

## Norman Flynn

### POSITIONS

Academic Director, MSc Public Policy and Management, Centre for Financial and Management Studies, SOAS, University of London (2002-date)  
Freelance consultant, writer, teacher (2001-2002)  
Director, Public Services Management Programme at LSE (contract) (1998-2000)  
Chair Professor, Public Sector Management, City University of Hong Kong (1996-98)  
Research Fellow, London School of Economics (1991-96)  
Lecturer in Public Sector Management and Director, Institute of Public Sector Management, London Business School (1984-91)  
Lecturer in Economics, University of Birmingham, Institute of Local Government Studies (1978-84)  
Lecturer, Birmingham School of Planning (1973-78)  
Planning Assistant, Durham County Council and Greater London Council (1968-73)

### RESEARCH

Comparative study of government budgeting and study of Scottish budgeting system (2001-02)  
The impact of the Labour government on public sector management in the UK (1999-2006)  
The connection between government, business and society in East and South-east Asia funded by City University, Hong Kong (1996-99)  
Evaluation of education policy changes in Hong Kong, funded by University Grants Committee, Hong Kong (1997-2000)  
Evaluation of City Challenge in North-west London, funded by Department of Environment (1993-98)  
Comparative public management in Europe (1993-95)  
The development of the market in community care, funded by the Department of Health and the Rowntree Foundation (1989-94)  
The development of markets in the public sector, funded by Leverhulme Trust (1989-91)  
Decentralised decision-making in the public sector, funded by ESRC (1990-91)

### PUBLICATIONS

#### Public Sector Management

**'Public Sector Management'**, Fifth edition, forthcoming 2007, Sage.  
Fourth Edition, Financial Times/Pearson 2002,  
1<sup>st</sup> Edition, Harvester-Wheatsheaf 1990, 2nd edition 1993, 3rd edition (completely revised) 1997.  
Swedish translation, Studentlitteratur, 1991 : *'Ekonomisk styrning inom den offentliga sektorn'*  
Chinese translation, trans Brenda Liu Chan and Zeng Xihuan, Chinese Youth Publishing House, 2002  
***Moving to Outcome Budgeting***, May 2002, Scottish Parliament  
(with Chan HM and Leung J) ***'Student Learning and the Quest for Quality Education: A Case Study of Secondary Schools in Hong Kong'***, in Joshua Ka-ho Mok and David Kin-keung Chan (eds.), *Globalization and Education: The Quest for Quality Education in Hong Kong*, Hong Kong University Press 2002  
***'Organisation and management: a changing agenda'***, in 'Probation: Working for Justice', ed Ward et al, 2<sup>nd</sup> edn, Oxford University Press 2002

**'Explaining New Public Management'** in 'New Public Management' ed. McLaughlin et al. Routledge 2001

**'Managerialism and public services: some international trends'** in 'New managerialism, new welfare?' ed John Clarke et. al., Open University/Sage 2000  
**'Modernising British Government'**, Parliamentary Affairs, October 1999

(ed with Franz Strehl) **'Public Sector Management in Europe'**, and chapters on France and the UK, Prentice-Hall 1996

(with R Common and E Mellon) **'Managing Public Services: Competition and Decentralisation'**, Butterworth-Heinemann 1992

(ed) 'Change in the Civil Service', Public Finance Foundation 1994

**'Inequalities in Probation'**, in 'The Probation Service', ed. David Ward and M Lacey 1995

(with C Talbot) **'Developing Strategic Managers for Local Government'**, Journal of Management Development, 1996

**'The Future of Public Sector Management: Are there some lessons from Europe?'** International Journal of Public Sector Management, 8, 4, 1995

**'Control, Commitment and Contracts'** in 'Managing the Welfare State' (ed) J Clarke et al., Sage 1994

**'Performance Measurement in Public Sector Services'** Policy and Politics, 14, 3, 1986

### **Competition**

**'The Impact of Compulsory Competition on Public Sector Management: Competition Within the Field'**, Public Policy and Administration, 5, 1, 1990

(with K Walsh) **'Competitive Tendering'**, INLOGOV, 1988

(with K Walsh) **'Managing to Survive - Running Local Authority Services Under Competition'**, ADLO, 1986

**'Direct Labour Organisation'** Chapter in Ranson Jones and Walsh (eds) 'Between Centre and Locality', Allen and Unwin, 1985

### **Asia**

**'Miracle to Meltdown in Asia: Business, Government and Society'** Oxford University Press, 1999 and, Oxford University Press (China), in Chinese translation, 2000

(ed. with Linda Wong) **'The Market and Social Welfare in China'**, Basingstoke: Palgrave, 2001

**'The Limits to Markets'** in (ed) Chan Ho-mun, 'Markets and Morality', Beijing, China Philosophical Society, in Chinese translation, 1998

**'Management Changes in the Public Sector in Japan and the People's Republic of China'**, Public Administration and Policy, 17, 1, 1998

**'Alternative paths to success: governance, public administration and growth in Asia-Pacific'** Hong Kong Public Administration, 5,2 1996

**'Alternatives to the Conservative Agenda'**, Evatt Papers (Australia), 4,1, 1996

### **Local Government in the United Kingdom**

(with C Vielba and S Leach) **'Abolition or Reform?: the GLC and the Metropolitan County Councils'** Allen and Unwin, April 1985

(with C Vielba and S Leach) **'Two-tier relationships in British Local Government'**, INLOGOV 1987

(with C Vielba and S Leach) **'The Two-Tier System in England and Wales: Report of a Research Project'** INLOGOV, 1985

