

# REFORM

*Reform*  
Annual Review

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# 2010

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About Reform

*Reform* is an independent, charitable, non-party think tank whose mission is to set out a better way to deliver public services and economic prosperity. Our aim is to produce research of outstanding quality on the core issues of the economy, health, education and law and order and on the right balance between government and individual; and to communicate it to politicians and opinion formers in all parties and none in order to create a consensus for reform.

We are determinedly independent and strictly non-party in our approach. We believe that there has been policy failure in relation to public services over a period of years under all governments, and we want to persuade all parties that there is a better way. Our non-party approach is reflected in our cross-party Advisory Board.

65

The number of  
MPs who  
attended *Reform*  
events at the  
2010 Party  
conferences

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## About *Reform*

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The number of  
MPs who  
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events at the  
2010 Party  
conferences

“Andrew Haldenby is one of the most eloquent critics of the Coalition’s failure to take on what he calls the structural causes of inefficiency”

Benedict Brogan, *The Daily Telegraph*, 7 July 2010

“Lots of eye-catching ideas”

Patrick Butler, *The Guardian*, 16 June 2010

“Influential”

*The Guardian*, 15 October 2010

“*Reform*, a powerful independent think-tank”

*The Daily Telegraph*, 18 August 2010

“With the exception of *Reform*, which has outlined big cuts to middle-class welfare, the think-tanks have been almost equally silent”

Nick Timmins, *Financial Times*, 29 April 2010

“*Reform*’s report is undoubtedly far superior to anything on offer from any of the three main parties”

Allister Heath, *City AM*, 5 March 2010

1000

Over 100 radio  
appearances,  
including the *Today*  
programme, the  
*World at One* and  
*Five Live*

*Reform* began in 2002 with two people in an office using their own IT (Nick Herbert, now Minister of State for Policing and Criminal Justice, and myself). In 2011 it will grow to 12 paid staff and, just as importantly, an outstanding network of supporters and friends across the private and public sectors. People have said that *Reform* punches above its weight. If we do, it is because we maintain a tight focus on the core domestic policy issues of public service reform and economic growth and because we harness the experience and ideas of our supporters.

The sustained commitment of *Reform's* financial supporters, both corporate and individual, has enabled the growth of the organisation. *Reform's* income has increased in the last two years from around £500,000 in 2008 to £1,000,000 in 2009 and 2010. We put this down to two things: steady improvement in *Reform's* research and communications output, and an increased desire to fund new thinking given the collapse in the public finances. *Reform* operates in a competitive marketplace and we understand that it is our good work alone that will secure support.

*Reform's* senior team members set out our agenda in 2011 on page 19. Our individual events and publications will be targeted to advance the current policy debates. But all of our work will continue to be characterised by the principles that we have followed since our launch:

#### Genuine political independence.

Confirmed speakers for *Reform* in 2011 include Chris Leslie MP, Angela Eagle MP, Liz Kendall MP and Rt Hon Hazel Blears MP (all Labour); Rt Hon Danny Alexander MP, Norman Lamb MP, Steve Webb MP and Sharon Bowles MEP (all Liberal Democrat); and Rt Hon Oliver Letwin MP, Rt Hon Eric Pickles MP, Rt Hon Andrew Lansley MP and Rt Hon Liam Fox MP (all Conservative).

#### Research independence.

Unlike most think tanks, we do not seek sponsorship for individual research projects.

#### A combination of academic rigour and professional communications.

*Reform* began because the policy debate was dominated by the idea that extra public spending was the way to achieve better public services and higher productivity. We wanted to foster different ideas, about value for money and growth, which will be the defining ideas of this Parliament. If *Reform* has made some contribution to setting this agenda, we are proud of that, but in truth the real work of reform has barely begun. We are committed to generating the new ideas needed in these critical times for the economy and government.



A handwritten signature in black ink, appearing to be 'A. Haldenby'.

