

1. A comparative study of 'joined-up' working in three regeneration programme case studies

Johnson, C.L. (2004). *A comparative study of 'joined-up' working in three regeneration*. Tese de doutoramento. Aston University.

Resumo: This research concerns the development of coordination and co-governance within three different regeneration programmes within one Midlands city over the period from 1999 to 2002. The New Labour government, in office since 1997, had an agenda for 'joining-up' government, part of which has had considerable impact in the area of regeneration policy. Joining-up government encompasses a set of related activities which can include the coordination of policy-making and service delivery. In regeneration, it also includes a commitment to operate through co-governance. Central government and local and regional organisations have sought to put this idea into practice by using what may be referred to as network management processes. Many characteristics of new policies are designed to address the management of networks. Network management is not new in this area, it has developed at least since the early 1990s with the City Challenge and Single Regeneration Budget (SRB) programmes as a way of encouraging more inclusive and effective regeneration interventions. Network management theory suggests that better management can improve decision-making outcomes in complex networks. The theories and concepts are utilised in three case studies as a way of understanding how and why regeneration attempts demonstrate real advances in inter-organisational working at certain times whilst faltering at others. Current cases are compared to the historical case of the original SRB programme as a method of assessing change. The findings suggest that:

* The use of network management can be identified at all levels of governance. As previous literature has highlighted, central government is the most important actor regarding network structuring. However, it can be argued that network structuring and game management are both practised by central and local actors; * Furthermore, all three of the theoretical perspectives within network management (Instrumental, Institutional and Interactive), have been identified within UK regeneration networks. All may have a role to play with no single perspective likely to succeed on its own. Therefore, all could make an important contribution to the understanding of how groups can be brought together to work jointly; * The findings support Klijn's (1997) assertion that the institutional perspective is dominant for understanding network management processes; * Instrumentalism continues on all sides, as the acquisition of resources remains the major driver for partnership activity; * The level of interaction appears to be low despite the intentions for interactive decision-making; * Overall, network management remains partial. Little attention is paid to the issues of accountability or to the institutional structures which can prevent networks from implementing the policies designed by central government, and/or the regional tier.*programme case studies.*

url: http://eprints.aston.ac.uk/10776/1/Johnson_CL_2004.pdf

2. Joining up public services: a critical realist framework for holistic governance

Breese, R.M. (2007) *Joining up public services: a critical realist framework for holistic governance*. Tese de doutoramento. Sheffield Hallam University.

Resumo: The thesis is concerned with the conceptual development and application to practical management issues of the general descriptive theory called the 'Operational Dimensions Framework'. It is argued that attempts to join up public services need to take into account the dimensional complexity of the operating environment for their delivery. The Operational Dimensions Framework is underpinned by realist assumptions, and the methods used to evaluate it apply critical realist social theories in innovative ways. The Operational Dimensions Framework was originally developed when the author was working as a regeneration programmes manager at Barnsley MBC in the late 1990's, continually involved in the interplay between different dimension in the formulation and implementation of regeneration programmes. The basic model have been further developed and refined in the course of the research. The research uses theories of truth as criteria against which to assess the Operational Dimensions Framework as a tool to assist public service

- 1) assessing the coherence of the Operational Dimensions Framework as a general descriptive theory (coherence theory of truth)
- 2) reviewing practice in joined up government in Great Britain against the Operational Dimensions Framework (correspondence theory of truth)
- 3) assessing where there are gaps in existing theories which could be addressed through the Operational Dimensions Framework (consensus theory of truth)
- 4) using the Operational Dimensions Framework to help with the practical management issues (pragmatism theory of truth).

The conclusion drawn is that both the operational Dimensions Framework itself and the methods used in the research make significant contributions to management theory.

Furthermore, the Operational Dimensions Framework can be used to develop management tools to improve practice in a variety of contexts.

url: <http://shura.shu.ac.uk/4991/>

3. Better together? A comparative study of joined-up practice and youth policy in England and New Zealand

Schulman, S. (2010) *Better together? A comparative study of joined-up practice and youth policy in England and New Zealand*. Social Policy Tese de doutoramento. Social Sciences Division. Oxford University.

Resumo: Joined-up government is a frequent policy prescription, yet an incompletely studied practice. This thesis explores how civil servants with youth policy portfolios in England and New Zealand join up and to what effect. Most existing research focuses on the structures and processes behind joining-up; not on the behaviours of civil servants who join up, nor on the outputs they produce. These authors draw largely on retrospective interviews and documents collected at one point in time, rather than on observational data collected over time. By contrast, I use an immersive research methodology to co-construct theory from the ground-up: interviewing and observing civil servants inside and outside of joined-up settings over time; as well as facilitating enquiry groups to reflect on, and improve civil servant practice. This qualitative, grounded, and participatory approach helps discern the added value of joining-up on output quality. Of the twenty case studies of joined-up government included in this thesis, only three yielded outputs reflective of joined-up thinking and

integrated analysis. Although these were from New Zealand, case studies with low and average quality outputs were the norm in both countries. High quality outputs were the result of variations in joined-up routines. Civil servants in high performing case studies planned the spaces for, and the sequences of, meetings and interactions; organised conversations around critical questions; and invested in regular capacity-building. They practiced differently because of a set of enabling factors: their personal and professional experiences, a shared external audience, strong but flexible organisational and institutional accountabilities, and attention to an important, though not urgent, youth policy problem. I argue that rather than see these enabling factors and behaviours as a template for joining-up, we should encourage – and then measure – variation in practice against better youth policy outputs, and ultimately better youth outcomes.

url: <http://cdn1.inwithforward.com/documents/Better-Together-Sarah-Schulman-PhD-thesis.pdf?mtime=20140922180539>

4. Rhetoric or reality? Cross-sector policy and practice at the UK Government Department for International Development (DFID) in the UK and Nepal: an exploration of reproductive health and women's education linkage

Bovill, C. 2005. *Rhetoric or reality? Cross-sector policy and practice at the UK Government Department for International Development (DFID) in the UK and Nepal: an exploration of reproductive health and women's education linkages*. Tese de doutoramento. Queen Margaret University.

Resumo: Within the international development community, global agreement around a poverty elimination target and the Millennium Development Goals (MDGs) has led to renewed emphasis on partnership and cross-sectoral approaches. Similarly the UK Government aims to ensure policies are coherent in an increasingly complex global arena and has called for joined-up working. In response to both of these influences, the UK Government Department for International Development (DFID) stresses partnership, joining-up and cross-sectoral approaches within departmental documents. This research explores cross-sector policy and practice at DFID in the UK and Nepal and focuses particularly on cross-sectoral relationships between reproductive health and women's education. The research employs a social constructionist epistemology and utilises Critical Inquiry and Feminist theories, elements of grounded theory and narrative analysis methodologies, informing the use of numerous data collection methods. These methods include literature searches, document analysis, semi-structured interviews (incorporating Participatory Learning and Action techniques), informal meetings and critical reflection. Data was gathered in the UK and Nepal from DFID staff, Nepali Government staff, DFID-funded project staff, external development consultants and other stakeholders. A 'cross-sector continuum model' is presented to facilitate understanding of the different definitions and possible levels of cross-sectoral engagement. Examples of cross-sector policy and practice are presented and discussed. Key factors facilitating cross-sector policy and practice are also identified. The greatest levels of cross-sectoral engagement were found at project-level in Nepal, although the DFID offices had also made some significant efforts to improve cross-sectoral approaches. Poor knowledge and selective use of the reproductive health and women's education research,

however, exposed a gap between research and policy. In addition, the reality of cross-sector policy and practice often did not match the rhetoric within DFID's documents. According to respondents, DFID faces some substantial challenges that contribute to these research-to-policy and policy-to-implementation gaps. Despite the increased calls for cross-sectorality, there is little evidence of the benefits of cross-sector policy and practice, suggesting the need for research clarifying the added value of cross-sectoral approaches. Finally, the lack of agreement over cross-sector definitions, the lack of operational guidance and DFID's strong emphasis on outcomes all suggest the need for a reorientation of focus towards cross-sectoral processes. Based on these findings and conclusions, recommendations are made for DFID and other organisations wishing to pursue cross-sectoral approaches.

url: <http://etheses.qmu.ac.uk/122/>

5. Misspent YOTs? : an examination of the policy intentions of the Crime and Disorder Act 1998 and outcomes for joined up youth justice

Barratt, P. (2006) *Misspent YOTs?: an examination of the policy intentions of the Crime and Disorder Act 1998 and outcomes for joined up youth justice*. Tese de doutoramento. University of Sheffield.

Resumo: The Crime and Disorder Act 1998 launched a new joined up youth justice system for England and Wales, which epitomised the policy themes and aspirations of a New Labour government. This thesis examines the YOT model to assess how successfully the policy intentions of the 1998 Act have been enacted. YOTs were

intended as an exemplar of joined up team practice, integrating professional skills and knowledge towards a common service user focused goal, and promoting interdependency through partnership. New Labour's policy themes often conflict however and implementation has not been easy. The problem of youth offending and solutions to it are capable of being interpreted in many different ways by power holders. The YOT model appears to have been built upon flawed assumptions about what teams are, and what they are capable of achieving in the absence of fundamental changes to how the public sector is organised and managed. YOTs do not have the authority to sustain the high level of interdependency required of them and they lack many of the characteristics of effective teams. There is uncertainty about what interprofessional practice is and how it can be facilitated. Youth justice professionals have demonstrated that dynamic interprofessional team practice is possible, and has the potential to deliver joined up youth offending services. It will be argued however that the changes introduced by the Crime and Disorder Act 1998 lacked a clear philosophical foundation. The weaknesses of the YOT model, and the muddled language of the joined up imperative, demonstrate the difficulty of attempting to launch multiple changes in a conceptual vacuum. The new youth justice system may disadvantage growing numbers of children and young people, while failing to achieve its main aim of reducing youth crime. The continued support of youth justice practitioners is not guaranteed.

url: <http://etheses.whiterose.ac.uk/3581/1/425595.pdf>

6. Partnership working in local electronic government.

Cotterill, Sarah Helen (2007) *Partnership working in local electronic government*. PhD thesis, University of Leeds.

Resumo: This research explores how English local authorities and their partners work together on electronic government. E-government is the use of computer technologies by government to transform the provision of services and information, improve internal organisation, encourage citizen participation and promote sharing between partners. In the UK and elsewhere there is increasing emphasis on public sector organisations working together in local partnerships. Partnerships can potentially encourage the delivery of joined-up services to citizens, promote democracy and improve public policy making, but partnership working is not always easy and can be challenging for the individuals and organisations involved. This thesis addresses the research question: "How can local authorities and their partners work together to successfully implement electronic government?" The research is based on a systematic literature review and comparative case studies of three sub-regional e-government partnerships, using a mixed methods approach. The literature review covers local governance, e-government, public sector partnerships, dissemination of best practice and social networks. In each case study social network data was collected from participants using a short questionnaire to ascertain who they dealt with in relation to e-government. This data was analysed using social network software and then used during qualitative interviews and workshops to generate discussion. A model of partnership effectiveness has been developed which identifies network structure, governance, maturity and context as four themes contributing to

the success of local e-government partnerships. Network structure influences effectiveness in three ways: cohesion amongst the partners encourages organisational learning; a central core agency is important to ensure that partnership ideas reach fruition; opinion leaders come up with good ideas and can mobilise others. Governance includes the existence of a clear shared vision and strategy, the commitment of leaders, accountability and getting the right people involved. Maturity refers to a stable group of people from different perspectives working together over time, facing challenges and persevering. Councils with smaller populations have more to gain from partnership working because they lack the capacity to develop e-government solutions alone. The study contributes to academic research by developing a theoretical model of the factors contributing to effective e-government partnerships. This is the first study to examine how public organisations network together on e-government and the methodological approach is novel in research into UK local governance.

url: <http://etheses.whiterose.ac.uk/206/>

7. Joined-up or joining-up the joining-up? : integration and overintegration in health and social care

Wilson, R. G. (2012) *Joined-up or joining-up the joining-up?: integration and overintegration in health and social care*. Tese de doutoramento. University of Newcastle.

