

**CHANGE AND CONTINUITY
MANAGEMENT IN THE
PUBLIC SECTOR**

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CHANGE AND CONTINUITY MANAGEMENT IN THE PUBLIC SECTOR: THE DALI MODEL FOR EFFECTIVE DECISION-MAKING

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Emerald Publishing Limited
Howard House, Wagon Lane, Bingley BD16 1WA, UK

First edition 2019

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British Library Cataloguing in Publication Data

A catalogue record for this book is available from the British Library

ISBN: 978-1-78973-168-2 (Print)

ISBN: 978-1-78973-167-5 (Online)

ISBN: 978-1-78973-169-9 (Epub)



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INVESTOR IN PEOPLE

To God, the completer of all things.

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List of Abbreviations

ATM	Antecedent Conditions, Target Strategies, Measure Progress and Impact
APEC	Asia-Pacific Economic Cooperation
BBC	British Broadcasting Corporation
BCM	Business Continuity Management
BRP	Business Resumption Plans
BSI	British Standards Institution
CCS	Civil Contingencies Secretariat
CCT	compulsory competitive tendering
CDC	Centre for Disease Control and Prevention
CFRA	Chief Fire and Rescue
CMI	Chartered Management Institute
CNDR	Corporate Network for Disaster Response
COOP	The Continuity of Operations
CPNI	Centre for the Protection of National Infrastructure
DOH	Department of Health
ED	Emergency Departments
EFQM	European Foundation for Quality Management
EMS	emergency medical services
EPISTEL	Environment, Political, Informatic, Social, Technological, Economic and Legal
ERGO	Evacuation responsiveness by government organisations
FEMA	Federal Emergency Management Agency
FRS	Fire and Rescue Service
GWU	General Workers Union (Malta)
IBM	International Business Machines Corporation
ICU	Intensive Care Unit
MAG	Ministerial Advisory Group
MAM	Medical Association of Malta
NATO	North Atlantic Treaty Organisation
NHS	National Health Service
NPF	National Performance Framework
NPM	New Public Management
PEST	Political, Economic, Social and Technological
PIM	Pakistan Institute of Management
PSI	Public Sector Intranet

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PMPA	Public Management and Policy Association
PwC	PriceWaterhouseCoopers
RCA	Root Cause Analysis
SA	Situational Awareness
SOP	Standard Operating Procedures
SWOT	Strengths Weaknesses Opportunities Threats
TQM	Total Quality Management
UHM	Unjoni Haddiema Maghqudin The Voice of the Workers, Malta
UNHCR	United Nations High Commissioner for Refugees
UN	United Nations

Foreword

The public sector has grown towards large departments and staff volumes that are too big to adapt to sudden change because of bureaucratic paths and stagnant circles created through the years. Staff are swamped by operational work with little or no time for pre-planning, except at strategic or senior leadership, which, is also caught up by overloaded meetings and unrealistic timeframes. The key to this lies with staff in organisational levels facing day-to-day change, offering insight which was never tapped into, collected or analysed.

This book focusses on how this data (if collated) can be utilised by strategic teams for feed back into processes that require change for internal efficiency. This can be done through an assessment of what the customer needs when receiving a government service, particularly when resources are compromised. During a crisis, response is one which translates itself into 'all hands-on deck' as staff teams are required to meet expectations of the system which is a point of overload. Interestingly enough, departments have protocols in place for when crisis happens but nothing to trigger when overload happens and staff or resources are at a crisis.

Thus, the gap to be addressed is one which exists between providing the needs of the service sector internally and accommodating the external needs of changing markets. This eight-point model seems to fit in well with what currently exists on the market as it is built upon a methodology which allows the end user to carry out a situational analysis in bridging towards meeting such customer expectations.

The solution requires one to use an eight-step process by first phase taking on an internal view of current departmental capacities, followed by a second phase which aims to push change through by overcoming regulatory hurdles. Finally, in completing the proposed solution, a third phase offers a standardised system for 'doing things' which is prepared and concluded upon for future use.

