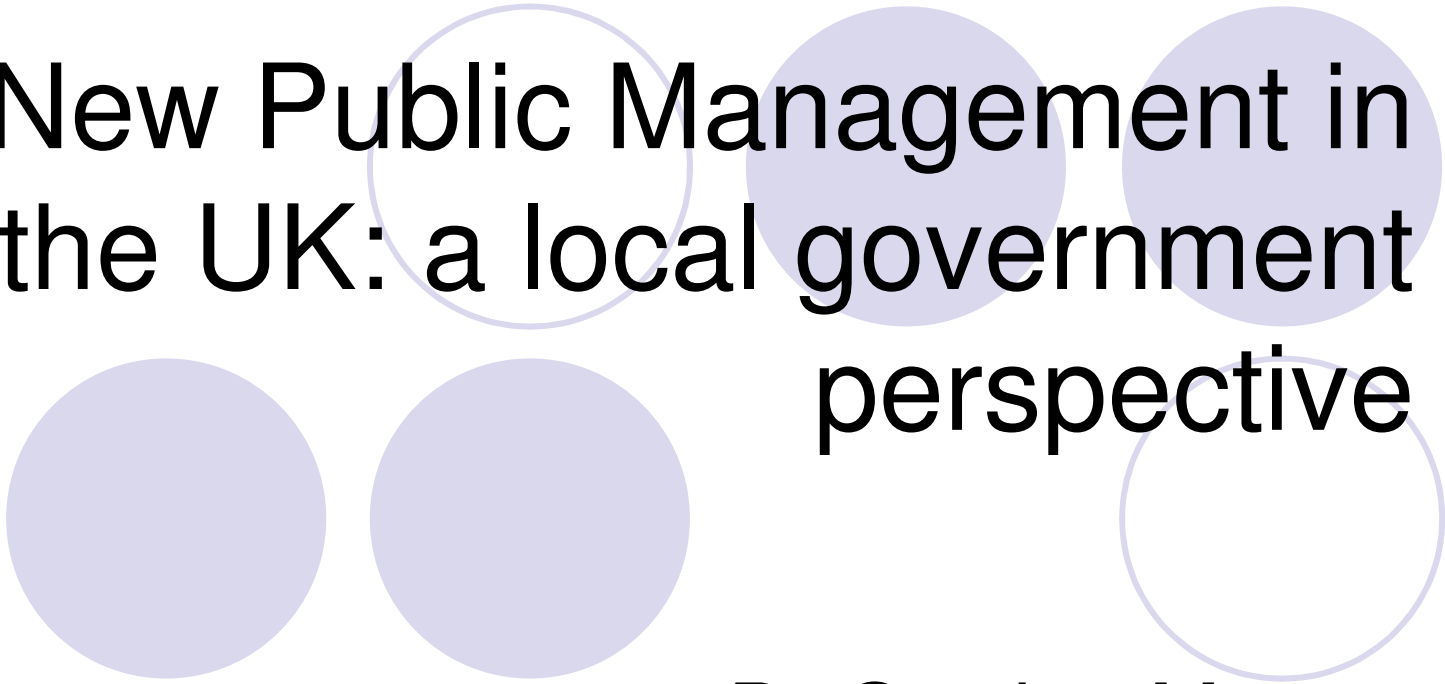
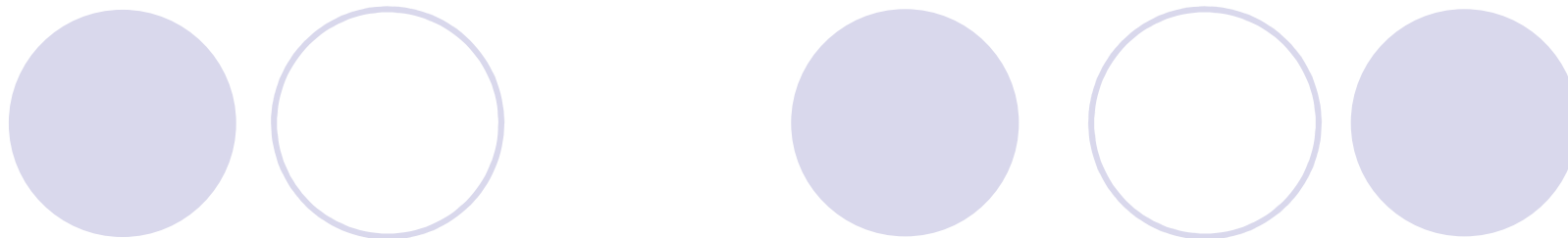




