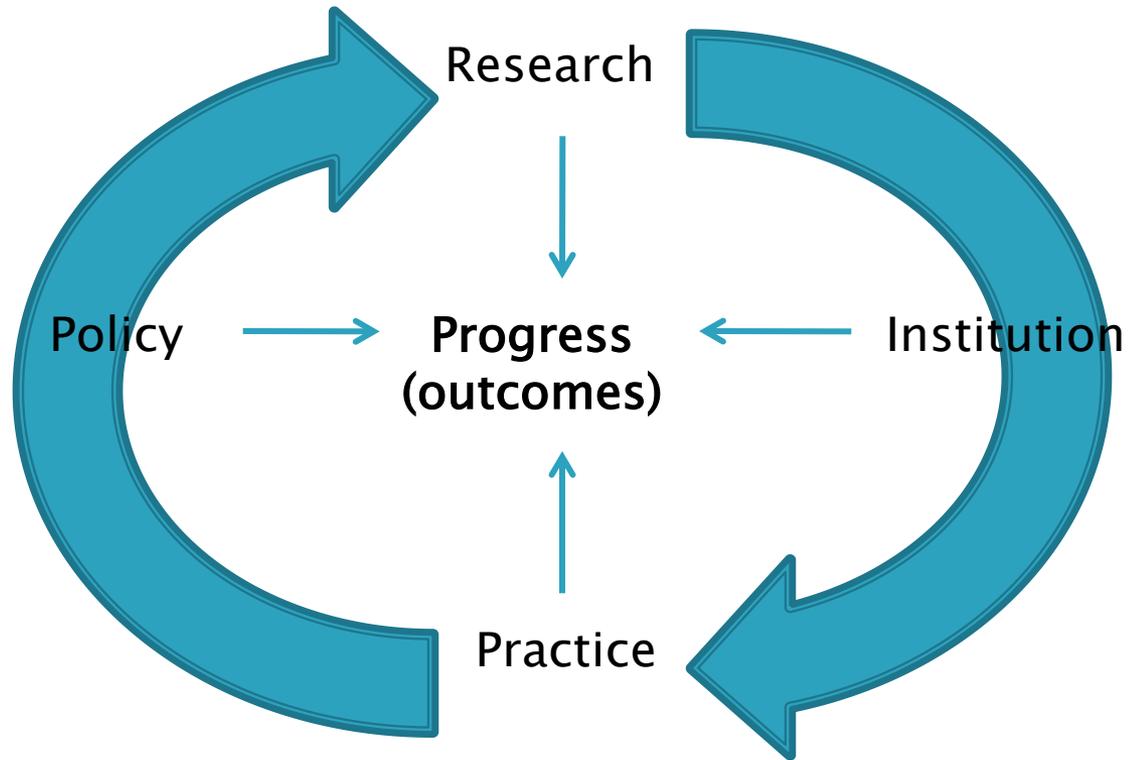


Tail and dog: the role of research in developing integrated children's services

Rick Hood

Royal Holloway University of London

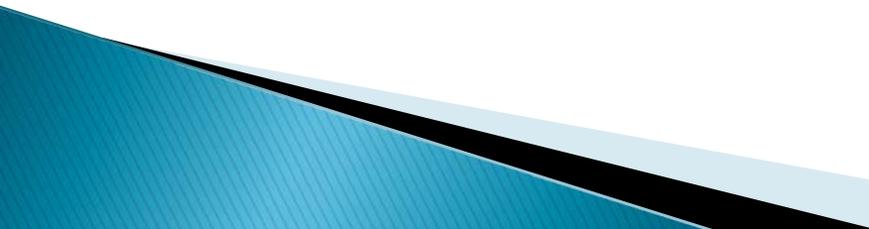
A virtuous circle?



Heads, tail and dog?