Resumo: Integration of health and social care services and systems was a driving policy objective of the UK government for over a decade, aiming to improve co-ordination of care and service delivery. One of the theories behind the integration of policy and practice was that it could be achieved through the implementation of information systems tools or technologies. This doctoral statement examines integration as a solution to these challenges of 'Joining-up' through the lens of a coherent set of published works telling the story through three projects. These projects are linked through the common theme of the problems of fragmentations in policy and practice leading to a lack of joining-up around a range of issues in health and social care service delivery. The three projects were: Virtual Electronic Social Care Record, Framework for Multiagency Environments (FAME) and Children's Service Directories. The statement details a three stage process from initial engagements in understanding the problem by reflecting on the process of integration which produced joined-ups within health and joined ups within social care and subsequently trying to solve the problem of care co-ordination between health and social care contexts by attempting to join-up the joined-ups. Evidence is presented to show how such approaches lead to 'overintegration' where organisations and practitioners are unable to collaborate or co-ordinate appropriately which leads to a re-examination of the proposed solution of structurally driven integration. It concludes by suggesting that tightly coupled approaches are not the solution to the problems of joining up services in health and social care. Rather a looser and wider set of inter-organisational couplings supported by federable and governable services are required to deliver the sorts of joined-up services health and care envisaged by

policy-makers and academics and outcomes desired by organisations, professionals, carers, patients and clients and wider society.

url: Não disponível

8. The trials and tribulations of joined-up working: an example of a sub-regional partnership from the sports sector

Charlton, Anthony (2008) *The trials and tribulations of joined-up working: an example of a sub-regional partnership from the sports sector*. Tese de doutoramento. University of Lancaster.

Resumo: Partnership became the operating doctrine of New Labour's Third Way' to overcome real and perceived problems with public sector service delivery, it is a concept that lies at the heart of the government's ambition to provide 'joined up solutions to joined up problems'. 'Partnerships' introduced new and highly significant institutions into the governance arena to manage and guide the activities of appointed bodies in association with, particularly, the community and voluntary sectors.

url: Não disponível

9. Exploring the impact of New Labour urban regeneration policy at the local scale: the implications of an approach to 'joining-up' on the coordination of urban regeneration

Ellerton, T. (2014) *Exploring the impact of New Labour urban regeneration policy at the local scale: the implications of an approach to 'joining-up' on the coordination of urban regeneration*. Tese de doutoramento, University of Sheffield.

Resumo: This thesis investigates what the changing policy approach of the 'New' Labour Government meant for local regeneration initiatives, focusing particularly on the idea, of joining-up. From 1997 to 2010 the Labour government placed particular emphasis on urban regeneration policy as part of broader policy commitments to urban renaissance, economic competitiveness and addressing systematic social disadvantage. Emphasis was increasingly placed on the idea of 'joined-up' regeneration and the need for enhanced coordination of regeneration inputs at national and sub-national scales (Social Exclusion Unit, 1998). Recognising the cross-cutting nature of urban problems, different aspects of the problem were to be addressed together rather than in isolation. Urban regeneration was also intended to be more locally responsive. Conceptually the thesis situates the idea of joining-up within a longer history of debates about urban policy, including recurring criticisms of a lack of coordination but also a recognition that questions of joining up are shaped by political priorities about what should be prioritised. The actual existing process of policy implementation also depends on the institutional context within which state strategies and state projects are rolled out, including locally distinctive institutional and social relations. It is argued that the process of coordination is not neutral, but

reflects broader priorities and also privileges certain aspects of urban regeneration policy over others. Utilising the work of Bob Jessop on state theory on the strategic selectivity of the state, Colin Hay on constructivist institutionalism and Rod Rhodes on policy network analysis, a theory of institutional selectivity is developed to provide a framework for empirical research. Empirically, the PhD contributes new knowledge by undertaking a detailed single city case-study. The city of Liverpool was chosen because of its distinctive regeneration context and the challenges it posed for a transformative vision of national urban regeneration. Drawing on over forty interviews the PhD traces how the strategic selectivity of national policy intersected with local institutional relations to shape particular processes and outcomes around regeneration policy.

url: <http://etheses.whiterose.ac.uk/7920/>

10. Joining-up Criminal Justice at the Local Level : The Case of the Warwickshire Justice Centre Programme

Branicki, L. (2008) *Joining-up Criminal Justice at the Local Level: The Case of the Warwickshire Justice Centre Programme*. Tese de doutoramento. University of Warwick.

Resumo: The Auld Review found the different 'practices, procedures, management and cultures' that exist within the criminal justice system to be 'confusing, divisive and inefficient' (Auld, 2001, Justice for All, 2002: 148). This research is concerned

with this perceived problem of 'co-ordination and control' (Richards, 2001: 64) and as such looks to examine the implications of closer integration (joining-up) between criminal justice organisations at the local criminal justice area level. As the result of an ESRC collaborative studentship this thesis offers an examination of the first local criminal justice area to implement a joined-up criminal justice approach predicated upon both co-location and integration. This research did not begin with the assumption that joined-up justice was a goal that was either practically deliverable or theoretically desirable and argues that citizens have a stake in not only the efficiency and effectiveness of the criminal justice process but in its fairness and integrity (Garland, 2001: 50; Moore, 2001: 41; Raine, 2005: 291). This research focused upon the Warwickshire Justice Centre Programme and utilised a single case study research strategy, an interpretive methodology and qualitative research methods. A tailored conceptual framework was developed to look at the unique case of Warwickshire that built upon previous literature in the areas of innovation (and its links to improvement), integration and integrity (judicial independence). Data was collected over a 3 year period using a purposive sampling technique which aimed to include diversity in the sample whilst learning from key informants. Data collected included: 60 semi-structured interviews, 73 roving interviews, over 300 hours of observation, documentary analysis and short surveys completed by members of the public (n=75) and Warwickshire criminal justice staff (n=26). All interviews were recorded and transcribed, and data analysis took the form of an interpretive thematic coding approach which included elements of both content analysis and grounded theory. The evidence within this research arguably supports a continued separation between criminal justice organisations for both reasons of organisation (producing

benefits from task specialisation and collaboration) and of independence (maintaining due process protections). It is argued that the tensions in the criminal justice system are generative and act to preserve judicial independence. There was however evidence found that in practice the gap between collaboration and collusion ('stitched up justice') was big enough that potential improvements from joining-up for criminal justice organisations, tax payers and users (including offenders) was a real prospect that Warwickshire at the end of this research was starting to demonstrate. This research offers a contribution by examining the idea of integration within a context that requires the maintenance of integrity to meet its wider aims. By bringing together theory about management, organisation, criminal justice and public law as partial explanations of aspects of the joined-up criminal justice agenda this thesis aims to offer an account that explores the tensions between the pressures to integrate and the institutionalised value of separation within the context of contemporary criminal justice.

url: Não disponível

**11. Specialist foster care for traumatised young people with challenging behaviour:
appraising joined up service e provision**

Brady, L. (2005) *Specialist foster care for traumatised young people with challenging behaviour: appraising joined up service provision*. Tese de doutoramento. Brunel University School of Health Sciences and Social Care.

Resumo: It is recognised that looked after young people with a history of trauma, offending, emotional, behavioural and educational difficulties often face a high risk of social exclusion later in life. Against this background an innovative and intensive fostering service was developed by a large charitable organization. The intention was to provide community based foster care placements as an alternative to residential and secure accommodation and an external evaluation was commissioned. The thesis grew out of the main research evaluation. This small scale case study has the separate aim of exploring how far the provision of specialist foster care placements together with appropriate services can help young people to achieve stability. This question is considered through an analysis of the organisational relationships, the model for service delivery, the implementation of the key services and their impact on the service users. The methodology and research approach used questionnaires and in-depth recorded interviews. The study has been personalised by including the voices of the organisation's key stakeholders and service users. With the introduction of recent legislation that places an emphasis on inter-agency and multi-professional working, the thesis seeks to draw out lessons from the case study on the opportunities and constraints of joined-up service delivery. It also aims to inform current policy and practice which is now shifting towards the provision of specialist foster care, rather than residential care for difficult young people. The findings indicate that achieving integrated service delivery and multi-professional working is a complex task. The study has provided a broad understanding about all aspects of service delivery, together with the views of the service providers and the service users. Finally, the thesis makes recommendations for the improvement of inter-agency co-

operation and front line service delivery to ensure that young people and their families receive the services they need.

url: <http://bura.brunel.ac.uk/bitstream/2438/5477/1/FulltextThesis.pdf>

12. Multi-agency working with children and families : a focus on facilitators and using activity theory principles to explore this topic area

Gillen, A. (2011) *Multi-agency working with children and families: a focus on facilitators and using activity theory principles to explore this topic area*. Tese de doutoramento. Newcastle University.

Resumo: His systematic review of literature explores the factors that facilitate professionals in working together to support vulnerable children and their families. Consideration is also given to factors which pose a barrier to effective multi-agency working. The review focuses on bringing together qualitative and quantitative data from a range of studies exploring a variety of established multiagency teams and community-wide projects in the UK and USA; a total of eight studies were included for in-depth review. Studies included for review investigated issues relating to professional working practice, and measured outcomes for children and families and outcomes for professionals. Findings identified 12 themes considered to be facilitators to multi-agency working. The review concluded that the majority of research in this area focused on services delivered to very young children (below the age of three) and on good practice when establishing a multi-agency team; therefore,

it would be beneficial for future research to focus on other age groups and on established teams to determine effective ways of joined-up working.

url:

<https://theses.ncl.ac.uk/dspace/bitstream/10443/1271/1/Gillen%2c%20A%2011.pdf>

13. Negotiating regional futures : the successes and failures of the West Midlands

Regional Development Agency Network

Ayres, S. (2001) *Negotiating regional futures: the successes and failures of the West Midlands Regional Development Agency Network*. Tese de doutoramento. Aston University.

Resumo: The introduction of Regional Development Agencies (RDAs) in the English regions in 1999 presented a new set of collaborative challenges to existing local institutions. The key objectives of the new policy impetus emphasise increased joined-up thinking and holistic regional governance. Partners were enjoined to promote cross-sector collaboration and present a coherent regional voice. This study aims to evaluate the impact of an RDA on the partnership infrastructure of the West Midlands. The RDA network incorporates a wide spectrum of interest and organisations with diverse collaborative histories, competencies and capacities. The study has followed partners through the process over an eighteen-month period and has sought to explore the complexities and tensions of partnership working 'on the ground'. A strong qualitative methodology has been employed in generating 'thick

descriptions' of the policy domain. The research has proved beyond the 'rhetoric' of partnerships and explores the sensitivities of the collaboration process. A number of theoretical frameworks have been employed, including policy network theory; partnership and collaboration theory; organisational learning; and trust and social capital. The structural components of the West Midlands RDA network are explored, including the structural configuration of the network and stocks of human and social capital assets. These combine to form the asset base of the network. Three sets of network behaviours are then explored, namely, strategy, the management of perceptions, and learning. The thesis explores how the combination of assets and behaviours affect, and in turn are affected by, each other. The findings contribute to the growing body of knowledge and understanding surrounding policy networks and collaborative governance.

url: <http://eprints.aston.ac.uk/10756/>

14. Connected identities: professional identity in transition

Oliver, B. (2007) *Connected identities: professional identity in transition*. Other, University of the West of England.