New Public Management in the UK: a local government perspective

Dr Gordon Murray

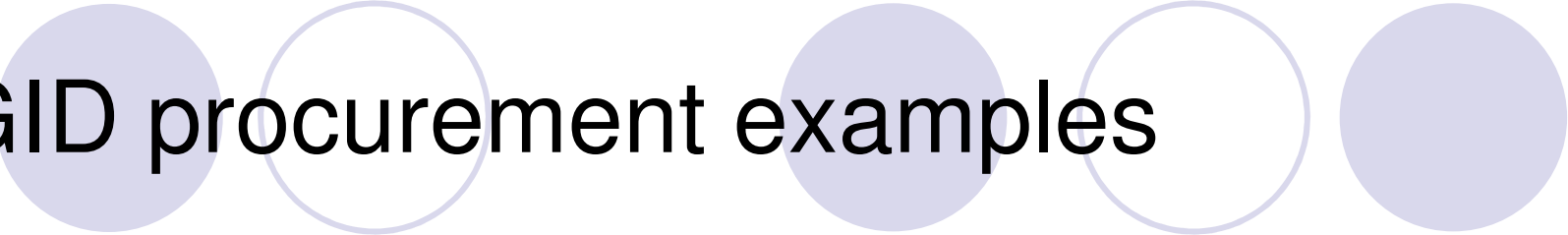


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Belo Horizonte, Minas Gerais, Brazil

LG Improvement & Development

- Local government's own improvement agency formed in 1999
- 'Top sliced' support
 - Peer review
 - Beacon Councils
 - Advice, guidance and support
- National grant funded programmes
- Fee earning services
- Knowledge collection & sharing
- Communities of Practice
- A voice with central government



LGID procurement examples

- National Procurement Strategy for local government
- Member & Senior Manager guides to procurement
- Member & Senior Manager procurement training
- Procurement Beacon Councils
- Procurement Fitness Checks
- Passport 2 Procurement eLearning
- Library of Local Procurement Performance Indicators
- Productivity & Efficiency Exchange

