

INDEX

```
Abel-Smith, Brian, 80, 91
                                                 Cabinet
administrative domains
  as barriers to coordination, 214
administrative machinery
  in central government, 124-8
  in the collaborative arena, 180-4, 196-206
  in the corporate arena, 166-70
                                                 Carr, Robert, 78
  and costs, 233, 237-9
  in the inter-sector arena, 191-6, 197-206
                                                      98, 103
  study of, 155-8
Age Concern, 188, 189, 190, 195, 196, 260
                                                 central government
AHAs (Area Health Authorities) 16
  in Cliffshire, 148-9
  and the collaborative arena, 177-8
  in Fulborough, 153-4
  in Greenshire, 149
  and NHS restructuring, 184
  in Portshire, 150
  in Riverton, 151-2
  in Templeborough, 154-5
                                                 Challis, L., 56
  in Woodtown, 152-3
see also health services; National Health
                                                 children under five
    Service
Aitken, M., 40
Allison, G. T., 35
                                                      258
  organisational, 33-4, 43, 44, 45, 136, 239,
     241, 248, 265, 268, 270
  and social policy, 18
Amery, Leopold, 7
Bachrach, P., 43-4
Bains Report (1972), 15-16, 159
Baratz, M. S., 43-4
bargaining: and policy coordination, 137
barriers to coordination, 108-15, 209-30,
                                                      258-60
     231, 259
behavioural elements: and barriers to
     coordination, 228-9
benefits of coordination, 240-6
  and costs, 231-3; of operating machinery,
Bentham, Jeremy, 4, 9
Berrill, Sir Kenneth, 80, 89, 90, 91
Booth, T. A., 53
Bradley, M., 61, 167
                                                      163
```

```
and the Haldane Report, 8-9
  and policy coordination, 27, 75
  and policy ownership, 110
  Social Services Committee, 71-2, 73, 100
Care in Action (DHSS), 20, 52, 55, 60
Care in the Community (DHSS), 124
Castle, Barbara, 54, 66, 80, 84, 87, 88, 89,
  and local authorities, 85-7, 113
  and policy coordination, 106-38
  reorganisation of: White Paper on, 17
  see also government departments
Central Planning Units, 213, 214
Central Policy Units, 244
centralisation, 26; see also decentralisation
Chadwick, Edwin, 6-7, 12, 18
childminding, 56, 58, 149, 151, 170, 221
  administrative machinery for, 199
  and barriers to coordination, 214-15,
  and central government policy, 140
  in Cliffshire, 148, 149, 263
  in the collaboration arena, 176, 177-80
  in the corporate arena, 166-71
  and cost dispersal, 245-6
  in Fulborough, 154, 264
  in Greenshire, 149, 262
  and the inter-sector arena, 193-6
  machinery and output for, 201-6
  and policy congruence, 227-8
  and policy coordination, 107, 152-70,
  as policy tracers, 47, 48-9, 55-6
  and political ideology, 221
  in Portshire, 147, 150, 262
  in Ríverton, 147, 150, 151
  service systems for, 216
  in Templeborough, 154, 155
  in Woodtown, 152, 263
CHOG (Chief Housing Officers Group),
```



```
civil service
                                                 corporate (local authority) arena, 26, 139,
  and barriers to coordination, 108
                                                      159–71, 258
                                                   informal output 256-7
  and consultation, 116-18
                                                   machinery and outputs, 166-70, 196-206,
  and the Fulton Report, 14-15
  and informal relationships, 115
                                                     254-6
                                                 Corporate Planning Units, 139
  and policy coordination, 29, 119-20,
     132-4
                                                 cost-benefit analysis, 15
                                                   and policy making, 4-5
  and policy ownership, 110
client groups
                                                 costs, 233-40
  benefits to, 247, 251-2
                                                   and benefits, 130-4, 231-3; of cost
                                                     dispersal, 244-6; of operating
  and the CPRS, 82-3
                                                machinery, 254-5
CPRS (Central Policy Review Staff), 1, 4,
  and JASP, 78
  and organisational interaction, 39
  teams, in the DHSS, 121-2
                                                      17, 47, 48, 72-3
                                                   and children under five, 60
  see also children under five; elderly
                                                   dissolution of, 20, 21, 102, 104, 268
    people
Cliffshire, 145, 146-9
                                                   and JASP, 71, 76-96, 99, 101, 103
  administrative machinery, 198
                                                   and policy coordination, 118, 119
                                                   and policy ownership, 110
  collaborative arena, 172, 173, 174, 175,
    176, 178, 183, 184
                                                   and public expenditure cuts, 104
                                                   purposes of, 74, 75-6
  corporate arena, 160, 161, 162; and the
     elderly, 163, 164, 166; and the under
                                                   race relations report (1974), 104
    fives 167, 168, 169, 170
                                                   and resource costs, 238
                                                 CPU (Central Planning Unit), 159, 160-1
