



Flexibility, Teamworking and Multi-agency Working: the Public Services as a Source of Organizational Innovation

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The public services as a source of innovation

1. Public services in the UK
2. Lean production and BPR
3. Flexibility in work design
4. Teamworking
5. Multi-agency working
6. Conclusions

1. Public services in the UK

Public services in the UK

- ♥ Absence of commercial imperatives?
- ♥ Development of management
- ♥ Motivation of management
- ♥ Power of professions
- ♥ Coverage of trade union membership

Two themes of paper:

- ♥ Innovations in public services
- ♥ Relationships with private sector

2. Lean production and BPR

Lean production and BPR

- ▼ Lean production as a concept
- ▼ Application to public services
- ▼ Improvement through imitation?
- ▼ Lean production in Inland Revenue
- ▼ Lean production in the health service
- ▼ Applicability to the public services
- ▼ Full circle from BPR

3. Flexibility in work design

Flexibility in work design

- ▼ Flexibility debates of 1980s/1990s
- ▼ Development of functional flexibility
- ▼ Resurfacing in public services
- ▼ 'skills mix': education and social care
- ▼ Prevalence in health services
- ▼ Work on mental health services
- ▼ Co-incident rediscovery of the idea

4. Teamworking

Teamworking

- ♥ Major theme in restructuring
- ♥ Adoption by public sector
- ♥ Teamworking in Inland Revenue
- ♥ Saw 'target-based' teamworking
- ♥ Innovation reshaped in practice
- ♥ Now teams key to merged HMRC

5. Multi-agency working

Multi-agency working

- ♥ Policy that 'every child matters'
- ♥ Children's services/crime prevention
- ♥ Moves to inter-org collaboration
- ♥ Little to draw on in theory or practice
- ♥ Especially on network 'management'
- ♥ Development of new ways of working
- ♥ Proposals for Social Work Practices

6. Conclusions

Conclusions

- ♥ Innovation pervasive in public sector
- ♥ What are characteristics of this?
- ♥ What relationship with private sector?
- ♥ Variety of forms and relationships
- ♥ Pub. services as source of innovation
- ♥ What are conceptual implications?
- ♥ What are policy implications?