Milestones for local government

1957 Treaty of Rome
'Central Purchasing'

1974 Corruption

Corruption in contract awards

Code of Conduct

1979 Centralism

Commissioning council

Make/Buy

CCT

Performance management

1997 Modernisation
Localism

Best Value

CPA

Reason councils

Ryatt Review & National Procurement Strategy

Third Sector

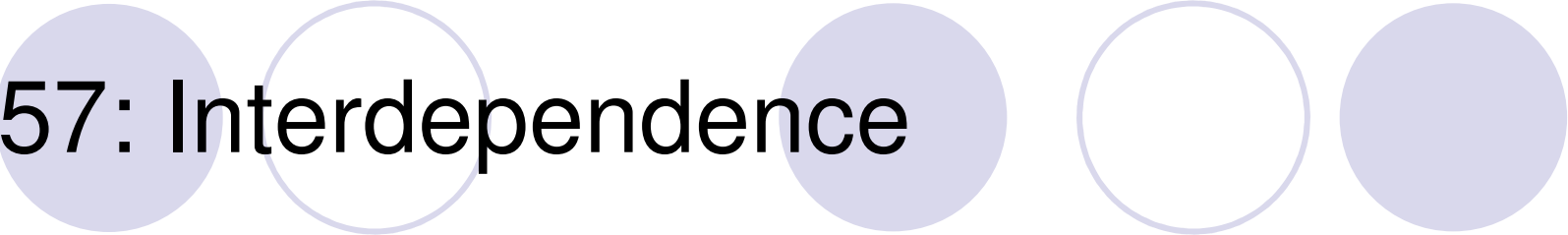
Strategic commissioning

CPA abolished

Self regulation & improvement

2010 Austerity
Collaboration

28% cuts front loaded



1957: Interdependence

- Treaty of Rome
 - Equal treatment
 - Non-discrimination
 - Proportionality
 - Transparency
 - Objectivity
- ‘Central Purchasing’

1974: Corruption

- Corruption in award of contracts
- Code of Conduct for councillors and officers

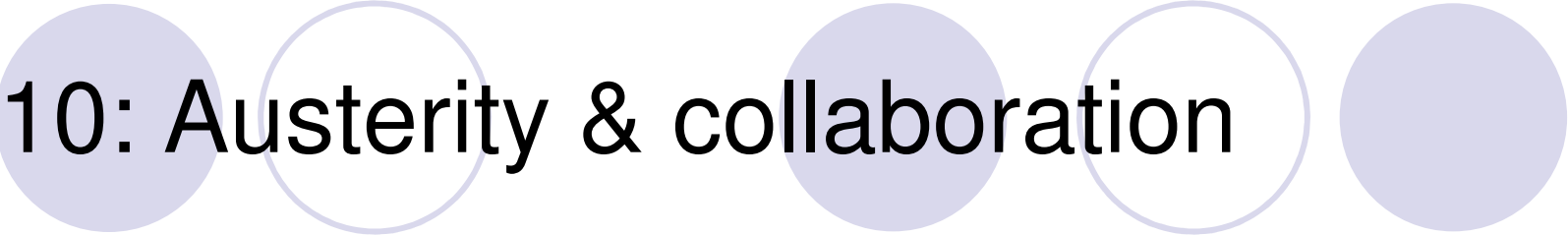
1979: Centralism



- Commissioning council
- TQM
- Performance management
- Cost reduction
- Make/Buy
- Compulsory Competitive Tendering
- Privatisation
- Private Finance Initiative