The most attractive benefit of using this model is in providing a solution to resource scarcity. Mismanaged resources keep the public sector inefficient and underutilised, especially when scarcity hits because of a shock to the system which disturbs the natural equilibrium of the organisation. When the quality of resources is jeopardised because of short-time frames or unrealistic ministerial demands, the impact on organisations, citizens and the environment is taxing.

This model introduces 'contingency planning' as part of the overall strategic plan. Partners who would benefit from this work include hospital management,

general administrative services, public management, university or social welfare administrations and emergency responders.

The model generates quality change with the aim to better employee relations, improve transparency for successful outcomes, challenge fake data, improve vertical management relations, build better communicating teams, identify gaps and highlight the current professionalisation strategy as required.

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Underlying the New Public Management (NPM) is a strong ideological faith in the primacy of private sector principles and values and a belief that public service provision is improved by the introduction of the NPM doctrinal elements identified by Hood (1991) which have served to transform both the organisational structures of public organisations, decision-making and the processes by which public services are delivered. Over the past 30 years the doctrinal elements have varied from country to country and at present there is a greater emphasis on those elements of NPM which focus on economy and efficiency in the delivery of public service as most developed economies are concerned with the impact of public expenditure on the economy and the borrowing requirements of governments.

Underpinning these different recommendations is the important requirement that public service agencies must pay much greater attention to the way in which they use the financial and human resources at their disposal. The emphasis in the new public management is very much on cutting the cost of public service provision, while, at the same time increasing its quality (i.e. doing more with less).

This view of the NPM was to prove highly influential, not just in the UK, but in a wide range of nationalities across the globe whose governments were embarking on public service reforms. In all cases, the principal driver of reform under the NPM has been the overriding concern with the performance of those organisations responsible for the delivery of public services.

Public management embodies the important belief that public sector organisations should increasingly be subjected to rigorous measures of performance. This means that these organisations must pay closer attention to what it is they are doing (i.e. objectives). Subjecting public managers to performance evaluation introduces disciplinary mechanisms which compel public sector bodies to focus on their specific responsibilities and carry out those tasks efficiently and effectively. As the public management school of thought argues, performance measurement also enables public sector bodies to be held directly to account for their activities. Under the regime of performance measurement, public sector organisations should be committed to an ethos of continuous improvement in levels and standards of service delivery.

Allied to performance measurement is the need for a focus on results rather than processes. For too long, public sector organisations failed to concern themselves with their outputs (i.e. the quality of services). Rather, the focus was on inputs, given that political debates on public sector matters usually revolved around the question of resources. Under the new public management, the focus is shifted to that of results. The important question for the proactive public manager is what he or she actually achieves with the resources available. As such, the most important concern of the public manager is with results. The desire of governments is to deliver better public service at less cost to the public purse (more for less).

There is more emphasis in public management today on the need for economy and efficiency gains than there ever has been. There was a firm belief in the UK that quality standards could be maintained and efficiency gains made (same for less). However, contemporary practice is more about doing less with less and many services as a consequence are experiencing funding cuts and rationalisation

of public service provision. Public managers have to make decisions about doing things differently and in the future doing things in such a different way, may require fundamental changes in organisational structures and decision-making processes.

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The unique privilege of leading Malta as Prime Minister for nine years is something that cannot be described in a few words. This is more so when placed within the context of major political changes that included Malta's first steps as an EU member state and the challenge to adapt its laws, its policies and its overall culture in line with the European ones; Malta's decision to join the Eurozone by not later than the 1 January 2008; Malta's ability to handle the myriad challenges faced during the international economic and financial crisis and of course Malta's reaction to the events during the Arab Spring and in particular during the Libya Crisis.

In all these instances, major policy decisions had to be taken all of which impacted the Maltese population, its economic models, its business community and its social safety net in a manner that was unprecedented and at a pace that was breathtaking.

