

What works in a context of financial constraints: An evidence review

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For a growing agency, innovation is desirable. For a contracting one, innovation is essential for survival.

Robert D. Behn, as cited in Thomas (2002)

Outline

- 1 Cutback Management: theory and research

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- 2 Efficiency and personalisation

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- 3 The impact of the economic downturn on services

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- a true boom in the research activity during/after the previous recession

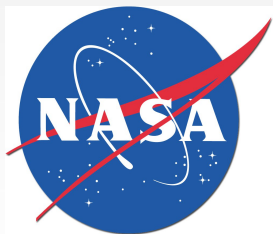
The story of NASA's Mission to Planet Earth

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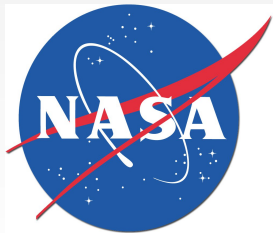
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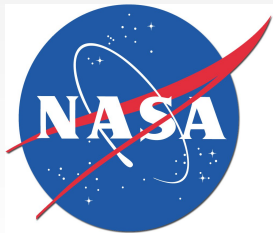
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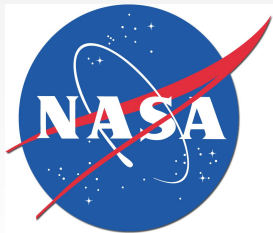
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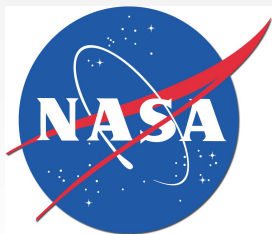
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When does the mixed strategy work?

“The mixed strategy is most viable only after mitigation has been demonstrated successfully through an adaptation of the agency to the cutback environment” (Lambright, 1998).

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- increased centralisation is typical for cutback crises, including the creation of ‘emergency’ administrative structures; the uses of power increase and the creation of rumours flourish
- increased centralisation typically detracts from trust and lowers morale (Curtis Jr., 1989)

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- make counselling services available for employees
- work hard to place employees
- encourage departments to welcome placed employees

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 - ▶ systematic planning and analysis prior to downsizing
 - ▶ gradual, incremental downsizing
 - ▶ increased employee participation and involvement in downsizing (Cameron, as cited in Thomas 2002)

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- increase co-operation with Universities; crisis imposes extra pressure upon practice teaching staff that could be supported by University faculty (Bocage, Myrna, Homonoff, Emeline, Riley & Priscilla, 1995)

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- make time to energize
- do not do it alone

Efficiency and personalisation

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DEMOS Report: Getting More for Less: Efficiency in the Public Sector (Bartlett, 2009)

“The imperative now is to get more for less. But salami slicing, or standardised across the board percentage cutbacks, would be a false economy. Real savings will come from giving people more control over their services, helping them avoid dependency on the state, and giving them what they want through greater collaborative working” (Bartlett, 2009).

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Department of Health: *Use of Resources in Adult Social Care: A Guide for Local Authorities* (Bolton, 2009)

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- develop preventative measures that can defer or delay people needing long-term services
- develop more cost-effective interventions that achieve better outcomes at lower costs
- assist people to construct their own packages of care.

The impact of the economic downturn on services

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