (NPM) theory. It represents a way of thinking which is both post-bureaucratic and post- competitive and goes beyond the narrow market-versus-government failure approaches, so dominant in the NPM era (O’Flynn 2007, Hefetz and Warner 2004).

The concept of public value has evolved in the last two decades (Moore 1995, Kelly, Mulgan and Muers, 2002, Horner and Hazel, 2005, Bozeman 2007, Bennington 2009). Public value is created by governments through services, laws regulation and other actions and is determined by citizens’ preferences that affect public choices.

The way in which public services are provided in a territory or in a community and political

decisions adopted in different fields (e.g. education, health, environment), are affected by the values and preferences of communities. The value and the political relevance that such services represent for citizens affect public decision-making. Measuring public value, especially for local governments, has evolved to more specific procedures for establishing countable results: it represents a fair methodology for public performance measurement especially in terms of providing high quality services for citizens in an efficient and effective way and for understanding gaps between citizens and users expectations (Guthrie & Russo, 2014).

The research objective of the paper is to analyse and compare the frameworks for measuring public value in local public services delivery. Analysis and comparison were applied to the identified public value measurement frameworks based on the literature review, using relevant books, journals and materials available.

Representation in devolving environments: opportunities and challenges

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Abstract

English devolution and the associated combined authorities agenda have drawn attention to a new assertiveness in Westminster with regards to the capacity of the local state (Lowndes and Gardner, 2016). Focusing on economic revival and regeneration of geographies that sit outside London and the South East (Berry and Giovannini, 2018), these developments have devolved service responsibilities and arguably (Lowndes and Gardner, 2016), provided the local state with more autonomy. As a result, attention has been drawn to the need for revised and rethought models of governance (Berry and Giovannini, 2018; see also Morphet, 2017).

Framed as both destabilising and with opportunity (Lowndes and Gardner, 2016; Shaw and Tewdwr Jones, 2017), the various ‘imaginaries’ (see Shaw and Tewdwr Jones, 2017) of how devolution and the combined authorities agenda will manifest continue to paint a number of unclear pictures that are open to interpretation and subject to change. Yet, what is clear is that they will introduce institutional change and require new working relationships and reconceived role interpretations. Of crucial importance will be the way in which different forms of elected representation co-exist. Whilst possibilities for enhanced governance and ‘multi-subnational-level’ collaboration are evident, these new representative spaces will also be generative of tension and inconsistency as local, city and constituency level governance collide (see Morphet, 2017). Of central interest will be how governance plays out at the most local level and whilst room exists for new spaces for engagement, consultation and public involvement, the extent to which these opportunities can be realised will be contingent on a commitment to prioritising the democratic agenda (Prosser et. al., 2018); thus far, the dominant narrative has largely eschewed this arena.

This panel invites papers that address representative and democratic issues associated with devolution and the combined authorities agenda from normative, theoretical, methodological and/or empirical perspectives.

Key words: Devolution; Combined Authorities; Democracy, Representation; Local Governance; Cities.

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Reinterpreting representative space: the role of the councillor in devolved environments

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Abstract

Both devolution and the combined authorities agenda present a number of governance dilemmas. The complexities that surround the role of councillors in these contexts are however, particularly stark. Unlike directly elected mayors who are clearly positioned at the centre of governance arrangements and constituency MPs who are relevant stakeholders but remain explicitly connected to Westminster, councillors continue to seek and negotiate their roles in these continuously changing and increasingly contested environments. Whilst there is a case to be made for them adopting central and shaping roles (Hambleton, 2017), such opportunities have largely failed to materialise; processes remain centralised (Ayres, 2017) and councillor roles remain and are perceived to remain unclear (Lowndes and Gardner, 2016; Mangan et. al. 2016; Copus and Wall, 2017). Perhaps unsurprisingly, these developments have been met with mixed responses and a certain apprehension in the councillor community and these sentiments seem particularly evident in non-executive councillors who operate at the periphery of the agendas and, to a greater or lesser extent, feel uninvolved (Copus and Wall, 2017; Mangan et. al. 2016).