Resumo: This thesis outlines the impact on professional identities of the shift towards 'joined-up working' and the blurring of role distinctions embodied in much current government policy. Set within a context of continuously developing policy concerning the delivery of services to children and young people, and in particular in

relation to workforce reform and 'modernisation', this thesis adopts an emergent or Grounded Theory approach to uncovering the experiences of a sample of Connexions Personal Advisers (PA) as they adapted to the change in and challenge to their professional identities. The introduction of the Connexions Personal Adviser was one of the first attempts to create a new 'modern, flexible, holistic' role, but as is explained in this thesis, it is unlikely to be the last. The experience of these PAs, therefore, represents an important contribution to our understanding of how professional identity can be understood during times of change. Grounded Theory is an inductive approach within which theories are 'grounded' and built up systematically from emergent data. This thesis offers an analysis of the experience of a sample of Connexions PAs gathered through a questionnaire and semi-structured interviews. An emergent theme has been the significance of inclusive and adaptive practitioner networks within which to explore the challenges to professional values brought about by the introduction of new roles. In this analysis 'identity' is not seen as a fixed construct needing to be 'changed', but as one that is continuously moulded and shaped as discourses about practice develop. The thesis presents a dynamic and iterative conceptualisation of the 'Connected Identity' - conceived as an ongoing dialogue that, if managed and supported appropriately, can lead to the development of an invigorated and transformative practice that leaves the practitioners involved feeling energised and enthusiastic for their work.

url: http://eprints.uwe.ac.uk/11258/1/Thesis_on_EtHos.pdf

15. Evidence based strategies to enable health promoting housing and communities in the private sector

Stewart, J. L. (2006) *Evidence based strategies to enable health promoting housing and communities in the private sector*. Tese de doutoramento. University of Greenwich.

Resumo: This work contains 18 publications exploring evidence based strategies to enable health promoting housing and communities in the private sector. It examines housing's contribution to health in the public health agenda; policy priorities and arrangements to deliver healthier housing; partnership working and health outcomes in housing; and measuring evidence of health gain in housing from practitioner interventions and has required a multi-method research programme of theory and practice including case studies, focus groups, comparative studies, telephone and face-to-face interviews/semi-structured discussion in a variety of settings. The work consolidates housing and public health policies, exploring their wider ideological shaping. It particularly focuses on New Labour policies since the launch of the current public health agenda in delivering new evidence-based interventions. These rely on a new relationship between government (as governance) and communities to deliver health improvement and to address health inequalities through partnership working, although barriers remain. Simultaneously, policy developments in private sector housing renewal have emphasised personal responsibility in the sector, and focus more closely on meeting individual and community need. The current situation can present something of a dilemma between seeing housing as a health determinant or as a commercial asset for both owner-occupiers and private sector landlords. The

work brings together different sets of literature and fields of research which link housing and health in the private sector, and also different elements of policy as part of the government's emphasis on joined up government, finding that although the strategic public health frameworks are in place, there remains pressure for organisations to revert to core activities.

url: http://gala.gre.ac.uk/6310/1/Jill_Louise_Stewart_2006.pdf

16. Joining up' : a study of partnership in post-16 learning

Dhillon, J. K. (2004) *'Joining up' : a study of partnership in post-16 learning*. Tese de doutoramento. University of Warwick.

Resumo: This thesis examines the concept and practice of partnership in the context of post-16 learning. The study explores the process of partnership working through a qualitative case study of a sub-regional partnership that aims to widen participation in post-16 learning through its collaborative activities. The investigation seeks to learn about the basis of partnership and to identify characteristics that contribute to continued and effective partnership working. Drawing on understandings of partnership in policy, theory and in practice, I develop a more detailed conceptualisation of partnership than is currently available in the field of post-16 learning. The history, development and work of the case study partnership were investigated through a combination of methods including observations of partnership meetings, documentary evidence of partnership working and semi-structured

interviews with participants in the case study. The interviews with senior managers of institutions and organisations that provide education, training and guidance for post-16 learners in the Black Country, a sub-region of the Midlands in England, focused on the reasons for participation in a partnership and the aspects of partnership working that contribute to sustainability in partnerships. The findings give a rich insight into the practicalities of working in partnership with individuals and organisations and provide a basis for theorising partnership as a heterogeneous concept and practice rather than a homogenous entity. The case study reveals both the potential of partnership and the challenges to partnership working, such as resource and power differentials. It also shows how social capital can provide the basis for sustained partnership and function as a resource that can be used in similar ways to other forms of capital. This insight is used together with characteristics drawn from the partnership literature to theorise partnership as a continuum of weak to strong forms of partnership, which function on the basis of different types and levels of trust, the operation of formal and informal networks and shared norms and values amongst actors.

url: <http://wrap.warwick.ac.uk/4451/>

17. The role of teachers in Sure Start local programmes

Hastings, S. E. (2008) *The role of teachers in Sure Start local programmes*. Tese de doutoramento. University of Leicester.

Resumo: Sure Start, the national initiative created in 1998 and implemented through local programmes, sought to improve the life chances of children living in areas of deprivation. Children's services were to be 'joined up' to deliver new and different ways of working. The inclusion of teachers was integral to some programmes, although little research was available to document this. This study sets out to examine how teachers responded to the challenge of promoting babies', toddlers' and young children's learning within a multiagency and community context. It investigates how teachers' roles were constructed; the nature of their everyday activities, how they responded to multi-agency work; how innovative work arose and what triggered change. Qualitative and ethnographic in nature, the study incorporates empirical evidence from six Sure Start Local Programmes (SSLPs). Research methods were designed to access teachers' thinking within a situated perspective. In addition to work shadowing and scrutiny of documents, data was gathered from 25 semi-structured interviews with team members, managers and teachers. Three complementary theories of social learning; Activity Theory, Communities of Practice and Professional Craft Knowledge, were brought together to interpret findings. Teachers demonstrated varying levels of participation within SSLPs. Those moving towards full participation had undergone identity transformation, and contributed to the construction of a new practitioner: The Sure Start Teacher. Through engagement in front-line joint work with practitioners from other agencies, expansive learning has occurred and this in turn has stimulated innovative practice. The role of teachers in SSLPs can be described as: exchanging knowledge and skills within a multi-agency team; facilitating intergenerational learning in the locality and providing a

pedagogic lead within a framework of joint work with members of the Sure Start community.

url: <http://21stcenturypublicservant.wordpress.com/2014/03/03/a-relational-state-needs-a-politics-of-recognition/>

18. The training of physical education teachers for the inclusion of children with special educational needs

Vickerman, P. B. (2004). *The training of physical education teachers for the inclusion of children with special educational needs*. Tese de doutoramento. University of Leeds.

Resumo: The study examined the process of training physical education (PE) teachers for the inclusion of children with special educational needs (SEN). This involved a five-stage research process examining the views and opinions of government, statutory, and professional PE associations (the official line); PE Initial Teacher Training (ITT) providers (professional opinion and practice) and trainee and recently qualified PE teachers (the consumers). The inclusion of children with SEN in PE has risen up both the political and statutory agenda to such an extent that there is widespread evidence of policies being embedded across diverse sectors of society. Consequently, the study set out to examine how the current training of PE teachers for inclusive settings is implemented. As part of this examination it was expected to find evidence of an increased emphasis on the inclusion of children with SEN in PE

across official line, professional opinion & practice, and consumer levels. The study found that whilst the inclusion of children with SEN in PE had increased in prominence (through official line policy), there was no systematic approach to implementing this policy (via professional opinion and practice and consumers) in practice. The study concludes by identifying key themes, and issues related to ensuring inclusive PE for children with SEN operates, within a coherent, systematic and joined up framework that ensures inclusive policies impact in practice.

url: http://etheses.whiterose.ac.uk/389/1/uk_bl_ethos_403039.pdf

19. A systemic approach to collaborative implementation network structures: implementation of cultural tourism products in an English seaside context.

Watts, M. (2009). *A systemic approach to collaborative implementation network structures: implementation of cultural tourism products in an English seaside context*. Tese de doutoramento. University of Hull.

Resumo: There seems to be a recognition within the domains of strategic policy processes that joint-working and joined-up thinking is desirable, useful and necessary to enable successful policy implementation. Despite this it appears that there are problems and issues in the operationalisation of these intentions, or even a lack of knowledge and guidance on how to bring them about. It was the aim of this research to explore the possible structural issues that could be impacting upon this problem, and to further the understanding of policy implementation with regard to structure,

fragmentation, collaboration, control and communication. To further this aim, objectives were set to develop a methodological framework, to explore the application of a Complex Systems approach to policy implementation and the complementary use of the VSM and Social Network Analysis, plus to gain further insights into the processes of cultural tourism implementation. A methodological framework was successfully developed using a Complex Systems approach and in particular the complementary use of the VSM and Social Network Analysis that did allow for a deeper understanding of policy implementation in terms of the dynamic links and power structures between the actors, system identity and communication and control mechanisms. Insights into the processes of cultural tourism implementation were also gained particularly with regard to organisational and network identity and purpose. Original contributions to the body of knowledge were also made concerning the literature on policy implementation and collaborative governance, including the application of a Complex Systems approach, the complementary use of the VSM and Social Network Analysis, plus insights into cultural tourism implementation processes.

url: <https://hydra.hull.ac.uk/assets/hull:2579a/content>

**20. Joined-up working?: professionals' perceptions of interagency/
interprofessional working and support for children**

Scott, D. S. (2004). *Joined-up working?: professionals' perceptions of interagency/interprofessional working and support for children*. Tese de doutoramento. University of East London.

Resumo: The focus of this thesis is professionals' understanding of the roles, priorities and competencies of other professional groups. A questionnaire survey was carried out with 104 Respondents. The results of this were graphically represented, and were subject to Participant Analysis by seventeen participants. All 104 participants were from one of seven education or social services professions working within 'Borsetshire', an English Shire County. The initial survey consisted of a series of Likert-like scales which participants rated. In the first part of the survey these scales related to priorities for three groups of children: Children in Public Care, Children with a Statement of Special Educational Needs and Children on the Child Protection Register. Participants were asked to rate the essential/ key role of given education and social services professions when working with these three groups of children; and also the frequency of support activities carried out by their own professions. Additionally they were asked to rate the frequency of activities carried out by Social Workers and Educational Psychologists in this regard. All professions were asked to rate their professional level of skills in given areas and also those of Educational Psychologists. Questionnaire results revealed much consensus between professions over roles and priorities but there were some discrepant ratings. There was a low prioritisation of the educational attainment of children in Public Care, particularly by Social Workers. There was a marked discrepancy between Educational Psychologists and others in rating Educational Psychologists'

interpersonal skills. Residential Social Workers rated their own profession as having a low level of competence with regard to a range of skills. These results were subjected to Participant Analysis which offered added insight and broadened ownership of the research process. The results are analysed in terms of a resource/dependency model. Development Actions for 'Borsetshire' and suggestions for further research are given.

url: <http://ethos.bl.uk/OrderDetails.do?did=25&uin=uk.bl.ethos.532559>

21. Looking on the SUNEE side : an analysis of student volunteering on a university sports-based outreach project

Hayton, J. W. (2013). *Looking on the SUNEE side: an analysis of student volunteering on a university sports-based outreach project*. Tese de doutoramento. University of Durham.

Resumo: This thesis provides an in-depth study into the development of student volunteers' motivation during their participation in a sports-based outreach project and how their experiences during the programme serve to influence their commitment and retention to it. The Sport Universities North East England (SUNEE) project represents an alliance between the region's five universities to tackle social exclusion, and promote and nurture social capital and civil responsibility through the vehicle of sport. This joined-up approach to sports development provides the region's student volunteers with vast opportunities to gain both experience and qualifications

as sports coaches, mentors and leaders by working with a range of ‘hard to reach’ groups. This qualitative investigation utilises data generated from semi-structured interviews (n=40) and describes a sequence of social and psychological transitions undertaken by student volunteers over the course of their involvement in the project. This interdisciplinary investigation unravels the socio-cognitive processes underlying volunteer persistence and satisfaction, or conversely, those which serve to forestall motivation and potentially lead to participant drop out. The research makes a contribution to the established body of knowledge by using the example of the SUNEE project to demonstrate how motivations to volunteer change from ‘extrinsic’ (for example, instrumental reasons such as being perceived by students to enhance their employability profile) to ‘intrinsic’ (such as ‘enjoying the experience’) regulators of behaviour, the longer the person has taken part in the project. This contribution is new because it takes the theories of Deci and Ryan and uses them to understand issues of student volunteering in sports-based outreach projects, providing a novel application of their work. Thus, this research provides a framework that can be utilised to identify, interpret and facilitate students’ motivation to volunteer.

url: <http://etheses.dur.ac.uk/7726/2/PhD.pdf?DDD34+>

22. The Prolific and other Priority Offender programme : in search of collaborative public management

Geddes, L. (2010) *The Prolific and other Priority Offender programme: in search of collaborative public management*. Tese de doutoramento. Nottingham Trent University.

