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PROFILE

A globally networked organisational leader, researcher and implementation scientist specialising in policy and practice for more effective child and family services.

I have set up and led from start-up four non-profit organisations, three in the UK and one in the Republic of Ireland/Northern Ireland, in addition to holding senior roles in academic and independent research centres. The Colebrooke Centre (www.cevi.org.uk) where I now work was incorporated as a non-profit limited company in July 2011. I founded the UK Implementation Network in 2013 and now serve as the Chair of its successor, the UK Implementation Society (charity number 01175244; www.ukimplementation.org.uk), established to work across sectors and disciplines to raise awareness and share learning about the significance of high quality implementation for effective services for people. Internationally, I was a member of the Board of the Global Implementation Initiative from its inception until 2017, and sat on the organising committees for the biennial Global Implementation Conferences 2013 and 2011. I have given invited and keynote presentations in the United States, Canada, Australia, South Africa, Brazil, S. Korea, Croatia, Italy, Spain, Norway, Denmark, and all over the UK and Republic of Ireland. I have authored a large number of books, book chapters, journal articles and reports as well research instruments and practice tools. I am regularly asked to serve as a reviewer and adviser to international as well as national bodies, and am a guest lecturer in implementation and improvement at Kingston and St George's University of London. I was elected a Fellow of the Academy of Social Sciences in 2016.

EMPLOYMENT

2011-	Founder Director and Chief Executive, Colebrooke Centre for Evidence and Implementation, UK
2008-2011	Founder Director and Chief Executive, Centre for Effective Services, Ireland and N. Ireland
2007-2008	Principal Research Officer, Thomas Coram Research Unit, Institute of Education, University of London
1998-2007	Founder Co-Director, then Director, Policy Research Bureau, London
1997-1998	Programme Director (Children and Families), Policy Studies Institute, London
1994-1997	Senior Research Executive, Social Research Unit, Market and Opinion Research International (MORI), London
1991-1994	Researcher, Quantitative Research Unit, Social and Community Planning Research, (SCPR), London
1989-1991	Research Officer (Grade 1B) 50% time, Department of Applied Social Studies and Social Research, University of Oxford

HONORARY APPOINTMENTS

2002-2005	Visiting Professor in Social Policy Research Methods, Royal Holloway University of London
2012-2017	Visiting Fellow, Centre for Child and Family Research, Loughborough University
2016-	Elected Fellow, Academy of Social Sciences (FACSS)
2017-	Chair, UK Implementation Society
2019-	Visiting Fellow, Inst of Criminology, Griffith University, Queensland, Australia

EDUCATION

1994	D. Phil. Sociology Nuffield College, University of Oxford - Physical Violence against Children in the Home: Parents' behaviours, attitudes and beliefs
1987	B.A., M.A. (Hons.) Human Sciences, Wadham College, University of Oxford

KEY ROLES AND RESPONSIBILITIES

August 2011: Chief Executive, Colebrooke Centre for Evidence and Implementation, UK

(Company limited by guarantee and registered in England and Wales no.7712883). The Colebrooke Centre is an independent non-profit centre based in the UK, dedicated to improving the effectiveness of systems and services for children and families by applying an evidence-informed approach to their design and delivery. It harnesses the tools and techniques of the international field of implementation science to offer bespoke services to local and national policy makers, service planners and service providers in the public and voluntary sectors. The Centre assists funders, policy makers and service agencies to use evidence to improve all aspects of service design and delivery, by means of: synthesis, analysis and communication of evidence about what works and its implications for policy and practice; analysis and review of existing systems and services; assistance with the design of new services; and help for services to monitor and improve implementation quality and impact.

Current and recent projects at the Centre from 2011 to present include:

- Implementation scoping review of a Relational Model of Care (for the Caldecott Foundation)
- Narrative review on systems change (for the Life Changes Trust, Scotland)
- Tailored review on implementation for scaling (for the NSPCC)
- Further development and validation of a theory of change for the Family Links Nurturing Programme (for Family Links);
- Implementation evaluation of a demonstration programme to introduce social pedagogy into foster care (for the Fostering Network, with Loughborough University);
- Implementation evaluation of the Safeguarding Assessment and Analysis Framework (SAAF), part of a randomised control trial in the Child Protection field with Bristol University (for the Department of Education);
- Implementation analysis study and market review of the national Adoption Support Fund (for the Department of Education);
- Study of systems leadership and the development of leadership frameworks (for the Virtual Staff College, with Cass Business School, City University London, and four international universities);
- Implementation element of the Evaluation of the National Trial of Payment by Results in Children's Centres (for DfE with Frontier Economics) - completed 2013;
- 'My Baby's Brain': Impact and implementation evaluation of a programme to support health and social care professionals to work with parents to optimise infant attachment and brain development (for Hertfordshire County Council with Warwick Medical School);
- Implementation analysis, service review and redesign, and support for the adoption reform process (for four local authorities in England).