  inter-sector relationships, 191, 192, 193,
                                                 Crosland, Anthony, 83, 87, 88
     194, 195
                                                 Crossman, Richard, 71, 72, 73, 100
  machinery and outputs, 203, 204
                                                 CSO (Central Statistical Office), 83, 86, 88,
  voluntary sector in, 188, 189
Co-Efficient Club, 7
                                                      90, 96
                                                 CSSP (Centre for Studies in Social Policy),
cognitive theory, and information, 35
                                                     80
collaboration
  and information overload, 35
                                                 CVS (Council for Voluntary Service), 188,
  and policy coordination, 26, 33
                                                      190, 191
collaborative arena (health and local
    authorities), 27-8, 139, 171-87
                                                 decentralisation, 21
  costs and benefits, 233-4, 240, 249
                                                   and coordination, 12
  informal output, 256-7
                                                   and policy coordination, 26
  machinery and outputs, 180-4, 196-206,
                                                   and policy implementation, 113
                                                 defensiveness, and resources, 233
     253-6
  and structural complexity, 218
                                                 DES (Department of Education and
communication, 5
                                                     Science)
                                                   and children under five, 56, 57, 59, 60, 61
  failures of, 35
community care, 227
                                                   and JASP, 92, 93, 96
  and cost dispersal, 244
                                                   and policy coordination, 73-4, 106
  for the elderly, 61, 62, 67-8
                                                 Devons, Ely, 11
  and policy coordination, 130
                                                 DHSS (Department of Health and Social
Community Health Councils (CHC), 189
                                                     Security)
conflicts, and policy coordination, 136-7
                                                   and children under five, 56, 57, 59, 60, 61
Conservative government (1970-4), 16, 17,
                                                   and the elderly, 63, 64
    53, 73-4, 78; see also Thatcher
                                                   and JASP, 92–4, 99, 102
                                                   and joint planning, 27-8, 73
    administration
                                                   and policy coordination, 53, 54, 71, 72,
Conservative ideology, 220, 221
consultation: and policy coordination,
                                                      73-4, 106, 111; and structure, 121-2
    116-18
                                                   and policy implementation, 113-15
Consultative Document (Priorities in the
                                                   Policy Strategy Unit, 125-8
    Health and Personal Social Services,
                                                   strategy committees, 124-5
    DHSS), 52, 54, 59
                                                 disabled people, 82-3
                                                 DOE (Department of the Environment)
  and elderly people, 61, 64
```



```
and children under five, 56, 57
                                                   cuts in, and CPRS, 104
  and the elderly, 63, 64
                                                   in Fulborough, 153
  and JASP, 93, 94-5
                                                   and JASP, 99
  and policy coordination, 106, 111, 133;
                                                   and policy streams, 111-12
    and structure, 122-3
                                                   in Portshire, 150
                                                   in Riverton, 151
  and policy implementation, 114-15
Donnison, David, 80
                                                   ROSS (review of social spending), 87-8,
Donoughue, Bernard, 80
Downs, A., 36, 39
                                                   in Templeborough, 154
                                                   and the Treasury, 81-2
Dunsire, A., 156
                                                   in Woodtown, 152
Economic Affairs, Department of, 14
                                                experts, role of
                                                   in social policy, 18
education authorities
  and barriers to coordination, 240
  and collaboration, 170
                                                fieldwork sites, selection of, 143-6
  and the elderly, 162
                                                financial coordination
  and the NHS, 175-6
                                                   and central government, 128-9
                                                 fiscal policies, 37
  and planning philosophy, 226
  and policy congruence, 227-8
                                                formal consultation, 118
  and professional defensiveness, 214-15
                                                formal coordination, 30
  and the voluntary sector, 187
                                                formal machinery, 46, 156, 157, 207, 274