This paper assesses councillors' perceptions of devolution and the combined authorities agenda, in relation to their representative roles and the governance arrangements in which they participate. Notions of the professionalising councillor are explored and the paper poses questions about development needs and the skills councillors require to successfully negotiate these new and changing environments. Presented findings will be generated by way of a two stage process; through those surfaced in the research projects, *The 21st Century Councillor* (Mangan et al., 2016) and *The Voice of the Councillor* (Copus and Wall, 2017) and a graphically facilitated workshop with local representatives that will sense check and build on initial themes.

Key words: Democracy; Representation; Councillor; Local Governance; Devolution; Combined Authorities.

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The complexity of outcomes-based public management: an emerging new paradigm?

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Abstract

It is often taken for granted that public services should be commissioned, managed and evaluated based on the impact they make on outcomes: the key indicators of social value like health inequalities, educational attainment, crime rates or wellbeing. However, outcomes-based approaches have routinely fallen short of expectations at a time when public finances are most stretched (Wimbush, 2011).

The proliferation of outcomes-based approaches to strategic planning, performance management and commissioning have traditionally derived from a 'Rationalist' paradigm emphasising reductionism and extrinsic incentives, however few success stories have come to light. We argue the anomalies presented by this management practice – the inability to objectively measure outcomes (Cartwright et al., 2016), the ubiquity of 'gaming' behaviours

and the manipulation of performance information (Smith, 1995; van Thiel and Leeuw, 2002; Bevan and Hood, 2006; Lowe and Wilson, 2016), the failure to motivate an adequately systemic response across organisational boundaries, and the inadequacy of a priori strategic planning and retrospective attribution of impact (Bovaird, 2014) - are not technical problems but indicative of a paradigm in crisis.

Outcomes however challenge management approaches because they are inherently complex phenomena. The paper identifies four aspects of complexity endemic to outcomes-based management: (a) compositional complexity, in the causal uncertainty between inputs and outcomes, (b) dynamic complexity, in the way in which the systems which produce outcomes change over time, (c) governance complexity, through the lack of control over the broader system which produces outcomes, and (d) experiential complexity, in the differentiated pathways to outcomes from individual to individual.

The paper then adopts complexity theory in a constructive capacity to explore the contours of an alternative complexity-friendly framework for public management practice, discussing its implications for accountability and performance incentives, leadership and coordination, and strategic planning and learning. Finally, drawing from management theory, public health, evaluation and public administration scholarship, this paper explores the contours of this new paradigm in practice. Beyond providing a useful intellectual framework, we argue the construction of this framework opens up an exciting new direction for research in public management scholarship in supporting policymakers and public managers to tackle outcomes and complexity more meaningfully than is often practiced.

Reconstructing public sector audit through symbolic violence

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Abstract

This paper examines the transition of auditors from the English public sector to private firms in 2012 as a result of the abolition of the Audit Commission. I use a constructivist grounded theory approach and intensive interviews with public sector auditors and clients to explore how the transfer and associated cost savings have affected the financial audit of public sector entities.

I find that private sector audit firms have reconstructed what it means to undertake a good quality audit in the UK public sector, in line with commercial objectives. Using the new meanings, efficiency is incorporated into auditors' understanding of audit quality, and less work is necessary to do a good audit. I employ a Bourdieusian theoretical framework to explain how the reconstructed meaning of public sector audit is imposed and perpetuated through symbolic violence.

These findings add to our understanding of how the dominant parties in the audit sector continue to define how audit works. It also helps to explain how some New Public Management cost savings are achieved. On a practical level, it contributes to a greater

understanding of public sector audit in England, which could be valuable to those making policy decisions in other jurisdictions of the UK, which still operate national audit institutions similar to the Audit Commission.

Funding, commissioning and managing systems change: a new conceptual framework for the public and non-profit sectors

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Abstract

Facing complex and intractable social problems, commissioners and funders across the public and non-profit sectors are increasingly adopting systems change as a strategic goal. Such an approach is recognised to challenge traditional approaches to grantmaking, monitoring and evaluation, and performance management. Systems change however is a nebulous and poorly defined concept, and few extant conceptual frameworks are appropriate for funding, commissioning or strategic management level.

While budget-holders may wish to effect systems change locally, the complexity of this local context means that this will not be possible without reflecting with others on their own practice, and intervening themselves to advocate for changes in policy and practice. This paper develops a new framework for funding and commissioning systems change, integrating Action Research theory (Torbert 1999) and critical social learning systems theory (Blackmore et al. 2014), in which both budget holder and delivery organisation share responsibility for learning and action.