The public sector was a common denominator – by way of key stakeholder – in all these instances. Nothing could be done without the full and total participation of the public sector when preparing for the changes, analysing the impact, handling the fallout, dealing with the unexpected and maximising on opportunities.

This is precisely why a proper analysis of Malta's public sector and its management during these roller coaster years is of major relevance for those among us who wish Malta well for the future. In essence, an exercise that analysis the mistakes that were made, the pitfalls that could have been avoided, but also the successes achieved against all odds even when compared to other countries of much stronger, wider and deeper resources than this island – the smallest member state of the EU 28.

I trust that Rebecca's monograph achieves this aim and proves to be a useful tool for all concerned.

Dr Lawrence Gonzi
Former Prime Minister of Malta
(2004–2008; 2008–2013)

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Chapter 1

Introduction: Setting a Standard for Service

Designing a desired future for the public sector was the vision that inspired this work. As citizen demands and expectations increase dramatically, the delivery of services has two routes to take – a cost-cutting approach at the expense of delivery quality or a re-assessment internal process. When theories or methods can no longer facilitate the stimulus that the public sector requires to meet external situational challenges, a call for radical change is made.

This work aims to address a key concern with delivery: how can we efficiently use the resources we have while managing the public sector's changing needs? Fuelling change requires removing barriers for collaboration, as well as a high degree of cultural change among its teams. Yet, it seems that unless crisis suddenly demands it, bureaucracy prevails stifling the much-needed fluidity and adaptability that we tend to find in the private sector. A bottom-up approach to change can only happen if a dismantling of power circles happens so leaders, then, can facilitate movement into a 'culture of doing' rather than a 'culture of receiving'.

Public sector projects in the future will be required to carry out a situational awareness of evolving scenarios, consult expert techniques and propose solutions in the shortest timeframes. Failure to do so would mean a significant impact in providing adequate resources and service delivery where needed. Decision-making led by the topmost few will be left lacking, if not supported by input from front-line service operators or lower management levels. If such input is neglected, this could lead to large losses of knowledge and ultimately disengagement.

Changes in the environment can cause a threat to any significant public entity, institution or government department. Looking at how government structures have been designed in the past to facilitate change, as the author I question their adaptability in today's fast-paced environment. In the last 20 years, the increasingly complex delivery of public services required a response to a rapidly changing environment. This means challenging traditional administrative structures by circumstances they face and, the ever-restricted resources. In addition, changes that are re-shaping our political and environmental realities allow little room for error or incompleteness. As a result, the need for public services to reach an adequate output to support the public's perceived status will be challenged if there

is no standard to support that outcome. As the author of this work, my personal response to changing times was never simple or equally the same for each circumstance. But experience has shown that some emergent patterns do exist, which have helped overcome what one might call ‘staying in one’s comfort zone’ rather than accepting what has been handed over as some ‘destined path’. We desire to have ‘great change’ but is it a real change, if carrying it out to completion requires operating with empathy towards self, peers, society or institutions (Bezzina, Grima, & Mamo, 2014; Grima, Seychell, & Bezzina, 2017).

Building situational awareness is key to a responsive change plan. That response can be made possible if directly related to our own personal situational analysis, before any major change jolts its way through. To kick start your thought process, here are a few questions set within eight themes discussed throughout this book:

<i>Connection:</i>	Where am I? Can I connect? Am I aware of what is happening around me?
<i>Capacity:</i>	Can I cope?
<i>Governance:</i>	Do I have what it takes to cope? Do I have a structure in place to get me there?
<i>Network:</i>	Does my network support me or does it hinder me?
<i>Policy:</i>	Can I work within the standard procedures I have? Does the process govern me well?
<i>Training:</i>	Can I train myself to be better? Can I add more skills to myself to cope better?
<i>Process improvement:</i>	Can I see my life improve? Do I want to see it improve? Will steps here help me improve? How committed am I?
<i>Standard / alignment:</i>	Can I measure change? Am I closer to the real self? Am I closer to achieving what or who I really wish to be?