Andrew Haldenby  
Director

## Our team



Andrew Haldenby,  
Director



Nick Seddon,  
Deputy Director



Dale Bassett,  
Research Director



Anna Calvert,  
Fundraising &  
Events Director



Thomas Cawston,  
Researcher



Zoe Howard,  
Fundraising Director



Dr Patrick Nolan,  
Chief Economist



Lucy Parsons,  
Research &  
Corporate Partner  
Director



Scarlett Sturridge,  
Office Manager



Will Tanner,  
Researcher



Kimberley Trewwhitt,  
Researcher

# 12

In 2011 Reform  
plans to grow to  
12 paid staff

## Advisory Board

Sir Adrian Montague  
CBE, Chairman  
Chairman, 3i Group,  
Anglian Water Group  
and Michael Page  
International Plc

Sir Christopher Gent  
Chairman,  
GlaxoSmithKline

Andrew Haldenby  
Director

Professor Nick  
Bosanquet  
Professor of Health  
Policy, Imperial College  
London

Tim Parker  
CVC Capital Partners

Oliver Pawle,  
Honorary Treasurer  
Partner, Korn/Ferry  
Whitehead Mann

Jeremy Browne MP,  
Liberal Democrat MP  
for Taunton Deane and  
Minister of State for the  
Foreign and  
Commonwealth Office

Sir Steve Robson

Derek Scott  
Managing Consultant,  
Europe Economics

Rupert Darwall  
Consultant Director

Nick Seddon  
Deputy Director

Rt Hon Frank Field MP  
Labour MP for  
Birkenhead

Jeremy Sillem,  
Honorary Treasurer  
Managing Partner,  
Spencer House Partners

## Trustees

*Reform* Research Trust is a company limited by  
guarantee (Company Registration No 5064109) and  
a registered charity (Charity Registration No. 1103739).

Stephen Hargrave (Chairman of Trustees),  
Chairman, IPSA Group plc

James Palmer,  
Partner, Herbert Smith LLP

Jeremy Sillem,  
Managing Partner, Spencer House Partners

## Research and publications

# 5

The number of major reports *Reform* published in 2010

Our research is led by world-class academics and other experts. Our analysis aims to be as good as or better than the government departments. Our wide network includes former reforming Ministers and experts from this country and overseas, and practitioners in public services themselves.

Our key finding is that the UK public services and economy have structural problems which demand structural solutions. Those people most in need of the support of public services lose out most from current provision. We believe that by liberalising the public sector, breaking monopoly and extending choice, high quality services can be made available for everyone. *Reform* would remove public services from the escalator of ever-rising costs. It would enable policy makers to aim for a lower level of taxation and public spending which would better suit the UK's current and future economic challenges.

We are keen to work with all those with a commitment to improving public services and economic performance

Other think tanks may have covered a broader canvas in 2009-10. But what has underpinned an outstanding year for *Reform* has been a focus on the dominating policy issue of the year (and indeed the Parliament): how best to tackle the deficit and reform the public sector. *Reform's* connected series of research publications and events enabled the organisation, in June 2010, to publish its own alternative Budget. That gave policy makers the ideas needed to reform services and reduce spending in all of the big spending areas of welfare, health, education, home affairs and Whitehall.

## Our publications



Our work is highly respected by politicians and opinion formers. In the last year we have presented to Cabinet Ministers and Shadow Ministers as well as to Select Committees, backbench MPs and civil servants.

We generate front-page news stories and attract attention from the most senior political and economic commentators.

Our true political independence means that we are able to address the key issues free from partiality or political constraint. Unlike most think tanks, we do not seek sponsorship for individual research projects.



Nick Timmins, the public policy editor of the *Financial Times*, interviewed *Reform* for his election series on the future of the welfare state. He wrote: “Far from using the election campaign as a forum in which to debate the hard choices ahead, politicians’ chosen battle ground is the degree to which they will preserve the current entitlements .... With the exception of *Reform*, which has outlined big cuts to middle-class welfare, the think-tanks have been almost equally silent.”

