

~~The Alan Shearer Newcastle Story~~

*'Public Service Reform but not as we know it',
by Hilary Wainwright with Mathew Little*

How **DEMOCRACY** can transform public services

"Make work fun. Remove the sense of fear, of blame; remove the constraints to thinking, doing and acting...."

Ray Ward Head of City Services

"Give us a chance to do it. You're prepared to pay them an awful lot of money on it – are you saying we aren't capable or competent?"

Tony Carr senior administrator on Payroll IT system

"We never considered drawing up our own in-house bid, mainly because if management did not "own" it, it would not succeed.

Ian Farrell UNISON rep in Revenues

"A lot of the blocks to change that we identified at those workshops were about management culture and the way managers were used to manage. The idea of culture change and transforming the way the services were organised became a key part of the in-house bid."

Kenny Bell Newcastle Branch Secretary

"We put in unprecedented hours – 80 hours a week – and I remember sitting propped up in bed at midnight proof reading. When the document came together, it showed that if it could be made to work the council would be achieving far greater levels of savings than with BT – more than double in fact."

Fred Stephen Deputy Director of IT

"My core belief – is that the public sector can be as good as – and in some ways better than – the private sector [in the management of public services] because of its social values."

"We shouldn't be mimicking the private sector. We must be ourselves. We must find ways of being innovative on our own terms, and in closer partnership with our service users."

"We should always be trying to find the best way of using taxpayers' money to meet social goals – that's what business means to me.....and doing it in an organised, transparent way."

Kath Moore Business, Development and Transformation team manager

“The private sector has a very simple bottom line.....If it doesn't add value for shareholders, don't do it. But there is no reason why this sense of focus can 't be applied to an organisation that has the complexity of local government, and where the bottom line is quality of service.”

Steve Evans

Manager for Exchequer Services

“In setting up City Service, we ensured that local people weren't just consulted but were kept involved throughout the process to monitor the development of the design and the workings of each customer service centre”

Helen Batey

Leading council's community engagement strategy

“It makes me shudder to think about how we could be responsive and improve services across the council if we didn't have control of our ICT.”

Julia Woollard

Programme Manager of transformation programme

“In the past it's really been about just feeding information in, which allows the day-to-day operation of the system. What the council sort of struggled to grasp is that information can also be important in service improvement, in making your service more efficient, and just generally keeping managers a bit more informed about the service.”

Ron Hillaby

Senior manager Newcastle IT section

“ever since the first rate capping in 1994 we have been under pressure to look for savings.....government grants to the council had been below the rate of inflation...”“Now [2008] the requirement is to drive 3 per cent efficiency savings out of the system each year and there is a massive pressure on affordability with the commitment to keep the increase in council tax to the rate of inflation or less while protecting frontline services. The 2008/09 savings target was £13 million and the 2009/10 target is £20 million.”

Paul Woods

Council Treasurer

*“The Council used prudential borrowing to finance the investment. The in-house model delivered significantly **higher levels** of savings that the outsourcing proposal would have provided.”*

(Public Sector reform but not as you know it, Wainwright p.g. 72)

“It's people's capability and commitment that needs to be release. These are assets not costs...Managing people is a matter of...true strategic importance. It's too important to be left solely to OD (organisation development)

Ray Ward

Head of City Service