The above themes introduce personal awareness to help people overcome disengagement from lives which are bottlenecked by processes and gatherings that do not generate the required success.

We generally cannot accept that closely built structures can fail us – the ones that we have built or taken for granted or the ones that are closest to the way we work. The ability we have to change a situation is always dependant on factors, some of which are in our control and others that are not. Defining the level of my output to family, customers or colleagues during a time of personal crisis equips me with unprecedented knowledge. Knowledge which can help one grow, affirm and transfer that same knowledge to others in situations like those that have been experienced by self.

If we apply the above questions to a personal business or the running of a department, the process of achieving awareness is very similar. The questions will still apply, built towards different reference points and larger scales. [Fig. 1](#) presents eight themes for strategic direction in maintaining stability through changing times.

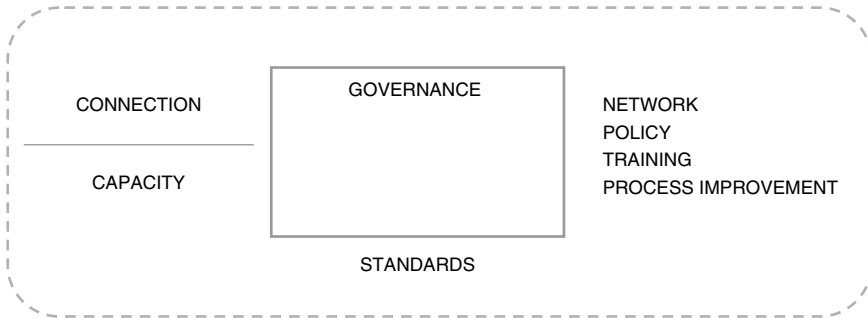


Fig. 1: DALI Model Structure. *Source:* Author.

To simplify this figure, let us relate it to a personal learning situation:

I need to connect with reality to understand myself in the context of environmental or societal change. Based on the capacity I have (friends, family, work connections, social connections and leisure connections) I can further develop that connection, but it is dependent on how much of this I have or encourage myself to pursue. I follow a governance model internal to my own decision-making processes (the one that I have built through my life such as trustworthiness, loyalty, image), or I choose one that I am governed by in my external environment. My pre-existing network is what makes or predefines me: if I feel I belong to a 'crisis' it will either restrict me to remain in that situation or make me rebel against it to push me further forward. Based on what I have seen, learnt or experienced as I journey, I realise that I might need to empathise with my personal 'policy' or standard that I have created for myself over time. Perhaps adjust to a better way of doing things. Training depends on what I choose to invest in myself and process improvement is what I need to re-adapt if those changes in myself need to be made. That is the hardest part of the story because it is facing all my critics to get to a better process.

Coping means understanding the gap between oneself and the ability to find inner strength to address the uncomfortable changes happening around. It means facing the inner critic, to see the situation as it really is, not as one perceives it to be. Visualisation can happen only if one dismantles the image of a situation as it is being perceived to address its reality through a properly built situational analysis. In the process of this visualisation, comes a formulation of its response. Furthermore, a coping strategy includes selecting those aspects of a service that are *must do's* and those of response that can be left safely for the time being. This, together with an assessment of current resources (which could include human teams as well as other tangible resources) can provide a service if the right balance is achieved.

Society Today

The combination of events means society is increasingly faced with a variety of catastrophes that do not fit normal terms of reference, response doctrines or traditional operational scripts (Lagadec, Guihou, & Lagadec, 2006); the London Riots (UK); severe travel disruption – Europe's cold fall (EU); migrant arrivals: the Libyan Crisis (Malta); severe weather damage, terrorist attacks and political changes that do not reflect societal needs. Each scenario is conditioned by sudden external change that cuts across several strategic areas, requires a rapid response and a push towards creative thinking, including new guidelines and critical decision-taking.