We apply this framework to initiative by a UK charitable foundation to enable local areas to develop better systems to support individuals living with severe and multiple disadvantage. Our findings suggest funders and commissioners can use the framework to learn and adapt strategy, however that this requires moving the focus of performance management from results to learning. We finally develop a typology of behaviours which constitute a systems change role in the public sector.

The Conversion of *Wicked Problems in Public Administration* from Face-to-Face to Online: Seven Months in the Making

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Abstract

Wicked Problems in Public Administration is an original course developed for the Master of Public Administration Program in the School of Public Service, Strome College of Business, Old Dominion University. The course was initially taught in face-to-face mode in 2016. The course was structured with an initial two-week theory module followed by nine topical modules. After a thorough grounding in wicked problem theory, students were introduced to current complex social problems (wicked problems), including environmental justice; disaster planning; immigration; opioids and methamphetamine; sea level rise; homelessness, affordable housing and poverty; and mass incarceration. They analyzed each topic using the ten attributes described in Horst Rittel and Melvin Webber's "Dilemmas in a General Theory of Planning" or the four dimensions of wicked problems postulated by Edward P. Weber and Anne M. Khademian in their essay "Wicked Problems, Knowledge Challenges, and Collaborative Capacity Builders in Network Settings." The course proved to be popular and in 2017 was redeveloped as online elective. The transition took seven months to complete and was first offered in the new format in the Spring, 2018 semester. It will be offered again in the same format in the Fall, 2018 semester. This article explores the transition from face-to-face to online.

How Can English-speaking Universities Provide More Accommodating and Inclusive Programs of Public Administration to Asian International Students?

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Abstract

Scholars in the field of public administration and in academia more broadly recognize the internationalization process in higher education as a factual aspect of globalization (Qiang 2003; Yang 2009; Ryan 2010; Ingrams and Holzer 2016). Zha Qiang (2003) argues, consequently, that we can no longer view higher education strictly in a national context. Indeed, with the growing number of international students admitted to institutions of higher education in Europe and North America since the beginning of the new millennium, institutions of higher education are seeking to adjust to such demands.

This paper reviews contemporary literature to identify and discuss the challenges faced by Asian international students who come to English-speaking universities to advance their studies. The review is particularly focused on garnering information useful to administrators and decision makers responsible for producing effective graduate programs in the field of

Public Administration, regarding how their programs can be more accommodating and inclusive to Asian international students.

Challenges being experienced by Asian international students and how they can be accommodated have consequences not only for the students but also for their local classmates and to varying extents other stakeholders in the internationalized education sector. Different stakeholder groups have diverse perspectives and priorities. They represent political, economic, social/cultural and academic interests (de Wit, 2001).

Knight (2012; 2017) notes that attention given to the international dimensions of higher education should not overshadow or erode the importance of local contexts. She states further, that the overreliance on income from international students' fees is leading to lower academic standards and internationalization is becoming characterized by competition, commercialization, self-interests and status building. With that in mind, the authors of this paper focus on how the needs of Asian international students can be met in ways that are also advantageous to their closest stakeholders: their classmates, faculty, and the host departments/schools within the university.

The paper is organized in four sections. In the first section is an overview of internationalization in higher education. In the second section the challenges that face Asian international students are identified and discussed, with attention to the kinds of accommodation and inclusion that Asian international students need. The third section is focused on lessons from various English-speaking universities in the host countries. Implications of findings described in the second and third sections are discussed in the final section, with some conclusions.

Key words: internationalization, higher education, Asian students, public administration programs, stakeholders

Analysing the effects of deregulating performance management policy in schools; a loosely-coupled perspective

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Abstract

During recent years performance management policy in schools has become increasingly localized due to government deregulation. In recognition of the complexity of schools, school leaders have been given increased autonomy to interpret and design such policy so that it is flexible to context and responsive to complexity. From a theoretical perspective, it can be conceptualized that national policy has become loosely-coupled (Weick 1976) to local context. Although loose-coupling is often thought of as a beneficial approach, it can create both 'functions' and 'disfunctions' (Weick 1976, p6.), creating a dialectic often underexplored in performance management research (Page 2016). This paper explores how loose-coupling theory can be used to analyse the effects of localization on performance management policy in schools.