effectiveness, and rational policy, 2
                                                   in the collaborative arena, 180-1
                                                   in the inter-sector arena, 190, 192-3
efficiency
  quest for national efficiency, 7-8, 9, 12, 16
                                                   in the local authority arena, 165-6, 168-9
                                                   and policy coordination, 141, 142
  and rational policies, 2
elderly people
                                                   quantification of, 48
  administrative machinery for, 198, 199
                                                 formal organisations, 30
  and central government policy, 140
                                                 Fowler, Norman, 61
  in Cliffshire, 146, 148-9, 262-3
                                                 Fulborough, 145, 146, 147, 153-4, 263-4,
  and the collaborative arena, 171, 174, 176,
                                                      265
                                                   administrative machinery, 198
     177-80, 182-3, 258
  and the corporate arena, 162-6
                                                   collaborative arena, 173, 174, 176, 178
  and the DOE, 122-3
                                                   corporate arena, 160, 161, 255-6; and the
                                                      elderly, 162, 163, 164, 165; and the
  in Fulborough, 264
                                                     under fives, 167, 168, 169, 258
  in Greenshire, 147, 149, 261, 262
                                                   inter-sector relationships, 193, 194, 195,
  and the inter-sector arena, 193-6
  machinery and outputs, 201-6
                                                      196
                                                   machinery and outputs, 203, 204, 205
  and policy congruence, 227
  and policy coordination, 47, 52-70,
                                                   voluntary sector in, 188, 189, 190, 191
     106-7, 260-1
                                                 Fulton Report, 14-15
  and policy ownership, 110-11
                                                 Glennerster, H., 24, 43, 49
  numbers of, 62
  as policy tracers, 55-6
                                                 Goodin, R. E., 156
                                                 governance policies, 37, 111
  and political ideology, 221
                                                 government departments
  in Portshire, 150, 262
  in Riverton, 147, 150
                                                   departmental styles, 108
                                                   and financial coordination, 128-9
  service systems for, 216-17
                                                   and the Haldane Report, 9
  in Templeborough, 154, 264
                                                   and JASP, 92-7
  in Woodtown, 152, 263
Emerson, R. M., 42
English Poor Law Policy (Webb and Webb), 8
                                                   policy coordination, 27, 43, 106-38, 268;
                                                     and structures, 120-4
Equal Opportunities Commission, 68
                                                   reorganisation of, 17
                                                   and research methods, 47-8
expenditure, public
                                                 Greenshire, 145, 146, 147, 149, 209, 262,
  after 1971, 119
  in Cliffshire, 148
                                                      266
  control of: Plowden Report on, 13-14
                                                   administrative machinery, 198
  and coordination, 75
                                                   barriers to coordination in, 215, 259, 265
```



```
collaborative arena, 172, 173, 174, 175,
                                                 informal networks, 141-2, 156, 157-8
                                                   and administrative costs, 238
     176, 177, 183, 184, 261
  corporative arena, 160, 161, 162, 163,
                                                   in central government, 115-16
     256; and the elderly, 162, 163, 165-6;
                                                   in the corporate arena, 166, 170-1
     and the under fives, 167, 168, 170-1
                                                 informal outputs, 256-7
  inter-sector relationships, 193, 194, 195,
                                                   by client group, 202-3
     196
                                                   at local level, 199-200
                                                 information overload, 35-6
  machinery and outputs, 203, 204, 205-6
                                                 institutional reform, 15-17
  voluntary sector in, 189
Growing Older (White Paper, DHSS), 65,
                                                 instrumental rationality, 29
     106
                                                JASP, 1-3, 71, 75-105, 106, 107, 268, 274
Hague, J., 40
                                                   and administrative costs, 238
                                                   Mark I, 77–8, 83, 90, 93, 103, 104
Haldane, Richard Burdon, 1st Viscount, 7, 8
                                                   and rationality in policy making, 19
  Haldane Report, 8-9, 17
Happier Old Age, A (DHSS), 64-5, 106
