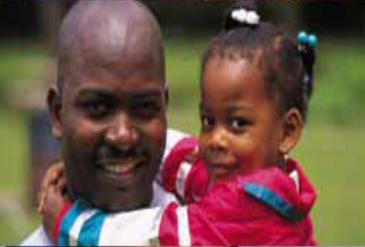


National Evaluation of Children's Trusts

Margaret O'Brien

<http://www.everychildmatters.gov.uk/childrens-trusts/national-evaluation/>



**School of
Medicine,
Health Policy &
Practice**

**School of Social
Work &
Psychosocial
Sciences**

**School of
Education &
Professional
Development**

**School of
Environmental
Sciences**

National evaluation aims

1. To examine the structure, process, outputs, outcomes and costs of different models of children's trust pathfinders to identify features associated with successful implementation in the context of local circumstances and national policy.
2. To build up a robust base of evidence in order to contribute to development of policy and practice in relation to future children's trusts.

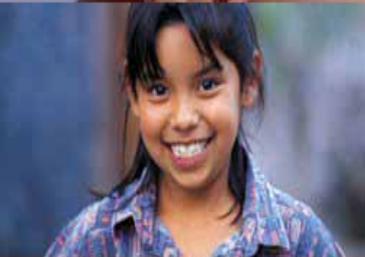




Methodological framework

A multi-method, follow-up design where strategic, service and child welfare outcomes are compared across different types of CTPs over time.

- Stage 1: implementation survey of all 35 CTPs
- Stage 2: purposive sub-sample of 8 selected case studies; comparator data from 3 non-pathfinder councils (one County, one Unitary and one London Borough)



On services

On children



*Organisational
change and
development*

*Changing
professional
cultures*

Research activity

April 2004-March 2005

- Documentary analysis
- Baseline Implementation Survey (BLIS)
- Geographical Area analysis
- In-depth case studies in 8 CTPs + 3 others
- Assembling baseline of local context child-sensitive secondary indicators
- Children and Parent panels (with National Children's Bureau)





Reforming Children's Services: policy context

- Laming Report
- Bringing together services to focus on improving outcomes for all children, young people and families

Every Child Matters 2003

Children Act (2004)

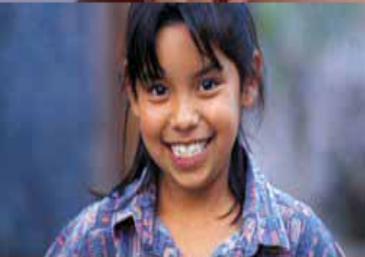
*National Service Framework for Children,
Young People and Maternity Services (2004)*

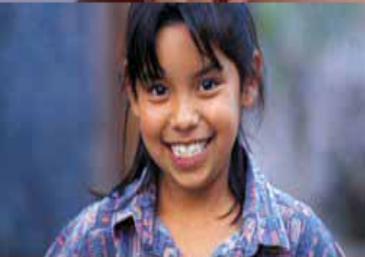
'Targeted' and 'universal services'; protection of welfare and promotion of well-being



Rapidly changing policy climate

- 'Children's trusts will bring together children's social services, education and health services into a single local structure designed around the needs of children, young people and their families'. 2003
- Children's trusts bring together all services for children and young people in an area, underpinned by the Children Act duty to co-operate, to focus on improving outcomes for all children and young people. 2004