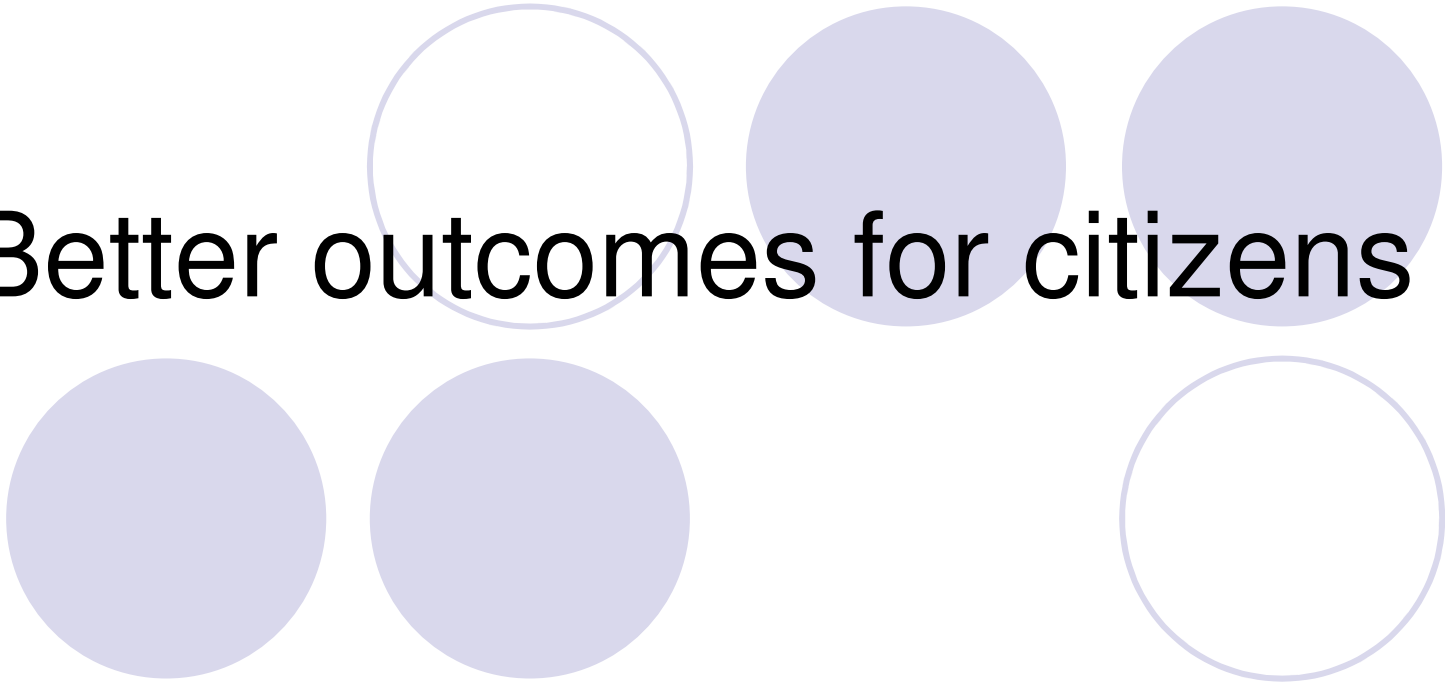
1997: Localism

- Reinvigorating democracy
- Best Value
- CPA
 - from 'poor' to 'excellent'
 - Externally graded by Audit Commission
- Beacon Councils
- 'The Third Sector 'Voice' and 'Choice'
- Policy through procurement
- Shared services incl
 - Top teams
 - Legal
 - Procurement
- Strategic Commissioning
- Localism
- 'Total Place'/Community Budgets/Pooled budgets



2010: Austerity & collaboration

- 28% cuts in local government grant
 - Front loaded
- Self regulation
- Sector led improvement
- Collaboration
 - Shared services = 25% cost reduction
 - Community budgets = 15% cost reduction