Resumo: The purpose of the research was to assess the implementation and management of the Prolific and Priority Offender (PPO) programme, examining the barriers to and enabling factors for managing in partnership, whilst evaluating the settlement between three management models. The research provides evidence for a newer model of management, better suited to deliver on the shared outcomes government requires from its public programmes. Research has shown that although crime is multi-causal, a range of agencies separately intervene into service users' lives. Collaborative Public Management joins up these interventions to improve crime reduction. The research was theory driven; it proposed that partnerships would require a particular model of management. The research then went looking for Collaborative Public Management (CPM) in mandated crime partnerships with the aim to ascertain the settlement with two other management models: New Public Management (NPM) and Public Administration (PA). Three cases studies have ensued, involving interviews with eighteen managers from a range of partnership agencies, observation of ten partnership management meetings and an analysis of documentary data. The search for CPM was successful, but there has not been a simple linear shift from one model to the next, features of PA and NPM remain but in weaker forms, revealing shifting tensions, and the overlaying of management

forms resulting in the old and new interacting, creating an institutional fusion. Managers were key to successful policy implementation with a focus on performance, building capacity through resource acquisition and networking and realizing structures and knowledge processes. But competent practitioners, a low crime rate, adequate resourcing and a history of partnership were other principal variables. The result is an original piece of research, where the methodology and findings add conceptually and empirically to the current body of knowledge on public policy implementation and which advances theorizing on CPM, whilst also offering an enhanced understanding to improve management practices under partnership conditions.

url: http://irep.ntu.ac.uk/R/?func=dbin-jump-full&object_id=214873

23. Integrating health and social care provision via systems thinking: a case study analysis

Sardiwal, S. (2011) *Integrating health and social care provision via systems thinking: a case study analysis*. Tese de doutoramento. London South Bank University

Resumo: The integration between health and social care organisations is an acknowledged public policy problem. Issues such as delayed discharge, also known as ‘bed blocking’ have become matters of public debate. Despite government efforts at implementing ‘joined up thinking’, government have found this area frustratingly ‘policy resistant’. Government proposals on fining local authorities over ‘bed

blocking' had to be withdrawn when a systems thinking based report showed their deficiencies. The thesis considers the effectiveness of information systems and the utility of systems thinking approaches in assessing the likelihood of a successful information system led intervention in this area. It relates specifically to social care provision for the elderly, since elderly people are the most significant proportion of patients that experience delayed discharge. A case study approach has been applied looking at the health and social care team responsible only for elderly patients. This concerns the elderly care wards from hospitals at two NHS trusts and a social services department. System dynamics and the use of a rich picture from the Soft Systems Methodology are used. The rich picture has captured the problem situation and informed the building of the system dynamics model, such as of the delays and patient process that exists. The system dynamics model has allowed rigorous testing of the effects of information system policies. These methodologies are used to test the proposition that information systems can achieve a significant improvement in reducing delayed discharges. The focus of this thesis is to look at the effect that integrated health and social care information systems can have on delayed discharging of elderly patients in the UK National Health Service (NHS) and Social Services. Integrating Health and Social Care Provision S. Sardiwal 2011 4 This thesis asserts that there has been a need for better information systems not just within separate health and social care industries, but a need for better information systems that span both sectors. Social care and health sectors have both shown a poor history of implementing information systems. There has been a lack of understanding shown of the impacts of information systems using systems thinking approaches, largely by those who use the information systems. This thesis makes the assertion that although

information systems will not eradicate all health and social care organisational problems, information systems will make a significant beneficial difference to the way in which organisations operate. Integrated information systems have shown to be useful in informing the capacity changes that are needed throughout the health and social care system. This informs management action to change capacities based on backlogs of patients waiting for services. This led to reduce delayed discharging, as numbers of patients experienced delayed discharges dramatically fall. System dynamics has shown to be useful in allowing the complex behaviour of delayed discharges over time to be understood, by making use of feedback loops and time delays. A rich picture has been useful in capturing stakeholders' views and the problem situation of delayed discharging. The rich picture has been used as a communication tool to aid stakeholders understanding the problem situation. The conclusions are that these methodologies provide a sound test bed for the proposition that integrated information systems can be useful. However, this is only if they stimulate action across the health and social care sectors, when capacity is limited. Integrated information systems should be used by managers to inform them of the capacity changes that need to be made throughout the patient process, helping to ensure there is a greater response and action to reduce delayed discharges.

url: <http://ethos.bl.uk/OrderDetails.do?uin=uk.bl.ethos.635912>

24. Cops, councils and crime and disorder : a critical review of three community safety partnerships

Skinns, L. (2005). *Cops, councils and crime and disorder: a critical review of three community safety partnerships*. Tese de doutoramento. University of Cambridge.

Resumo: This dissertation critically reviews three community safety partnerships. It contributes to learning by using new data to examine some of the enduring challenges faced by the partnerships as they respond to the changing socio-political context. These multi-agency bodies primarily involve the police and local authority, along with the fire service, and primary care trust as statutory partners, and other criminal justice agencies. Although multi-agency work has a long history, Community Safety Partnerships originated most notably within the Morgan Report published in 1991. The principles outlined within the Morgan Report were subsequently embodied in the Crime and Disorder Act 1998 which itself attempted to formalise and standardise community safety structures and practice. The research has involved fifty-eight in-depth interviews with key stakeholders, and observation of twenty-nine meetings held in Birmingham, Cambridge and Lincoln. These three areas were chosen to facilitate comparison in terms of the size of the city, local authority structure, level of urbanisation and concomitant social deprivation, and levels of crime. My research suggests four key challenges. The first of these concerns the development of structures within the post Crime and Disorder Act 1998 period. The purpose, structure and processes varied between areas. Birmingham, for example, struggled to develop an appropriate structure because of its size and the devolution of local authority services. In all three areas, however, those interviewed noted a lack of

decision-making and implementation which raised questions about the purpose of the partnerships beyond being 'talking shops'. The second challenge concerns the changing social context for new partnership developments. For example, the two-tier local authority structure in Cambridge and Lincoln posed particular problems. Moreover, in all three areas community involvement appeared to be symbolic rather than 'real'; this inhibited developments and emphasised some of the difficulties inherent in communitarianism. The third challenge relates to funding and performance monitoring arrangements. Here, practitioners noted the influence of bureaucracy and 'short-termism'. The early 'honeymoon period' where there was relatively little government interference (Phillips et al., 2002) had ended and the partnerships had clearly experienced increasing managerialism pressure, but in spite of this pressure, evidence of longer-term success remained scarce. As outlined in the Audit Commission (2002), practitioners in the three partnerships acknowledged that with the exception of specific initiatives, the post 1998 developments had yet to make a significant impact on crime and disorder or that at best, they remained unclear about the impact. Such uncertainty about impact could be a consequence of the difficulties of measuring performance, of course, due to difficulties in accessing relevant data and information about community safety initiatives. Fourth, there appear to be inherent difficulties in assuming that 'many agencies are better than one' in addressing community safety (Liddle, 2001). An 'ideology of unity' (Crawford and Jones, 1995), however, may mask underlying tensions. My research revealed tensions at different levels, including tensions between the local partnerships and national government. This is not to say that local practitioners lacked autonomy, however, as they were able to resist some of the governmental constraints. But interagency relationships

appeared to be underpinned by power struggles which served to undermine joined-up community safety practice; in particular, the struggles raised questions about who was responsible for community safety in each area. The challenges for the partnerships, as revealed in this dissertation, suggest that the recommendations within the Morgan Report of 1991 have not been addressed nor has the Crime and Disorder Act 1998 standardised community safety structures and practice. The notion of 'responsabilisation' (Garland, 2001) through decentralised governance is clearly a complex issue; the Government appears to wish to both 'steer' and 'row' each of the partnerships and this leaves practitioners uncertain of their own role. This is one example of the contradiction between the 'reality' and symbolism of community safety practice which seems to underpin the partnerships.

url: <https://www.repository.cam.ac.uk/handle/1810/226720>

25. Reducing risk and promoting resilience : applying Educational Psychology practice within a multi-agency preventive model

Davis, B. (2011). *Reducing risk and promoting resilience: applying Educational Psychology practice within a multi-agency preventive model.*

Resumo: This study is in part a response to the introduction of Every Child Matters, the incorporated Common Assessment Framework (CAP) and other initiatives impacting on developing multi-agency Educational Psychology practice alongside working with parents. The study also reflects an inquiry into the appropriate

progression of Educational Psychology practice. It is based in an appreciation of the theoretical perspective of a positively applied Educational Psychology incorporating theories about and knowledge of childhood risk and resilience and associated risk and resilience or protective factors and how this may impact on Educational Psychology practice to help secure positive outcomes for children. The study seeks to investigate the perceived value and impact of the process of introducing both the concept of childhood risk and resilience and a framework of identified risk and resilience factors (on which the CAP is based) to Educational Psychologists (EPs), other professionals and parents working together to support children. What implications deriving from the process would there be for future Educational Psychology practice? The study operates within the domain and traditions of research into childhood risk and resilience factors established by previous researchers. Educational Psychologists already working with a consultation model for service delivery (a model which promotes joint problem solving with the psychologist from the onset of involvement) introduced the concept (following their own briefing on the topic) that childhood risk or resilience factors can impact on life outcomes to parents of primary aged children they were working with and other professionals who were involved. They were also equipped with a framework of identified risk and resilience factors, compiled from a literature review and analysis using coding and thematic analysis principles, applied to selected other studies, reports and projects in this area, which they could apply in any way they wished to underpin their work. An evaluation framework was established and evidence relating to key research questions was gathered through literature review, consultation, interview, questionnaire and focus groups. Information about the process applied, perceptions

about the value and the impact of the process, changes in those perceptions and other outcomes such as reading attainment, attendance levels, exclusion levels and perceived changes in risk and resilience factors for the child participants were also measured. In association with a flexible sequential research design and a staged approach to the study, both qualitative and quantitative data relating to process, perceptions and outcomes were analysed from each stage to inform the subsequent stage of enquiry, to ensure informed participation and investigation of the level of agreement with the hypothesis being explored, i.e. that working with the concept of childhood risk and resilience and an associated framework would be helpful to educational psychologists in their work. Central to this process was the identification of emerging themes and principles through thematic analysis (Braun & Clarke, 2006), but also opportunities for participants to consider their perspectives in the light of emerging evidence. Based on this data collection and analysis, an underpinning hypothesis that working with the concept of childhood risk and resilience and a framework of childhood risk and resilience factors would be positively received appears to be largely supported by the evidence obtained and further development of Educational Psychology practice along these lines is implied. In this regard, however, a number of factors and considerations are identified, which would make this process more acceptable and productive. These include: careful consideration of the associated language; and the identification of risk to parents. Also included is a consideration of how the process can be identified to sit with the Common Assessment Framework and desirable developing multi-agency preventive practice models. Innovations in training for Educational Psychologists and developments in preventive practice based in Positive Psychology are considered as an opportunity

for Educational Psychologists to develop joined up preventive work with other agencies that sits well with the developing Common Assessment Framework and initiatives to foster emotional wellbeing in children.

url: Não disponível

26. Public service integration in Kazakhstan: the case of one stop

Janenova, S. (2010) *Public service integration in Kazakhstan: the case of one stop shop*. Tese de doutoramento. University of Edinburgh.

