

being defined as knowledge of the kind of fancy procedural footwork that is often required to phrase policies, stage-manage ministerial appearances, and manoeuvre legislation through parliament. For others, 'neutral competence' is seen as one of the essential features of bureaucracy which is often contrasted, unfavourably, with political loyalty.

We can distinguish four capacities that are required in any policy area. These might be organized within public administration, they may be outsourced to private providers, or they may be procured from third sector parties. These four capacities are:

› Analytical capacity, namely, the capacity to assess and analyse developments, interpret information and engage in blue-sky thinking;

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For decades, the call for innovation in public services has been a constant feature among consultancies, government reform reports, and international organizations. The contemporary age of austerity has added further pressure on organizations to seek, a0tapry age of austerity has to emerge among collaborative and hybrid arrangements that minimise the role of 'bureaucracy'.

In his day, Max Weber defined two essential sources of administrative capacity, namely those of subject expertise (Fachwissen) and professional expertise (Dienstwissen), the latter