

## References

---

- Adam, Stuart and James Browne (2011), 'A survey of the UK tax system', Briefing Note No. 9, London: Institute for Fiscal Studies.
- Agarwal, Reeti and Ankit Mehrotra (2009), 'Developing global competitiveness by assessing organized retail productivity using data envelopment analysis', *International Journal of Business Science and Applied Management*, **4**(2), 1–16, accessed 29 September 2012 at [http://www.business-and-management.org/download.php?file=2009/4\\_2--1-16-Agarwal,Mehrotra.pdf](http://www.business-and-management.org/download.php?file=2009/4_2--1-16-Agarwal,Mehrotra.pdf).
- Allison, Graeme (1971), *Essence of Decision: Explaining the Cuban Missile Crisis*, Boston: Little Brown.
- Al-Shehab, A.J., R.T. Hughes and G. Winstanley (2005), 'Facilitating organisational learning through causal mapping techniques in IS/IT project risk management', *Professional Knowledge Management*, **3782**, 145–54.
- Aral, S., E. Brynjolfsson and Marshall Van Alstyne (2007), 'Information, technology and information worker productivity: task level evidence', NBER Working Paper No. W13172.
- Ashworth, R., G. Boyne and R. Delbridge (2009), 'Escape from the iron cage? Organizational change and isomorphic pressures in the public sector', *Journal of Public Administration Research and Theory*, **19**(1), 165–87.
- Atkinson, A.B. (2005a), 'Measurement of UK government output and productivity for the national accounts', *Journal of the Statistical and Social Inquiry Society of Ireland*, **XXXIV**, 152–9.
- Atkinson, A.B. (2005b), *Final Report. Measurement of Government Output and Productivity for the National Accounts*, London: HMSO, accessed 14 September 2012 at <http://ons.gov.uk/ons/about-ons/what-we-do/programmes--projects/completed-projects-and-reviews/atkinson-review/final-report/index.html>.
- Audit Commission (2011), 'Comprehensive Area Assessment', accessed 10 August 2011 at <http://www.audit-commission.gov.uk/inspection-assessment/caa/Pages/Default.aspx>.
- Bailey, M. and R. Gordon (1988), 'The productivity slowdown, measurement issues and the explosion of computer power', *Brookings Papers on Economic Activity*, **19**(2) 347–432.

- Barber, Michael (2008), *Instruction to Deliver: Fighting to Transform Britain's Public Services*, London: Methuen.
- Barros, C. Pestana and P.U.C. Dieke (2007), 'Performance evaluation of Italian airports: a data envelopment analysis', *Journal of Air Transport Management*, **13**(4), 184–91.
- Bartel, A., C. Ichniowski and Kathryn Shaw (2007), 'How does information technology affect productivity? Plant-level comparisons of product innovation, process improvement, and worker skills', *The Quarterly Journal of Economics*, **122**(4), 1721–58.
- Bastow, S. (2010), 'Measuring productivity in the England and Wales prison system, 1979 and 2009', paper to the UK Political Studies Association Annual Conference, Edinburgh, 30 April, accessed 17 September 2012 at [http://www.psa.ac.uk/2010/UploadedPaperPDFs/1323\\_1201.pdf](http://www.psa.ac.uk/2010/UploadedPaperPDFs/1323_1201.pdf).
- Bastow, S. (2012), 'Over-crowded, as normal. Governance, adaptation and chronic capacity stress in the England and Wales Prison System, 1979 to 2009', PhD thesis, London: London School of Economics.
- Bastow, Simon, Patrick Dunleavy and Hala Yared (2003), *Public Sector Agility: Data Appendices*, Annex to *Government Agility: Report to A.T. Kearney*, London: LSE Public Policy Group.
- Baumol, William (1967), 'Macroeconomics of unbalanced growth', *American Economics Review*, **57**(3), 415–26.
- Baumol, W.J., S.A.B. Blackman and E.N. Wolf (1989), *Productivity and American Leadership*, Cambridge, MA: MIT Press.
- BBC News (2011), 'MRSA rates fall to record level', 3 August, accessed 19 September 2012 at <http://www.bbc.co.uk/news/health-14390038>.
- Becker, Gary S. (2003), 'A theory of political competition amongst interest groups', *Quarterly Journal of Economics*, **XCVIII**(3), 371–400.
- Becker, Gary S. (2005), 'Public policies, pressure groups and deadweight costs', *Journal of Public Economics*, **28**(2), 329–47.
- Becker, Gary S. and Casey B. Mulligan (1998), 'Deadweight costs and the size of government', NBER Working Paper No. 6789, Washington, DC: National Bureau for Economic Research, accessed 16 September 2012 at <http://www.nber.org/papers/w6789>.
- Behn, R. (2000), *Rethinking Democratic Accountability*, Washington, DC: Brookings Institution Press.
- Behn, R. (2003), 'Why measure performance? Different purposes require different measures', *Public Administration Review*, **63**(5), 586–606.
- Belot, Michèle and Jonathan James (2011), 'Healthy school meals and educational outcomes', *Journal of Health Economics*, **30**(3), 489–504.
- Bernstein, J.M. (2010) 'The Very Angry Tea Party', *New York Times*, 13 June. Available at: <http://opinionator.blogs.nytimes.com/2010/06/13/the-very-angry-tea-party/>.

- Bevan, Gwyn and Christopher Hood (2006), 'Have targets improved performance in the English NHS?', *British Medical Journal*, **332**(7538), 419–22.
- Bhansali, S. and Erik Brynjolfsson (2008), 'Digitizing work: measuring changes in information worker time use and performance with a quasi-experiment', Paper No. 235, The MIT Center for Digital Business.
- BIS (2008), *Public Services Industry Review. Understanding the Public Services Industry: How Big, How Good, Where Next?*, London: Business, Innovation and Skills.
- Bloom, Nick and John van Reenan (2010), 'New approaches to measuring management and firm organization', CEP Discussion Paper No. 969, February, London: London School of Economics, Centre for Economic Performance.
- Bloom, N., R. Sadun and J. Van Reenen (2005), 'It ain't what you do it's the way you do IT. Testing explanations of productivity growth using US affiliates', discussion paper, Centre for Economic Performance, London School of Economics.
- Bloom, Nicholas, Carol Propper, Stephan Seiler and John Van Reenen (2009a), 'Management practices in hospitals', HEDG Working Paper No. 09/23, July, York: Health, Econometrics and Data Group, York University, accessed 1 October 2012 at [http://www.york.ac.uk/res/herc/documents/wp/09\\_23\\_Removed.pdf](http://www.york.ac.uk/res/herc/documents/wp/09_23_Removed.pdf).
- Bloom, Nicolas, Luis Garicano, Raffaella Sadun and John Van Reenen (2009b), 'The distinct effects of information technology and communication technology on firm organization', CEP Discussion Paper No. 927, London: Centre for Economic Performance.
- Bloom, Nicholas, Carol Propper, Stephan Seiler and John Van Reenen (2010), 'The impact of competition on management quality: evidence from public hospitals', CEP Discussion Paper No. 983, London: LSE Centre for Economic Performance.
- Borzekowski, Ron (2009), 'Measuring the cost impact of hospital information systems: 1987–1994', *Journal of Health Economics*, **28**(5), 938–49.
- Bosworth, Barry P. and Jack E. Triplett (2003), 'Productivity measurement issues in services industries: "Baumol's disease" has been cured', *Economic Policy Review*, **9**(3), 23–33.
- Bowcott, Owen (2008), 'Up to 200 000 ID documents may be false', *Guardian*, 8 October, accessed 18 September 2012 at <http://www.guardian.co.uk/money/2008/oct/08/identityfraud.immigration>.
- Bozeman, Barry (2004), *All Organizations Are Public: Comparing Public and Private Organizations*, San Francisco, CA: Beard Books.
- Brambor, T., W.R. Clark and M. Golder (2006), 'Understanding