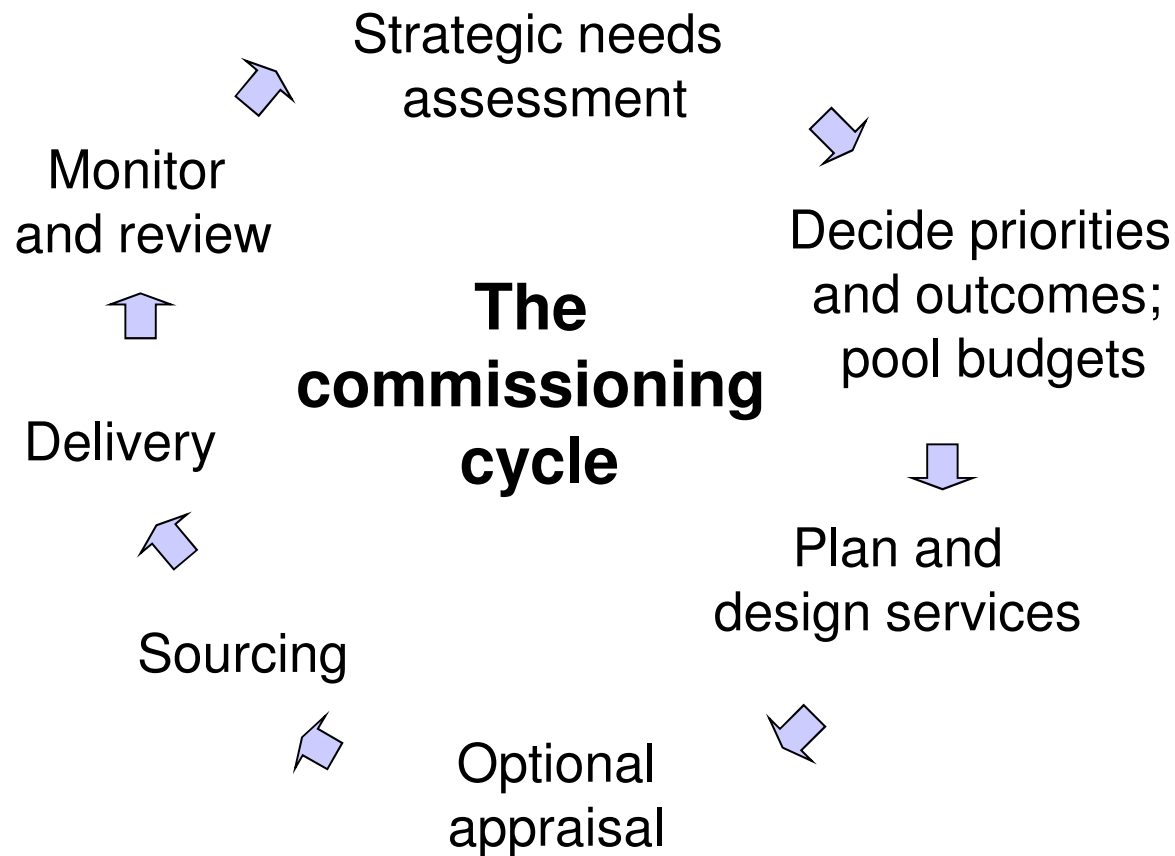


Better outcomes for citizens

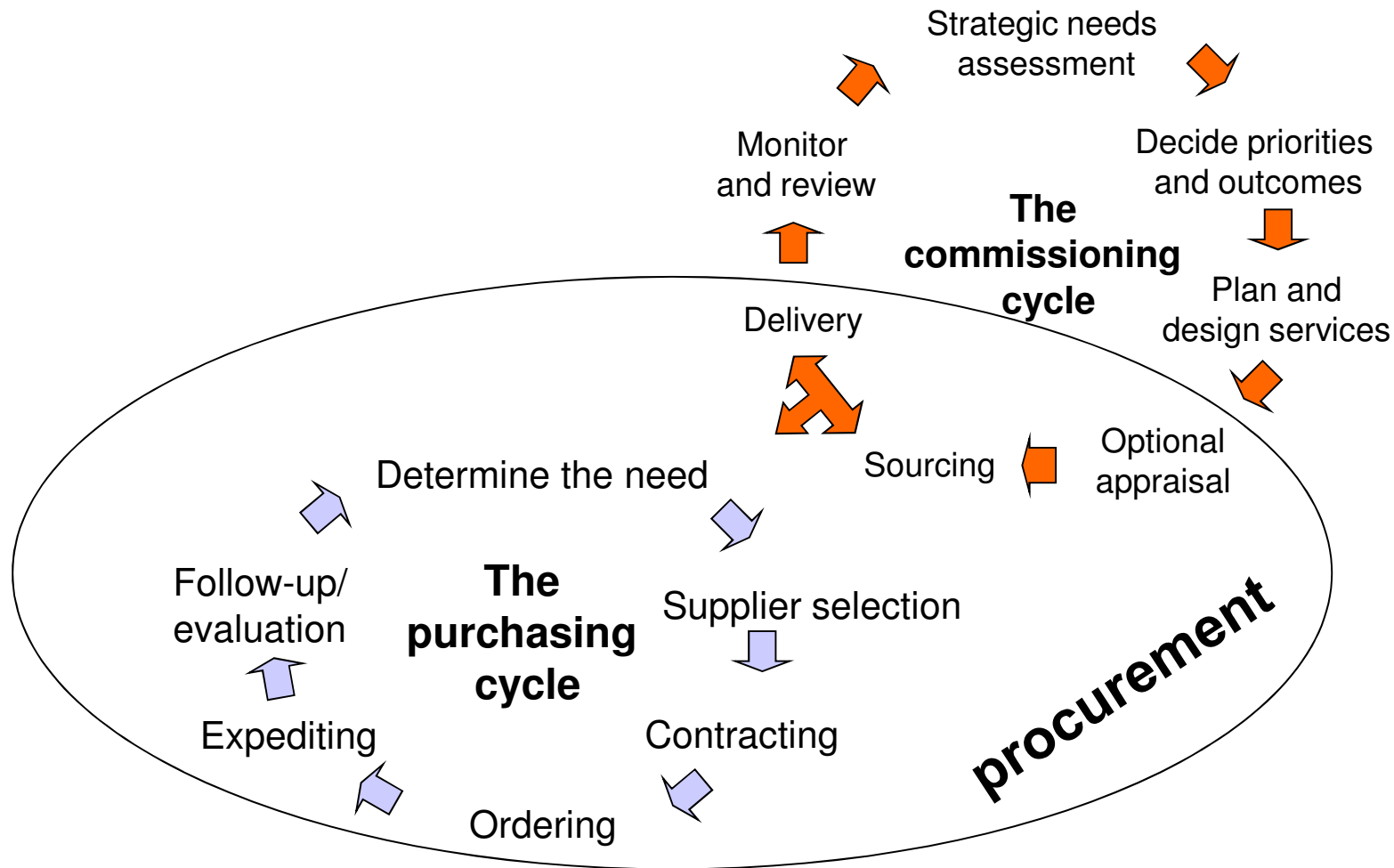
11 August 2011