Resumo: This thesis is an analysis of the public service integration, a New Public Management initiative, in a transitional context such as Kazakhstan. This thesis focuses on three main perspectives – the impact of the service integration policy on those who was involved in the implementation process; the problematic aspects of service integration in a transitional context; and the use of “organisational learning” and “communities of practice” in analysing service integration. By combining New Public Management theory (in particular, the ideas on decentralising management and customer-orientation), service integration theory and organisational learning theories, and rich empirical data, this thesis found that public service integration was implemented in the Kazakhstani context to a limited extent. Through the use of triangulation of methods which incorporated case study, interviews, participant observation, virtual ethnography and documentary analysis, this thesis captured complex, non-linear and diverse power dimensions and relationships between the

new single-window centres, traditional service providers and customers. The development of the “communities of practice” among the front-line personnel was analysed within service integration policy context. Promoting service integration is seen as beneficial for both service providers and customers in Kazakhstan, but there are both conceptual and practical challenges. Although significant progress in public service improvement was achieved and noted in the research, this thesis found that the One Stop Shops inherited relations-based, patronage system and corruption from the traditional bureaucracy. It found that the new technologies, while improving access to the public services, were used to extend centralised control across the regions. This thesis also found that organisational learning did take place, however, in the underdeveloped form of adaptive learning, with the lack of critical reflection on the existing ways of working. This thesis concluded that the institutional framework and culture prevailing in the Kazakhstani traditional bureaucracy constrained implementation of the service integration policy to a full extent.

url: <https://www.era.lib.ed.ac.uk/handle/1842/4450>

27. Strategic capacity in post devolution government in the UK: A comparative analysis of the lifecycle of central strategy units

Audrey M. (2006) *Strategic capacity in post devolution government in the UK: A comparative analysis of the lifecycle of central strategy units*. Tese de doutoramento. The University of Edinburgh

Resumo: This thesis analyses the changing role of central government strategy units in the devolved UK polity using a lifecycle model. At each stage of the lifecycle the units develop a different aim, undertake different tasks and follow different working approaches. At different stages agency, in the person of the Prime/First Minister, existing structures, or culture and attitudes, particularly around the concept of a corporate centre, form the main influence on change. Following through the lifecycle, it becomes apparent that such central strategic units have a defined life trajectory tending towards their demise through bureaucratic capture or ideological marginalisation. Divergence or convergence between the units is primarily based on leadership style rather than pre-existing structures or constitutional arrangements. Adopting a lifecycle approach, more commonly associated with the business world, provides an alternative conceptual approach to examining the maintenance of governmental organisations. It is a logical progression from the borrowing of business ideas on management and organisation generally categorised as New Public Management. It provides a more appropriate framework of analysis in a situation whereby government is less dependent on traditional polarised ideological positions and instead adopts a strategic, managerial approach to government. As governmental organisations copy the modes of operation of large corporations, the tools of the business world add additional insights into formation, development, change and decline in such organisations not clearly revealed by more commonly adopted political science models.

url: <https://www.era.lib.ed.ac.uk/handle/1842/4450>

28. Strategic capacity in post devolution government in the UK: A comparative analysis of the lifecycle of central strategy units

Audrey M. (2006) *Strategic capacity in post devolution government in the UK: A comparative analysis of the lifecycle of central strategy units*. Tese de doutoramento. The University of Edinburgh.

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url: <https://www.era.lib.ed.ac.uk/handle/1842/4450>

29. Strategic capacity in post devolution government in the UK: A comparative analysis of the lifecycle of central strategy units

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url: Não disponível

30. Delivering effective public services: the case of Local Area Agreements.

Nurse, A. (2012) *Delivering effective public services: the case of Local Area Agreements*. (2012). Tese de doutoramento. University of Liverpool.

Resumo: This thesis investigates Local Area Agreements as a tool for the effective delivery of local public services focusing on three main areas: - Centre-Local Relations and the Vertical Governance of LAAs - Intra Local Relations and the Horizontal Governance of LAAs - Learning from LAAs to improve the future practice of local public service delivery. In exploring these areas, the thesis draws upon several academic theories; principally the Strategic Relational Approach and New Institutionalism. These themes are explored in a two-tiered methodology. The first is a national overview survey of LAA practitioners which then informed the

second stage; detailed interviews across two case study areas (Liverpool and St Helens) as well as with civil servants and elected politicians from national government. In relation to vertical-governance, the thesis discusses the national indicator dataset and the ability for areas to adequately focus on local policy priorities, the top-down governance of LAAs and a discussion about the role of Government Office for the regions in negotiating and delivering LAAs. In relation to horizontal governance, the research identifies both stronger and weaker actors within the local governance process, discusses the value of differing actor approaches, investigates how internal accountability affects the relationship with a wider partnership and discusses the role of elected members. The final section discusses how practitioners feel that LAAs could be improved, before discussing how current Coalition policy addresses these concerns, before drawing some final conclusions about the relative success of the LAA project. The findings show that despite initial overtures of greater local discretion over setting priorities, strong central control remained. In particular, this was seen through the indicator selection process, with areas adopting indicators that were not seen as local priorities. At the local level it is shown that a long or short term operating horizon affected how actors worked with the LAA and that those actors that traditionally operated on shorter time scales (i.e. police, fire and rescue service) were more likely to register frustration with longer term bureaucratic processes. It was also found that those actors that viewed partnership working on LAA targets as an investment for long term results were viewed as being more effective than those which simply saw it as a cost. In terms of Coalition policy in the post LAA period, it appears that many lessons have gone unheeded, particularly around the components of effective partnership working.

However, the new City Deal programme presents a renewed sense of optimism for effective (and locally responsive) local public service delivery.

url: <http://repository.liv.ac.uk/7913/>

31. Leadership in extended schools: working in an inter-agency collaborative context

Yakavets, N. (2011) *Leadership in extended schools: working in an inter-agency collaborative context*. Tese de doutoramento. Open University.

Resumo: This study examines the leadership practices of practitioners involved in implementing the UK Government's extended schools programme. It specifically explores how leaders deal with a variety of situations and tasks while working within an inter-organizational collaborative context involving schools, community and partner organizations. The study's conceptual framework is based on theories about social capital (Coleman, 1988; Putnam, 2000) and on the theory of collaborative advantage (Huxham & Vangen, 2005). A multiperspective qualitative case study design was adopted, utilising semi-structured interviews, documentary analysis, and observation to collect data during a ten-month period in one local authority in a city in England. The interview data were collected from 20 participants from schools, the local authority, and different partner organizations working with selected schools. These data were cross-referenced with observations of leadership practice and a range of available documentation. This study highlights the challenging task for

practitioners of synthesising multiple government initiatives into a coherent strategy of partnership working. Findings indicate the value of the extended schooling programme as an opportunity for improving the life chances of children and their families, and illuminate the functioning of schools as 'appropriable social organizations' (Coleman, 1990) which can not only assist educational purposes but build social capital more generally. This study shows that building and using aspects of social capital - such as networks, trust, shared values and norms - is essential if leadership practice is to promote effective inter-agency collaboration. However, the study argues that there is a danger of exaggerating the capacity of collaborative leadership, since the problems faced by people in deprived communities are not easily resolved by short-term inter-agency partnership working. Nevertheless, its potential contribution should not be underestimated, and this thesis provides a framework for understanding and promoting collaborative leadership in inter-organizational contexts.

url: <http://ethos.bl.uk/OrderDetails.do?did=7&uin=uk.bl.ethos.542447>

32. In search of collaborative advantage: the role of city governance in twinning regeneration and reconciliation

McNeill, L. (2008) *In search of collaborative advantage: the role of city governance in twinning regeneration and reconciliation*. Tese de doutoramento. Queen's University Belfast.

Resumo: The research explores the capacity of contested cities to respond to the complex problems presented by contemporary society. It investigates the role of city governance, in particular the meso tier, in twinning the processes of regeneration and reconciliation and creating collaborative advantage. A programme of action is advanced to aid the development of a strategic focus for contested cities. To enable an immersion in the three central areas under study: regeneration, contested space and urban governance, a participatory action research approach, which utilises a triangulated methodology, is adopted. The research reveals that to fully address the complexities of planning in contested space, urban managers must adopt a multi-faceted approach, which explores the root causes of the contest through reflective debate. The research finds that new forms of governing and collaborative and consensus building practices are increasingly essential to keep a pace with and deal effectively with the complexity and rapid transformations taking place in society; the growing diversity of values among individuals and communities; and the fragmentation of power and leadership.

url: <http://ethos.bl.uk/OrderDetails.do?did=7&uin=uk.bl.ethos.542447>

33. The nature of influence exercised by participants in inter-organisational collaborations : a four dimensional framework

Grant, V. (2008) *The nature of influence exercised by participants in inter-organisational collaborations: a four dimensional framework.*

Resumo: This thesis documents an investigation into the nature of the influence exercised by participants in inter-organisational collaboration. The outcome of the research is a four dimensional framework which is intended as a conceptual device to aid practitioners in developing their understanding of this focal phenomenon. The framework identifies four important dimensions of influence: Influence Processes that Build Credibility, Relationships and Reciprocity in Collaborations; Resources for Building Influence in Collaborations; Bases of Influence - a tension appears to exist between influence attempts that are either characterised by rational behaviour or by emotive behaviour; Contextual Features of Collaboration - characteristics such as interdependence and asymmetrical relationships and perceptions of power that typically act as drivers that give rise to influencing behaviours among participants. The framework is distinctive in nature because of its potential to aid practitioners in a practical way to explore the nature of influence enacted by participants specifically within a collaborative context. It is also intended to provide a structured approach to navigating the complex field of relevant extant literature. The main dimensions of the framework could be presented as handles for reflective practice (Huxham and Vangen, 2005) and used to stimulate dialogue as to: how influence processes could be enacted; the types of resources that may enable the enactment of influence; the underlying tension between rational and emotive behaviour and the contextual features that may stimulate influencing behaviour. In this sense the framework could be used both as a diagnostic tool and a developmental tool. In this context the theoretical insights offered in the form of the conceptual framework central to this research may be considered as an extension of the theory of collaborative advantage (Huxham and Vangen, 2005).

url: Não disponível

34. In search of collaborative advantage: the role of city governance in twinning regeneration and reconciliation

McNeill, L. (2008) *In search of collaborative advantage: the role of city governance in twinning regeneration and reconciliation*. Tese de doutoramento. Queen's University Belfast.

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url: Não disponível

35. Governance, partnerships, and the mainstreaming of community safety

Lever, J. (2008) *Governance, partnerships, and the mainstreaming of community safety*. Tese de doutoramento. University of the West of England, Bristol.

Resumo: This thesis examines the emergence, use and future potential of community based partnership working in the field of community safety. Based on a case study of partnership working in Bristol in South West England, it examines the ongoing process of institutional change through which partnership working and community safety have become central features of UK public policy. Drawing attention to the ways in which community groups and organization are being drawn into the policy-making process in order to find solutions to the problems excluded communities face, it argues that community safety has become a central feature of New Labour's wider attempt to reconfigure the state apparatus in its own terms. Highlighting the ways in which managerial pressures emerging from the Government's wider governance agenda compel mainstream agencies to change the ways they operate in order to improve the provision of public services, the thesis highlights the emergence of an approach to community safety that prioritizes short-term reductions in crime and disorder over and above long-term community concerns. This approach is seen to be problematical for a number of reasons and it is argued that partnerships 'will only be successful in the long-term if they direct resources towards initiatives that allow mainstream agencies and community groups to articulate their experiences and expectations of each other in an open and inclusive way. Building on the

governmentality account of developments in governance it makes use of insights from the work of Norbert Elias and argues that figurational sociology provides compelling insights into the nature of contemporary change processes. The thesis leans strongly towards theory and places partnership working in a long term socio-historical perspective that illustrates the extent to which, how, and why mainstream resources are being realigned through partnership working. Although it draws attention to the current limitations of community based partnership working under New Labour, the thesis concludes that the community governance model is laying the institutional foundations on which a more civilized approach to community safety may one day stand.

url: <http://ethos.bl.uk/OrderDetails.do?did=7&uin=uk.bl.ethos.486377>

36. Comparing area based and thematic social inclusion partnerships : a focus on young people

Macpherson, S. (2003) *Comparing area based and thematic social inclusion partnerships: a focus on young people*. Tese de doutoramento. University of Glasgow