- interaction models: improving empirical analyses', *Political Analysis*, **14**(1), 63–82.
- Brandt, Loren, Thomas Rawski and John Sutton (2008), 'Industrial development in China', in Loren Brandt and Thomas G. Rawski (eds), *China's Great Economic Transformation*, New York: Cambridge University Press, pp. 569–632.
- Bratton, William J. and Sean W. Malinowski (2008), 'Police performance management in practice: taking COMPSTAT to the next level', *Policing*, **2**(3), 259–65.
- Bresnahan, T., E. Brynjolfsson and Lorin Hitt (2002), 'Information technology, workplace organization, and the demand for skilled labor: firm-level evidence', *The Quarterly Journal of Economics*, **117**(1), 339–76.
- Breton, Albert (1998), *Competitive Governments: An Economic Theory of Politics and Public Finance*, New York: Cambridge University Press.
- British Medical Journal* (2010), 'Reorganization of the NHS in England', *British Medical Journal*, No. 341, Editorial 16 July, accessed 1 October 2012 at [http://www.bmj.com/content/341/bmj.c3843?ijkey=2e0f56fdd5e0603b9b679142b319254146c9c9c6&keytype=tf\\_ipsecsha&linkType=FULL&journalCode=bmj&resid=341/jul16\\_1/c3843](http://www.bmj.com/content/341/bmj.c3843?ijkey=2e0f56fdd5e0603b9b679142b319254146c9c9c6&keytype=tf_ipsecsha&linkType=FULL&journalCode=bmj&resid=341/jul16_1/c3843).
- Brown, M.L. (2000), 'Scientific uncertainty and learning in European Union environmental policymaking', *Policy Studies Journal*, **28**(3), 576–96.
- Brynjolfsson, E. and L. Hitt (1996), 'Paradox lost? Firm-level evidence on the returns to information systems spending', *Management Science*, **42**(4), 541–58.
- Brynjolfsson, E. and L. Hitt (2003), 'Computing productivity: firm-level evidence', *The Review of Economics and Statistics*, **85**(4), 793–808.
- Bullock, Jane A., George D. Haddow, Namon Copola, Erdin Yegin, Lissa Westermann and Sarp Yeletaysi (2006), *Introduction to Homeland Security*, 2nd edition, Burlington, MA: Heinemann-Butterworth.
- Bunt, Laura and Charles Leadbeater (2012), *The Art of Exit: In Search of Creative Decommissioning*, London: NESTA.
- Buratti, Simone, Dennis Keller, Yoojin Ma and Sara Young (2012), *Public Internal Financial Control: Composite Indicator Development for the Comparison of Internal Financial Control and Internal Audit in the Public Sector across OECD Member Countries*, London: LSE MPA Programme Capstone Project.
- Bureau of Transport Statistics (2008), 'Table 4–2: licensed drivers: 2008', accessed 18 September 2012 at [http://www.bts.gov/publications/state\\_transportation\\_statistics/state\\_transportation\\_statistics\\_2009/html/table\\_04\\_02.html](http://www.bts.gov/publications/state_transportation_statistics/state_transportation_statistics_2009/html/table_04_02.html).
- Burgess, Simon, Carol Propper, Marisa Ratto and Emma Tominey

- (2004), 'Incentives in the public sector: evidence from a government agency', Working Paper, March, Bristol: Centre for Market and Public Organizations.
- Burke, James (2007), *Al-Qaeda: The True Story of Radical Islam*, Harmondsworth: Penguin.
- Businesslink (2011), Description of HMRC CHIEF system, accessed 15 September 2012 at <http://www.businesslink.gov.uk/bdotg/action/detail?itemId=1078145531&type=RESOURCES>.
- Butler, David, Andrew Adonis and Tony Travers (1994), *Failure in British Government: Politics of the Poll Tax*, Oxford: Oxford University Press.
- Cabinet Office (2009a), *HM Revenue & Customs: Progress and Next Steps*, Capability Review, London: Cabinet Office.
- Cabinet Office (2009b), *Benchmarking the Back Office: Central Government*, London: Cabinet Office.
- Caroli, E. and J. Van Reenen (2001), 'Skill-biased organizational change? Evidence from a panel of British and French establishments', *Quarterly Journal of Economics*, **116**(4), 1449–92.
- Carrera, L., P. Dunleavy and S. Bastow (2009), 'Understanding productivity trends in UK tax collection', LSE Public Policy Group Working Papers, LSE Public Policy Group, London School of Economics and Political Science, accessed 14 September 2012 at <http://eprints.lse.ac.uk/25532/1/UnderstandingTaxcollectionproductivity.pdf>.
- Castelli, A. et al. (2007), 'A new approach to measuring health system output and productivity', *National Institute Economic Review*, **200**(1), 105–16.
- CBI (2009), 'World class public services', London: Confederation of British Industries, accessed 29 May 2011 at <http://www.serco.com/instituteresource/subjects/UKmkt/PSI/index.asp>.
- Census Bureau (USA) (2012), 'Table 1096, State motor vehicle registrations', accessed 1 October 2012 at <http://www.census.gov/compendia/statab/2012/tables/12s1096.xls>.
- Centre for Economics and Business Research (2009), 'The UK's public sector productivity shortfall is costing taxpayers £58.4 billion a year – in other words, not far short of half our income tax is paying for public sector inefficiency', press release, London: Centre for Economics and Business Research.
- Charnes, A., W.W. Cooper and E. Rhodes (1978), 'Measuring the efficiency of decision making units', *European Journal of Operational Research*, **2**(6), 429–44.
- Cho, Wendy K. Tam and James H. Fowler (2007), 'Legislative success in a small world: social network analysis and the dynamics of congressional

- legislation', Social Science Research Network paper, accessed 1 October 2012 at [http://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=1007966](http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1007966).
- Christakis, Nicholas A. and James H. Fowler (2008), 'The collective dynamics of smoking in a large social network', *New England Journal of Medicine*, **358**(22), 2249–58.
- Christakis, Nicholas A. and James H. Fowler (2010), *Connected: The Amazing Power of Social Networks and How They Shape Our Lives*, London: Harper Collins.
- Christensen, Tom and Per Lægreid (eds), *The Ashgate Research Companion to New Public Management*, Farnham, Surrey: Ashgate.
- Clement, Jan P., Vivian G. Valdmanis, Gloria J. Bazzoli, Mei Zhao and Askar Chukmaitov (2008), 'Is more better? An analysis of hospital outcomes and efficiency with a DEA model of output congestion', *Health Care Management Science*, **11**(1), 67–77.
- Clory, Jonathan (2009), 'Managing public expenditure in a time of fiscal constraint', record of 'Innovating out of Recession in Public Services' seminar, 22 June 2009, pp.4–7 cover Patrick Dunleavy's presentation, accessed 18 September 2012 at [http://www2.lse.ac.uk/government/research/resgroups/LSEPublicPolicy/pdf/Innovating\\_out\\_of\\_recession.pdf](http://www2.lse.ac.uk/government/research/resgroups/LSEPublicPolicy/pdf/Innovating_out_of_recession.pdf).
- Cohen, Michael H., James G. March and Johan P. Olsen (1972), 'A garbage can model of organizational choice', *Administrative Sciences Quarterly*, **17**(1), 1–25.
- Common, Richard (2004), 'Organizational learning in a political environment', *Policy Studies Journal*, **25**(1), 35–49.
- ComputerWeekly* (2010), 'NPfIT spend rises to more than £6bn', 8 January, accessed 21 September 2012 at <http://www.computerweekly.com/Articles/2010/01/08/239876/NPfIT-spend-rises-to-more-than-1636bn.htm>.
- Cooper, R. (1994), 'The inertial impact of culture on IT implementation', *Information and Management*, **27**(1), 17–31.
- Cooper, William W., Lawrence M. Seiford and Joe Zhu (2011), 'Data envelopment analysis: history, models and interpretations', in *Handbook on Data Envelopment Analysis: International Series in Operations Research & Management Science*, Vol. 164, pp. 1–39.
- Cooper, Zack, Steve Gibbons, Simon Jones and Alistair McGuire (2010), 'Does hospital competition improve efficiency? An analysis of the recent market-based reforms to the English NHS?', Working Paper No. CEPDP0988, London: LSE Centre for Economic Performance.
- Coopey, J. and J. Burgoyne (2000), 'Politics and organizational learning', *Journal of Management Studies*, **37**(6), 869–85.
- Cornes, Richard and Todd Sandler (2006), *The Theory of Externalities, Public Goods, and Club Goods*, Cambridge: Cambridge University Press.