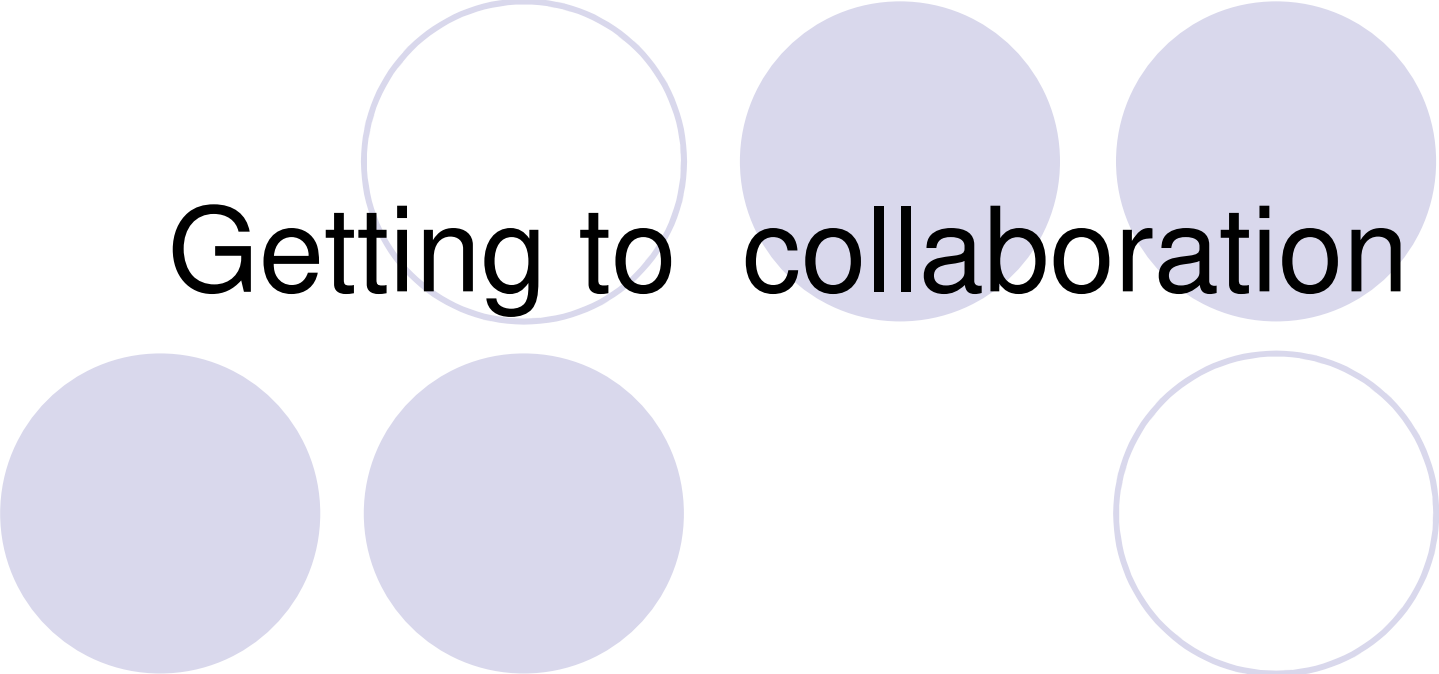
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Strategic commissioning