                                                   research methods, 47, 48
                                                   and resource costs, 238
Hayek, F. A., 11-12, 21, 34
Health Care Planning Teams (HCPTs),
                                                   and resource environments, 222
                                                 Joint Care Planning Teams (JCPTs), 66, 67,
     157, 182, 185
health services
                                                      238
  and children under five, 56, 57
                                                   in the collaborative arena, 172-4, 176,
                                                      177, 181-3, 187
  and collaboration, 233-4, 257, 259,
                                                Joint Consultative Committees (JCCs), 66,
     260
  and the elderly, 63, 140, 247
                                                      67, 238
  and local authorities, see collaborative
                                                   in the collaborative arena, 172-4, 177,
     arena
                                                      181, 184, 185, 187
                                                 joint finance, 111, 131-2, 137
benefits of, 243-4, 249
  and policy coordination (1971-81), 52-5
  and politics, 219, 220-1
                                                   in the collaborative arena, 171, 172, 174,
  and the voluntary sector, 187, 189
  see also AHAs; National Health Service
                                                      175, 182, 183, 186
Health Services Act (1980), 66
                                                   and resource costs, 236, 237
Heath, Edward, 16
                                                   and services for the elderly, 65, 66-7
HIPs (Housing Investment Programmes),
                                                 Joint Framework for Social Policies, 1, 3, 8, 10,
    164, 226, 245, 256
                                                     11, 17, 17-18, 20, 60
                                                 joint planning, 27-8, 139
Hood, C., 156
housing
                                                   benefits of, 241, 249
                                                   in the collaborative arena, 171, 172-4,
  and cost dispersal, 245
  for the elderly, 62, 64, 106, 162-6, 227,
                                                      172-80
                                                   and the DHSS, 73
    263
  in Fulborough, 153
                                                   and the NHS, 184-6
                                                   and resource costs, 237
  and social services departments, 123, 162,
                                                   and resource environments, 224
                                                   and services for the elderly, 65-7
Hunt, A., 62
Hunt, Sir John (later Lord Hunt of
                                                Joseph, Sir Keith, 16, 72, 98
     Tanworth), 79, 82, 83, 85, 86, 90, 91,
                                                Kochan, T. A., 42
     94, 95, 98, 100, 101
ideology, and political values, 220-1
                                                 Labour government (1964–70), 14, 16,
imperative coordination, 42
                                                     71-2, (1974-9), 64-5, 80, 98
incrementalism, and policy coordination,
                                                 Labour ideology, 220–1
                                                 law centres, 97
     31-2, 44
                                                 Lindblom, C. E., 40, 43
individual benefits, 241-3
individual costs, 233-6, 249
                                                 Lloyd George, David, 9, 10
individuals, interaction of
                                                 Local Authority Social Services Act (1970),
  and policy coordination, 30
                                                     59
                                                local coordination, 113
informal consultation, 116-17
informal coordination, 30
                                                   between DHSS and DOE, 114-15
```



```
local government
                                                opportunities for coordination, 209-30
                                                optimistic view of coordination, 32-4, 36, 37,
  arena, see corporate arena
                                                     42, 45, 47, 265, 266, 267, 268-9
  and central government, 85-7
                                                  barriers and opportunities, 209-10, 213
  Chadwick on, 6-7
  and the NHS, 19-20, 66-7
                                                  costs and benefits, 231-2, 241, 248
  and central government, 113
                                                  and JASP, 71, 78-9, 90-1, 92, 100
  and the civil service, 108
                                                  and the planned bargaining model, 271-2
  and planning philosophy, 226
                                                  and policy congruence, 226
  and politicians, 219
                                                  and resource costs, 236
  reorganisation, 15-16, 26, 52
                                                  and structural complexity, 217
  services for the elderly, 63-4
                                                organisations
  and Thatcherism, 21
                                                  change in, 33
London School of Economics (LSE), 7-8
