

**Paper/Speech Details**  
**for the 27th NISPAcee Annual Conference**

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**Panel: Challenges in the Strategic Renewal of PA**

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Title **Key Insights from a Literature Review on 'Downwards Facing' Models of Strategy in Public Agency Settings**

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**Abstract** The EU funded COGOV research project that all the named authors are currently working on provided for an initial literature review (Work Package 1) to inform the design of empirical research in some later Work Packages (both case studies and large scale surveys). At the time of writing, the review is in advanced draft form but we will complete the review in early December 2018.

After team discussion, four literature streams were identified as potentially useful in this review and as needing searches. A different member of the research team led on each stream but using similar retrieval procedures. The four streams covered: (i) the public value school of strategy, closely associated with the work of Moore (1995); (ii) a growing literature on approaches to co production and co creation in the public services; (iii) collaborative forms of leadership in public agencies; and (iv) a broad literature on network governance approaches to public management reform.

The paper will summarise the high level learning points drawn out in the concluding discussion section of our literature review paper.

The paper will also explore methodological issues encountered in conducting this literature review. Details of the 'structured review' method used will be given, which lies in between traditional personal and interpretive reviews on the one hand and the systematic review methods found in bio medical research on the other. There were challenges encountered in containing a drift to excessive length, in ensuring broad consistency between the writing style of the different sections, in clustering papers into clear themes and in drawing out the high level learning points.

References

Moore, M. (1995) 'Creating Public Value', Cambridge, MA: Harvard University Press