- Dekker, S. and D. Hansen (2004), 'Learning under pressure: the effects of politicization on organizational learning in public bureaucracies', *Journal of Public Administration Research and Theory*, **14**(2), 211–30.
- Department for Work and Pensions (DWP) (2008), *An Analysis of DWP Productivity 1997/98–2007/08*, London: DWP Corporate Document Services, Research Report No. 355 by DWP SPEAR project team covering 'Strategic Understanding of Productivity and Efficiency based on the Atkinson Review'.
- Department of State (2012), 'Passport statistics', Washington, DC: Department of State, accessed 1 October 2012 at [http://travel.state.gov/passport/ppi/stats/stats\\_890.html](http://travel.state.gov/passport/ppi/stats/stats_890.html).
- Department of Transport (2011), 'Vehicle licensing statistics', London: Department of Transport, accessed 1 October 2012 at <http://www.dft.gov.uk/statistics/tables/veh0103/>.
- DiIulio, John J. Jr., Gerald Garvey and Donald F. Kettl (1993), *Improving Government Performance: An Owner's Manual*, Washington, DC: Brookings Institution Press.
- Dohrmann, Thomas and Gary Pinshaw (2009), *The Road to Improved Compliance: A McKinsey Benchmarking Study of Tax Administrations – 2008–2009*, London: McKinsey and Co.
- Dowding, Keith, Peter John and Stephen Biggs (1994), 'Tiebout: a survey of the empirical literature', *Urban Studies*, **31**(4), 767–97.
- Dunleavy, Patrick (1982), 'Quasi-governmental sector professionalism', in A. Barker (ed.), *Quangos in Britain*, London: Macmillan, pp. 181–205.
- Dunleavy, Patrick (1989a), 'The architecture of the British central state: Part I Framework for analysis', *Public Administration*, **67**(3), 249–76.
- Dunleavy, Patrick (1989b), 'The architecture of the British central state: Part II Empirical findings', *Public Administration*, **67**(4), 391–417.
- Dunleavy, Patrick (1991), *Democracy, Bureaucracy and Public Choice: Economic Explanations in Political Science*, Hemel Hempstead: Harvester-Wheatsheaf.
- Dunleavy, Patrick (1994), 'The globalization of public services production: can government be "best in world"?', *Public Policy and Administration*, **9**(2), 36–65.
- Dunleavy, Patrick (1995), 'Policy disasters: explaining the UK's record', *Public Policy and Administration*, **10**(2), 52–71.
- Dunleavy, P. (2010a), 'New worlds in political science', *Political Studies*, **58**(1), 239–65.
- Dunleavy, Patrick (2010b), 'Falling back on the (nation) state – and hating it', *British Politics and Policy at LSE* blog, 29 November, accessed 1 October 2012 at <http://eprints.lse.ac.uk/41409/>.
- Dunleavy, Patrick (2010c), 'Hating the state – and exploiting the shock',

- British Politics and Policy at LSE* blog, 7 December, accessed 1 October 2012 at <http://eprints.lse.ac.uk/41462/>.
- Dunleavy, Patrick (2011a), 'Essentially digital governance – four principles for the next decade and five current examples of their salience', presentation to Australian Prime Minister and Cabinet Department seminar, 21 April, previously given to UK Treasury and HMRC seminar, 9 June 2010.
- Dunleavy, Patrick (2011b), 'The anatomy of a service delivery disaster: how the UK's tax agency goofed up. And what it means to one of their "customers"', *British Politics and Policy at LSE* blog, 10 November, accessed 29 September 2012 at <http://eprints.lse.ac.uk/41477/>.
- Dunleavy, Patrick (2011c), 'The backlash against the state', *Political Insight*, April 2011, pp.4–6, accessed 1 October 2012 at <http://www.politicalinsightmagazine.com/?p=593>.
- Dunleavy, Patrick. (2012a) 'Getting Whitehall to incorporate new IT developments in public services remains an uphill struggle. The government now lags ten years behind the private sector in its use of social media and lack of feedback to users', *British Politics and Policy at LSE* blog, 27 January. Available at: <http://eprints.lse.ac.uk/44035/>
- Dunleavy, Patrick (2012b), 'With a likely cost of £4 billion, the Health and Social Care Bill has all the hallmarks of an avoidable policy fiasco', *British Politics and Policy* blog at LSE, 24 January, accessed 21 September 2012 at <http://blogs.lse.ac.uk/politicsandpolicy/2012/01/24/hsc-bill-policy-fiasco/>.
- Dunleavy, Patrick and Helen Margetts (2010), 'The second wave of digital era governance', *Social Science Research Network*, paper to the 2010 Annual Conference of the American Political Science Association, accessed 14 September at [http://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=1643850](http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1643850).
- Dunleavy, Patrick and Paul Rainford (2011), 'Moving social security systems online: comparative experiences', Conference presentation to LSE Public Policy Group Conference, 'Moving Social Security Online', 29 June, accessed 30 September 2012 at <http://blogs.lse.ac.uk/politicsandpolicy/moving-social-security-online/>.
- Dunleavy, Patrick, Helen Margetts, Steve John and Don McCarthy (1999), *Government on the Web*, National Audit Office 'Value for money' study, HC 87 Session 1999–2000, London: The Stationery Office.
- Dunleavy, Patrick, H. Margetts, S. Bastow, R. Callaghan and H. Yared (2002), *Government on the Web II*, London: The Stationery Office, HC 764 Session 2001–2002, accessed 15 September 2012 at <http://eprints.lse.ac.uk/597/>.
- Dunleavy, Patrick, Helen Margetts, Simon Bastow, Françoise Bouček



- and Rosemary Campbell (2003), *Difficult Forms: How Government Agencies Interact with Citizens*, HC 1145 Session 2002–2003, London: The Stationery Office, accessed 24 September 2012 at <http://eprints.lse.ac.uk/596/>.
- Dunleavy, Patrick, Martin Loughlin, Helen Margetts, Simon Bastow, Jane Tinkler, Oliver Pearce and Patricia Bartholomeou (2005), *Citizen Redress: What Citizens Can Do if Things Go Wrong in the Public Services*, 9 March 2005, HC 21 Session 2004–2005, London: The Stationery Office, accessed 14 September 2012 at [http://www.nao.org.uk/whats\\_new/0405/040521.aspx?alreadysearchfor=yes](http://www.nao.org.uk/whats_new/0405/040521.aspx?alreadysearchfor=yes).
- Dunleavy, Patrick, Helen Margetts, Simon Bastow and Jane Tinkler (2006a), 'New public management is dead. Long live digital-era governance', *Journal of Public Administration Research and Theory*, **16**(3), 467–94.
- Dunleavy, Patrick, S. Bastow, H. Margetts, O. Pearce and J. Tinkler (2006b), *Achieving Innovation in Central Government Organizations – Main Report and Volume II – Detailed Research Findings*, HC 1447-I and HC 1447-II, Session 2006–2007, London: The Stationery Office.
- Dunleavy, Patrick, Helen Margetts, Simon Bastow, Oliver Pearce and Jane Tinkler (2007), *Government on the Internet: Progress in Delivering Information and Services Online*, HC 539 Session 2006–2007, London: The Stationery Office.
- Dunleavy, Patrick, Helen Margetts, Simon Bastow and Jane Tinkler (2008), *Digital Era Governance: IT Corporations, the State and e-Government*, revised edition, Oxford: Oxford University Press.
- Dunleavy, Patrick, Helen Margetts, David Raraty, Jane Tinkler (with D. Dorrell, T. Escher, S. Goldchluk, L. Hinds, M.K. Khan and S. Reissfelder) (2009), *Department for Work and Pensions: Communicating with Customers*, HC 421 Session 2008–2009, NAO 'Value for money' report, London: The Stationery Office.
- Dunleavy, Patrick, Simon Bastow, Jane Tinkler, Chris Gilson, Sofia Goldchluk and Ed Towers (2010a), 'Joining up citizen redress in UK central government', in M. Adler (ed.), *Administrative Justice in Context*, London: Hart, Ch. 17, pp.421–56.
- Dunleavy, Patrick with Jane Tinkler, Chris Gilson and Ed Towers (2010b) 'Understanding and preventing delivery disasters in public services', paper to the Political Studies Association Conference, Edinburgh, 30 March, accessed 24 September 2012 at [http://www.psa.ac.uk/journals/pdf/5/2010/1003\\_1311.pdf](http://www.psa.ac.uk/journals/pdf/5/2010/1003_1311.pdf).
- DVLA (2007), *DVLA Annual Report and Accounts 2006–07*, HC800, 19 July, London: The Stationery Office.
- DVLA (2011), *DVLA Annual Report and Accounts 2010–11*, HC1105, 30 June, London: The Stationery Office.