Resumo: The introduction of the Social Inclusion Partnership (SIP) programme in Scotland in 1999 emerged as part of policy commitment to achieving social inclusion. The significance of this policy context to the SIP programming came through the move within urban policy programmes from focusing solely on tackling

urban deprivation to also target resources towards rural and coalfield areas and socially excluded groups. With this change in approach came an explicit commitment to tackling the social exclusion experienced by young people at both the neighbourhood and local authority levels. Within this policy context, this study set out to compare the approach adopted by one thematic SIP (the Big Step) and one area-based SIP (Drumchapel SIP) to promoting social inclusion for young people. Using a case study methodology, data was collected using a combination of interviews with SIP stakeholders, young people and a range of external ‘experts’, supported by analysis of SIP documents and observation of SIP meetings and other formal events. Three key themes frame the focus of this study. First, an investigation of the theoretical and policy influences steering the approach taken within the case study SIPs to achieve social inclusion for young people illustrates a clear theoretical and policy framework driving the work of the SIPs influenced by concerns to achieve social inclusion by promoting a mixture of rights and responsibilities for excluded groups. The result is an explicit programme of work to promote social integration through active participation in society and the economy. Alongside this, however, emerges an implicit concern with managing the individual and social costs of young people’s exclusion from labour market and other socially acceptable activities in order to reduce the problems associated with young people. Second, the practice of the case study SIPs was compared across three key areas: the working practices of the SIPs in responding to the agenda on ‘strategic working’; the views of respondents on the relative value of working in partnership; and the involvement of young people within the decision-making structures of the SIPs. Clear distinctions in the practices of the case study SIPs were identified. This provided an opportunity to reflect on the

relative contribution made by area-based and thematic SIPs to the promotion of social inclusion for young people, and from this to review the wider applicability of the findings from the case study SIPs as the third theme of the study. Extrapolating trends emerging from the case study SIPs, the study concludes that both types of SIP contribute towards promoting the social inclusion of young people, with area-based SIPs addressing the social exclusion of young people within the wider community context and thematic SIPs foregrounding the interests of young people.

url: Não disponível

37. Regional whole-of-government in Central Queensland: a sociocultural interpretation

Barton L. (2010) *Regional whole-of-government in Central Queensland: a sociocultural interpretation*. Tese de doutoramento. University of Queensland.

Resumo: Over past decades, governments within Australia and throughout the Western world have sought to establish multi-sectoral planning processes that operate at a regional scale. Research on these processes has tended to focus on the challenges of ‘joining-up’ government and non-government sectors to create robust, effective and democratic regional structures and processes. Far less attention has been paid to integration within and between the various entities of government involved within these regional governance initiatives. This thesis, therefore, investigates the role of inter-governmental integration, or ‘whole-of-government’

activities, in relation to regional multi-sectoral governance. The institutional forms, enabling and constraining factors, and implications of inter-governmental arrangements between the various agencies and levels of government are examined. The study applies a sociocultural approach to institutional analysis. Commonly known as grid-group cultural theory, this approach provides a conceptual framework for identifying the fundamental social dynamics underlying differing forms of social organisation and governance. This framework specifies the primary forms, modus operandi and enabling social contexts of inter-institutional integration. These are, respectively: coordination by authority within hierarchy; cooperation through self-interest based collective action within competitive individualism; and collaboration through trust and a sense of commitment to the group within a communitarian social context. This study sought to investigate whole-of-government within regional governance through examination of two contemporaneous region-wide, multi-sectoral planning projects in Central Queensland, Australia. These were, namely, Central Queensland: A New Millennium, covering planning across a broad suite of issues, and the Fitzroy Basin Association, more specifically focussing on natural resource management planning for the region. Both bodies were in the process of implementing their regional plans at the time of this study. A qualitative case study methodology was employed in research, involving in-depth interviews with government officials, examination of project documents, and participation at meetings. The research data were analysed to identify the main processes and perceived outcomes of the two projects, and underlying factors relating to these. The two regional planning processes were generally perceived to have resulted in widely differing levels of success, and with many of the same government officials involved,

there was considerable scope to contrast the whole-of-government structures and processes applied in the two cases. Analysis of the case material in the light of the theoretical framework and broader literature emphasised the nested and subordinate nature of regional whole-of-government efforts within the broader system of government. This system was revealed as characterised by horizontal fragmentation between departments and between jurisdictional tiers of government (Federal, State, and Local) but strong vertical integration within departments. The research highlighted the importance of central level political commitment to regional level integration efforts. Support is seen as particularly important in the form of 1) the political will to direct high-level coordination between departments and to advance cooperation between tiers of government; 2) sufficient resources allocated to regional plan implementation in order to motivate inter-governmental cooperation at a range of levels; and 3) the granting of sufficient autonomy to ensure effective devolution and regional level ownership that assists cooperation and collaboration at the regional level. In the light of the decisive importance of central level support, it was found that while high quality regional level leadership of regional whole-of-government processes is a necessary condition for their success, it is not a sufficient condition. To be effective, regional whole-of-government leadership requires both meaningful devolution and substantive central support. The study identified the multiple and contradictory forms of inter-governmental relations that comprise the social contexts at different levels within the broader system of government. In particular, the case study comparison suggested that success at the regional level relies on the application, at all levels, of forms and mechanisms of inter-governmental integration that are appropriate to the specific social contexts within which they are embedded.

This research investigated core business conflict that occurs amongst government agencies when working together in regional development projects and initiatives. The intent is to develop methods to manage this conflict and so enhance the delivery of regional development outcomes. The research problem explored is: ‘Government Department core business – managing the impact of potential conflicts on regional development projects and programs’. The research involves three discipline areas – Government and governance, public sector management practices, and regional development. Government agency (GA) core business is determined by Government and delivered using public sector management practices that have shaped individual agency’s strategic plans, processes and systems for core business delivery. Regional development involves multiple agencies delivering their core business outcomes that contribute to regional development. Due to the focus by each agency on their own core business, core business conflict can occur when agencies work together. A literature review did not uncover literature or research about GA core business conflict, therefore this is a new area of investigation. The literature studies and reports investigated and discussed a related area – issues and impediment to Whole-of-Government (WOG) and ‘joined-up’ government initiatives. A qualitative inquiry methodology is used to build knowledge about this new area. The sample of participants is drawn from GAs’ staff who are involved in regional development projects and programs, or projects and programs that contribute to regional development. Data collection is through interviews and surveys with GAs’ representatives from 18 agencies, across three levels of Government and from two distinctly different regions (coastal and inland). Two aspects of core business conflict are investigated – fundamental core business conflict that involves the underpinning

philosophy and ideology of an agency, and functional/operational core business conflicts that include the strategic plans, policies, procedures and systems involved in delivery of core business, which also influence the design of program and project guidelines, and determine funding and staff resourcing.

url: <http://espace.library.uq.edu.au/view/UQ:205527>

38. Government department core business - managing the impact of potential conflicts on regional development projects and programs

Rogers-Bell, C. (2009). *Government department core business - managing the impact of potential conflicts on regional development projects and programs*. Tese de doutoramento. Southern Cross University, Lismore, Australia.

Resumo: This research investigated core business conflict that occurs amongst government agencies when working together in regional development projects and initiatives. The intent is to develop methods to manage this conflict and so enhance the delivery of regional development outcomes. The research problem explored is: ‘Government Department core business – managing the impact of potential conflicts on regional development projects and programs’. The research involves three discipline areas – Government and governance, public sector management practices, and regional development. Government agency (GA) core business is determined by Government and delivered using public sector management practices that have shaped individual agency’s strategic plans, processes and systems for core business

delivery. Regional development involves multiple agencies delivering their core business outcomes that contribute to regional development. Due to the focus by each agency on their own core business, core business conflict can occur when agencies work together. A literature review did not uncover literature or research about GA core business conflict, therefore this is a new area of investigation. The literature studies and reports investigated and discussed a related area – issues and impediment to Whole-of- Government (WOG) and ‘joined-up’ government initiatives. A qualitative inquiry methodology is used to build knowledge about this new area. The sample of participants is drawn from GAs’ staff who are involved in regional development projects and programs, or projects and programs that contribute to regional development. Data collection is through interviews and surveys with GAs’ representatives from 18 agencies, across three levels of Government and from two distinctly different regions (coastal and inland). Two aspects of core business conflict are investigated – fundamental core business conflict that involves the underpinning philosophy and ideology of an agency, and functional/operational core business conflicts that include the strategic plans, policies, procedures and systems involved in delivery of core business, which also influence the design of program and project guidelines, and determine funding and staff resourcing. Research findings contribute new knowledge and expand current knowledge regarding challenges and barriers to agencies working together. Findings also enhance the application of approaches and tools to facilitate effective WOG and collaborative agency work. The research has resulted in a ‘process’ model to resolve the research problem that applies a holistic and comprehensive operational approach to addressing core business conflict. The ‘process’ model builds on the research findings and draws on information and tools

from the literature. The research has implications for theory, policy and practice in the three discipline areas involved in the research problem and as a new area investigated, has generated further research opportunities.

url: <http://epubs.scu.edu.au/theses/102/>

39. Missing links

Dormer, R. (2010) *Missing links. Tese de doutoramento*. University of Wellington (Nova Zelândia).

Resumo: In the context of the worst economic shock that the world has experienced for eighty years, the New Zealand Government has announced a campaign to establish "a more focused, efficient and productive public service" (Whitehead, 2009). As the emphasis of managing the performance of the public service swings away from effectiveness and outcomes back towards efficiency and outputs, the practical and underlying tensions of managing within individual agencies remain. This research explored these tensions in relation to the performance measurement and management practices in three of New Zealand's public service agencies, namely Work and Income, Public Prisons and the Community Probation Service. For each of these agencies, the official performance management models as defined in relevant legislation and the agencies' external accountability documents (primarily their statements of intent and annual reports) are described. Note is also made of the 'formal' frameworks encoded within each agency's computer applications. These

frameworks are then compared to an analysis of interviewees' descriptions of the performance measurement and management practices in use within those agencies. A framework by which the official, formal and in use performance management models within public service agencies may be better understood and aligned is then explained. This model utilises a competing values framework composed of two axes. The first of these, the rationality of control is explained in terms of the nature of the major functions involved, the ease with which they may be measured and managed, in what forms information is represented and the nature of the rationality employed. It is argued that these factors support models that exist along a continuum that extends from the use of regulative control to control based on shared understandings. The second axis reflects the locus of control and is explained in terms of the political saliency and perceived complexity of the agency's core functions, the extent to which sense giving activities are internally and/or externally driven (Maitlis, 2005), and the extent to which management invest in the agency's public capital. These factors are used to explain a continuum on which agencies experience more or less operational autonomy and management discretion. The combination of these factors produces four possible models that may be described as: an administrative control model with a principal focus on managing inputs; a rational goal model employing the language of (quasi) markets and a principal focus on outputs; a multiple constituency model that acknowledges the shared responsibility for outcomes and a need to establish 'joined up' mechanisms with other agencies within government and the community; and a professional service model that seeks to manage specific targets and focuses on the processes or activities that managers manage. This model is then applied to

each of the case study agencies to reveal the, at times competing, forces that shape performance management practices.

url: <http://researcharchive.vuw.ac.nz/handle/10063/1390>

40. Mecanismos de Governação: Estratégias Alternativas de Coordenação nos Governos Locais em Portugal

Rodrigues, M. (2009) *Mecanismos de Governação: Estratégias Alternativas de Coordenação nos Governos Locais em Portugal*. Tese de doutoramento. Escola de Economia e Gestão. Universidade do Minho.