                                                  power-dependence and interaction, 38-44
                                                output policies, 37, 111
Lukes, S., 43, 44
                                                outputs, classification of, 142-3
machinery see administrative machinery
                                                Owen, David, 84, 98
Macmillan, Harold, 10, 12-13
management techniques
                                                parliamentary select committees, 135
  and public expenditure control, 13-14
                                                personal benefits, 241-3
Maud Report (1967), 159
                                                personal costs, 233-6, 249
Middle Way, The (Macmillan), 10
                                                personal relations
                                                  and barriers to coordination, 211-13
ministers
  and informal relationships, 116
                                                PESC (Public Expenditure Scrutiny), 111,
  and JASP, 3, 97-101, 103-4
                                                     112, 123
                                                pessimistic view of coordination, 32, 34, 43,
  ministerial styles, 108
  and overload, 5
                                                     44, 45-6, 47, 118-19, 231, 265, 266,
                                                     267
  and policy coordination, 27, 119, 130-4
  and synoptic planning, 29
                                                  and barriers to coordination, 222
mixed scanning, 31
                                                  costs and benefits, 239, 241, 247-8, 251
                                                  and JASP, 71, 78, 79, 90, 91, 92, 100
Morris, Alfred, 83
                                                  and the planned bargaining model, 271-2
National Association of Health Authorities
                                                  and policy congruence, 226-7
     (NAHA), 61, 67
                                                  and resource costs, 236
National Consumer Council, 89
                                                Piachaud, David, 80
                                                planned bargaining model, 271-4
National Development Councils, 13
National Economic Council, 10
                                                planning
national efficiency, quest for, 7-8, 9, 12, 16
                                                  capacity and philosophy of, 225-6
National Health Service
                                                   dilemmas of, 11-12
                                                  sceptical view of, 12
  collaboration with local government,
     19-20, 66-7
                                                Planning Units, 14
  and planning philosophy, 225-6
                                                Plowden, William, 47, 48
  and professionals, 18
                                                Plowden Report on the Control of Public
                                                     Expenditure, 13-14
  and public expenditure cuts, 104
                                                policy congruence, 226-8
  reorganisation, 16, 19, 21, 52, 153, 217
  restructuring: and joint care planning,
                                                policy coordination
                                                  barriers to, 108-15, 209-30
     171, 184-6
  see also AHAs (Area Health Authorities)
                                                  and central government, 106-38
nursery education
                                                  components and dimensions, 29-31
  in Cliffshire, 148, 149
                                                   concepts of, 36-8
                                                   costs and benefits, 130-4, 231-40
  and cost dispersal, 246
  in the local authority arena, 169
                                                  health services (1971-81), 52-5
  and policy coordination, 56, 57, 58, 59,
                                                   and JASP, 2
    248
                                                  at local level, 159-208
  and professional defensiveness, 214-15
                                                   meaning and political relevance, 25-9
                                                  opportunities for, 115-29
Odgers, Paul, 71-2, 73
                                                   power-dependence and organisational
operational coordination, 132
                                                     interaction, 38-44
```



```
and rationality, 1, 5, 9, 18-19
                                                   status differences, 215-16
                                                 programme budgeting, 15
  social services (1971-81), 52-5
  theories and hypotheses, 31-2
                                                 public expenditure see expenditure, public
                                                 public sector
policy implementation, 113-15
                                                   and coordination, 20, 55
policy ownership, 109-11, 133, 134, 135,
                                                   and organisational interaction, 38-9
     136
policy streams, 37, 111-13, 273
                                                   see also expenditure, public; statutory
Policy Studies Institute, 68
policy units, 124, 125-8, 137
political control
                                                 rational planning
  of Cliffshire, 145, 148