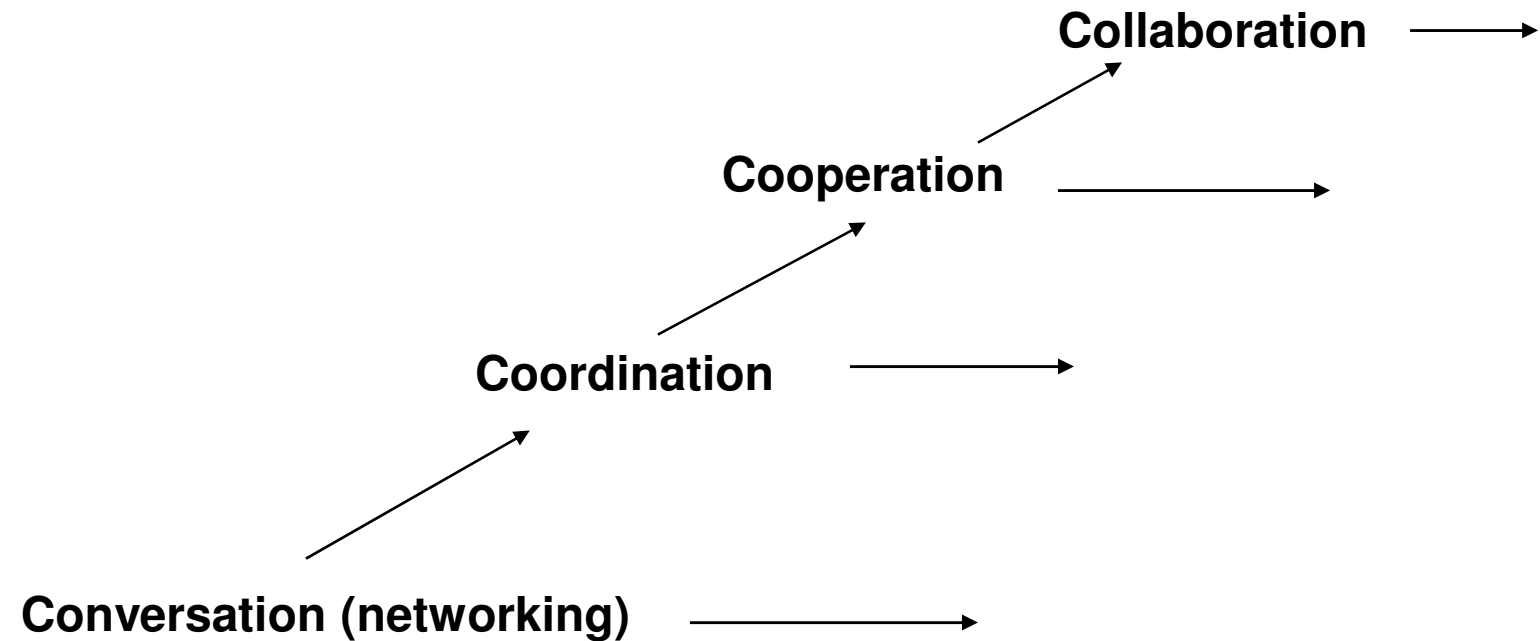
The commissioning and purchasing cycles, and procurement