- Easterby-Smith, M., Mary Crossan and Davide Nicolini (2000), 'Organizational learning: debates past, present and future', *Journal of Management Studies*, **37**(6), 783–96.
- Escher, Tobias, Helen Margetts, Ingemar J. Cox and Vaclav Petricek (2006), 'Governing from the centre? Comparing the nodality of digital governments', paper to the Annual Meeting of the American Political Science Association, Philadelphia, 31 August–4 September 2006, accessed 1 October 2012 at [http://www.governmentontheweb.org/access\\_papers.asp#J](http://www.governmentontheweb.org/access_papers.asp#J).
- European Court of Auditors (2010a), *Improving Transport Performance on Trans-European Rail Axes: Have EU Rail Infrastructure Investments been Effective?*, Special Report No. 8, Luxembourg: ECA, accessed 15 September 2012 at <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:C:2010:326:0016:0016:EN:PDF>.
- European Court of Auditors (2010b), *Are Simplified Customs Procedures for Imports Effectively Controlled?* Special Report No. 1, Luxembourg: ECA accessed 29 September 2012 at <http://eca.europa.eu/portal/pls/portal/docs/1/7912988.PDF>.
- Eurostat (2001), *Building the System of National Accounts*, Luxembourg: Eurostat, accessed 29 September 2012 at [http://epp.eurostat.ec.europa.eu/statistics\\_explained/index.php/Building\\_the\\_System\\_of\\_National\\_Accounts](http://epp.eurostat.ec.europa.eu/statistics_explained/index.php/Building_the_System_of_National_Accounts).
- Ferdinand, J. (2004), 'Power, politics and state intervention in organizational learning', *Management Learning*, **35**(4), 435–50.
- Fernandez, S. and H.G. Rainey (2006), 'Managing successful organizational change in the public sector', *Public Administration Review*, **66**(2), 168–76.
- Finger, M. and S.B. Brand (1999), 'The concept of the "learning organization" applied to the transformation of the public sector: conceptual contributions for theory development in organizational learning and the learning organization', in M. Easterby-Smith, L. Araujo and J. Burgoyne, *Developments in Theory and Practice*, London: Sage.
- Galbraith, John K. (1969), *The New Industrial State*, Harmondsworth: Penguin.
- Gallagher, Mark (2005), 'Benchmarking tax systems', *Public Administration and Development*, **25**(2), 125–44.
- Garicano, Luis and Paul Heaton (2010), 'Information technology, organization, and productivity in the public sector: evidence from police departments', *Journal of Labor Economics*, **28**(1), 67–201, accessed 1 October 2012 at <http://works.bepress.com/psheaton/5> and [http://www.rand.org/content/dam/rand/pubs/reprints/2010/RAND\\_RP1409.pdf](http://www.rand.org/content/dam/rand/pubs/reprints/2010/RAND_RP1409.pdf).

- Garvin, D. (1993), 'Building a learning organization', *Harvard Business Review*, **71**(4), 78–91.
- Gill, Derek (ed.) (2011), *The Iron Cage Re-created: The Performance Management of State Organizations in New Zealand*, Wellington: Institute of Policy Studies.
- Gill, Jit B.S. (2003), 'The nuts and bolts of revenue administrative reform', Washington, DC: World Bank, accessed 16 September at <http://site.resources.worldbank.org/INTTPA/Resources/NutsBolts.pdf>.
- Gilsing, V. and B. Nooteboom (2006), 'Exploration and exploitation in innovation systems: the case of pharmaceutical biotechnology', *Research Policy*, **35**(1), 1–23.
- Gilson, Christopher H., Patrick Dunleavy and Jane Tinkler (2008), *Organizational Learning in Government Sector Organizations: Literature Review*, Report to the National Audit Office, 3 March, London: LSE Public Policy Group, accessed 22 September 2012 at [http://www2.lse.ac.uk/government/research/resgroups/LSEPublicPolicy/pdf/PPG\\_OrgLearninginGovLit\\_review.pdf](http://www2.lse.ac.uk/government/research/resgroups/LSEPublicPolicy/pdf/PPG_OrgLearninginGovLit_review.pdf).
- Giuri, P., S. Torrisi and Natalia Zinovyeva (2008), 'ICT, skills, and organizational change: evidence from Italian manufacturing firms', *Industrial and Corporate Change*, **17** (1), 29–64.
- Greenhalgh, T., G. Robert, F. Macfarlane, P. Bate and O. Kyriakidou (2004), 'Diffusion of innovations in service organizations: systematic review and recommendations', *Millbank Quarterly*, **82**(4), 581–620.
- Greve, Heinrich R. (2003), *Organizational Learning from Performance Feedback: A Behavioral Perspective on Innovation and Change*, New York: Cambridge University Press.
- Grönroos, Christian (2007), *Service Management and Marketing: Customer Management in Service Competition*, Chichester: Wiley.
- Guardian Professional* (2009), 'DVLA doubles annual contract spending', 23 November.
- Haldenby, Andrew, Patrick Nolan, Lucy Parsons and Greg Rosen (2009), *The Front Line*, London: Reform.
- Hall, Emma, Carol Propper and John Van Reenen (2008), 'Can pay regulation kill? Panel data evidence on the effect of labour markets on hospital performance', CEP Discussion Paper No. 843, January, London: Centre for Economic Performance, accessed 21 September 2012 at <http://cep.lse.ac.uk/pubs/download/dp0843.pdf>.
- Halligan, John (2011), 'NPM in Anglo-Saxon countries', in Tom Christensen and Per Lægreid (eds), *The Ashgate Research Companion to New Public Management*, Farnham, Surrey: Ashgate, Ch. 6, pp. 83–96.
- Hannan, Michael T. and John Freeman (1993), *Organizational Ecology*, Cambridge, MA: Harvard University Press.

- Harford, Tim (2011), *Adapt: Why Success Always Starts with Failure*, London: Abacus.
- Harris, Michael and Richard Halkett (2007), *Hidden Innovation: How Innovation Happens in Six Low Innovation Sectors*, London: NESTA.
- Hasseldine, John (2010), 'The administration of tax systems', Working Paper No. 10-21, Atlanta: Georgia State University, International Studies Program.
- Hatry, Harry P. and Donald M. Fisk (1971), *Improving Productivity and Productivity Measurement in Local Government*, Washington, DC: National Commission for Productivity.
- Hayek, Friedrich (1944), *The Road to Serfdom*, London: Routledge and Sons.
- Haynes, P. (2005), 'New development: the demystification of knowledge management for public services', *Public Money and Management*, **25**(2), 131–5.
- Healthcare Commission (2007), *Investigation into Outbreaks of Clostridium Difficile at Maidstone and Tunbridge Wells NHS Trust*, London: Commission for Healthcare Audit and Inspection, accessed 19 September 2012 at [http://news.bbc.co.uk/1/shared/bsp/hi/pdfs/11\\_10\\_07maidstone\\_and\\_tunbridge\\_wells\\_investigation\\_report\\_oct\\_07.pdf](http://news.bbc.co.uk/1/shared/bsp/hi/pdfs/11_10_07maidstone_and_tunbridge_wells_investigation_report_oct_07.pdf).
- Healthcare Commission (2009), *Investigation into Mid Staffordshire NHS Foundation Trust*, London: Healthcare Commission, March, accessed 21 September 2012 at <http://www.nhshistory.net/midstaffs.pdf>.
- Hedberg, B. (1981), 'How organizations learn and unlearn', in P.C. Nystrom and W.H. Starbuck (eds), *Handbook of Organizational Design*, New York: Oxford University Press, pp. 3–27.
- Hellowell, Mark (2012a), 'Private financing for public infrastructure is here to stay despite "PFIs" being consigned to history', *British Politics and Policy at LSE* blog, 18 January, accessed 23 September 2012 at <http://blogs.lse.ac.uk/politicsandpolicy/2012/01/18/pfi-private-finance/>.
- Hellowell, Mark (2012b), 'Meeting the demand for care will mean ensuring the private sector health market is fit for competition', *British Politics and Policy at LSE* blog, 1 February, accessed 23 September 2012 at <http://blogs.lse.ac.uk/politicsandpolicy/2012/02/01/private-sector-health-market-competition/>.
- Her Majesty's Treasury (HMT) (2009), *Public Expenditure Statistical Analyses*, accessed 17 September 2012 at [http://www.hm-treasury.gov.uk/pespub\\_index.htm](http://www.hm-treasury.gov.uk/pespub_index.htm).
- HM Revenue & Customs (HMRC) (2006), *HMRC Annual Report 2005–06 and Autumn Performance Report 2006*, London: HMRC, accessed 16

- September 2012 at [http://customs.hmrc.gov.uk/channelsPortalWebApp/downloadFile?contentID=HMCE\\_PROD1\\_026500](http://customs.hmrc.gov.uk/channelsPortalWebApp/downloadFile?contentID=HMCE_PROD1_026500).
- HM Revenue & Customs (HMRC) (2007), *Evaluation of PaceSetter: Lean, Senior Leadership & Operational Management within HMRC Processing, Final Report*, September, written by Dr Zoe Radnor and Giovanni Bucci from AtoZ Business Consultancy, London: HMRC.
- HM Revenue & Customs (HMRC) (2009), *Autumn Report 2009*, London: HMRC, accessed 19 June 2011 at <http://www.hmrc.gov.uk/about/autumn-report-2009.pdf>.
- HM Revenue & Customs (HMRC) (no date), *Detailed Findings of the Customs Information and Processing Requirements in the 21st Century (CIPR21) Scoping Study Report*, London: HMRC, accessed 5 April 2012 at [http://customs.hmrc.gov.uk/channelsPortalWebApp/channelsPortalWebApp.portal?\\_nfpb=true&\\_pageLabel=pageLibrary\\_MiscellaneousReports&propertyType=document&columns=1&id=HMCE\\_CL\\_001504](http://customs.hmrc.gov.uk/channelsPortalWebApp/channelsPortalWebApp.portal?_nfpb=true&_pageLabel=pageLibrary_MiscellaneousReports&propertyType=document&columns=1&id=HMCE_CL_001504).
- Hood, Christopher C. (1998), *The Art of the State: Culture, Rhetoric and Public Management*, Oxford: Oxford University Press.
- Hood, Christopher C. (2006), 'Gaming in targetworld: the targets approach to managing British public services', *Public Administration Review*, **66**(4), 515–21.
- Hood, Christopher and Gwyn Bevan (no date), 'The governance of health care by targets and indicators: can it be both proportional and transparent?', PowerPoint presentation, Oxford: ESRC Public Service Programme.
- Hood, Christopher and Ruth Dixon (2012), 'A model of cost-cutting in government? The great management revolution in UK central government reconsidered', *Public Administration*, forthcoming.
- Hood, C. and Patrick Dunleavy (1994), 'From old public administration to new public management', *Public Money and Management*, **14**(3), 9–16.
- Hood, Christopher C. and Helen Margetts (2007), *The Tools of Government in the Digital Age*, Basingstoke: Palgrave Macmillan.
- Horn, Murray (1995), *The Political Economy of Public Administration*, Cambridge: Cambridge University Press.
- Hughes, Andrew (2002), 'Guide to the measurement of government productivity', *International Productivity Monitor*, No. 5, 64–77.
- Hunt, B. and T. Ivergard (2007), 'Organizational climate and workplace efficiency – earning from performance measurement in a public-sector cadre organization', *Public Management Review*, **9**(1), 27–47.
- Identity and Passport Service (2010), *Annual Report and Accounts, 2009–10*, London: The Stationery Office.