                                                   and costs and benefits, 231, 232
  of Fulborough, 145, 153
                                                   and policy coordination, 25-6, 27, 28, 29,
                                                      33, 52–5, 118
  of Greenshire, 145, 149
                                                   and resource environments, 222
  of Portshire, 145, 149
                                                 rational synoptic planning, 31, 32, 33, 44, 45,
  of Riverton, 145, 151
  of Templeborough, 145, 154
                                                      119; see also optimistic view of
  of Woodtown, 145, 152
                                                      coordination
politicians and politics
                                                 rational synoptic view, of policy change, 136,
  as barriers to coordination, 218-21, 265-6
                                                      137
Popper, K. R., 12, 34
                                                 rationality in policy making, 1-23
                                                   coordination and social policy, 17-20
Population and the Social Services (HMSO),
                                                 research methods, 46-9
population structure
                                                 resource costs, 236-7, 249-50
                                                   and benefits, 243-6
  in Cliffshire, 146, 147
  in Fulborough, 147, 153
                                                 resource environments, 222-5
                                                 resource policies, 37, 112
  numbers of elderly people, 62
                                                 resources, scarcity of
  in Templeborough, 147, 154
  in Woodtown, 147, 151-2
                                                   and organisational interaction, 46
Portshire, 145, 146, 147, 150, 261-2
                                                 responsibility, diffusion of, 246-7
  administrative machinery, 198
                                                 reticulists (middlemen)
  barriers to coordination in, 215, 259
                                                   and policy coordination, 41, 213
                                                 reward structures for coordination, 273, 275
  collaborative arena, 173, 174, 176, 177,
                                                 Riverton, 145, 146, 147, 150-1, 209, 263,
  corporate arena, 160, 161; and the elderly,
                                                      265
     163, 164; and the under fives, 166, 167,
                                                   administrative machinery, 198
     168, 169, 170, 171
                                                   collaborative arena, 172, 173, 174, 176,
  inter-sector relationships, 191, 192, 193,
                                                      181, 183, 184
     194, 195, 196
                                                   corporate arena, 160, 161; and the elderly,
                                                      162, 163, 164, 165; and the under fives,
  machinery and outputs, 203, 204, 205,
                                                      166, 167, 168, 169, 170, 258
                                                   inter-sector relationships, 191, 193, 194,
  voluntary sector in, 188, 189
                                                      195-6
  and organisational interaction, 42-3
                                                   machinery and outputs, 203, 204, 205
  and policy coordination, 137
                                                 Rogers, Sir Philip, 73, 74, 79, 92, 93, 95, 96,
PPA (Preschool Play Association), 154
                                                      103
                                                 Rosebery, Lord, 7
Pressman, J. L., 24
private sector
                                                 Rothschild, Lord, 78, 80, 90, 91, 103
                                                 Royal Commission on Local Government,
  and children under five, 58, 60
  and coordination, 20, 55, 259
                                                      15-126
  and elderly people, 65, 67-8
                                                 Russell, Bertrand, 7
  see also voluntary sector
professionals
                                                 Schmidt, S. M., 42
                                                 science, and government, 7-8
  defensiveness, as barrier, 214-15
  in the DHSS, 121-2
                                                 Scottish Office: and JASP, 95-6, 98
  loss of domain, 239-40, 250
                                                 Searle, G. R., 7
                                                 Seebohm Report, 59, 65, 72
  and policy coordination, 24, 30
  and policy ownership, 111
                                                 service policies, 37, 111, 112
```



```
sheltered housing, 64, 151, 164-5, 227, 263
                                                   corporate arena, 160, 161; and the elderly,
Simon, H., 35
                                                     163, 164; and the under fives, 167, 168,
Social Audit, 78
Social Briefs, 86, 90, 96, 102
                                                inter-sector relationships, 192, 193, 195
social planning, new model of, 267-76
                                                   machinery and outputs, 204
social services departments