Through interviews with 28 staff members in eight schools including teachers, senior leaders and head teachers, it is found that there is variation in the assumptions of what deregulation can and should achieve. Schools have responded in two divergent ways to loose-coupling. Firstly, a linear approach manifesting across certain schools has resulted in a reductionist and outcomes-based accountability with the result that developmental aspects receive less attention. A second adaptive response has pursued learning and used performance management developmentally, more in line with the intentions of deregulation. The findings show that loosely coupling national to local performance management policy will likely create both positive and negative effects. Acknowledging these dialectical tensions may help with both explaining and understanding the behaviour of autonomous organisations under performance management regimes, and designing and implementing performance management in schools.

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Towards Environmental Justice: Collaboration Among Agricultural Health Stakeholders in Ventura County

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Abstract

Industrial agriculture's utilization of pesticides and employment of an immigrant workforce has resulted in the creation of low-income, immigrant communities that suffer disproportionately high rates of pesticide exposure. Local stakeholders who seek to influence pesticide use decisions in these communities are often framed as adversaries and few opportunities for genuine dialogue and collaboration exist among them. I use Ventura County, California as a field site to examine how the collaborative practices of local stakeholders shape agricultural health protections. In Ventura County, there is a concentration of farming operations in communities that are majority Latino, immigrant, and low-income. I employ qualitative methodology, including observations, in-depth interviews, and archival research to understand the context, pressures, and constraints of collaboration and decision-making. I have conducted field observations at numerous settings, including community and government meetings, collaborative working group meetings, and public hearings; shadowed the outreach work of local regulators and enforcement officials with the County Agricultural Commissioner's (CAC) office and the Department of Pesticide Regulation (DPR); and have conducted interviews with over 70 agricultural health stakeholders. Preliminary results will show how an exemplary collaborative working group called the "Miracle Group" is moving from polarization between stakeholders towards collaboration and trust. This group consists of key citrus, berry, and avocado growers and key farmworker advocates in Ventura County who are collaborating – against the odds – on proposals to improve farmworker labor conditions and protect farmworkers from unacceptable pesticide risk. Through inductive data analysis, I will show how engaging in multi-stakeholder collaboration can promote decision-making processes and practices that

empower and protect vulnerable groups. Key Words: environmental justice, pesticide risk, agricultural health disparities, multistakeholder collaboration

Grassroots empowerment and collaborative community security

Service in south east Nigeria

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Abstract

In social service delivery state and non-state actors collaborate for some key reasons: efficiency and effectiveness, lean resource-base of public authorities, social inclusiveness (i.e. people's empowerment) and accountability. The United Nations development system had foreshadowed the current imperative for collaborative public service delivery when it declared the decade of the 1970's a "Decade of Another Development", making "Growth-with-Equity" its central catechism. Amongst other preceding institutional measures, the Obansajo regime's Public Private Partnership Policy (1999) had been promulgated in the same vein. In the South East geo-political zone (comprising Abia, Anambra, Ebonyi, Enugu and Imo States), security challenges have continued to tower above other social service problems. In response to this, the Enugu State Government in 2006 enacted the Neighborhood Watch Security System which sought to incorporate non-state actors – community, private sector and professional security groups - into a collaborative platform for community policing. Other states in the Zone followed her example. But its *modus operandi*, including its efficacy, needs to be systematically studied. This paper therefore seeks answers to the following pertinent questions: How participatory were the processes of promulgating these policies? What is the organizational mechanisms for running these programmes? How autonomous are the management bodies of the programmes? What are the major countervailing institutional forces? Why have security challenges remained daunting in this Zone? Data for this study will be collected from both primary and secondary sources. For primary data, we will draw representative samples of key functionaries; for secondary data, we will rely on official documents, books and periodicals. Analysis will be lodged within New Institutionalism conceptual frameworks.

Key Words: grassroots empowerment–collaborative security service–accountability–
efficiency– effectiveness

“Civic crowdfunding for resilient local communities.”

**Crowdfunding: resilience, social innovation and participation to the cultural
patrimony**

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Abstract

In an era of increasing citizen needs, financial constraints and austerity policies, the traditional top-down approach of providing wellbeing is flanked by strategies of multi-actor involvement in order to overcome these social challenges.