Due to growth in the complexity, scale and nature of change, organisational strategy is required to cope with a broad definition of change. Boundaries between different categories of change are slowly merging as events incorporate different threats within the limits of one cataclysm. Radical organisational change or 'frame bending' as it is sometimes evocatively known, involves the busting loose from an existing orientation (Johnson, 1987) and the transformation of the organisation. Problems emerge when a change event impacts in such a way that current methods or procedures are inadequate for the circumstances at hand. Situations faced within the category termed 'radical' constitute rapid, uncertain, incorporating elements of threat, affecting a combination of policy areas such as climate change, technology, security, economic interdependence and just-in-time production. Such conditions exhibit fundamental changes to normal organisational activity but begin to address a gap of change that incorporates qualities typical of crisis scenarios, without reaching a scale of criticality that would include large-scale natural disasters, such as tsunamis or earthquakes.

The jump from a 'radical event' to a 'crisis event' is explained through a most suited definition of crisis: 'a serious threat to the basic structures or the fundamental values and norms of a social system, which – under time pressure and highly uncertain circumstances – necessitates making critical decisions' (Rosenthal, Charles, & 't Hart, 1989, p.10). *The Oxford English Dictionary* defines crisis point as a turning point when an important change takes place. Other references in the literature are made to an unstable period, especially one of extreme trouble or danger in politics, economics and other areas. Let us explore what it means to live alongside the crisis.

We must understand the context within which decisions are being taken. We have established that in general we are tasked to respond to a change state. This means a need to handle both change and routine tasks (Broome, 1998). It requires decision-making and functioning within a variety of settings, often followed by having to respond to the unthinkable (Beaudan, 2002). This type of change situation can create initiative overload and organisational chaos (Engelhardt & Simmons, 2002) for decision-makers, with the added challenge of attempting to stay on course (Beaudan, 2002). For example, the result of extreme weather patterns with its impact on global food supplies coupled with heightened fear-driven terror attacks, means political, economic and cultural disturbances together with a multitude of iterative bearings.

When *central* service functions of an institutional structure experience a relatively strong decline in authority because these functions are impaired or suffer

from overload, this can also suggest a state of crisis (Boin, 't Hart, Stern, & Sundelius, 2005). Thus, the term 'crisis' in this context is best understood not in terms of the calamity moment itself, but as the organisational capacity to respond to that situation (Boin et al., 2005).

Heightened turbulence causes management teams to focus inwards, thus responding with tactics such as cutting costs and re-organising in response. But the cost-cutting exercise or the shuffling of a department is not a response strategy. It is response in a crisis frame of mind which does not allow thinking to formulate improved organisational structures for support. Public managers need to become aware of how sudden changes in our environment can bring about competition for resources, power, priorities and even visibility, thus robbing them of time and questioning the standard in place for response. The urgent nature of tasks can stretch the ability to focus on anything other than day-to-day operations, demoting the development of policy or management systems to secondary concerns (Moynihan, 2008). One must also note that it could be difficult for a single authority alone to have the essential competence to identify and resolve problems for all different sectors of society.

Key authors in change literature argue that in a situation characterised by limited time, ambiguity and uncertainty, when the need to learn is at its peak, the institutional capacity of public leaders and their organisations may be disappointingly low. This coupled with the need to achieve a balance between control and autonomy, and meeting demands for satisfactory performance is a critical time for reflection and productivity paralleled by a time of great stress and uncertainty.

So if one looks towards a path of change, a number of factors can be included, factors which play a part in understanding what this 'radical change' situation is really all about: a mix of various and separate changes; changes and parts that need to work together without the need for a long chain of command; different expertise required; a shift from prepared tactics and reactions ingrained by past experiences to proactive strategic moves; acting in one's own self-interest; a possible tendency to forget prior agreed behaviour; a need to find underutilised or slack resources that can be mobilised quickly; restrained resources made available for a specific project; and unclear situations awareness.