2008-2011: Founder Director and Chief Executive, Centre for Effective Services, Ireland and N. Ireland

(Company limited by guarantee and registered in Ireland no. 451580 and charity registered in Ireland and N. Ireland, no. 19438). Set up and directed the Centre for Effective Services, an initiative of the Irish Government and the Atlantic Philanthropies. Its mission is to promote and support the application of evidence-informed approaches to policy and practice in child, family and community services in Ireland and N. Ireland. Core funded with budget €2.5m approx p.a; c20 staff. Based in Dublin and Belfast. Reporting to an independent Board; plus bi-annual reporting to funders. Worked closely with senior policy officials at Secretary and Assistant Sec. General level advising and supporting the design and management of child and community policy initiatives; supported local service providing agencies to understand and use scientific evidence in their work; produced reports, papers and tools for use by policy and practice audiences.

1998-2007: Founder Director, the Policy Research Bureau, UK

Set up and co-directed, then directed the Policy Research Bureau, an independent non-profit centre for applied research on child and family policy. Its mission was to carry out research and contribute to current debates in the field of child and family policy from a rigorous and scientifically informed perspective. Based in Central London, UK; a department of the Dartington Hall Trust, and then an independent charity registered in England. Project-funded by grants and contracts from Foundations, scientific research councils, local government and central government, and international funders. Turnover £1.5m approx pa; c17 staff. Carried out a large number (c50+) national and local research and evaluation studies; produced evidence reviews; policy analysis and dissemination of scientific work; conferences, seminars and media nationally and internationally.

SELECTED PUBLICATIONS

Toolkits and resources

1. The What Works Process: Evidence-Informed Improvement for Child and Family Services, Version 1 (2011) Dublin: The Centre for Effective Services

Selected books, chapters, and journal articles

2. **Ghate D** and Hood R (2019) 'Using evidence in social care': Chapter 5 in *What Works Now: Evidence-informed policy and practice* Eds Annette Boaz, Huw Davies, Alec Fraser, Sandra Nutley Bristol, Policy Press, 2019
3. **Ghate D** (2018) 'Developing theories of change for social programmes: co-producing evidence-supported quality improvement' *Palgrave Communications* 4:90 (2018) <https://www.nature.com/articles/s41599-018-0139-z>
4. **Ghate D** (2015) 'From Programs to Systems: Deploying Implementation Science and Practice for Sustained Real World Effectiveness in Services for Children and Families' *J. Clinical Child and Adolescent Psychology* November 2015 <http://www.tandfonline.com/doi/full/10.1080/15374416.2015.1077449>
5. Macdonald G, Lewis J, Macdonald K, Gardner E, Murphy L, Adams C, **Ghate D**, Cotmore R and Green J (2014) 'The SAAF study: evaluation of the *Safeguarding Children Assessment and Analysis Framework* (SAAF) compared with management as usual for improving outcomes for children and young people who have experienced maltreatment or who are at risk of maltreatment. Study Protocol for a randomised controlled trial' *Trials* 2014 15:453 <http://www.trialsjournal.com/content/15/1/453>
6. Barlow J., Schrader McMillan A, Kirkpatrick S, **Ghate D**, Barnes J and Smith M. (2010) 'Health-led interventions in the early years to enhance infant and maternal mental health: a review of reviews' *Child and Adolescent Mental Health* 15 (4) 178-185
7. **Ghate D** and Hazel, N (2008) 'Patterns of Need and Support in Parental in Poor Environments' In *Major Themes in Health and Social Welfare: Social Work Volume II*
8. **Ghate D** (2008) 'Key elements of effective practice in supporting parents in vulnerable families: what the international evidence tells us' In Canali C, Vecchiato T and Whittaker J (eds) *Assessing the evidence base of intervention for vulnerable children and their families* Padova: Fondazione Emanuela Zancan onlus
9. **Ghate D** and Hazel N (2005) 'A família em contextos de pobreza ne Grã-Bretanha: dificuldades, desafios e apoios existentes' *O Social em Questão vol 14 num 14* Rio de Janeiro, Brasil: PUC Departamento Serviço Social 87-102
10. Moran P, and **Ghate D** (2005) 'The effectiveness of parenting support' *Children and Society* (19) 329-336 (invited research review)

11. Creighton, S., **Ghate, D.**, Hazel, N., Field, J. and Finch, S. (2003) 'Putting the Conflict Tactics Scale in context in violence from parent to child' In Lee, R.M. and Stanko, E. (eds) *Researching Violence: Essays on Methodology and Measurement* London: Routledge Publishers
12. **Ghate, D.** and Hazel, N. (2002) *Parenting in poor environments: stress, support and coping*. London: Jessica Kingsley Publishers
13. Hazel, N., **Ghate, D.**, Creighton, S., Field, J. and Finch, S. 2002) 'Violence against children: Thresholds of acceptance for physical punishment in a normative study of parents, children and discipline' In Stanko, E (ed). *The Meanings of Violence* London: Routledge Publishers