- Iorwerth, Aled (2006), 'How to measure government productivity: a review article on "Measurement of Government Output and Productivity for the National Accounts (the Atkinson Report)"', *International Productivity Monitor*, No. 13, 57–74.
- Jackson, P.M. (1982), *The Political Economy of Bureaucracy*, Deddington, Oxford: Phillip Allan.
- Jackson, P.M. (ed.) (1995), *Measures for Success in the Public Sector*, London: Public Finance Foundation.
- Jackson, P.M. (1997), 'Productivity and performance of public sector organisations', mimeo, Leicester: Leicester University Management Centre.
- James, Oliver (2003), *The Executive Agency Revolution in Whitehall: Public Interest versus Public Choice Perspectives*, Basingstoke: Palgrave Macmillan.
- Jenkins, Lin (2006), '10,000 a week have passport applications rejected over new photo rule', *Mail on Sunday*, 11 June, accessed 5 October at <http://www.dailymail.co.uk/news/article-390116/10-000-week-passport-applications-rejected-new-photo-rule.html#ixzz28M3bbSQz>.
- Jones, Lawrence R. and Fred Thompson (2007), *From Bureaucracy to Hyperarchy in Netcentric and Quick Learning Organizations*, New York: Information Age Publishing.
- Jorgenson, Dale W., Mun S. Ho and Kevin J. Stiroh (2007) 'A retrospective look at the U.S. productivity growth resurgence', New York: Federal Reserve Bank of New York, Staff Report No. 277, February.
- Kaufman, H. (1976), *Are Government Organizations Immortal?*, Washington, DC: Brookings Institution Press.
- Kelly, Gavin (2011), 'The Liberal Democrats' intended tax changes are about to cause trouble for the Treasury', *British Politics and Policy at LSE* blog, 6 April, accessed 16 September 2012 at <http://blogs.lse.ac.uk/politicsandpolicy/2011/04/06/liberal-democrats-tax-treasury/>.
- Kelman, Steven (2005), *Unleashing Change: A Study of Organizational Renewal in Government*, Washington, DC: Brookings Institution Press.
- Kelman, Steven (2006), 'Improving service delivery performance in the United Kingdom: organization theory perspectives on central intervention strategies', *Journal of Comparative Policy*, 8(4), 393–419.
- Kelman, Steven (2010), 'If you want to be a good fill-in-the-blank manager, be a good plain-vanilla manager', John Gaus Lecture, 3 September, American Political Science Association, Washington.
- Kerr, J. and J. Slocum (1987), 'Managing corporate culture through reward systems', *Academy of Management Executive*, 1(2), 99–107.
- Kim, H.J., G. Pan and S.L. Pan (2007), 'Managing IT-enabled transformation in the public sector: a case study on e-government in South Korea', *Government Information Quarterly*, 24(2), 328–52.

- Kippin, Henry and Ben Lucas (2011), *From Big Society to Social Productivity*, London: RSA Projects, 2020 Public Services Hub and Citizen Power Peterborough, accessed 11 September 2012 at [http://2020psh.org/wp-content/uploads/2011/04/RSA\\_BigSoc\\_A4\\_04.pdf](http://2020psh.org/wp-content/uploads/2011/04/RSA_BigSoc_A4_04.pdf).
- Kleven, Henrik Jacobsen, Claus Thustrup Kreiner and Emmanuel Saez (2009), 'Why can modern governments tax so much? An agency model of firms as fiscal intermediaries', Working Paper No. 15218, Cambridge, MA: National Bureau of Economics Research, accessed 24 September 2012 at <http://www.nber.org/papers/w15218>.
- Krueger, A.B. (1999), 'Measuring labor's share', Working Paper No. 7006, NBER, accessed 29 September 2012 at <http://www.nber.org/papers/w7006>.
- Lamothe, Meeyoung and Scott Lamothe (2009), 'Beyond the search for competition in social service contracting: procurement, consolidation, and accountability', *American Review of Public Administration*, **39**(2), 164–88.
- Leadbeater, Charles (2010), *Cloud Culture: The Future of Global Cultural Relations*, London: Counterpoint.
- Lee, Cheol-Sung, Young-Bum Kim and Jae-Mahn Shi (2011), 'The limit of equality projects: public-sector expansion, sectoral conflicts, and income inequality in postindustrial economies', *American Sociological Review*, **76**(1), 100–24.
- LeGrand, Julian (2007), *The Other Invisible Hand: Delivering Public Services Through Choice and Competition*, Princeton, NJ: Princeton University Press.
- LeGrand, Julian (2012), 'Both economic theory and evidence from the UK shows that state-funded healthcare which incorporates market-type incentives will save more lives and reduce more suffering', *British Politics and Policy at LSE* blog, 9 March, accessed 23 September 2012 at <http://eprints.lse.ac.uk/43774/>.
- Lehr, W. and F. Lichtenberg (1998), 'Computer use and productivity growth in federal government agencies, 1987 to 1992', *Journal of Industrial Economics*, **46**(2), 257–79.
- Levi, Margaret (1992), *Of Rule and Revenue*, Berkeley, CA: University of California Press.
- Levi, Margaret, Tom Tyler and Audrey Sacks (2008), 'The reasons for compliance with the law', paper for the Workshop on the Rule of Law, Yale University, 28 March.
- Levinson, Marc (2006), *The Box: How the Shipping Container Made the World Smaller and the World Economy Bigger*, Princeton, NJ: Princeton University Press.

- Levitt, Steven D. (2004), 'Understanding why crime fell in the 1990s: four factors that explain the decline and six that do not', *Journal of Economic Perspectives*, **18**(1), 163–90.
- Lewis, David E. (2002), 'The politics of agency termination: confronting the myth of agency immortality', *Journal of Politics*, **64**(1), 89–107.
- Lichtenberg, F. (1995), 'The output contributions of computer equipment and personnel: a firm-level analysis', *Economics of Innovation and New Technology*, **3**(4), 201–17.
- Local Government Improvement and Development (IDEA) (2010), *Productivity: Getting the Best Out of Your People*, London: Local Government Improvement and Development, accessed 11 September 2012 at <http://www.idea.gov.uk/idk/aio/12252052>.
- LSE Identity Project (2005), *The LSE Identity Project Report*, London: London School of Economics and Political Science, Department of Information Systems, accessed 18 September 2012 at <http://eprints.lse.ac.uk/726/>.
- LSE Public Policy Group (2008), 'Complaints handling in the Department for Work and Pensions and its agencies: research report for the National Audit Office', London: LSE Public Policy Group, May.
- March, J.G. and J.P. Olsen (1975), 'Organizational learning under ambiguity', *European Journal of Policy Review*, **3**(2), 147–71.
- Margetts, H. (1991), 'The computerization of social security: the way forward or a step backward?', *Public Administration*, **69**(3), 325–43.
- Margetts, H. (1998), *Information Technology in Central Government: Britain and the United States*, London: Routledge.
- Margetts, Helen and Patrick Dunleavy (2002), *Better Public Services Through E-government*, HC 704-III, London: The Stationery Office.
- Margetts, Helen and Patrick Dunleavy (2012), 'Web science, public management and the second wave of digital era governance', *Philosophical Transactions of the Royal Society: A*, forthcoming.
- Margetts, Helen, R. Eynon and T. Hicks (2006), 'Research into barriers and incentives for businesses filing returns online', article to accompany NAO value for money report *Filing VAT and Company Tax returns*, London: The Stationery Office.
- Margetts, Helen, Patrick Dunleavy, S. Bastow and J. Tinkler (2008), 'Australian e-government in comparative perspective', *Australian Journal of Political Science*, **43**(1), 13–26, Special Issue, edited by R. Gibson and S. Ward on 'Australian Politics: the e-Politics Experience'.
- McKinsey and Company (2010), *Achieving World Class Productivity in the NHS 2009/10 to 2013/14: Detailing the Size of the Opportunity*, London: Department of Health.
- McKinsey and Company (2011a), 'The public-sector productivity