50

Over 50 television appearances, including seven appearances on BBC Breakfast

Over 100 appearances in national newspaper articles

Over 50 op-eds in national newspapers and magazines, including *The Times*, *Daily Telegraph* and *Guardian*

3 blog series in association with the *Guardian* and *Spectator*

Over 100 radio appearances, including ten appearances on the *Today* programme, as well as the *World at One* and *Five Live*



Over 50 television appearances, including seven appearances on *BBC Breakfast*, *Newsnight*, *ITV Tonight* and *Sky News*

5 major reports published

The economic effects of cutting public spending  
led by Hamish McRae, Associate Editor,  
*The Independent*

Saving money in higher and further education  
led by Professor Alison Wolf, Sir Roy Griffiths  
Professor of Public Sector Management,  
King's College London

Competition in the NHS  
led by Lord Carter of Coles, Chairman of the  
Co-operation and Competition Panel

More for less in the civil service  
led by Sir David Rowlands, former Permanent  
Secretary, Department for Transport

The future of competition policy  
led by Peter Freeman, Chairman, Competition  
Commission

Securing the future  
led by James Arbuthnot MP, Chair, Defence  
Select Committee

How fiscal consolidation will help economic growth  
led by Matthew Hancock MP

Value for money in policing  
led by Mark Rowley,  
Chief Constable of Surrey Police

Efficiency and reform: the challenges ahead  
led by Sir Peter Gershon KBE

Banking and the business of lending  
led by Angela Knight CBE, Chief Executive,  
British Bankers' Association

Delivering the Big Society  
led by Jesse Norman MP

# Missing the bigger picture on cuts

**REFORM IN  
THE PRESS**  
*The Guardian*  
8 September 2010



Public eye  
**Nick Seddon**

The coalition government's priority is to eliminate the structural deficit within the term of a parliament. This will require tough spending choices. The government is talking tough, but the signs so far suggest that there are some worrying slips between cup and lip, with too few measures addressing the real drivers of public spending. Botch this up and the coming years will be death by a thousand cuts; political capital dictates that if cuts are to be made, they should be made quickly and deeply because having to go back and do it again is incredibly damaging.

Our public services suffer from major structural issues that prevent them from delivering value for money. The job of government isn't just to reduce the deficit, essential though that it is. It should also address the structural reasons for inefficiency, which include weak accountability to the users of public services and an aversion to strong management. The right kind of reform of public services would address these issues and should limit the government's role to funding public services, rather than both funding and providing them.

But eliminating the deficit is practically impossible without addressing the big spending areas – the health and welfare budgets, which cost £300bn a year. Here, the government seems to be making odd decisions. These include increasing the long-term cost of pensions by linking increases in the state pension with earnings, protecting the most poorly directed spending on welfare – middle-class welfare – and the pledge to increase the NHS budget. In no other budget has so much waste been identified as in the NHS, and no other budget can offer the same kind of savings as the NHS.

When the government does talk about cuts, some of the ideas ring a bit hollow. Of the 44,000 ideas submitted to the government's spending review, the coalition has chosen to highlight such "momentous decisions" as encouraging volunteers to form teams of "civic gardeners" to reduce the demand for council staff. Even in their battalions they won't make that much difference.

Or take the government's decision to abolish the Audit Commission, which costs £50m a year. It is a relatively small amount – the NHS burns through £50m every four hours – and the Audit commission is one of few organisations to have successfully pinpointed success and waste in the public sector.

John Denham, the shadow communities secretary, responded to the abolition of the commission by saying that this government knows the cost of everything but the value of nothing. There is something in this accusation.

In the government's obsession with public sector pay, there is a determination to expose everyone

who earns more than the prime minister, as if £143,000 is the salary cap for delivering value for money. Similarly, the commitment to freezing public sector pay is no long-term solution. What is really needed in the public sector workforce is to introduce a link between pay and performance, so that managers and employees can be rewarded for success.

Similarly, when it was recently announced that the NHS in England spent more than £300m on management consultants in the last year, the health secretary, Andrew Lansley, said he was "staggered by the scale of the expenditure", yet this represents only 0.3% of the NHS budget. More is spent on many individual hospitals in a year. So what would be the right scale? Is Lansley proposing a threshold? Surely value for money is what counts, taking into consideration not just the costs but the benefits. Management consultants can achieve game-changing results, cutting costs and improving outcomes, for organisations willing to bear scrutiny and make the difficult decisions recommended to them.