                                                   voluntary sector in, 190
                                                Ten Year Plan, 52-3, 65
  and cost dispersal, 245
  in Fulborough, 154
                                                 Thatcher, Margaret, 96, 102
  and housing, 123, 162, 227
                                                 Thatcher administration
  and planning philosophy, 226
                                                   and children under five, 60-1
  and policy congruence, 227-8
                                                   and cost-effective policies, 131
  and policy coordination (1971-81), 52-5
                                                   and elderly people, 65
  in Portshire, 150
                                                   and policy coordination, 119-20, 267
                                                   and social policy, 20-1, 102, 275
  and the collaborative arena, 178
  and the NHS, 185, 186, 261
                                                 Thrasher, M., 40
  and professional defensiveness, 215
                                                 trade unions, 84
  and the statutory/non-statutory arena, 187
                                                 Treasury
  in Templeborough, 154, 155
                                                   and coordination in public expenditure, 75
  and the under fives, 248
                                                   and CPRS, 81-2, 88
  and the voluntary sector, 187, 190-1, 215
                                                   and JASP, 93, 95, 96
                                                 Trend, Sir Burke, 72, 74, 77
  in Woodtown, 152
specialisation, functional
                                                 triumphalism, and resources, 222–3
  and coordination, 9
                                                 Tullock, G., 36, 124
  in the DOE, 122
Standard Operating Procedures (SOPs),
                                                utility, principle of, 4
    35-6
Statesman, The (Taylor), 5-6
                                                voluntary sector
                                                   and central government, 119
statutory services
  and coordination, 131, 140
                                                   and children under five, 56, 58, 60
  and collaboration, 55
                                                   and coordination, 20, 53, 55, 113, 131,
statutory/non-statutory arena, 139, 187-96,
                                                     140, 259
                                                   and elderly people, 65, 67-8, 260; see also
    260
  and costs, 234-5
                                                     Age Concern
  informal output, 256-7
                                                   and informal relationships, 116
  machinery and outputs, 197-206, 254
                                                   and political ideology, 221
  planning relationships, 197
                                                   and resource environments, 223-4
Steinbruner, J. D., 35
                                                   and social services, 115, 187, 190-1, 215
Stewart, Michael, 71
                                                   and tacticians, 213
strategic committees, departmental, 124-5
                                                   in Woodtown, 152
strategic coordination, 120, 132, 134, 135-6
                                                   see also statutory/non-statutory sector
  and government departments, 107, 118
strategic machinery, 157, 158
                                                 Way Forward, The (DHSS), 19-20, 54-5, 59,
                                                     64
streams of policies, 37, 111-13, 273
                                                 Webb, A. L., 33, 37, 41, 111
structural elements
  and barriers to coordination, 229
                                                 Webb, Beatrice, 7, 8, 15
                                                 Webb, Sidney, 8
substantive rationality, 29
supplication, costs of, 235-6
                                                 Weber, Max, 39
                                                 Welfare State, 11, 12
                                                 Wells, H. G., 7
tacticians, 241, 242, 256, 259
                                                 Wildavsky, A., 24
  and barriers to coordination, 211-13, 229
                                                 Williams, Shirley, 85
  and costs and benefits, 232, 251, 260
tangible outputs, 143
                                                 Wilson, Harold, 16, 80, 98
Taylor, Henry, 5-6
                                                 Wistow, G., 33, 37, 41, 111
Templeborough, 145, 146, 147, 154-5,
                                                 Woodtown, 145, 146, 147, 151-3, 263, 265
                                                   administrative machinery, 198
     264
                                                   collaborative arena, 173, 174, 176, 177,
  administrative machinery, 198
                                                     178, 181, 184-5
  collaborative arena, 173, 174, 176, 181
```



More information

284 Index

corporate arena, 160, 161-2; and the elderly, 162, 163, 164, 165, 166; and the under fives, 166-7, 168, 170, 258 inter-sector relationships, 190, 191, 192, 193, 194, 195-6

machinery and outputs, 203, 204 voluntary sector in, 188, 189 World War I, 9–10, 11 World War II, 10 Wrong, D. H., 42