Peer-reviewed reports, monographs and briefing papers

14. Macdonald, G, Lewis J, **Ghate D**, Gardener E, Adams C and Kelly G (2017) *Evaluation of the Safeguarding Analysis and Assessment Framework* London : Department for Education DFE-RR780 <https://www.gov.uk/government/publications/safeguarding-children-evaluating-the-saaf>
15. **Ghate D.** and McDermid S. (2016) *Implementing Head, Heart, Hands: an evaluation of the implementation process of a demonstration programme to introduce Social Pedagogy into foster care: reports and executive summary* at <http://www.cevi.org.uk/publications.html>
16. Lewis J and **Ghate D.** (2015) *Adoption Support Fund: learning from the prototype* DfE RR-467
17. **Ghate D**, Coe C and Lewis J (2014) *My Baby's Brain in Hertfordshire: the independent evaluation of Phase Two* <http://www.hertsdirect.org/mybabysbrainevaluation> & <http://www.cevi.org.uk/publications.html>
18. Ghate D, Lewis J. and Welbourn D (2013) *Systems Leadership: exceptional leadership for exceptional times* (Synthesis Paper) Nottingham VSC and London, Colebrooke Centre <http://www.cevi.org.uk/publications.html>
19. Moran P, and **Ghate D** (2013) *Development of an overarching impact measure for Home Start UK* <http://www.cevi.org.uk/publications.html>
20. Bamber J, Owens S, Schonfeld H, **Ghate D.** and Fullerton D (2010) *Effective community development programmes: a review of the international evidence base* Dublin: Centre for Effective Services and Dept of Community, Equality and Gaeltacht Affairs
21. Boddy, J., Statham, J., Smith M., **Ghate, D.**, Wigfall, V., Hauari, H., Canali, C., Danielsen, I., Flett, M., Garbers, S., and Milova, H. (2009) *International perspectives on parenting support: Non-English language sources*. DCSF Research Report DCSF-RR114. <http://www.dcsf.gov.uk/research/data/uploadfiles/DCSF-RR114.pdf>
22. **Ghate D.**, Asmussen K., Tian Y., and Hauari H. (2008): *Reducing risk and increasing resilience: how did On Track work?* London, Department for Children, Schools and Families
23. **Ghate D.**, Hollingworth K., and Hauari H. (2008): Parenting Source Document (*Effective Practice in Parenting Support in the Youth Justice Context: a review of the international literature*) London: YJB
24. Utting, D, Monteiro H and **Ghate D** (2007) *Interventions for children at risk of developing antisocial personality disorder* London: Policy Research Bureau/Dept of Health
25. Bhabra, S., Dinos S and **Ghate D** (2006) *Young people, risk and protection: a major survey of primary schools in On Track areas* London: Policy Research Bureau
26. Bhabra, S., Dinos S and **Ghate D** (2006) *Young people, risk and protection: a major survey of secondary schools in On Track areas* London: DfES RR 728
27. Moran P, **Ghate D** and Van der Merwe A (2004) *What Works in Parenting Support?: a review of the international evidence* London: Home Office and Department for Education and Skills RR574
28. Bhabra S. and **Ghate D.** (2004) *Parent Information Point: evaluation of the pilot phase* (London: NFPI)
29. **Ghate D** and Hazel N. (2004) *Parenting in poor environments: stress, support and coping: a summary of key messages for policy and practice from a major national study* London: The Policy Research Bureau

30. Bhabra, S., Hill E., and **Ghate D.** (2004) *Central Monitoring of the Safer Schools Partnerships Programme* London: Youth Justice Board
31. **Ghate D.** and Ramella M (2002) *Positive parenting: the national evaluation of the Youth Justice Board's Parenting Programme* London: YJB
32. **Ghate, D.**, Shaw, C. and Hazel, N. (2000) *Engaging fathers in preventive services: fathers and family centres.* Joseph Rowntree Foundation and York: YPS
33. **Ghate, D.** (2001) 'Community-based evaluations in the UK: scientific concerns and practical constraints.' *Children and Society* 15, 23-32 (invited contribution: special edition on Evaluating Community Initiatives for Children)
34. **Ghate, D.** (2000) 'Family violence and violence against children: a research review.' *Children and Society.* 14, 395-403 (invited contribution)
35. **Ghate, D.** and Spencer, L. (1995) *The prevalence of child sexual abuse in Britain: a feasibility study for a large scale national survey of the general population.* London: HMSO
36. Aldgate, J., Colton, M., **Ghate, D.** and Heath, A. (1992) Educational attainment and stability in long-term foster care. *Children and Society* 6(2), 38-50