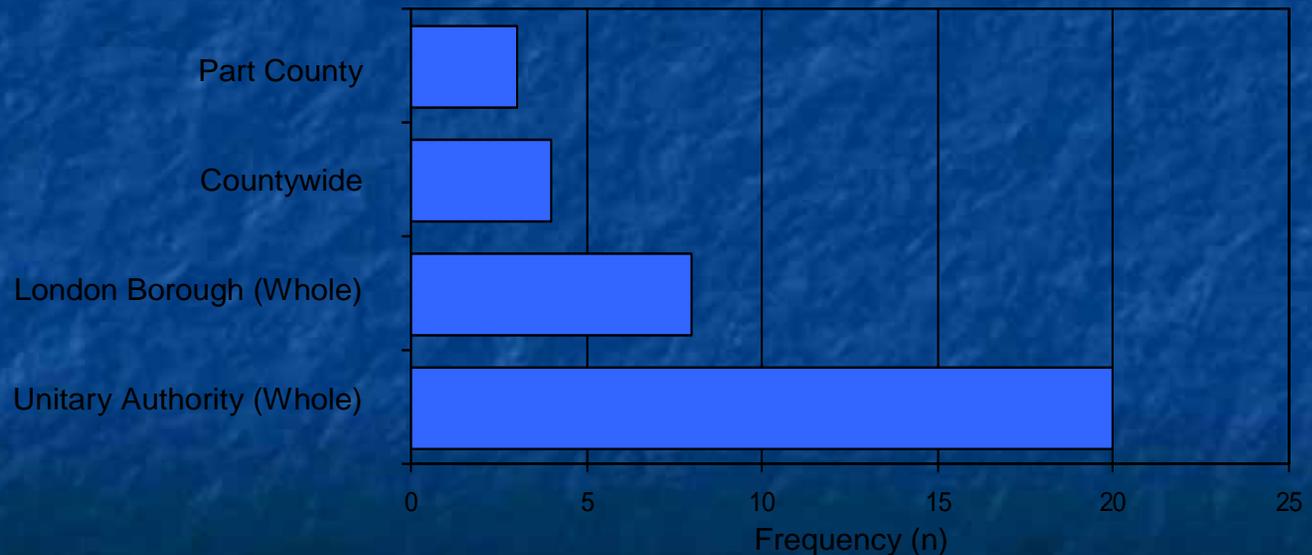


Children's Trust Pathfinders



Local context analysis

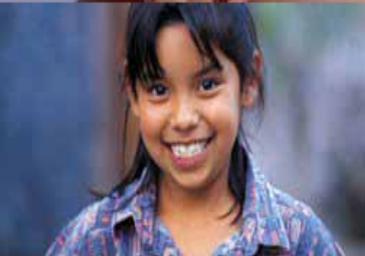
- 20% of children and young people aged 0-19 years in England
- Most are Unitary Authorities (including Metropolitan Districts) and London Boroughs



Source: National Evaluation of Children's Trusts Baseline Implementation Survey, July 2004

Geographical service interfaces

- *External complexity:* trust is potentially required to develop interfaces between partner agencies whose service covers a larger geographical area than that of the trust.
- *Internal complexity:* trust is potentially required to develop interfaces between partner agencies which have sub-divisions in their (often non-coterminous) service boundaries within the children's trust area.



Geographical service interfaces



The issue of having a coterminous PCT and Local Authority is key to the development of the children's trust pathfinder.

- Pathfinder in London Borough

The coterminosity of arrangements is of clear advantage to planning.

- Pathfinder in Unitary Authority

The reorganisation [of the local PCT along 'Borough lines'] has been implemented and already this is making a very considerable difference to the input of the PCT into the Children's Trust.

- Pathfinder in London Borough

Source: National Evaluation of Children's Trusts Baseline Implementation Survey, July 2004

CTP Aims and Visions



The partners' long-term vision is to develop and promote a fully integrated, child centred service, in which agencies take collective responsibility for the commissioning and delivery of services to children and their families.

Countywide pathfinder



... consult children and their parents about plans that are made and services that are provided for them.

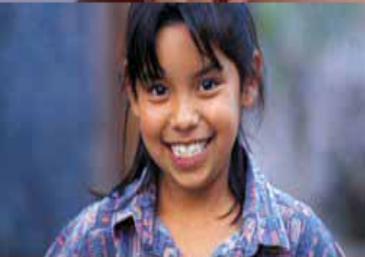
Pathfinder in Unitary Authority



As partners we have an image of an orchestra, with the user as the conductor, leading a set of different musicians – service providers – who may play different instruments, from different musical parts, but which together form a harmonic whole.