Research and modernisation

- Commissioned studies and evaluations
 - Applied research and evidence-based practice
 - ‘Implications for policy’ and ‘recommendations for practice’
- 

Integrated children's services

- The preventative state
- Messages from research
- Pilots and evaluations
- Models of integration
- Needs and outcomes

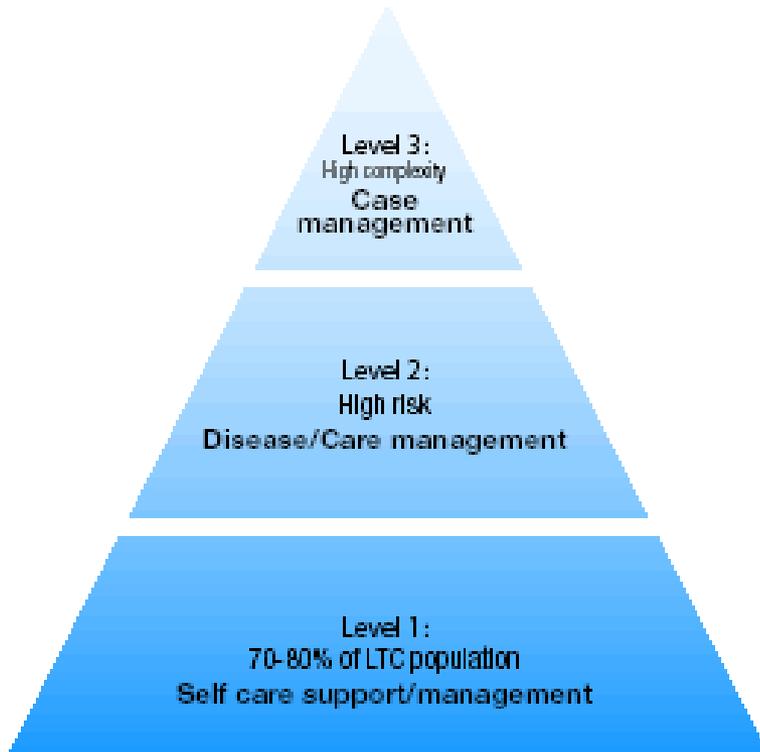
Parton, 2006; Mason, Morris & Smith, 2005
DOH, 1995; Hardiker, Exton & Barker, 1991
NESS, 2008; Lord et al., 2009
Atkinson, Jones & Lamont, 2007