- imperative', paper written by Martin Neil Baily, Karen Crosson, Thomas Dohrmann and Lenny Mendonca.
- McKinsey and Company (2011b), *Big Data: The Next Frontier for Innovation, Competition, and Productivity*, London: McKinsey Global Institute.
- McLaren, Craig H., Bella Saunders and Carmel Zammit (2008), 'Comparing the perpetual inventory method and the whole of government accounts for depreciation', London: ONS.
- McNabb, David E. (2007), *Knowledge Management in the Public Sector: A Blueprint for Innovation in Government*, Armonk, NY: M.E. Sharpe.
- Meyer, John W. and Richard Scott (1992), *Organizational Environments: Ritual and Rationality*, London: Sage.
- Meyer, Marshall S. and Lynn G. Zucker (1989), *Permanently Failing Organizations*, London: Sage.
- Millar, Jane (2008), 'Making work pay, making tax credits work: an assessment with specific reference to lone-parent employment', *International Social Security Review*, **61**(2), 21–38.
- Miller, Gary J. (1992), *Managerial Dilemmas: The Political Economy of Hierarchy*, Cambridge, UK: Cambridge University Press.
- Mintzberg, Henry (1983), *Structure in Fives*, Englewood Cliffs, NJ: Prentice-Hall.
- Moore, Gordon (2006), 'Excerpts from a conversation with Gordon Moore: Moore's Law (Intel)', accessed 29 September 2012 at [ftp://download.intel.com/museum/Moores\\_Law/Video-Transcripts/Excepts\\_A\\_Conversation\\_with\\_Gordon\\_Moore.pdf](ftp://download.intel.com/museum/Moores_Law/Video-Transcripts/Excepts_A_Conversation_with_Gordon_Moore.pdf).
- Moore, Mark H. (1995), *Creating Public Value: Strategic Management in Government*, Cambridge, MA: Harvard University Press.
- Moynihan, D.P. (2005), 'Goal-based learning and the future of performance management', *Public Administration Review*, **65**(2), 203–16.
- Moynihan, D.P. and N. Landuyt (2009), 'How do public organizations learn? Bridging cultural and structural perspectives', *Public Administration Review*, **69**(6), 1097–105.
- Mukhopadhyay, T., S. Rajiv and K. Srinivasan (1997), 'Information technology impact on process output and quality', *Management Science*, **43**(12), 1645–59.
- National Audit Office (NAO) (1999), *United Kingdom Passport Agency: The Passport Delays of Summer 1999*, 27 October, HC 812 Session 1998–1999, London: The Stationery Office.
- National Audit Office (NAO) (2000a), *State Earnings-related Pension Scheme: The Failure to Inform the Public of Reduced Pension Rights for Widows and Widowers*, HC 320, Session 1999–2000, London: The Stationery Office.

- National Audit Office (NAO) (2000b), *The Management and Control of Hospital Acquired Infection in Acute NHS Trusts in England*, HC 230 Session 1999–2000, London: The Stationery Office.
- National Audit Office (NAO) (2001a), *Regulating Freight Imports from Outside the European Community*, London: The Stationery Office, HC 131 Session 2000–2001, 2 February, accessed 15 September 2012 at <http://www.official-documents.gov.uk/document/hc0001/hc01/0131/0131.asp>.
- National Audit Office (NAO) (2001b), 'Press release – Income tax self-assessment', London: NAO, accessed 16 September 2012 at [http://www.nao.org.uk/whats\\_new/0102/010256.aspx](http://www.nao.org.uk/whats_new/0102/010256.aspx).
- National Audit Office (NAO) (2002a), *e-Revenue*, HC 492, Session 2001–2002, London: The Stationery Office.
- National Audit Office (NAO) (2002b), *Better Public Services Through E-government*, HC 704 I-III, Session 2001–2002, London: The Stationery Office, 4 April, accessed 24 September 2012 at [http://www.nao.org.uk/publications/0102/better\\_public\\_services\\_through.aspx](http://www.nao.org.uk/publications/0102/better_public_services_through.aspx).
- National Audit Office (NAO) (2004), *Improving Patient Care by Reducing the Risk of Hospital Acquired Infection: A Progress Report*, HC 876 Session 2003–2004, 14 July, London: The Stationery Office.
- National Audit Office (NAO) (2005), *Filing of Income Tax Self-assessment Returns*, London: The Stationery Office.
- National Audit Office (NAO) (2006), *Update on PFI Debt Refinancing and the PFI Equity Market*, HC 10400, Session 2005–2006, 21 April, London: The Stationery Office.
- National Audit Office (NAO) (2007a), *The Efficiency Programme: A Second Review of Progress*, HC 156 I & II, Session 2006–2007, London: The Stationery Office.
- National Audit Office (NAO) (2007b), *The Management of Staff Sickness Absence in Department of Transport and its Agencies*, HC 527 Session 2006–2007, 8 June, London: The Stationery Office.
- National Audit Office (NAO) (2008a), *Department for Transport: Electronic Service Delivery in the Driver, Vehicle and Operator Agencies in Great Britain*, HC 204 Session 2007–2008, 16 January, London: The Stationery Office.
- National Audit Office (NAO) (2008b), *Department for Work and Pensions: Progress in Tackling Benefit Fraud*, 23 January, HC 102 Session 2007–2008, London: The Stationery Office.
- National Audit Office (NAO) (2008c), *The National Programme for IT in the NHS: Progress Since 2006*, HC 484 Session 2007–2008, 16 May, London: The Stationery Office, accessed 21 September 2012 at [http://www.nao.org.uk/publications/0708/the\\_national\\_programme\\_for\\_it.aspx](http://www.nao.org.uk/publications/0708/the_national_programme_for_it.aspx).
- National Audit Office (NAO) (2008d), *HM Revenue & Customs'*

- Transformation Programme*, HC 930 Session 2007–2008, 18 July 2008, London: The Stationery Office, accessed 17 September 2012 at [http://www.nao.org.uk/publications/0708/hm\\_transformation\\_programme.aspx](http://www.nao.org.uk/publications/0708/hm_transformation_programme.aspx).
- National Audit Office (NAO) (2008e), *HM Revenue & Customs: The Control and Facilitation of Imports*, HC 942 Session 2007–2008, London: The Stationery Office.
- National Audit Office (NAO) (2009a), *Reducing Healthcare Associated Infections in Hospitals in England*, London: The Stationery Office.
- National Audit Office (2009b), *HM Revenue & Customs' Estate Private Finance Deal Eight Years On*, HC 30, Session 2009–2010, London: The Stationery Office, accessed 29 September 2012 at <http://bit.ly/6PoKfR>.
- National Audit Office (NAO) (2010a), *Revenue and Customs: Handling Telephone Enquiries*, 15 January, London: The Stationery Office, accessed 16 September 2012 at <http://bit.ly/7piLi6>.
- National Audit Office (NAO) (2010b), *Reorganizing Central Government*, HC 491 Session 2009–2010, 18 March, London: The Stationery Office, accessed 14 September 2012 at [http://www.nao.org.uk/publications/0910/reorganising\\_government.aspx](http://www.nao.org.uk/publications/0910/reorganising_government.aspx).
- National Audit Office (NAO) (2010c), *Department for Work and Pensions: Minimizing the Cost of Administrative Errors in the Benefits System*, HC 569 Session 2010–2011, 17 December, London: The Stationery Office, accessed 24 September at <http://www.nao.org.uk/files/1011569.pdf>.
- National Audit Office (NAO) (2010d), *Department of Health: Management of NHS Hospital Productivity*, HC 491 Session 2010–2011, 17 December, London: The Stationery Office, accessed 24 September 2012 at [http://www.nao.org.uk/publications/1011/nhs\\_hospital\\_productivity.aspx](http://www.nao.org.uk/publications/1011/nhs_hospital_productivity.aspx).
- National Audit Office (NAO) (2010e), *Department of Health: Management of NHS Hospital Productivity – Regression Analysis Methodology*, 17 December, London: The Stationery Office.
- National Audit Office (NAO) (2010f), *Department of Health: Management of NHS Hospital Productivity – Methodology*, 17 December, London: The Stationery Office.
- National Audit Office (NAO) (2011a), *Lessons from PFI and Other Projects*, HC 920, Session 2010–2012, 28 April, London: The Stationery Office.
- National Audit Office (2011b), *PaceSetter: HMRC's Programme to Improve Business Operations*, HC 1280, Session 2010–2012, London: The Stationery Office, accessed 29 September 2012 at <http://www.nao.org.uk/publications/1012/pacesetter.aspx>.
- National Audit Office (2011c), *Home Office, UK Border Agency –*