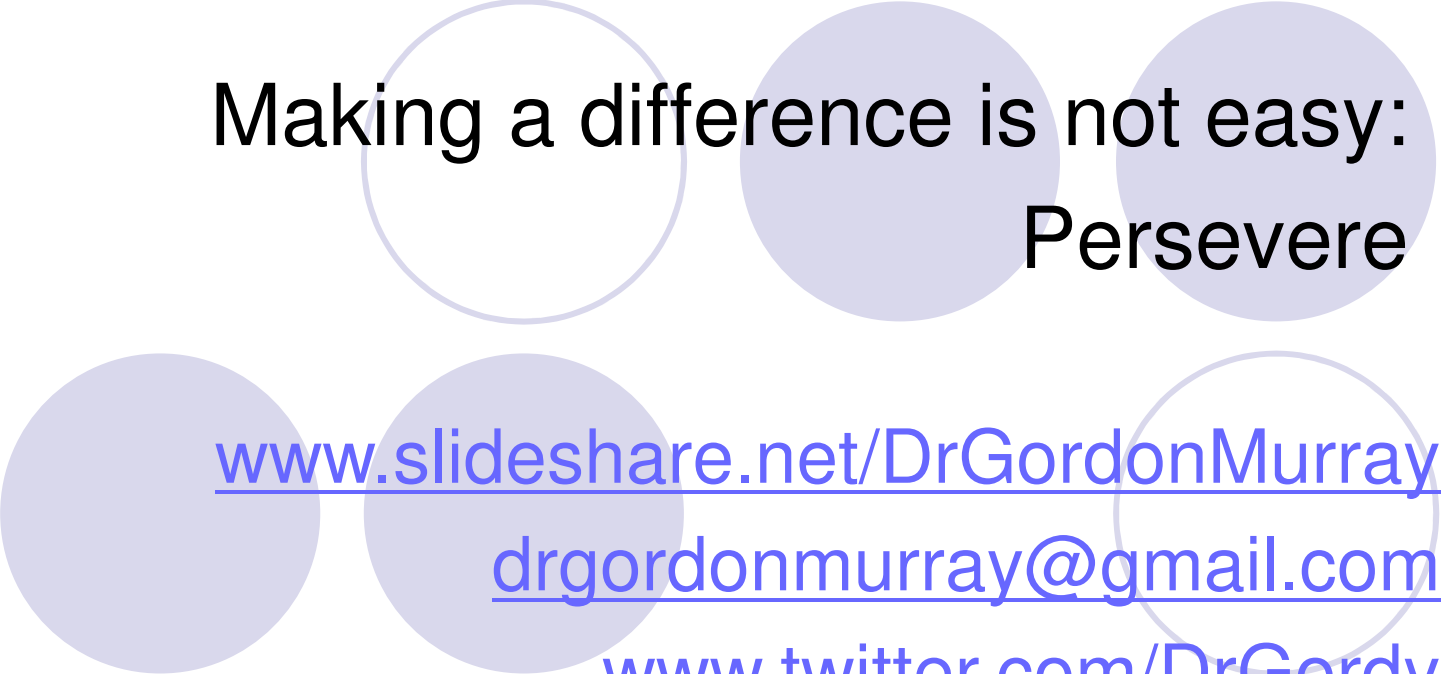
Getting to collaboration

Collaboration strategy



10 Lessons

1. Political organisations are not the same as private sector
2. Walk before you run
3. Political leadership critical
4. Focus on outcomes
5. Cash should be pulled by outcomes not the silo
6. Sector led improvement works
7. Invest in skills development
8. Tailor KPIs to reflect outcomes and change management
9. Planned change doesn't just happen but needs to be led and supported
10. Unplanned change happens and we need to increase environmental scanning and risk assessment skills



Making a difference is not easy:
Persevere

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