Resumo: Atualmente, devido ao seu grau de proximidade e ao incremento de transferências de competências, os Governos Locais são responsáveis por grande parte dos serviços consumidos pelos cidadãos. As suas competências estão a crescer e hoje são tão variadas que vão desde o abastecimento de água, a promoção do desenvolvimento regional, o tratamento dos resíduos sólidos, gestão de emergências, saúde, educação, serviços sociais, entre muitos outros. Para enfrentar todos estes desafios, os Governos Locais mudaram a sua configuração organizacional, de uma única organização para uma organização complexa assente numa rede de relações com outros organismos públicos, agentes privados, e organizações sem fins lucrativos. Na realidade, os Governos Locais em Portugal deixam de assumir de forma isolada, a produção de todos os serviços públicos, passando a combinar competências com diferentes organizações de maneira a melhorar a eficiência no

serviço público. A opção, em exclusividade, pela tradicional produção interna de serviços públicos há muito deixou de existir. Hoje, podemos identificar três diferentes mecanismos de governação: hierarquia, mercado e networks. O caminho da evolução começou com a simples organização hierárquica composta pelos serviços municipais para, de seguida, evoluir para serviços municipalizados (uma configuração mais autónoma e flexível), seguida pela capacidade do Governo Local poder criar as suas próprias empresas municipais. Até ao final da década de 1990, os Governos Locais começaram a contratar agentes externos para prestar serviços públicos usando a competitividade e os mecanismos de preço inerentes às forças de mercado. Noutros casos, os Governos Locais preferiram uma ação mais coletiva, através da criação de empresas e associações multimunicipais pautadas por uma menor competição e concorrência interna. O nosso objetivo de trabalho é identificar e analisar os condicionalismos que determinam a escolha do mecanismo de governação (hierarquia, mercado ou de networks). Assim, dividimos a nossa análise em duas fases. Numa primeira, o nosso objetivo foi estabelecer relações entre a natureza de cada serviço público e o mecanismo de governação utilizado. Aproveitámos o argumento de Robert Stein (1993) de que as diferentes configurações organizacionais para a produção de um bem público devem ser adequadas à natureza do serviço que pretendem prestar. Encontramos evidências que permitem concluir que existe uma consistência entre este argumento e os resultados obtidos. Numa segunda fase pretendemos estabelecer relações entre mecanismos de governação alternativos e um conjunto de variáveis independentes. Neste caso, usamos modelos de regressão multinominal logística para concluir que os custos de transação, a complexidade do ambiente externo, a estabilidade política e

administrativa e a situação financeira desempenham um papel decisivo na escolha dos mecanismos de governação a utilizar.

url: <http://repositorium.sdum.uminho.pt/handle/1822/9879>.

41. Factores de Sucesso nas Redes Interorganizacionais de Carácter Temporário

André, M. (2013). *Factores de Sucesso nas Redes Interorganizacionais de Carácter Temporário*. Tese de doutoramento. Instituto Superior de Ciências Sociais e Políticas. Universidade de Lisboa.

Resumo: O estudo das redes interorganizacionais de carácter temporário tem merecido particular atenção por parte de investigadores e académicos ao longo das últimas duas décadas. Este interesse tem-se traduzido, em parte, pela compreensão dos fatores de sucesso deste tipo de redes. Partindo da experiência empírica de uma parceria comunitária para a promoção da saúde – o Roteiro de Saúde Materno-Infantil para Todos os Imigrantes – a presente dissertação procura por em relevo a influência de alguns fatores de cariz sistémico, institucional/organizacional e interpessoal no envolvimento das organizações nas atividades da rede e, conseqüentemente, no seu sucesso. Em simultâneo, dada a importância que tem sido atribuída à confiança interpessoal, em particular a confiança que é percebida em relação aos coordenadores da rede, procura-se também avaliar se esta variável poderá assumir o papel de mediadora entre os antecedentes e os conseqüentes do sucesso das redes temporárias, tal como tem sido amplamente divulgado nas investigações realizadas em redes interorganizacionais de longo prazo. A análise é feita com base

nos resultados obtidos na aplicação de um questionário a 52 pessoas envolvidas nas atividades da parceria em estudo. Dos resultados obtidos conclui-se, logo à partida, que a confiança no coordenador da rede não assume o papel de variável mediadora entre os antecedentes e o sucesso da rede, nem sequer surge correlacionada com a participação dos atores organizacionais nas atividades da rede. No entanto, esta variável revela-se muito dependente dos fatores institucionais/organizacionais presentes logo desde o início do ciclo de vida das redes temporárias, em particular os fatores relacionados com a perceção dos riscos/benefícios e legitimidade organizacional interna para aderir á rede. Já quanto aos fatores com influência na participação dos atores organizacionais nas atividades e no sucesso da rede temporária em estudo, destacam-se, a nível individual, a perceção das habilidades do coordenador da rede para facilitar/inibir o trabalho em rede e, a nível institucional/organizacional, a perceção da legitimidade organizacional para aderir à rede. São discutidas as implicações teóricas e práticas dos resultados obtidos relativamente ao impacto dos papéis de coordenação da rede e da legitimidade organizacional interna no sucesso das redes interorganizacionais de carácter temporário.

url:

https://www.repository.utl.pt/bitstream/10400.5/5439/2/Tese%20de%20Doutoramento_M%C3%A1rio%20Rui%20Andr%C3%A9.pdf

42. Governação pública em rede

Neves, A. (2010) *Governação pública em rede*. Edições Sílabo. Lisboa.

Resumo: O livro apresenta um novo modelo de governação, suportado numa nova arquitetura organizacional, privilegiando as redes de trabalho. Parte de um referencial de papel do estado, caracteriza os 17 Governos constitucionais em Portugal do ponto de vista programático e estrutural, analisa a evolução da administração Pública Portuguesa e apresenta um modelo de governação pública contemplando cinco dimensões.

url: Não Disponível

43. Análise de uma política pública de saúde: Gestão Integrada da Doença

Coelho, A. (2014) *Análise de uma política pública de saúde: Gestão Integrada da Doença*. Tese de doutoramento. Instituto de Higiene e Medicina Tropical. Universidade Nova de Lisboa.

Resumo: Os sistemas de saúde deparam-se, atualmente, com cenários epidemiológicos caracterizados pelo envelhecimento da população e predomínio de doenças crónicas; com novos paradigmas de garantia da qualidade e da segurança da prestação de cuidados de saúde; com necessidade de controlo dos custos no setor da saúde, obrigando, assim, as organizações a adaptarem-se às crescentes necessidades da população. O reconhecimento desta realidade mutável, tem levado os governos a definirem políticas orientadas para problemas de saúde específicos e a adotar

estratégias de intervenção que privilegiam uma abordagem integrada, com o objetivo de melhorar progressivamente a saúde das populações, a qualidade dos cuidados prestados e a eficiência na utilização de recursos. Em Portugal, a orientação desses princípios basilares, deram origem a um modelo designado de “Gestão Integrada da Doença”, cujo principal objetivo é promover uma ação concertada de diferentes prestadores de cuidados de saúde, através da mobilização de recursos adequados, que permitam uma melhoria do estado de saúde, da qualidade de vida e do bem-estar global dos doentes. Esta abordagem passa pela colaboração e coordenação dos diferentes níveis de prestação de cuidados, no sentido de oferecerem cuidados integrados de saúde, com qualidade elevada em termos de prevenção, diagnóstico, tratamento, reabilitação e acompanhamento. A primeira patologia a ser considerada neste modelo foi a doença renal crónica, por motivos de oportunidade e de resposta a uma crise política instalada em 2007 entre o Ministério da Saúde e os prestadores privados de hemodiálise. Neste sentido, a presente tese visa contribuir para o aperfeiçoamento da política pública de saúde de gestão integrada da doença, dirigida à doença renal crónica, através de uma síntese analítica de conhecimento, suportada em quatro estudos. No primeiro estudo, descreve-se a política de gestão integrada da doença renal crónica, particularizando-se a sua implementação, bem como os resultados monitorizados numa série temporal de três anos. No segundo estudo, apresenta-se o modelo lógico de análise da gestão integrada da doença, bem como a política que, na sua génese, incorpora a gestão clínica da doença, centrada no doente, com especial enfoque na autogestão e na clarificação das melhores práticas profissionais; a reorganização dos serviços de prestação de cuidados, com a criação de centros de elevada diferenciação e centros de tratamento, com especiais

preocupações de orientação do doente no sistema, para que os cuidados lhe sejam prestados no nível mais adequado; um modelo de financiamento específico, indexado aos resultados, que reflita a adoção das melhores práticas e um sistema de informação que permita a monitorização e avaliação constante deste processo. No terceiro estudo, através da revisão de literatura sobre a gestão integrada da doença, procura-se identificar o grau de integração de cuidados e as intervenções de gestão de doença predominantes, bem como os resultados observados em doentes. Neste estudo faz-se ainda a contextualização dos resultados obtidos naquilo que é realidade do modelo em Portugal. No quarto e último estudo, faz-se a contextualização da política de gestão integrada da doença renal crónica procurando-se, através do modelo teórico de Walt e Gilson, contribuir para a compreensão do fenómeno político e para o planeamento de novas intervenções. A presente tese conclui que a implementação da política pública de gestão integrada da doença renal crónica parece revelar-se uma estratégia inovadora como ferramenta de monitorização da prestação de cuidados de saúde, bem como de promoção da efetividade e eficiência.

url: <http://run.unl.pt/bitstream/10362/13967/1/Tese%20Anabela%20Coelho.pdf>

44. Virtualidades e fragilidades das políticas de integração de imigrantes: a realidade do Município do Seixal.

Tomás, M. (2012) *Virtualidades e fragilidades das políticas de integração de imigrantes: a realidade do Município do Seixal*. Tese de doutoramento. ISCTE-Instituto Universitário de Lisboa.

Resumo: A imigração é uma constante da história da humanidade e apresenta diferentes expressões no espaço e no tempo, uma vez que o fenómeno das migrações é simultaneamente uma consequência de mudanças económicas, culturais, sociais e políticas e uma causa de transformações desta natureza nas áreas de origem e de destino, pelo que podemos concluir que a génese da imigração está intimamente relacionada com dinâmicas que se desenvolvem a nível macro e a nível micro. Assim, a explicação da diversificação e da intensificação dos atuais movimentos migratórios, bem como a complexidade da gestão dos seus impactes, inscreve-se em simultâneo num quadro de análise dos processos de globalização e num quadro físico e social das dinâmicas sociais. Ou seja, o fenómeno da globalização estendeu-se e intensificou-se, fortemente nas últimas décadas, contribuindo, assim, para uma acelerada configuração de muitos fenómenos, inclusive as migrações. Os fluxos migratórios constituem um desafio muito importante para muitos Estados. Sobretudo, quando se dá a sedentarização destas populações. Daí os Estados-nação desenharem políticas no âmbito da cidadania e da integração de imigrantes. É nesta altura que se define o direito ao acesso à cidadania e aos direitos que lhe estão associados, sendo que estas políticas têm impactes a nível local. Ao longo das últimas décadas o Município do Seixal apresenta um elevado crescimento urbano e demográfico. Sendo que este crescimento está muito interligado com o fenómeno da imigração, pelo que o município do Seixal é detentor de uma população muito vasta e heterogénea. Por essa razão, o poder local tem vindo a desenvolver um conjunto de ações programas e projetos que visam a integração dos imigrantes, bem como a promoção do diálogo intercultural. Por outro lado, o fenómeno da imigração deu origem ao surgimento do movimento associativo de imigrantes que tem como

principal objetivo resolver problemas e alcançar objetivos das populações que representa, ou seja, organismos da sociedade civil constituem uma forma de integração no país de destino, bem como um meio de participação social e política. Para além das associações de imigrantes, existe um vasto leque de instituições particulares de solidariedade social a intervir junto das populações imigrantes sobretudo, no âmbito da ação social. O poder local, os organismos da administração central e a sociedade civil interagem entre si, e desenvolvem estratégias aquando da aplicação das políticas de integração de imigrantes, sendo que esta realidade está muito presente no município do Seixal.

url: <http://hdl.handle.net/10071/6185>.

45. Eficácia percecionada e resultados de parcerias comunitárias.

Moniz, M. (2012) *Eficácia percecionada e resultados de parcerias comunitárias*. Tese de doutoramento. ISPA Instituto Universitário.