- Pathfinder in Unitary Authority





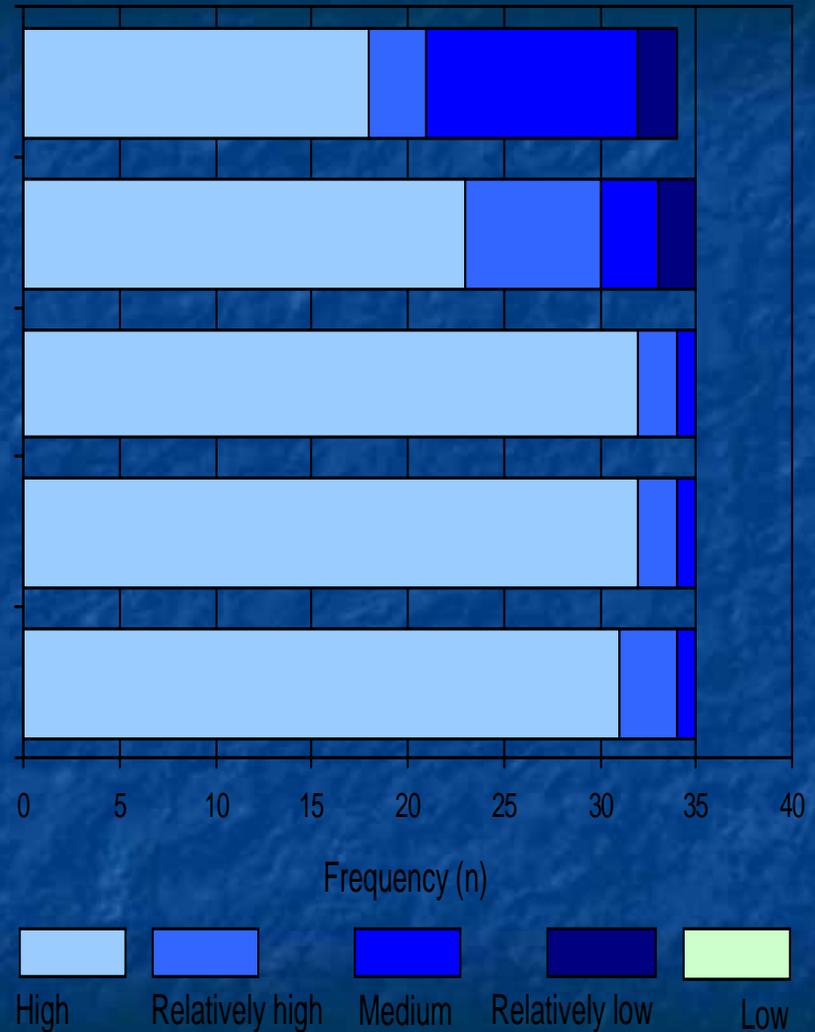
Economic well-being

Making a positive contribution

Enjoying and Achieving

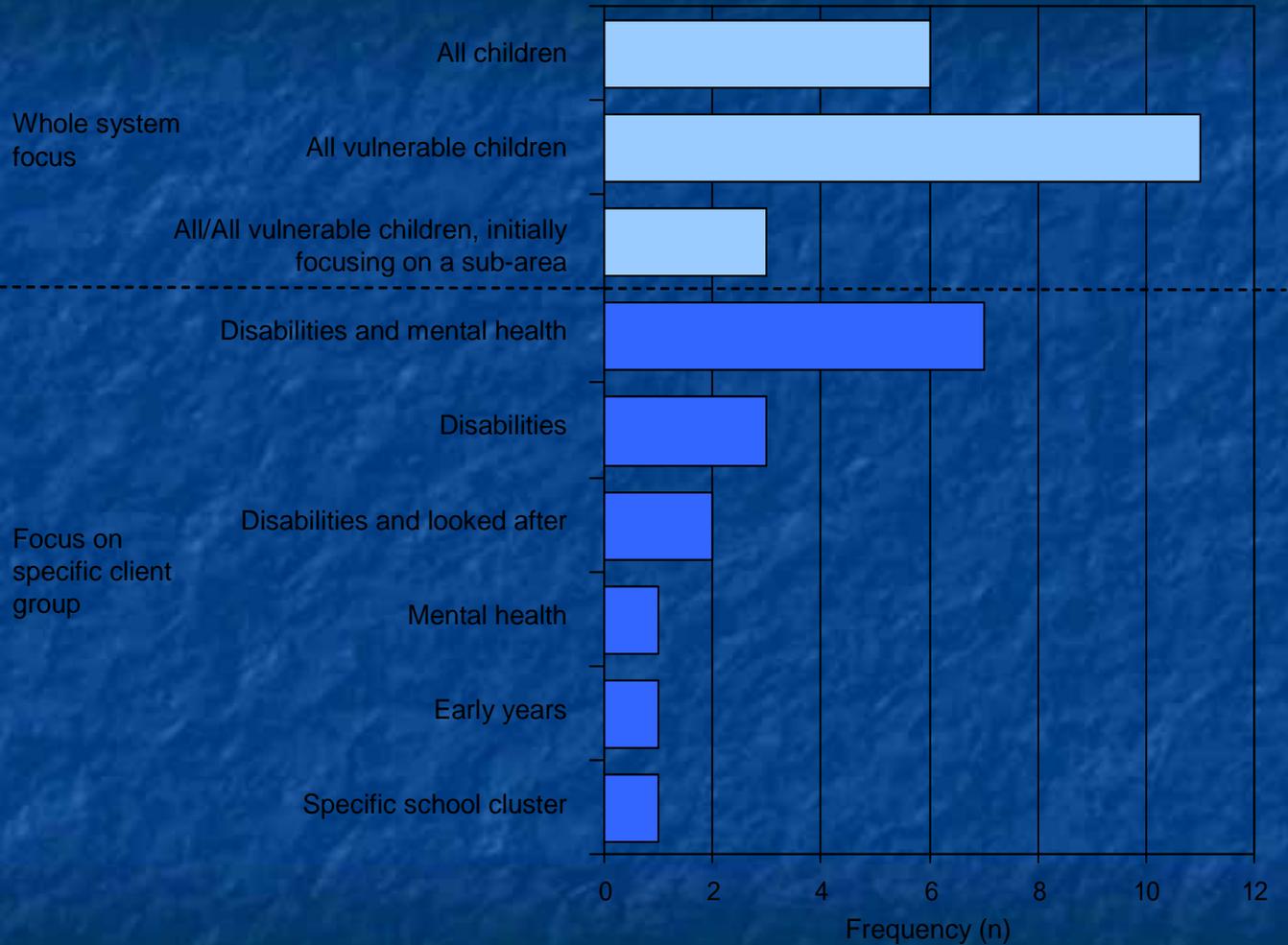
Staying safe

Being Healthy



Source: National Evaluation of Children's Trusts Baseline Implementation Survey, July 2004

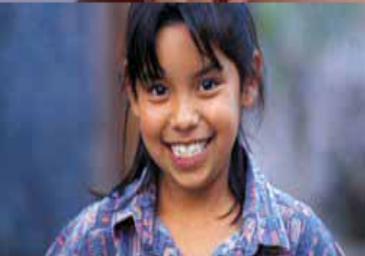
Client group focus

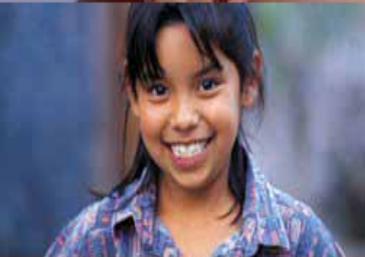


Source: National Evaluation of Children's Trusts Baseline Implementation Survey, July 2004

