

## **New Public Management in 2010 – Discovering “Facilitative Public Management” summary of full paper**

*This paper is a précis of the full treatment given in the public sector reform paper – Discovering Facilitative Public Management. It contrasts the management, public involvement and the organisational dynamics of conventional bureaucracy with a sharper model of public management.*

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### **New Public Management in 2010 – Discovering “Facilitative Public Management” Summary**

The public sector needs a new model of working with its many “publics” if we are to really get more value from the public purse and public agency. Doing this is about involving people; innovating better answers to social, health or economic challenges; and co-producing better services. Cuts and budgets must not distract managers and frontline workers from facilitating a better public sector.

The public sector needs a radical shift away from old style bureaucratic planning and delivery and into a facilitative approach that engages with the people for whom services are provided and who play a part in determining whether positive outcomes are achieved or not. [New Model Facilitative Public Management](#) is given the full, analytical treatment in this interesting paper. It contrasts two very different ways of managing the public sphere – the one we are used to and the one we need to move towards implementing.

The table below gives a taster of the full paper comparing side by side the features of the dominant public bureaucracy that is for ever enduring with the more progressive and innovative features of “ Facilitative Public Management”.

There is a critical territory for the public sector where the performance and financial agenda sits right next to the community engagement and democratic agenda. This is what the [full paper unpacks](#) and analyses.

<b>New Model Public Management</b>	
<b>The new ‘Facilitative Public Management’ model</b>	<b>Traditional ‘Public Service’ model</b>
Co-produces what people need	Mass produces what it (the public services body) wants
Empowers others participatively	Deploys its power directly
Nurtures and develops relationships	Regulates relationships
‘Citizenship’ is the key identity and role of people Citizen is participant and active as far	‘Client-hood’ is the key identity and role of people Client is recipient and passive with little

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as they want to be and has choice	or no choice
Citizen lead by need and want	Expert lead by professional opinion and interest
Democratically defined - Social movements can drive change and improvement	Professionally defined – Standardisation and resource allocation drives change
Facilitates independence and interdependence	Creates (learned) dependency
Provides ‘with’ people or enables people to provide themselves	Provides ‘for’ people
Capacity building	Cash limited
Grows resources using social capital and partnership	Self-limited by financial resources
Opportunity driven	Problem focussed
Innovative culture – seeks to improve beyond self-limiting boundaries	Compliant culture – compliant to homogenous rules and expectations
Reflective on practice and manages change	Reactive to circumstances and responds to change
Driven by citizen interests	Driven by professional interests
Fraternal	Patrician

So why flag up this participative deficit now when we are all so exercised by the cuts and the hopes of the Big Society agenda? Because politicians of right and left, as well as public sector managers have an obsession with the accountancy approach to the exclusion of all other models of valuing and managing the public purse. This obscures the critical need to understand the value of what public services, community activity and individual agency does or can do. You cannot arrive at a decent understanding of what creates the most value and the best outcomes without involving the public in assessing the best ways of meeting needs and combating social and economic ills. As [Mathew Taylor](#) put it in a recent article – The Big Society and local austerity public purse managers are looking at statutory services at one end and community focussed preventive services at the other with a real danger that the latter will be cut to protect the former without any cost benefit analysis that tells us what delivers better benefits (not just more for less) in the long run.

**For further reading below are links to the full page paper and a series of other published papers that examine engagement, performance and public policy management**

New Public Management in 2010 – Discovering “Facilitative Public Management” is at:

<http://www.communities.idea.gov.uk/c/1127925/doclib/document-display.do?id=8408750>

**Empowerment tools:**

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**Blog Introduction to the package called “ Empowerment practice – Tools for the Trade now available is at:**

<http://www.communities.idea.gov.uk/reg/blog-index.do?pageSize=3&command=cop.blog.web.BlogAction%24Command%4045184518>

**Empowerment tools 5 - Involving All the Players:**

<http://www.communities.idea.gov.uk/c/1127925/doclib/document-display.do?backlink=ref&id=3191911&themeld=2372646>

**Empowerment tools 4 - Public Sector Professional Work and Social Capital:**

<http://www.communities.idea.gov.uk/c/1127925/doclib/document-display.do?backlink=ref&id=3191880&themeld=2372646>

**Empowerment tools 3 - Practicing Participation – Methods and Stages:**

<http://www.communities.idea.gov.uk/c/1127925/doclib/document-display.do?backlink=ref&id=3191823&themeld=2372646>

**Empowerment tools 2 - Introduction to ideas and theories on public sector consumerism and user involvement:-**

<http://www.communities.idea.gov.uk/c/1127925/doclib/document-display.do?backlink=ref&id=3191771&themeld=2372646>

**Empowerment tools 1 - Healthy Partnerships Toolkit:**

<http://www.communities.idea.gov.uk/c/1127925/doclib/document-display.do?backlink=ref&id=3106733&themeld=2372646>