Civic crowdfunding, as a subtype of crowdsourcing, is a process whereby citizens, in collaboration with the public administration, contribute to fund projects of public utility.

The practices of co-financing and co-producing public projects encourage citizens to be proactive and responsible subject: instead of assuming the role of a passive consumer, the citizen becomes the centre of a resilient system.

This paper contributes to the literature on civic crowdfunding, focusing on its relation with the dynamics of socio-economic resilience at the local community level. In particular, it proposes a new theoretical framework that revisits the core attributes of resilience in order to understand the growing use of civic crowdfunding. The framework depicts civic crowdfunding as an act of resilience and highlights its potential impacts on the co-production of public value, both from Public Administration and citizens' perspective.

Using Open Data as a means of Public Participation in Governance through Citizen Engagement in the Budget

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Abstract

Governments are making decisions on how to organize and structure representative democratic institutions for the 21st Century, while at the same time, the public's mistrust in government is increasing and its participation in public affairs is declining. Policy priorities are demanding greater levels of public spending in an era of growing fiscal constraint, forcing local governments and political leaders to introduce innovation and enterprise as means of integrating the citizens in core governmental activities. Local governments are seeking ways of involving community members in public decision-making.

Interest in public participation in government is beginning to experience a "revival", particularly at the local level, where most direct engagement occurs (Nabatchi and Amsler, 2014). Public participation is defined as "...the ways in which community members' interests, needs, values and concerns are integrated into public decisions and actions" (Nabatchi and Amsler, 2014, p. 14). Pluralities of inter-relationships between state, the market and civic institutions are now the focal point for the co-production and co-responsibility of public service delivery and production of public value.

Although traditional forms of engagement are still the most common, new forms are emerging as innovative governance processes increase ((Bingham, Nabatchi, and O'Leary, 2005; Lau, 2017). These new forms of governance increase the role of citizens through engaging them as problem-solvers. This provides space for meaningful civic action based on input and feedback from citizen led advisory panels, problem-solving collaboratives and educational forums (Clark, 2018)

Previous research has examined the role of citizens in the budget process (Ebdon and Franklin, 2004; Robbins and Simonsen, 2002; Coms, Funk and Gotfredson, et al, 2012). This descriptive Case Study examines how the City of Palo Alto California, partnering with the private sector, uses Open Data to actively engage educate residents in the budget process.

Rather than merely presenting the budget to their citizens, Palo Alto uses Open Data to invite citizen participation and input into the budget and fiscal decision-making. The city is headquarters to several high tech companies such as HP and VMWare. Palo Alto has partnered with a local technology company to create an Open Data Budgeting Tool. The purpose of the Open Data Tool is to provide an interactive, on-line budgeting approach that helps the city connect with its new and younger audience, affording them a greater understanding of and input into the city's fiscal decision making process as problem solvers in managing its complex social problems

This case will be used as a teaching example that informs MPA students about new and emerging forms of public governance. It provides one method of how to go about creating and implementing increased citizen engagement and public participation in governance by introducing students to new approaches in engaging citizens in city budgeting and fiscal decision making.

Local Government Finance and the Northern Powerhouse: situating devolution within existing financial institutions of government

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Abstract

In recent years, notions of subsidiarity, devolution and geographical rebalancing have become important public and academic discourses. Less attention has been afforded to how these notions will operate within existing government based financial institutions. This paper examines this situation through the Northern Powerhouse initiative in England, investigating how it will be financed, in part, through the Government's commercial real estate orientated Business Rate Retention Scheme (BRRS). The findings are structured around three interrelated themes: liability and growth potential, demand divergence; and the nature of local commercial real estate markets. The paper concludes that the BRRS has begun to roll-out the conditions that may provoke some parts of the Northern Powerhouse to enter an era of autonomous entrepreneurial activity. However, asymmetries between commercial property markets, economic conditions and welfare need, could result in a defined set of winners and losers - those that can fully realise their own potential through new urban development and those that cannot due to sub-optimal real estate market conditions and the constraints of a financial framework that does not reward creative place-making. The article concludes by arguing that this outcome in England is at odds with the traditional democratic constitution based on egalitarian values. The uneven movement towards devolution risks losing legitimacy if steps are not taken to improve the synergy between local place based uniqueness and what are still relatively uniform institutional assemblages. Situated within a renewed call for relational understandings of real estate markets, an urban place machine concept is introduced, as a more constructive conduit for local government finance.