Eliminating the deficit requires an intelligent discussion about what the state should and shouldn't do. There is no point spending on the wrong things; and spending on the right things must offer value for money. It is early days yet but there are enough causes for concern.

Nick Seddon is deputy director of *Reform*, an independent think tank.

# The painful truth is that taxes must rise

**REFORM IN  
THE PRESS**  
*The Daily Telegraph*  
5 March 2010

Yesterday, readers of The Daily Telegraph were treated to some welcome news. Under a Conservative government, we won't even have to wait for the opening ceremony of the Olympic Games to enjoy lower taxes and bigger monthly pay packets. According to the plans being laid by George Osborne's office and the Treasury's mandarins, the Civil Service is prepared to cut so surgically in the next two years – despite its disastrous failure to achieve value for money during the decade before – that tax cuts will be back on to the agenda in 2012.

This vision – laid out by Benedict Brogan on these pages – is so appealing that I am sorry to be a spoilsport and shatter the dream. I appreciate that politicians want to offer tax cuts to the public. I believe they should do so whenever possible: in the long term, Britain will be more prosperous if government is smaller, taxes are lower and the private sector more productive.

But the painful and regrettable truth is that, given the size of the hole in the public finances, tax cuts cannot be on the agenda. The overspending of recent years has to be paid for. Mostly, this will mean working out how to make public services perform better on a lower budget and with a smaller workforce – a task which will take a decade of hard labour, bringing us closer to the 2020 Games than London 2012. Yet it will also mean raising taxes.

Although they are not trumpeting the fact, each of the main political parties supports tax rises to deal with the deficit, and rightly



*The overspending  
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**Andrew  
Haldenby**

so. There is an immediate need to plug the fiscal gap. The problem is that the increases planned by both the Government and the Opposition are too high. When the Canadian government eliminated its deficit in the 1990s, it cut one dollar in eight through tax rises, and the rest through cutting spending. That would mean extra taxes of £12 billion in the UK, or around £500 per family per year. Yet the Labour Party wants to raise taxes by £880 per family, and the Conservatives by £640.

Once you have decided how much you need to raise (and done everything you can to

keep that amount as low as possible), there is the question of how to do it. And the Government's proposals – a new rate of income tax at 50p for earnings over £150,000, and higher National Insurance contributions – are the worst possible answer. The 50p rate does not just penalise a small group of top earners. It penalises all of us. It has sent a signal to enterprises around the world that Britain no longer wants their business.

Politicians have to understand that a successful business environment is a very fragile creation, based above all on trust. Through cuts in tax rates and reforms to employment law, instituted by the Conservatives and mostly retained by Labour in 1997, Britain secured that trust and our economy benefited hugely from it. The 50p rate forfeits that trust at a stroke, because it shows that our Government wants to punish talent rather than welcome it. Similarly, raising taxes on jobs, through higher National Insurance, is nothing short of astonishing, given that unemployment has increased by 22 per cent in the past year. With a million young people now on the dole, governments need to be cutting employment taxes, not increasing them.

The Conservative Party is saying that it cannot reverse these increases because of the need to reduce the deficit. That isn't true, because there is a much better candidate for increasing revenue – removing the exemptions on VAT, such as food, electricity and gas and children's clothes. Britain is one

of only four European countries to apply a zero VAT rate to food, and one of only three to apply a zero or reduced rate to children's clothes. Removing these exemptions would raise enough to compensate a third of families, abolish the 50p rate, cut National Insurance contributions and pay back a chunk of the deficit.

Some may say that instead of asking everyone to pay more through VAT, the Government should single out the richest people for much higher taxes – especially bankers. Personally, I oppose the politics of envy, because the tax system should be fair to all groups in society. Bankers didn't cause the black hole in the public finances; it was a decade of reckless spending that did that. And more importantly, it wouldn't work. The rich would minimise their tax liabilities or, in the last resort, leave the UK altogether. We would not only lose revenue but also damage the economy.

The Tories' emerging vision of lower taxes depends partly on their success in reforming government, and partly on strong economic growth. Introducing the 50p rate and raising National Insurance contributions will gravely damage that growth and curtail the possibility of lowering taxes for years to come. What we need instead are the right sort of tax increases, to help secure our economic future.