### **Regional Economic Development**

(with K Spencer et al) **'Crisis in the Industrial Heartland'** Oxford University Press, 1986

(with A Taylor) **'Inside the rust belt: an analysis of the decline of the West Midland economy. 1: International and national economic conditions 2: Corporate strategies and economic change.'** Environment and Planning A 1986, Volume 18

(with A Taylor) *'Deindustrialisation and corporate change in an industrial heartland'* London Business School Discussion Paper GS-05-85, 1985

#### **Community Care and Social Services Management**

(with S Osborne) *'Managing the Innovative Capacity of Voluntary and Non-Profit Organisations in the Provision of Public Services'*, Public Money and Management 17, 4, October/December 1997

*'A mixed blessing? How the contract culture works'*, in 'Sweet Charity' Chris Harvey and Terry Philpot (eds) Routledge 1996

(with D Hurley) *'Contracting in the Market for Care'* (workbook and training pack), Pavilion Publishing, 1994

(with D Hurley) *'The Market for Care'* PSM, LSE, 1993

(with R Common) *'Contracting for Care'*, Rowntree Foundation, 1992

(with C Miller) *'Care in our Communities: the Management Agenda'*, National Institute for Social Work, 1991

(with R Common) *'Community Care: Implementation Documents; Contracting'* DHSS 1990

*'Decentralised Financial Management and Policy Making in Social Services Departments'* Public Money, March 1987 (Reprinted in 'Improving Financial Management', CIPFA 1988)

*'Decentralised Management in Social Services'*, DHSS, 1988

(with others) *'Decentralised Budgeting and Control in Social Services'*, DHSS, 1988

#### **Customer service**

(with J Hodgson) *'Making Customer Service Happen'* (Video and Workbook) Melrose Film Productions, 1990

(with J Hodgson) *'Servicepoint'*, (Video and Workbook) Green Dragon Productions, 1987

*'A Consumer-Oriented Culture?'* Public Money and Management, 8, 1/2, 1988

#### **TEACHING, COURSE WRITING AND COURSE MANAGEMENT**

Author, commissioner, editor distance courses at MSc level, University of London External Programme 2002 - date

Programme academic director MSC Public Policy and Management, University of London 2002 – date

Author and co-author, distance learning courses: Public Policy and Management: Perspectives and Issues; Privatisation and Public Private Partnerships; Public Financial Management; Investment Appraisal and Impact Analysis; Decentralisation and Local Governance; International Management.

Author, web-based module on managing collaboration, for Lancaster University 2002

At **LBS** 1987-91 and **LSE** 1991-96, and 1998-2000, Director, Public Sector Management Programme; MBA: Economics for Business 1, Strategic Management in the Public Sector, Consultancy Skills (elective)

At **City University Hong Kong**: MA in Public Policy and Management: Comparative Public Policy, Comparative Public Management. Also helped redesign the MAPPM

At **University of the West Indies**: MA in Public Management: Strategic Management

Regular contributor Museums Leadership Programme **U.E.A.**

PhD supervision, LSE, Hong Kong and Geneva (external supervisor)

#### **VISITING POSITIONS**

Innsbruck University, HINT (Norway), University of West Indies, Kingston campus

## **CONSULTING**

Advising Scottish Parliament on redesigning the budget process to include outcomes. (2001-02)

Advisor to a UK national charity in the fields of substance misuse, mental health and learning difficulties on recruitment, strategy and budgeting and organisational structure.(2000-02)

Advisor, various local authorities, government departments and charities on management matters, especially internal markets, contracting, dealing with outside suppliers and management structures. As well as UK government departments and health and local authorities, this has included the Swedish Health and Social Care Board and the County Council of Stockholm.

Member, United Nations mission to Sarajevo to advise on implementation of the Federal Constitution of Bosnia i Hercegovina, as set out in the Washington Agreement of 1994. (1995)

Member, team of foreign experts helping to establish a new Academy of Public management in Slovenia, for Swiss and Slovene governments (1995)

Member, team of foreign experts on a Sino-Swiss training of trainers programme in Beijing. The purpose of this project was to strengthen the human resource development capacity of a variety of Chinese institutions in a period of rapid change (1994-1996)

Adviser, Royal Hong Kong Police force on performance management (1997)

Adviser to Collegio Medico de Bolivia and the El Alto, La Paz, District of the Bolivia Ministry of Health on health care reforms (1989-1995)

Adviser on customer care, UK Benefits Agency (1989-1990)

## **OTHER ACTIVITIES**

### **Workshops and seminars**

Organized seminar on inter-governmental fiscal relations for Fiscal and Financial Commission, Republic of South Africa, 2006

Series of seminars for Eastern Cape Provincial Government, RSA, on financial management, 2004

Organized international conference on 'The State in the Asia-Pacific Region', Hong Kong June 1998

Practitioner workshops on public sector reform, Hong Kong, Sweden, Denmark, Norway, Australia and Austria

Two two-week seminars for the Department of Social Security and its Executive Agencies

Nationwide practitioner seminars on markets in community care, competition and performance management

### **External examiner**

Sussex, Birmingham, Aston, Stirling, Hull

### **Pro bono work**

2006 – Governor, Elizabeth Garrett Anderson Language College, Islington, London

Previously:

Foundation member, Turning Point; adviser British Red Cross, Leonard Cheshire Foundation, (then) Spastics Society

**Editorial Boards**

Policy and Politics, Public Money and Management

**EDUCATION**

BA (Econ) Sussex 1968

MA (Econ) Newcastle 1975

**LANGUAGES**

French and Spanish (good) German (fair)