Organisational systems

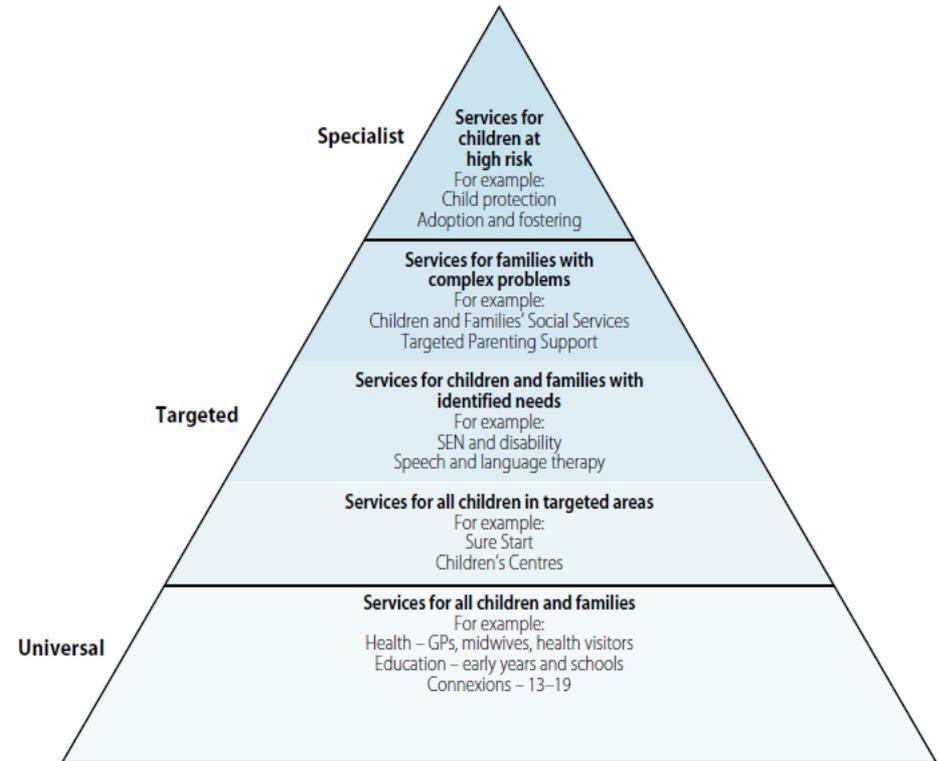


The Children's Trust
DCSF 2010: 8

Care/case management

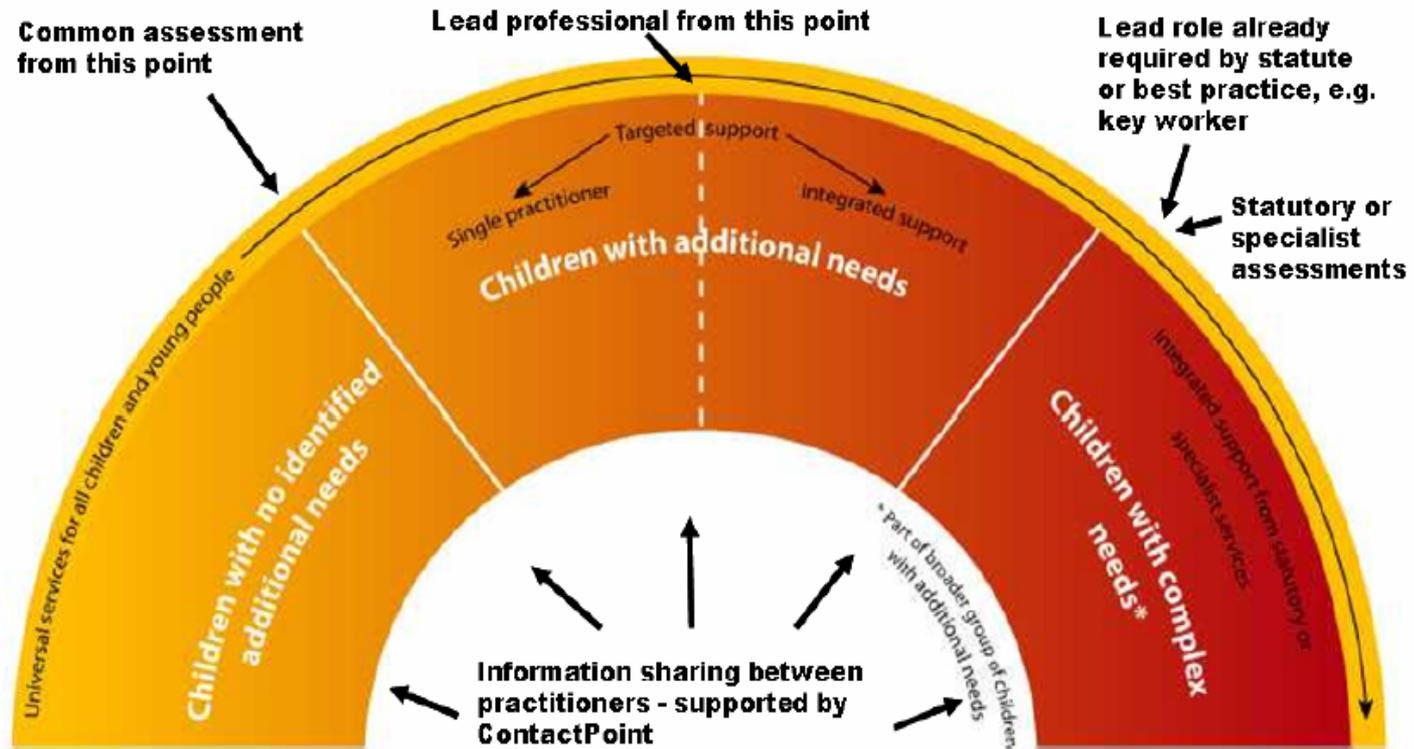


The Kaiser Permanente Triangle
DH (2007)



Targeted services within a
universal context
Every Child Matters (2003)

Continuum of needs and services



The 'Windshield'
DCSF 2007: 11

Tiered intervention



The Team Around the Child
DCSF 2008: 48

Impact on practitioners

- Managerialism
- Proceduralisation
- Inspection, indicators and targets
- Information technology (ICS, eCAF)
- Autonomous to automatons?

Ayre and Preston-Shoot, 2010
White, Hall and Peckover, 2009

Unnecessary dualisms? Science and art in professional work

- Managerial control vs professional discretion
 - Case management vs direct work
 - Evidence-based vs critical thinking
 - Procedures vs expert judgement
 - ‘To ensure that’ vs ‘My assessment is...’
- 

Concluding comments

- Research and evaluation: a slippery slope?
 - Tail and dog: rethinking social work's institutional setting
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