*Andrew Haldenby is the director of the independent think tank Reform.*

The Education Secretary has fast-tracked his radical reforms. But what should happen next?

# What we'd like to teach Michael Gove



**Dale Bassett**  
Research Director at the independent think tank *Reform*

The coalition government has approached education reform at breakneck speed. Michael Gove, the Secretary of State for Education, has launched an academy-conversion programme, funding for new “free” schools and a “pupil premium” for the poorest. He has announced reviews of the national curriculum, GCSEs, A-levels, special educational needs and early-years provision. He has let state schools teach the International GCSE and has made some (minimal) cuts to his budget, including the Building Schools for the Future programme.

Does this flurry of activity add up to a coherent agenda for improving education? At first glance, it looks as though there is one overriding theme – more autonomy for schools. The Government expects that academy status will become the norm, taking schools out of local-authority control and giving them more freedom over curriculum and teachers’ pay. On the other hand, the Department for Education seems to want more control over

what pupils study and the qualifications they sit, not less. This dichotomy at the heart of government policy raises the question: what really makes the difference in education? Is it freedom from government, or nationally set standards?

The evidence leans towards the former. Over the past 25 years, successive governments have dictated more and more how money is spent in the schools system, what children can and can’t study, and how it should be taught. The result has been the waste of countless billions and a system in which only half of all 16-year-olds get five good GCSEs (and well-off children are three times as likely to do so as those who receive free school meals).

So the first thing the new government needs to do is stop the waste. Education spending has been focused on the visible outputs that politicians like – class sizes and buildings – despite extensive evidence that these have little impact on educational outcomes. Study after study shows that what makes the difference is teacher quality. Mr Gove and his colleagues are right to promote more autonomy for schools and more choice for parents. But this will not drive up standards when the Government incentivises schools to boost their league table results, instead of focusing on the quality of education they are delivering. The Government has to change the way schools’ performance is measured to incentivise schools to offer quality education for all – not how

**REFORM IN THE PRESS**  
*The Independent*  
9 September 2010

many pupils they can push over the C-/D-grade borderline to benefit their league ranking.

And while the concept behind free schools is laudable, this kind of supply-side change will make a real difference only if there is a genuine revolution. This would mean hundreds, thousands of new schools cropping up all over the country, with plenty of surplus capacity. Schools would have to compete for students, raising standards and value for money as they battle to deliver the best possible education for their pupils.

But the reality of change is more likely to be a ripple than a revolution, with only a few dozen new schools opening over the next couple of years. The solution is to allow profit-making companies which already run successful schools in scores of other countries to open their deep pockets here in England.

Mr Gove understands, fundamentally, that schools have got a much better idea of what is good for their pupils than any minister ever could. The priority for the next year is to ensure that the reality matches the rhetoric. If the Government really sets schools free – and gives parents the power to demand the best for their children – it could herald a once-in-a-generation shake-up of the system that will improve things for all.

## Reform summits and speeches

**A once-in-a-generation opportunity to transform the way that government works**

A debate on the role of government with the Hon Ruth Richardson, Michael Smyth CBE, Steve Richards, Chief Political Correspondent at *The Independent*, Julian Glover, Columnist at *The Guardian*

**“Cannock Can”: Showcasing local champions and public sector reform in Cannock Chase**

A public Spending Review consultation about the future of public services in Cannock Chase, Staffordshire, with prominent service leaders

**The future of the creative industries**

A lecture with the Rt Hon Jeremy Hunt MP, Secretary of State for Culture, Olympics, Media and Sport, on the future of the creative industries in the UK economy

**Hospitals in the new health service**

A summit with Lord Howe, Liz Kendall MP and Norman Lamb MP



The number of Ministers who attended Reform events at the 2010 Party conferences

## Reform conferences

A range of high profile national and international figures have spoken for *Reform* over the past year across a series of conferences, including:

### A new business agenda

*Reform's* pre-election business policy summit with Ian Lucas MP, Greg Hands MP, Jeremy Browne MP, Jonathan Djanogly MP and John Fingleton, Chief Executive, Office of Fair Trading