- Immigration: The Points Based System – Work Routes*, HC 819 Session 2010–2011, 15 March, London: The Stationery Office.
- Nevis, E.C., A.J. DiBella and J.M. Gould (1995), ‘Understanding organizations as learning systems’, *Sloan Management Review*, **36**(4), 73–85.
- NHS Confederation (2002), ‘Turning around failing hospitals’, Briefing Paper December, London: NHS Confederation.
- Niskanen, William ([1971] 1995), *Bureaucracy and Public Economics* (originally published as *Bureaucracy and Representative Government*), Aldershot, UK and Brookfield, VT: Edward Elgar.
- Nooteboom, Bart (2005), *Learning and Innovation in Organizations and Economies*, Oxford: Oxford University Press.
- Nooteboom, Bart (2006), ‘Private sector lessons for government innovation’, in National Audit Office, *INNOVATION Focus*, London: NAO, pp. 12–14.
- Nonaka, I. and H. Takeuchi (1995), *The Knowledge Creating Company: How Japanese Companies Create the Dynamics of Innovation*, Oxford: Oxford University Press.
- O’Donnell, Gus (2004), *Financing Britain’s Future – Review of the Revenue Departments*, Cm 6163, London: HM Treasury, accessed 16 September 2012 at [http://webarchive.nationalarchives.gov.uk/+http://www.hm-treasury.gov.uk/media/FBAA7/odonnell\\_fore\\_ch1\\_245.pdf](http://webarchive.nationalarchives.gov.uk/+http://www.hm-treasury.gov.uk/media/FBAA7/odonnell_fore_ch1_245.pdf).
- Office for National Statistics (ONS) (2000), *Transport, Travel and Tourism*, London: The Stationery Office.
- Office for National Statistics (ONS) (2007a), *Measuring Quality as a Part of Public Service Output – Strategy Following Consultation*, London: The Stationery Office, available at: <http://www.statistics.gov.uk/ccj/article.asp?id=1831>.
- Office for National Statistics (ONS) (2007b), *Quality is the Key to Measuring Public Sector Productivity*, July, London: UKCEMGA.
- Office for National Statistics (ONS) (2008a), *Public Sector Productivity: Health Care*, January, London: UKCEMGA.
- Office for National Statistics (ONS) (2008b), *Public Service Productivity: Social Security Administration*, June, London: The Stationery Office.
- Office for National Statistics (ONS) (2009), *Total Public Service Output and Productivity*, June, London: The Stationery Office.
- Office for National Statistics (ONS) (2010a), *Blue Book*, London: The Stationery Office.
- Office for National Statistics (ONS) (2010b), *Social Trends*, ‘Households with regular use of a car’, London: accessed 1 October 2012 at <http://www.ons.gov.uk/ons/publications/re-reference-tables.html?edition=tcM%3A77-131202>.

- Office for National Statistics (2011), 'Quarterly travel and tourism 2001 to 2010', in *Transport, Travel and Tourism*, London: The Stationery Office.
- Olsen, Johan P. and B. Guy Peters (eds) (1996), *Lessons from Experience: Experiential Learning in Administrative Reforms in Eight Democracies*, Oslo: Scandinavian University Press.
- Olson, Mancur (1993), 'Dictatorship, democracy, and development', *American Political Science Review*, **87**(3), 567–76.
- O'Mahoney, Mary, Marcel Timmer and Bart Van Ark (2010), 'ICT and productivity growth in Europe, an update and comparison with the US', in Mario Cimoli, André A. Hofman and Nano Mulder (eds), *Innovation and Economic Development: The Impact of Information and Communication Technologies in Latin America*, Cheltenham, UK and Northampton, MA, USA: Edward Elgar.
- Organisation for Economic Co-operation and Development (OECD) (2010), *Public Administration after 'New Public Management'*, part of 'Value for Money in Government' series, Paris: OECD Publishing.
- Osborne, Alastair (2011), "'Sweetheart" tax deals come under scrutiny of auditors', *Daily Telegraph*, 17 December.
- Osborne, Evan (2002), 'The keys to the kingdom: income tax and the state', mimeo, Dayton, Ohio: Wright State University, Department of Economics.
- Oxford Economics (2008a), *The Public Services Industry in the UK*, Oxford: Oxford Economics.
- Oxford Economics (2008b), *The Market for Public Services: International Comparisons*, Oxford: Oxford Economics.
- Peñaloza, Maria-Cristina, Michael Hardie, Richard Wild and Katherine Mills (2010), *Public Service Output, Inputs and Productivity, Healthcare*, London: Office of National Statistics.
- Peters, B. Guy and Brian W. Hogwood (1982), 'The death of immortality: births, deaths and metamorphoses in the US federal bureaucracy 1933–1982', *American Review of Public Administration*, **18**(2), 119–33.
- Petricek, Vaclav, Tobias Escher, Ingemar J. Cox and Helen Margetts (2006), 'The web structure of e-government – developing a methodology for quantitative evaluation', *Proceedings of the 15th International Conference on World Wide Web in Edinburgh, Scotland, 2006*, accessed 1 October 2012 at [http://www.governmentontheweb.org/downloads/papers/WWW2006-Web\\_Structure\\_of\\_E\\_Government.pdf](http://www.governmentontheweb.org/downloads/papers/WWW2006-Web_Structure_of_E_Government.pdf).
- Phelps, Mike G., Sophia Kamarudeen, Katherine Mills and Richard Wild (2010), *UK Centre for the Measurement of Government Activity: Total Public Service Output, Inputs and Productivity*, London: ONS.
- Pollitt, Christopher (2011), 'Technological change: a central yet neglected

- feature of public administration', *NISPAcee Journal of Public Administration and Policy*, **3**(2), 31–53.
- Pollitt, Christopher, Colin Talbot, Janice Caulfield and Amanda Smullen (2004), *Agencies: How Governments Do Things Through Semi-autonomous Organizations*, Basingstoke: Palgrave.
- Polsby, Nelson (1985), *Political Innovation in America: The Politics of Policy Initiation*, New Haven, CT: Yale University Press.
- Pritchard, A. (2003), 'Measuring productivity change in the provision of public services', a paper produced for the NIESR Conference on 'Productivity and Performance in the Provision of Public Services', London, 19 November, accessed 25 September 2012 at <http://www.niesr.ac.uk/event/pritdoc.pdf>.
- Protopsaltis, G., N. Fulop, R. Meara and N. Edwards (2002), *Turning Around Failing Hospitals*, London: NHS Confederation.
- PSSRU, Kent (2007), *Unit Costs of Health and Social Care 2007*, Canterbury, Kent: Personal Social Services Research Unit, compiled by Leslie Curtis, accessed 1 October 2012 at <http://kar.kent.ac.uk/2785/1/uc2007.pdf>.
- Public Accounts Committee (2011a), *Management of NHS Hospital Productivity: Twenty-Sixth Report of Session 2010–2012*, London: House of Commons, accessed 25 September 2012 at <http://www.publications.parliament.uk/pa/cm201011/cmselect/cmpubacc/741/74102.htm>.
- Public Accounts Committee (2011b), *Reducing Costs in the Department for Work and Pensions: Forty-Seventh Report of Session 2010–12*, London: The Stationery Office, accessed 18 September 2012 at <http://www.publications.parliament.uk/pa/cm201012/cmselect/cmpubacc/1351/1351.pdf>.
- Public Administration Select Committee (PASC) (2011), *Government and IT – 'A Recipe for Rip-offs': Time for a New Approach, Twelfth Report of Session 2010–2011*, London: The Stationery Office.
- Quinn, James Brian (1992), *Intelligent Enterprise: A Knowledge and Service Based Paradigm for Industry*, New York: Free Press.
- Ranson, Stewart and John Stewart (1994), *Management for the Public Domain: Enabling the Learning Society*, London: Macmillan.
- Roberts, Alasdair (2010), 'Harris's mirage: the positive service state', *Public Administration Review*, December Special Issue on 'Part VI: The Past as Prelude: Were the Predictions of Classical Scholars Correct?', S268–S272.
- Rochet, C. (2004) 'Rethinking the management of information in the strategic monitoring of public policies by agencies', *Industrial Management & Data Systems*, **104**(3–4), 201–8.