Key words: Urban place machine; northern powerhouse; local government finance; real estate; urban development.

Co-Creation of Social Innovations: Making sense of diversity in complex public service areas across the EU

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Abstract

There is growing consensus that public services can be improved through experiments which bring together service providers and their users. The CoSIE project seeks to contribute to democratic dimensions and social inclusion through co-creating public services by engaging diverse citizen groups and stakeholders. Utilizing blended data sources (open data, social media) with innovative deployment of ICT (including data-analytics, Living Lab, community reporting) through nine pilot contexts. The project introduces experiments that encompasses various stakeholders for co-creating service innovations with various combinations of public sector, civil society and commercial actors. The project is being implemented as a joint venture between 24 partners from 10 EU countries. The CoSIE project has two overarching aims: i) advance the active shaping of service priorities by end users and their informal support networks, ii) engage citizens, especially groups often called 'hard to reach', in the collaborative design of public services. Pilots include co-housing of older people in Poland, youth co-empowerment for health and wellbeing through social media in Finland, empowering entrepreneurial skills in Spain and reducing childhood obesity in Italy. The aim of this paper is to outline the methodology supporting sensemaking and co-productive design of pilots by helping them to develop a set of models of the roles, structures, processes and capacities of their social investment context and the exchange and learning between the pilots based on common approaches to representing their visions, developments and outcomes.

New Urban Tourism and New Urban Citizenship: Researching the creation and management of postmodern urban public space

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Abstract

It is now commonplace for Western cities and major towns to engage in a 'postmodern mixing of public and commercial culture' (Richards, 2014: 120) as a major plank of urban regeneration strategies. Tourism is central to this, and tourists are now an ever present temporary population of cultural consumers in so many of our towns and cities that they have become part of everyday urban life (Urry, 2002). This paper considers the impact such consumption is having on our urban centres. More particularly, it critically reflects on the ways our urban centres are managed, who the urban citizen now is, and in what direction could research take to shed further light on the way we create and reproduce urban life in the increasingly diverse postmodern city.

Key words: postmodern urbanism, cultural consumption, citizenship, research

Adjusting to life on Civvy Street. Information Sharing for Veterans - Results of a Regional Study

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Abstract

This paper will report on the findings of a project aimed at exploring and understanding the information sharing needs and organisational practices to support transition of UK military personnel into civilian life based on the NE of England. The findings show that although attitudes to information sharing are positive there remain significant problems in the delivery of integrated service provision for those in transition and to meeting significant information needs. The research found evidence of a lack of overall joining up within those services specialising in transition support and between specialist services and those offering generic support and between statutory organisations and those operating as charities/VCS. As a corollary the work of service co-ordination appeared to be in the hands of those transitioning and/or their families/friends. Although the agency to identify themselves as ‘veterans’ (or not) could support transition to civilian life can be advantageous that is not always the case for those most in need of support. Finally our analysis describes the need to distinguish between the traditional notion of transition that of immediate or vertical transitions from service which were shown to be better understood and supported by organisations to incorporate the concept of horizontal transitions between service ‘networks’ dealing with different segmentations of the ‘veteran’ population. This has significant implications for the architecture of service co-ordination and modes of information sharing in heterogenous populations such as veterans.

Community Cohesion, Entrepreneurial Embeddedness and Third Places: the Impact of Public Houses on Rural Communities in England and Ireland.

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Abstract

This session explores and examines the importance of public houses – or pubs - to facilitating social and community cohesion, and their impact on local economies and supply chains. Pubs represent vital and essential networking places and are also important employers, playing a significant role particularly in rural and peripheral areas where there are fewer opportunities to find part-time and casual jobs. While many sources and studies identify pubs as important assets for rural communities, there has been a constant decline in their numbers in the British Islands during the past decades. Their disappearance often results in the vanishing of socio-economic benefits arising from initiatives which frequently have an origin in the village pubs and which work as a network tier for the entire area. Prof.

Cabras presents and illustrates findings from projects delivered in the past few years, funded by several funding bodies including the British Academy and the Vintners Federation of Ireland. Results will be discussed in relation to policies and initiatives which can halt the progressive decline of pubs in UK and Ireland, preserving the positive impact these businesses have on local communities.