A Growing Need for Solution-building

Futuristic structures of public management teams should be built to withstand change. Increasingly we face fast-paced change which can be internally or externally triggered. The response to external circumstances is often referred to as reactive change while change principally caused because a decision was taken to do so is referred to as proactive change (Cole, 2000). Change can be a period of organisational transition characterised by disruption, confusion and unforeseen events that emerge over long timeframes (Dawson, 1994). While change can range from a simple shift in practice to a multiplicity of radically new interrelated practices, the toughest change to cope with tends to be complex (Wallace, 2008). Change can be viewed as running through a continuum ranging from incremental, transformational, through to crisis. One might conclude that all change leads to some manifestation of difference. The manifestation can be change that can be lived with or one

which cannot. In response, we are required to re-organise and integrate activities into new ways of working, maintain resources and use processes to facilitate movement rather than stifle them. We need to address the data we receive from scanning our environment as part of our response if we are to deal with threats through efficient operations. Response to unpredictable circumstances or time constraints as situations impose onto our existing management structure will depend on how we can overcome the overconfident human ego, push past a false sense of complacency and initiate well-timed strategies or policies which clearly address the issue with foresight.

Transformational change requires motivation and the ability to visualise an outcome that predicts success. Winners in an unstable and chaotic environment are the organisations able to create endless variety, as evolution and competition will select out systems that become too stable (Holbeche, 2006). Proponents of change management argue that organisations have to change quickly and as much they can to stay ahead. Alongside the need to transform as part requirement to meet new demands, operational continuity is required to provide for customers, preserve authority and secure resources to fund the required changes (Oliver, 1991, as cited in Huy, 2002). Successful response to change is less dependent on detailed plans and projections, and more on reaching an understanding of the complexity of issues concerned and identifying the range of available options (Holbeche, 2006).

As mechanistic structures gave workers security through the formality of operations, change shifts focus from achieving long-term organisational goals to achieving organic forms for solution building. As we search for top management to direct vision and order, an understanding begins to develop whereby operational workers and front-line service structures have more useful information about change than senior management. This means tapping into information which is crucial to achieve situational awareness when needed.

One must note that quality and control in situations of complexity, requires the development of member's abilities to understand the hidden patterns of behaviour and action and to develop an understanding of the latent consequences of action, thus getting beneath the symptoms (Johnson & Scholes, 2002). As companies seek to adapt to rapidly changing markets or technological pressures, so does the public sector need to move in the same direction. Most public sector structures are trying to create empowering and enabling management layers but also need the structure, culture and capabilities in place to support the approach (Deloitte, 2009). One might seek to understand what aspects of organisational design would allow this change to occur. This is a shift from vertical bureaucracies to more horizontally structured systems, meaning organisations will be centred around processes, not tasks, and performance management will be based on customer satisfaction (Castells, 1996).

Aligning Strategic Thinking with Service Delivery

Strategic management is seen as designing a desired future and identifying ways to bring that desired future about (Steiner, 1979). An early definition of strategy provided by the American business historian Alfred D. Chandler (1962) suggests

that strategy is the determination of the basic long-term goals and objectives of an enterprise and the adoption of courses of action and the allocation of resources necessary for carrying out those goals. Ansoff and McDonnell (1990) provide a different definition whereby they sustain that strategic management is a systematic approach for managing strategic change through the (i) positioning of a firm through strategy and capability planning, (ii) real-time strategic response through issue management, and (iii) systematic management of resistance during strategic implementation. This is an interesting view since it comprises the key elements that strengthen any plan for future management. Positioning and capability, real-time response and a methodical way of responding to the stressful event as it happens. I would like to expand on these three areas:

Many tools have been developed for planning and analysis including Strengths Weaknesses Opportunities Threats (SWOT) analysis, Balanced Scorecards, Scenario planning, Political, Economic, Social, and Technological (PEST) analysis, Socio-political, Technological, Economic, Ecological, and Regulatory (STEER) analysis, Environment, Political, Informatic, Social, Technological, Economic and Legal (EPISTEL), Antecedent Conditions, Target Strategies, Measure Progress and Impact (ATM) and Root Cause Analysis (RCA). Porter's (1980) competitive forces model is also used by many organisations in strategy formulation, which presents the analysis of competition at different stages of maturity in terms of the firm's environment in which it competes. Included in this list is the Mac-Millan Matrix, which is a strategy grid with the underlying assumption to this strategy that the need for resources is competitive, with no room for direct duplication of services, and wasteful or inefficient services are less preferred to high-quality services delivered to a more focussed group of users. Such implications can be difficult for organisations as it could mean terminating some programmes to improve core services (PIM, 2011). In a survey carried out by The Economist Intelligence Unit in the year 2005, two-thirds of survey respondents sustained that in the future, improving the quality of existing services was essential in addressing customer (citizen) needs. Data compiled from front-line delivery can drive better decision-making in terms of addressing customer needs and wants, particularly during a process of change (Koehler & Pankowski, 1996).

Mike Freer, council leader sustains that:

If the next round of public-sector reform is just about cutting costs we will have failed. Public services ... need to reflect the changes in customer care that have become standard across the private sector. (Deloitte, 2009, p. 4)

Wearing the 'strategic government' thinking hat, one might understand the importance of viewing citizens as our customers. Citizens are not players in a table-top football game. Likewise, citizens know when they are truly being given security and service and when they are not. As we look for signs that an organisation is doing well, so do citizens look for signs that they will receive adequate support.

In a time when users may have little day-to-day choice, as the allocation of resources are ever more influenced by political processes and funded through

restrictive measures, an assessment of what works and what does not, is key to understanding the positioning and capability of the service. Thus, in a view of strategy as a cycle of decisions, where each set of decisions has an effect on customers, suppliers, employees and so on (Cole, 2000), it is crucial to consider the importance of strategic decisions oriented towards being responsive to customers and their needs and seeking to be customer-oriented particularly in areas where scarce resources have to be rationed (Flynn, 2007). This means that strategic management would have to consider aspects such as the enforcement of eligibility criteria, the gap between what citizens can expect to receive from a service and what a service organisation can deliver during a time of change. These emerging key priority areas mean that new drivers for change will slowly infiltrate the field of strategic management to address new difficulties in services that are overstretched and cannot cope with existing demands (Flynn, 2007). In current literature, strategy design is present through three schools of thought: The planning school – which tries to achieve a fit between the organisational strategy and the environment. The positional school – based on performance measurement and strategy making tools. The resource-based school – where competitive advantage of an organisation is based on its own distinctive resources, capabilities and competences. Aligning strategic thinking with service delivery means addressing a new set of pressures as public sector organisations will need to increase provision of services at the same time cutting their spending which can only increase as deficits grow larger (PwC, 2008).

During a period of rapid change, we must identify what constitutes an effective service; what delivery of service means once the (i) capacity of the institution is established, (ii) what ‘real-time’ responses is required and (iii) what methodical way of response is suitable to meet the event as it unfolds. It must be considered that a minimum standard of operations must be achieved and should be made known. What are the minimum criteria that a service can be expected to maintain? Do we have the resources to do that? In this case, it is crucial for that organisation to undergo a strategic fit with its environment, termed as ‘positioning’, to address the value expectations of actors in society (citizens) through the re-examining of the organisation’s resources and competences to explore the strategic capacity of the public sector (Johnson, Scholes, & Whittington, 2008). Based on the challenging external environment within which public services seek to provide, a balance is being called for which is the delivering of the right service alongside management of resources. In terms of such objectives, the success of a service operation will vary from factors considered as crucial during normal hours of service operation and those considered as crucial during times of rapid change or uncertainty.

Managing Capacity and Demand

Cost-cutting and downsizing are not only the solutions. Resource management is part of the equation. As the workforce suffers a reduction in numbers and customer levels continue to increase, public sector organisations need to get the most out of their limited staff resources. Resource capacity in this context refers to purely staff levels mainly at front-line operations. The first step in managing a resource demand is a recognition of what is available for use. One needs