

# Acknowledgements

---

It took more than five years to undertake the research involved in this book, and two more years to write up the analysis. It was only made possible through the generous help of many dozens of public policy practitioners in government and the outsourcing industries, without whose active engagement and unstinting cooperation it could not have been undertaken.

Our biggest debt is to the systems integrator company EDS, and later Hewlett Packard after it took over EDS. They most generously funded and supported this research for five years as the main research project undertaken by LSE Public Policy Group (PPG) for the EDS-LSE Innovation Research Programme. We could not have developed this project without the far-sighted and no-strings funding that the company donated. And the analysis would have been much poorer without the active support and engagement of a large number of EDS and later EDS-HP executives and senior managers in the UK. They attended more than 15 major seminars and mini-conferences held during 2005–09, and also helped to involve dozens of senior government civil servants and local government and NHS staff in these key events. We owe a special debt to the late and much missed Charles Cox, and to Sheelagh D. Whittaker, two outstanding and intellectually committed business executives, who first helped the Innovation Research Programme get launched. We also learnt a great deal about practical government computing, public administration and ICT change issues from a large number of EDS and EDS-HP executives responsible for liaison with the project over the years, and who commented on earlier version of papers presented at different seminars, which subsequently became part of this book. We are especially grateful to Craig Wilson and later James Johns for their unstinting and generous help, while others (including David Rimmer and Michael Gough) provided valuable specific inputs. We should double stress, however, that none of these EDS or HP people have read or approved any part of this book, and nor have they in any way agreed to or signed off the analysis. The responsibility for everything written here and for all the judgements made, is ours alone – reflecting a complete intellectual and analytic independence that was always fully respected by the company and its staff.

Our second greatest debt is to a huge range of civil servants, local government and NHS staff who have worked with LSE Public Policy Group teams on a wide range of in-depth projects from 1998 to 2009, some for academic work and many undertaken for the National Audit Office. Most especially for this book we are grateful to staff in the productivity analysis sections of HM Revenue & Customs (HMRC) and the Department for Work and Pensions (DWP): without their exemplary work in assembling and weighting outputs data, and commitment to transparency, the project would not have been feasible. At HMRC, we received support and key activity data from the members of the KAI Strategic Analysis and Coordination team. We are also thankful to senior HMRC staff who provided useful feedback during seminars on customs and tax productivity held at the HMRC in 2009, and to the dozens of HMRC and Treasury staff who attended a seminar at the Treasury on 'Inherently Digital Public Services' in summer 2010. At the DWP we are particularly thankful for the support provided by Dave Barnbrook and Heather Turnpin, at the Business Modelling and Analysis Division, who provided data on activity measures used in Chapter 5. We thank Sir Richard Mottram, now a Visiting Professor at LSE, but in the noughties a key figure in the transformation of DWP as its permanent secretary: we have had many debates with him about what was and was not accomplished in this period – which are sure to continue! Lord Michael Bichard (Permanent Secretary at the Department of Social Security before 2000, and latterly Chair of the Institute for Government for several years) also contributed most helpfully.

In July 2008 an LSE conference (supported by the LSE's Higher Education Innovation Fund or HEIF) led to valuable contacts with experts and practitioners at the Office for National Statistics (ONS). We received useful feedback from Aileen Simkins, head of the UK Centre for the Measurement of Government Activity (UKCeMGA). Mike Phelps, also from UKCeMGA provided very useful comments and suggestions in different seminars and conferences at which we presented early versions of this research. We are grateful for this input, and to be able to draw on the broader stream of impressive ONS findings and method developments.

Throughout the gestation and most of the undertaking of this research LSE Public Policy Group worked closely with an outstanding UK agency, the National Audit Office (NAO) on contracted research for value for money (VFM) and other studies. We are intensely grateful for many great suggestions and comments to Michael Whitehouse (now Chief Operating Officer at NAO), Jeremy Lonsdale and David Raraty across many projects – surely these must be three of the most intellectually involved officials in any public agency anywhere in the world. A wide range of

other NAO staff were also unstinting in their help on individual projects, including Mark Davies, Chris Lambert, Leon Bardot, Rob Prideaux, Liane Hinds, Theresa Crowley, Elena Bechberger and many others. Sir John Bourne, head of NAO for many years and Amyas Morse who succeeded him as Comptroller and Auditor General, both provided valuable ideas and encouragement. Finally, the intellectual debt that we owe NAO staff over more than a decade and a half can be traced in the large number of references to the organization in our bibliography. NAO reports are a treasure trove of information, for far too long neglected by British university researchers.

Turning to academia itself, Patrick Dunleavy has intellectual debts impossible to quantify to Helen Margetts (now Director of the Oxford Internet Institute), and to Jane Tinkler and Simon Bastow from LSE Public Policy Group. We draw extensively on previous joint work with all three on British central government and on government ICT systems, throughout Chapters 3 to 6. We thank too Chris Gilson, who especially contributed to much of the second half of Chapter 9. The close involvement of these four authors was a constant in a dozen or so projects undertaken between 1998 and 2009, to which a wide range of former PPG staff also contributed in one or more studies. Key people here include (in rough chronological order) Steve John (now at BUPA), Don McCarthy (now at the Independent Institute), Hala Yared, Ruth Callaghan, Patricia Bartholomeou, Oliver Pearce (now at Christian Aid), François Boucek (now at Queen Mary College, London), Nihan Akyelken (now at Oxford University), Edward Towers (now at Accenture), Sofia Goldchuk (now at Consumers International), Camila Aguilar (now working in Columbia's government) and Anne White (now working in Ontario government). All these co-authors provided invaluable help at different stages of this research, helping to make a reality of a rich concept of 'organizational productivity' in government. Elsewhere in LSE, colleagues from the Centre for Economic Performance provided useful suggestions and some initial data for Chapter 8 on productivity in the NHS, and Joachim Wehner advised us on regression methods.

Some early versions of papers that now form part of this book were presented at academic seminars and conferences. In particular, Helen Margetts, Christopher Hood and others commented helpfully at seminars held at the Oxford Internet Institute in early 2010 and in spring 2012. We also received most useful comments and insights from participants at a panel organized at the 2010 Annual Conference of the American Political Science Association in Washington, DC. We are most grateful also to Dee Compson-Wragg for all her help on improving the book manuscript.

A project of this scale and duration inevitably has mostly adverse impli-

cations for the families and personal friends of its authors, for whom we hope the finished book is some slender compensation. Leandro Carrera records his grateful thanks to Jen, Esther, Cecilia and Carlos, for all their help and support. Patrick Dunleavy thanks Sheila, who gives real meaning to the much misused concept of co-production.