### Reforming welfare

*Reform's* major post-election welfare conference, with Rt Hon Iain Duncan Smith MP, Rt Hon Yvette Cooper MP and Steve Webb MP

### Schools for the future

*Reform's* major post-election education conference with Nick Gibb MP, Rt Hon Lord Knight of Weymouth

### Reducing the deficit and reforming public services

*Reform's* major post-election conference discussing tackling the deficit and improving value for money in the public sector, with Rt Hon Francis Maude MP, Bernard Jenkin MP, Rt Hon Margaret Hodge MBE MP and Hon Sir Roger Douglas MP

### Delivering a new health agenda

*Reform's* major health conference on delivering value for money and improving quality of care, with Simon Burns MP, Rt Hon Stephen Dorrell MP and Lord Warner

### The future of financial services: a new regulatory approach

*Reform's* winter conference with Mark Hoban MP, Chris Leslie MP, Hector Sants, Chief Executive of the FSA and Paul Tucker, Deputy Governor of the Bank of England

## Reform at Party Conferences 2010

*Reform* had its strongest presence yet at all three Party conferences in 2010. Our events focused on the big issues for the public sector and the economy. *Reform's* experienced and professional team delivered successful events attended by Ministers and Shadow Ministers, special advisers, MPs, MEPs and council leaders as well as senior business and public sector figures.

65

MPs

2575

minutes of discussion

4

lords

35

events

19

Ministers

27

councillors

1102

guests

5

Shadow Ministers

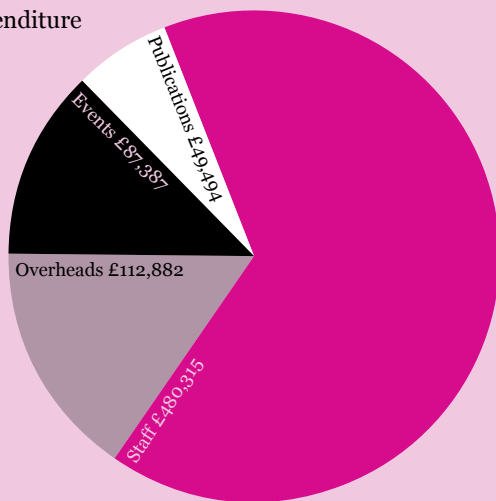
3

MEPs

Income



Expenditure



In 2011 *Reform* will research and debate the four key domestic policy issues: limited government and the Big Society, public sector productivity, business and financial services, and poverty and fairness. *Reform's* senior research team set out our plans in more detail on this page and overleaf.

We will continue to hold major conferences and roundtable seminars which generate new ideas and feed into our independent research publications. Our speakers in 2011 have already included Rt Hon Andrew Lansley MP, Damian Green MP, Rt Hon Andy Burnham MP, Helen Goodman MP and Rt Hon Danny Alexander MP, as well as senior officials from the Home Office, the Ministry of Justice and the Department of Health.

The degree of interest among senior policy makers in *Reform's* work is very high. This puts us in an ideal position to advance the policy debate in the coming year.

**Limited government and the Big Society**

The Big Society promises to be the defining idea of this Parliament. The Coalition Government has talked about a fundamental resettlement of the relationship between the citizen and the State. Yet there has been only limited discussion of how the Big Society will be funded at a time of budgetary restraint. Our programme will examine how to open up public services to greater competition and provision by independent organisations whether from the private sector or third sector. We will explore innovative financial products and funding solutions for social initiatives, highlighting the most promising developments, as well as how to encourage new forms of financing. And we will find out how to boost growth through new enterprise and business, since job creation is likely to be the most decisive factor in building strong local communities and economies.



Nick Seddon,  
Deputy Director, *Reform*

### Public sector productivity

As the cuts to departmental spending take hold, reforming the public sector to improve its productivity will be more important than ever if the quality of services is to be maintained. Through an extensive programme of research and events, *Reform* will explore four key themes across the public sector (including health, education, criminal justice, Whitehall and local government): new opportunities for procurement, increasing competition in public sector markets, bringing new investment into the public sector, and the role of technology in public services. We will seek out reformers on the front line who are changing the way they deliver their services to improve outcomes for users while reducing costs. We will highlight case studies of salami slicing and other bad practice to show how not to implement the cuts. And we will bring the experience of the business world into the policy debate, allowing the public sector to benefit from industry's experience in driving value for money.