Resumo: As parcerias comunitárias são estruturas privilegiadas para a adoção de recursos sociais e abordam problemas que uma organização, serviço ou população não podem autonomamente resolver ou ultrapassar. Com este estudo desenvolvido através de uma abordagem de investigação multi-método, procurou-se explorar as antinomias e complementaridades das abordagens preventivas e de resposta direta articulada às situações de abuso ou negligência de crianças e jovens através das Comissões de Proteção de Crianças e Jovens (CPCJ's). Foram conduzidas trinta e três entrevistas-chave, a nível nacional, com presidentes das Comissões ou um

representante por este designado, procurando compreender as suas prioridades, como consideram ter alcançado os objetivos a que se propunham e documentar os seus esforços para promover uma colaboração frutífera com a comunidade e 244 questionários de eficácia percecionada foram validados para a prossecução deste estudo, a membros das referidas CPCJ's. O estudo destas parcerias a partir de um mesmo enquadramento legal (Lei 174/ 99 1 de Setembro), permitiu a análise da implementação de uma mesma proposta em contextos diversificados, tendo sido possível compreender a diversidade e a confluência de padrões organizacionais e procedimentais. Os resultados demonstraram a variabilidade das realidades em função da localização geográfica das Comissões (urbanas, rurais, mistas), como o tempo de funcionamento, remetendo para a experiência acumulada também influencia os resultados e que as variáveis associadas ao clima social (partilha de poder no processo de decisão, a resolução de conflitos, a liderança inclusiva e a presença de uma missão partilhada) tem uma influência positiva significativa na eficácia e na influência percecionada pelo trabalho em parceria desenvolvido pelas CPCJ's e não tem uma influência significativa nas mudanças sociais observadas ao longo do tempo nas comunidades.

url: <https://www.rcaap.pt/detail.jsp?id=oai:repositorio.ispa.pt:10400.12/1769>

46. A Mudança Organizativa como Projecto Crítico para a Eficiência do Sistema Público de Saúde: Análise Teórica e Estudo do Caso das Agências de Contratualização em Portugal.

Cabral, A. (2005) *A Mudança Organizativa como Projecto Crítico para a Eficiência do Sistema Público de Saúde: Análise Teórica e Estudo do Caso das Agências de Contratualização em Portugal.*

Resumo: Este estudo aborda a relevância da mudança organizativa como suporte para reformas do sistema público de Saúde português. Tanto a reforma como a mudança organizativa sectorial são enquadradas no contexto da modernização da Administração Pública, em Portugal e no conjunto da OCDE. O trabalho tem duas componentes: por um lado, procuram-se as ligações conceituais entre diferentes disciplinas para compreender a complexidade dos motivos e mecanismos da reforma da Administração Pública e da intervenção estatal em Saúde; por outro, faz-se o estudo do caso das Agências de Contratualização de Serviços de Saúde em Portugal, nos anos 1996 – 1999 (estendendo-se, às experiências de fragmentação institucional introduzidas pelo Executivo Governamental 2002 – 2004). Utilizam-se os paradigmas das diferentes disciplinas e a avaliação das experiências de outros países com mudanças organizativas sectoriais anteriores para analisar a experiência portuguesa. A experiência portuguesa com as Agências de Contratualização de Serviços de Saúde demonstra que já se tinha identificado a necessidade de mudança organizativa para apoiar reformas sectoriais: a separação entre financiador e prestador resultou de diferentes diagnósticos sobre os limites do modelo integrado de “comando – e – controle” para a intervenção pública em Saúde. Aliás, a sucessão de

propostas das equipas dirigentes do Ministério da Saúde, em 1996 – 1999 e 2002 – 2004 incluem instrumentos semelhantes (autonomização das instituições prestadoras, contratação, estruturas ad-hoc) embora em apoio a estratégias de reforma com objetivos diferentes. Este estudo procura trazer três contribuições para o debate da reforma das instituições envolvidas na materialização dos objetivos do Sistema Nacional de Saúde, em Portugal. Por um lado, faz-se uma análise do comportamento dos diferentes tipos de instituições que compõem o SNS e a sua administração de apoio, o que permite identificar algumas das contradições entre as mesmas, bem como alguns dos potenciais motivos da sua tradicional lentidão de resposta às pressões dos utentes e sociedade. Por outro lado, é abordada a influência da profissão médica como determinante das organizações, que cria um caso particular de alianças entre interesses profissionais e a procura da legitimação dos modernos Estados de Bem – Estar. O terceiro aporte é a análise das limitações da aplicação das técnicas do managerialismo ao campo da Saúde, em particular os mecanismos contratuais. A análise das instituições do SNS revela um conjunto “virado para dentro”, lento na reação às mudanças ambientais. Tal como noutras grandes organizações, a defesa da estabilidade reage à mudança, e a satisfação dos interesses internos pode sobrepor-se às responsabilidades sociais da rede institucional. As diferentes organizações componentes do SNS apresentam também conflitos e contradições entre si: por um lado, a normatização característica das grandes redes choca-se com a discrição procurada pelos profissionais médicos; por outro, a gestão centralizada não permite incorporar a diversidade e complexidade da produção de serviços realizada nos diversos pontos da rede. A experiência das Agências de Contratualização teve curta duração e limitou a possibilidade de avaliar o seu

desempenho face aos objetivos inicialmente propostos. O tempo foi suficiente, no entanto, para demonstrar a resistência à mudança organizativa das estruturas regionais habituadas ao “comando – e - controle”. Identificaram-se também dificuldades que poderiam advir da descentralização de poder sobre financiamento e controle de despesa, dados os escassos recursos humanos das Agências de Contratualização. As mudanças organizativas introduzidas pela equipe dirigente do Ministério da Saúde entre 2002 – 2004 deslocam o foco do nível regional para o central, em consonância com os diferentes objetivos estratégicos. O estudo identifica limites e obstáculos à aplicação de técnicas managerialistas na gestão de um sistema público prestador de cuidados de saúde. Por um lado, na Administração Pública em geral, as mudanças organizativas podem coincidir com momentos de limitação orçamental (prolongado sub – financiamento no caso dos hospitais públicos portugueses): para evitar a derrapagem de despesas, a descentralização recomendada para responder à fragmentação das necessidades da sociedade pós – fordista tem que ser contida por controlo centralizado através de designados políticos. Num sistema público de Saúde, os benefícios potenciais da aplicação de contratos são limitados por características sectoriais específicas. Oligopólio e oligopsónio juntam-se para permitir a “captura” do mercado por médicos e gestores, desviando as instituições dos seus objetivos sociais. A cooperação entre profissionais situados tanto nas instituições prestadoras como nos loci de planeamento suplanta a competição e limita o papel disciplinador dos contratos. E a intenção de obter resultados de melhoria de estado de saúde é operacionalmente mais complexa que a simples resposta à procura de cuidados médicos: tanto o conteúdo dos contratos a negociar como a sua monitorização são mais complexos do que no domínio empresarial. A constatação

das limitações não deve, no entanto, ser motivo de resignação pessimista. As pressões pela mudança organizativa vão continuar a manifestar-se, mantendo-se o conflito entre contração fiscal e fragmentação das necessidades da sociedade pós – fordista, e poderão ter consequências ainda mais agudas na Administração Pública portuguesa, que teve crescimento recente para responder à montagem tardia do Estado de Bem – Estar. As instituições autonomizadas do sector Saúde poderão, paralelamente a re – engenharias suscitadas pela gestão da qualidade, mostrar diversas manifestações de alianças entre médicos e gestores, defendendo a sua sobrevivência financeira através de desnatação da procura. A Administração Pública e os órgãos de estratégia devem evitar que os objetivos sociais do sistema sejam prejudicados por esta continuada captura do mercado pelas instituições. Por um lado, com melhor inteligência para negociar contratos baseados em necessidades. Por outro lado, incentivando a competição entre instituições e profissionais em diferentes níveis da rede prestadora e, por último, fomentando os mecanismos de prestação de contas. São feitas diversas sugestões para adequação da AP sectorial aos novos desafios. Discute-se a adequação do nível regional para sede da gestão de contratos, baseada nas exigências de tratamento de informação que respeite a complexidade técnica da produção e a adequação à variedade das necessidades locais. A discussão da adequação do nível regional prolonga-se com a necessidade de incentivar a inteligência das Administrações Regionais de Saúde, em paralelo ao reforço do poder e organização das instituições do nível primário como contratadores de serviços dos hospitais, considerado um dos poucos meios de restringir o comportamento oligopólico destes últimos. Considera-se ainda que é necessário continuar a experimentar gerir as inovações com estruturas ad – hoc, paralelas à administração

tradicional de organização hierarquizada. As vantagens destas estruturas estarão na sua independência das alianças políticas locais, indutoras de ineficiências, e na facilidade em estabelecer ligações de trabalho informais, mas funcionais, entre diferentes departamentos.

url: <http://run.unl.pt/handle/10362/6052>

47. Infância invisível e em risco: condições para a parentalidade (des)protectora e intervenção das comissões de protecção de crianças e jovens.

Carreira, M. (2013) *Infância invisível e em risco: condições para a parentalidade (des)protectora e intervenção das comissões de protecção de crianças e jovens.*

Resumo: A tese “Infância invisível e em risco: condições para a parentalidade desprotetora e intervenção das Comissões de Protecção de Crianças e Jovens” parte do pressuposto de que há condições que não permitem a alguns progenitores terem as competências parentais suficientemente capazes de garantir a protecção dos seus filhos e que, face a isso, o Estado tem de intervir nessa protecção. Neste contexto, são implementadas políticas de protecção à infância tentando que as crianças em risco/perigo sejam protegidas, saindo dessa situação no mais curto espaço de tempo e com as mínimas sequelas possíveis. Nesta perspetiva procurámos, por um lado, saber como surge o perigo e que condições o potenciam. Por outro lado procurámos perceber de que forma a atuação das Comissões de Protecção de Crianças e Jovens consegue alterar essas condições, qual a eficácia das medidas que aplicam às crianças e famílias, e como os direitos da criança e o respeito pelo seu superior interesse são

garantidos no decorrer desses processos. A observação participante numa Comissão de Proteção de Crianças e Jovens durante um ano e meio permitiu acompanhar sessenta processos de crianças e jovens e suas famílias de forma a perceber, numa primeira fase, as condições favoráveis à emergência do perigo, e, posteriormente, como as mesmas foram ultrapassadas. Esta metodologia, complementada com as entrevistas semiestruturadas aos progenitores/ cuidadores daquelas crianças, levou-nos à construção de uma tipologia da parentalidade desprotetora, com cinco tipos, verificando-se uma grande diversidade de situações. Concluimos ainda que a intervenção da CPCJ é avaliada de forma bastante positiva por grande parte das famílias.

url: <http://hdl.handle.net/10071/6511>

48. A intervenção em parceria na violência conjugal contra as mulheres: um modelo inovador?

Costa, D. (2011). *A intervenção em parceria na violência conjugal contra as mulheres: um modelo inovador?* Tese de doutoramento. Universidade Aberta.

Resumo: Na modernidade, em que se valoriza a individualização, o afeto como base da família e a racionalização dos processos de garantia de direitos sociais, gera-se uma tensão entre família e Estado na definição dos limites da intervenção (pública) sobre a violência na família, entendida como reduto de privacidade. A interpretação da violência conjugal contra as mulheres como questão de género sustenta a intolerância em relação ao domínio masculino, definindo que compete aos Estados e

não às famílias resolver este problema social. A parceria tem vindo a ser discursivamente apresentada como boa prática, representando empenho coletivo em lidar com o fenómeno, não obstante, são poucos os estudos sociológicos sobre a intervenção feita em parceria. Este estudo consiste em compreender se a intervenção em parceria traduz inovação, e em que dimensões, ou se corresponde a uma expectativa, presente nos discursos dos decisores políticos e dos atores sociais que pretendem mudar o sistema de apoio a mulheres vítimas de violência conjugal. Através de um estudo de caso (das cinco parcerias existentes em Portugal até Abril de 2008 e dedicadas à intervenção com mulheres vítimas de violência conjugal) percebemos que estes atores sociais inovaram na reorganização dos serviços e na melhoria das práticas de intervenção, investindo mais na dimensão tecnocrática do que na dimensão sociopolítica da intervenção. A racionalidade no agir, a participação social no âmbito local e a definição da violência conjugal como questão de género, traduzem uma faceta de modernidade mas a ação reflexiva e a valorização do conhecimento assente nas práticas de intervenção, não permitem em definitivo identificar estes atores sociais com o agir crítico nem afirmar a intervenção por eles realizada em parceria como inovação. Este estudo evidencia o desfasamento entre intenções e práticas das parcerias e entre ação e conhecimento do fenómeno da violência conjugal.

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