
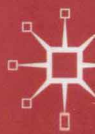


The New Public Leadership Challenge



Edited by Stephen Brookes
and Keith Grint



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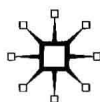
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List of Abbreviations

ACPO	Association of Chief Police Officers
AFMC	Air Force Material Command
AGMA	Association of Greater Manchester Authorities
AMI	Ashridge Management Index
ARK	Absolute Return for Kids
BCS	British Crime Survey
BPR	Business Process Re-engineering
BSC	Balanced Score Card
CADMID	Concept/Assessment/Development/Manufacture/InService/ Disposal
CDA	Crime and Disorder Act
CDS	Chief of Defence Staff
CFHR	Cultural Facilities and Historical Resources
CIPD	Chartered Institute of Personnel and Development
CMOCs	Context, mechanism outcome pattern configurations
CSF	critical success factors
DCRs	Department of Capability Reviews
DND	Department of National Defense
DoD	Department of Defence
DSC	Directory of Social Change
DTA	Defence Transformation Act
DTR	Defence Training Review
EMA	Educational Management and Administration
ENA	Ecole National
FG	Focus Group
FRC	Financial Reporting Council
FTs	foundation trusts
GAO	Government Audit Office
IdEA	Improvement and Development Agency
JSCSC	Joint Services Command and Staff College
LA	Local Authority
LAAs	Local Area Agreements
LSPs	Local Strategic Partnerships
MOD	Ministry of Defence
NAO	National Audit Office
NCVOs	National Council for Voluntary Organisations
NDC	National Development Centre
NDPBs	Non-departmental public bodies
NFB	National Film Board

NHS	National Health Service
NIE	New Institutional Economics
NIS	National Illness Service
NPL	new public leadership
NPM	new public management
NPR	National Performance Review
NR	Neighbourhood Renewal
NSG	National School of Government
NWS	neo-Weberian state
OCM	Organizational Change Management
OECD	Organisation for Economic Co-operation & Development
OGC	Office of Government Commerce
OTTO	One Term Training Opportunities
PCTs	Primary care trusts
PFLS	Policing for London Study
PIs	performance indicators
PIU	Performance and Innovation Unit
PMCs	Private Military Companies
PMI	Public Management Index
PPPs	Public-private partnerships
PRG	peer review group
PROCAS	Process Oriented Contract Administration Services
PSAs	Public Service Agreements
PSG	Professional Skills for Government
PUS	Permanent Under Secretary
PVM	Public Value Management
QTS	Qualified Teacher Status
RBA	Revolution in Business Affairs
RCT	randomised controlled trial
REME	Royal Electrical Mechanical Engineers
RMA	Revolution in Military Affairs
RUC	Royal Ulster Constabulary
SCP	Signal Crimes Perspective
SCP	Sustainable Communities Plan
SCS	Senior Civil Service
SHAs	Strategic health authorities
SOLACE	Society of Local Authority Chief Executives
SOPs	Standard Operating Procedures
SSAT	Specialist Schools and Academies Trust
TBU	True But Useless
TPS	Toyota Production System
TQM	Total Quality Management
VCOs	Voluntary and Community Organisations
VCS	Voluntary and Community Sector

Notes on Contributors

John Benington is Emeritus Professor at the Institute of Governance and Public Management at Warwick Business School, where he has led its work on public management for over 20 years. His research, teaching and publications focus on public value, public leadership, multilevel governance and inter-organisational networking. In addition to his academic career John has 20 years of prior experience as a senior manager in the public and voluntary sectors, mainly in the fields of community development and economic development. He is a member of the Sunningdale Institute at the UK National School of Government, and is national chair of the Local Authorities and Research Councils Initiative (LARCI). He is or has been an adviser to the governments of the UK, Sierra Leone, South Africa, and Southern Sudan.

Stephen Brookes is a Senior Fellow at Manchester Business School where he specialises in leadership, public management and performance across public services. He previously served as a senior police officer in a 30 year career and immediately prior to his appointment at Manchester was a founding regional Home Office Director.

Naomi Chambers is Professor of Health Policy and Management at the University of Manchester in 1999. She has a range of research and teaching interests including in primary care, comparative health policy and board governance. Naomi was elected president of the European Health Management Association (2007–2010), which is based in Brussels and represents over 150 academic and service delivery bodies across 35 countries. Naomi is also currently non executive director on the board of NHS North Staffordshire, following previous non-executive appointments to a mental health trust, primary care trust and health authority.

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Lord Turnbull retired from the Civil Service in 2005, and has since taken up a number of Senior Advisor positions. After university, he worked as an economist for the Zambian government as a Fellow of the Overseas Development Institute. He joined HM Treasury in 1970, was seconded to the IMF between 1976–78 and during 1983–85 he was Economic Private Secretary to the Prime Minister. In 1988 he returned to Number 10 as Principal Private Secretary. Lord Turnbull was Permanent Secretary to the Department of the Environment from 1994–98 and to HM Treasury from 1998–2002. In 2002 he was appointed Secretary of the Cabinet and Head of the Home Civil Service. He entered the House of Lords in December 2005 and holds a number of non-executive Directorships.

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