Dale Bassett,  
Research Director,  
*Reform*

Over 100  
appearances  
in national  
newspaper  
articles

### Business and financial services

The debate on UK economic policy in 2011 will be dominated by the themes of rebalancing and recovery. In its Coalition programme, the Government said: "We want to create a fairer and more balanced economy, where we are not so dependent on a narrow range of economic sectors, and where new businesses and economic opportunities are more evenly shared between regions and industries." In his major speech on 19 October 2010, Mervyn King, the Governor of the Bank of England, foresaw a SOBER decade of growth based on "Savings, Orderly Budgets and Equitable Rebalancing". Policymakers' hope is that a rebalanced economy – in terms of sectors, regions, exports and savings – will be a faster growing one. But rebalancing must be achieved in the right way. *Reform* will lead the debate on economic growth, with a strong programme of research and events on the themes of rebalancing, financial services, tax, infrastructure and regulation.



Lucy Parsons,  
Research & Corporate Partnership  
Director, *Reform*

### Poverty and fairness

Any time a government ceases to provide or fund an activity, or increases taxes or charges for what remain, the question of fairness is raised. Yet fairness is a difficult concept to define. Many people view fairness in relation to their own position. It is like the Ronald Reagan quote: “a recession is when your neighbour loses their job, a depression is when you lose yours.” But fairness does not mean that only other people should pay. Over 2011 *Reform* will lead the debate on fairness and fiscal consolidation. This will be important for two reasons. It will help ensure that debate does not descend into vested interests lobbying for concessions. Fairness is also an important part of ensuring that the public is behind the consolidation process. Over 2011 *Reform* will also continue to lead the debate on saving money and improving outcomes in the welfare system, which, at a cost of £218 billion in 2010, dwarfs any other area of spending. Key areas will be the middle class welfare “money go round” and whether the proposed Universal Credit represents value for money.



Dr Patrick Nolan,  
Chief Economist,  
*Reform*

### Individual support

#### Associate

An ideal means to keep up to date and informed about the policy debate.

---

Receipt of all of *Reform*'s publications and invitations to supporter-only events.

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Associates donate £100 a year (or more if they choose) to the charitable *Reform* Research Trust.

#### Partner

Close involvement, for example, through seminars with senior politicians and other policy makers.

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Opportunity to participate in *Reform*'s research via our website.

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Partners donate £1,000 a year (or more if they choose) to the charitable *Reform* Research Trust.

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Some Partners choose to give at a Patron level, £5,000 a year (or more if they choose) to make an extremely generous contribution to *Reform*'s work.

“The exciting and intelligent think tank, *Reform*”

The Daily Telegraph, 16 June 2010

“I read with interest the tax reform proposals unveiled last night by *Reform*, the think-tank... one of the few organisations in the UK with the guts to call for the scrapping of the vindictive and counterproductive 50p tax rate”

Allister Heath, City AM, 5 March 2010

“Can this cosy consensus survive the storm clouds brewing over the state of the UK economy? History suggests not. Today the centre-right think-tank *Reform* attempts to puncture the prevailing complacency with a radical programme of cuts to shift more NHS care into the community, obtain more bang and save extra bucks”

Jeremy Laurence, The Independent, 17 March 2010

“The influential, right-of-centre think tank *Reform*”

Patrick Wintour, The Guardian, 15 October 2010

Best corporate partnership programme of any Westminster think tank for private, voluntary and public sector organisations.

Increased in size to 31 members. We will limit the membership at this number so that each member gets full value from the programme and to enable us to strengthen the network.

Growing interest from a broader range of industries – most recently including energy and financial services.

Membership will continue to include invitations to high level events including breakfasts, lunches and dinners with Ministers and Shadow Ministers, leading opinion formers and business leaders.

*Reform's* current Corporate Partners include:



Corporate Partnership programme

31

The number of *Reform* corporate partners

*Reform*  
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