- Rochet, C. (2007), 'Making crisis a momentum for change within public services', *International Journal of Public Sector Performance*, **1**(1), 5–28.
- Romme, A.G.L. and A. van Witteloostuijn (1999), 'Circular organizing and triple loop learning', *Journal of Organizational Change Management*, **12**(5), 439–53.
- Rowlinson, A. and R. Wild (2009), *Public Service Output, Input, and Productivity: Measuring Police Inputs*, London: ONS.
- Sargent, T.C. and E.R. Rodriguez (2000), 'Labour or total factor productivity: do we need to choose?' *International Productivity Monitor*, **1**, 41–4.
- Savage, Mike and Roger Burrows (2007), 'The coming crisis of empirical sociology', *Sociology*, **41**(5), 885–99.
- Savage, Mike and Roger Burrows (2009), 'Some further reflections on the coming crisis of empirical sociology', *Sociology*, **43**(4), 762–72.
- Schein, E. (2010), *Organizational Culture and Leadership*, San Francisco, CA: Jossey-Bass.
- Schreyer, P. (2001), *OECD Manual on Productivity Measurement: A Guide to the Measurement of Industry-level and Aggregate Productivity Growth*, Paris: Organisation for Economic Co-operation and Development.
- Scott, James (1998), *Seeing Like a State: How Certain Schemes to Improve the Human Condition Have Failed*, New Haven, CT: Yale University Press.
- Scourfield, Peter (2012), 'Cartelization revisited and the lessons of Southern Cross', *Critical Social Policy*, **32**(1), 137–48.
- Sertillanges, A.D. ([1920] 1978), *The Intellectual Life: Its Spirits, Conditions and Methods*, trans. Mary Ryan, Dublin: Mercer Press.
- Sharples, A. (2010), 'The government's response to unemployment', London: Department of Work and Pensions, paper to the LSE Public Policy Group seminar on 'Innovating out of the Recession: New Strategies in Human Resources', 29 January 2010.
- Shleifer, Andrei and Robert W. Vishny (1998), *The Grabbing Hand: Government Pathologies and their Cures*, Cambridge, MA: Harvard University Press.
- Silberman, Bernard S. (1993), *Cages of Reason: The Rise of the Rational State in France, Japan, the United States, and Great Britain*, Chicago: University of Chicago Press.
- Simpson, Helen (2006), 'Productivity in public services', Working Paper No. 07/164, Bristol: Centre for Market and Public Organizations.
- Simpson, H. (2009), 'Productivity in public services', *Journal of Economic Surveys*, **23**(2), 250–76.
- Solà, M. and D. Prior (2001), 'Measuring productivity and quality changes

- using data envelopment analysis: an application to Catalan hospitals', *Financial Accountability & Management*, **17**(3), 219–45.
- Solow, R. (1957), 'Technical change and the aggregate production function', *Review of Economics and Statistics*, **39**(3), 312–20.
- Solow, R.M. (1987), 'We'd better watch out', *New York Times* (12 July), Book Review, 36.
- Statistics New Zealand (2010), *Measuring Government Sector Productivity in New Zealand: A Feasibility Study*, Wellington: Statistics New Zealand.
- Steering Committee for the Review of Commonwealth/State Service Provision (1997), *Data Envelopment Analysis: A Technique for Measuring the Efficiency of Government Service Delivery*, Melbourne: Steering Committee for the Review of Commonwealth/State Service Provision.
- Street, A. (2003), 'How much confidence should we place in efficiency estimates?', *Health Economics*, **12**(11), 895–907.
- Taha, Roshaliza and Nanthakumar Loganathan (2008), 'Causality between tax revenue and government spending in Malaysia', *The International Journal of Business and Finance Research*, **2**(2), 63–73, accessed 16 September 2012 at <http://ssrn.com/abstract=1543911>.
- Tiebout, Charles (1956), 'A pure theory of local expenditures', *Journal of Political Economy*, **64**(5), 416–24.
- Tinbergen, J. (1942), 'Zur Theorie der langfristigen Wirtschaftsentwicklung', *Weltwirtschaftliches Archiv*, Band, **55**(1), 511–49.
- Tinkler, Jane (2010), 'Benefit fraud is already low – to save real money the government should concentrate on the errors', *British Politics and Policy at LSE* blog, 11 August, accessed 17 September 2012 at <http://eprints.lse.ac.uk/39684/>.
- Tinkler, Jane (2011), 'Ten years after tax, social security departments in the USA and elsewhere are moving cautiously online. The UK is pioneering "digital by default" services and the advent of a universal credit at DWP could be an opportunity for breakthrough progress', *British Politics and Policy at LSE* blog, 28 June, accessed 25 September 2012 at <http://eprints.lse.ac.uk/37227/>.
- Treasury Select Committee (2004), *The Merger of Customs and Excise and the Inland Revenue*, HC 556, Session 2003–2004, 11 November, London: The Stationery Office.
- Treasury Select Committee (2010), *Administration and Expenditure of the Chancellor's Departments, 2008–09*, HC 156 Session 2009–2010, 24 February, London: The Stationery Office.
- Treasury Select Committee (2011), *Private Finance Initiative*, Seventeenth Report, Session 2010–2012, 18 July, London: The Stationery Office, accessed 23 September 2012 at <http://www.publications.parliament.uk/pa/cm201012/cmselect/cmtreasy/1146/114602.htm>.



- UHY Hacker Young (2010), 'HMRC staff morale plunges to a new low after PAYE scandal', blog, 20 December, accessed 16 September at <http://www.uhy-uk.com/resources/news/hmrc-staff-morale-plunges-to-a-new-low-following-pay-scandal777/>.
- UK Government (1998), *Green Paper: New Ambitions for Our Country: A New Contract for Welfare*, London: HMSO.
- Van der Torre, Ab, Jedid-Jah Jonker, Frank van Tulder, Theresa Steeman and Gerard Paulides (2007), 'The judiciary: productivity in perspective', *Social and Community Planning*, 147–55.
- Van de Walle, S. (2008), 'Comparing the performance of national public sectors: conceptual problems', *International Journal of Productivity and Performance Management*, 57(4), 329–38.
- Van Dooren, W. and S. Van de Walle (eds) (2008), *Performance Information in the Public Sector: How it is Used*, Basingstoke: Palgrave.
- Van Dooren, Wouter (2010), 'After Atkinson: the implementation of measurement innovations', paper to the UK Political Studies Association Conference, University of Edinburgh.
- van Stolk, Christian and Kai Wegrich (2008), 'Convergence without diffusion? A comparative analysis of the choice of performance indicators in tax administration and social security', *International Review of Administrative Sciences*, 74(4), 589–614.
- von Hippel, Eric (2005), *Democratizing Innovation*, Boston: MIT Press.
- Waldo, Dwight (1948), *The Administrative State: A Study of the Political Theory of American Public Administration*, Piscataway, NJ: Transaction.
- West, Michael A., James P. Guthrie, Jeremy F. Dawson, Carol S. Borrill and Matthew Carter (2006), 'Reducing patient mortality in hospitals: the role of human resource management', *Journal of Organizational Behavior*, 27(7), 983–1002.
- White, Anne and Patrick Dunleavy (2010), *Making and Breaking Whitehall Departments: A Guide to Machinery of Government Changes*, London: Institute for Government, 2010, accessed 14 September 2012 at <http://www.instituteforgovernment.org.uk/publications/making-and-breaking-whitehall-departments>.
- Willets D., N. Hillman and A. Bogdanor (2003), *Left Out, Left Behind: The People Lost to Britain's Workforce*, London: Policy Exchange.
- Wilson, James Q. (1989), *Bureaucracy: What Government Agencies Do and Why They Do It*, New York: Basic Books.
- Wittman, Donald (1995), *The Myth of Democratic Failure: Why Political Institutions are Efficient*, Chicago: University of Chicago Press.
- Work and Pensions Select Committee (2006a), *The Efficiency Savings Programme in Jobcentre Plus: Second report of Session 2005–2006*, 18 March, HC 834-II, Session 2005–2006, London: The Stationery Office.

- Work and Pensions Select Committee (2006b), *Benefits Simplification: Government Response to the Committee's Seventh Report of Session 2006–07*, 16 November, London: The Stationery Office.
- World Bank (2010), Copy of NAO 'International Benchmark of fraud and error in social security systems', accessed 25 September 2012 at [http://www.nao.org.uk/publications/0506/international\\_benchmark\\_of\\_fra.aspx](http://www.nao.org.uk/publications/0506/international_benchmark_of_fra.aspx).
- World Bank (2010), 'Toolkit on Tackling Error, Fraud and Corruption in Social Protection Programs'. Washington: World Bank. SP Discussion Paper No. 1002. Written by Christian van Stolk and Emil D. Tesliuc.
- Yip, George S., Timothy M. Devinney and Gerry Johnson (2008), 'Measuring long term superior performance: or how to compare apples with oranges', London: Advanced Institute of Management Research, Working Paper No. 063, accessed 14 September 2012 at [http://www.aimresearch.org/uploads/pdf/working\\_papers/063-January-2008\\_YipandJohnson.pdf](http://www.aimresearch.org/uploads/pdf/working_papers/063-January-2008_YipandJohnson.pdf).

