



Process not Outcomes in New Public Management? ‘Policy Coherence’ in Australian Government

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ABSTRACT

Declining state capacity to deliver policy coherence is a fixed feature of contemporary public policy literature, and in the Westminster democracies the ‘hollowing out’ thesis has emerged as the latest account. In the rush since the early 1980s to transform bureaucracy and force

public services onto a
'market' footing —
referred to as the 'new
public
management' (NPM)
— governments have,
according to the thesis,
unwittingly weakened
their ability to influence
and manage public
policy outcomes.
Despite NPM's focus
on managing for