Inter-agency governance

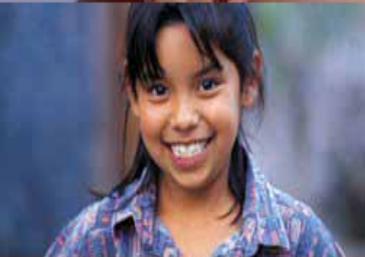
- Average size of a children's trust pathfinder board was 12 members
- Health, education and social services representation on all children's trust pathfinder boards
- 15 pathfinder boards included voluntary or independent sector representation
- 9 Local Authorities with a CTP had a Director of Children's Services in post
- 28 pathfinders had a CTP manager in post





Professional cultures

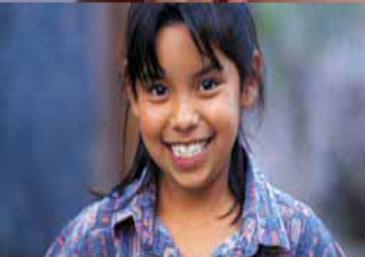
- “We need to establish new cultures in the workplace so that individual professionals work horizontally across professional boundaries rather than vertically in professional hierarchies” Green Paper 2003

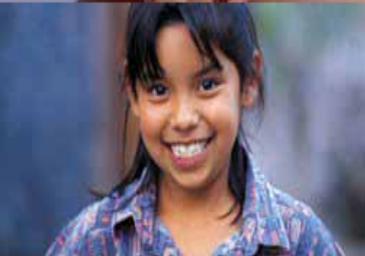


- '... think of it organizationally and it's full of minefields, full of protocols, full of management structures, it's full of all of that '
- '... there are wingers and moaners and there are movers and shakers and then there is a big lot of people in the middle who come to work, do what they have to do, and they do a good job and they go home. It's these movers and shakers that go that extra half mile that you need to get on board.'

Integrated strategy

- 15 pathfinders reported widespread joint-commissioning of services across multiple sectors
- 25 pathfinders reported flows of income and expenditure other than the pathfinder grant
- 13 pathfinders reported pooled budgets between children's trust partners
- 15 pathfinders reported Section 31 Partnership Agreement between children's trust partners
- 25 pathfinders reported other written financial agreements between children's trust partners





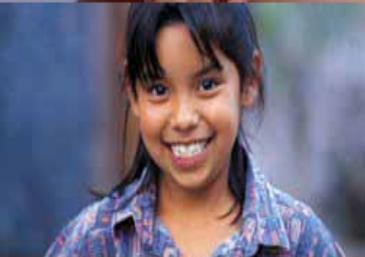
Language

- *if you talk about co-location, if you talk about any of these kind of terms that we kind of throw around, they mean different things to different people.'*

Integrated processes

- 15 pathfinders had adopted a protocol for sharing pupil, patient or client level data
- 3 pathfinders had adopted a protocol for joint recording
- 17 pathfinders had adopted a protocol for joint assessments, a shared tool for recording assessments and/or a common assessment framework



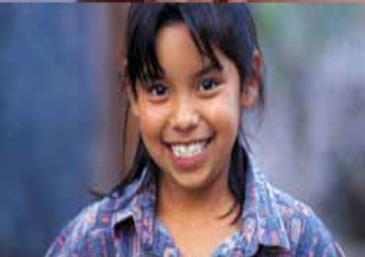


- *'[By having a multi-agency team]...although we're all statutory agencies, and we work in different ways, we actually do share information and we work together. So not only do we have to demonstrate that to professionals, we demonstrate it to parents, to say, look, we're not in different teams, we're actually in the same team – we might be wearing a different coloured shirt but we are actually working for the best for your family, for the best opportunity to maximise your well being within your family and your child's potential. So we are all singing from the same song sheet*



Integrated front-line delivery

- 18 pathfinders reported the establishment of key-worker or lead professional arrangements
- 23 pathfinders reported setting up multi-disciplinary and inter-agency training
- 12 pathfinders reported major problems with recruitment in more than one sector
- 29 pathfinders were engaged in developing new services



GO BACK TO BED DARLING
WE'RE NOT ARGUING
WE'RE JUST WORKING THINGS
THROUGH.



ROBERT THOMPSON

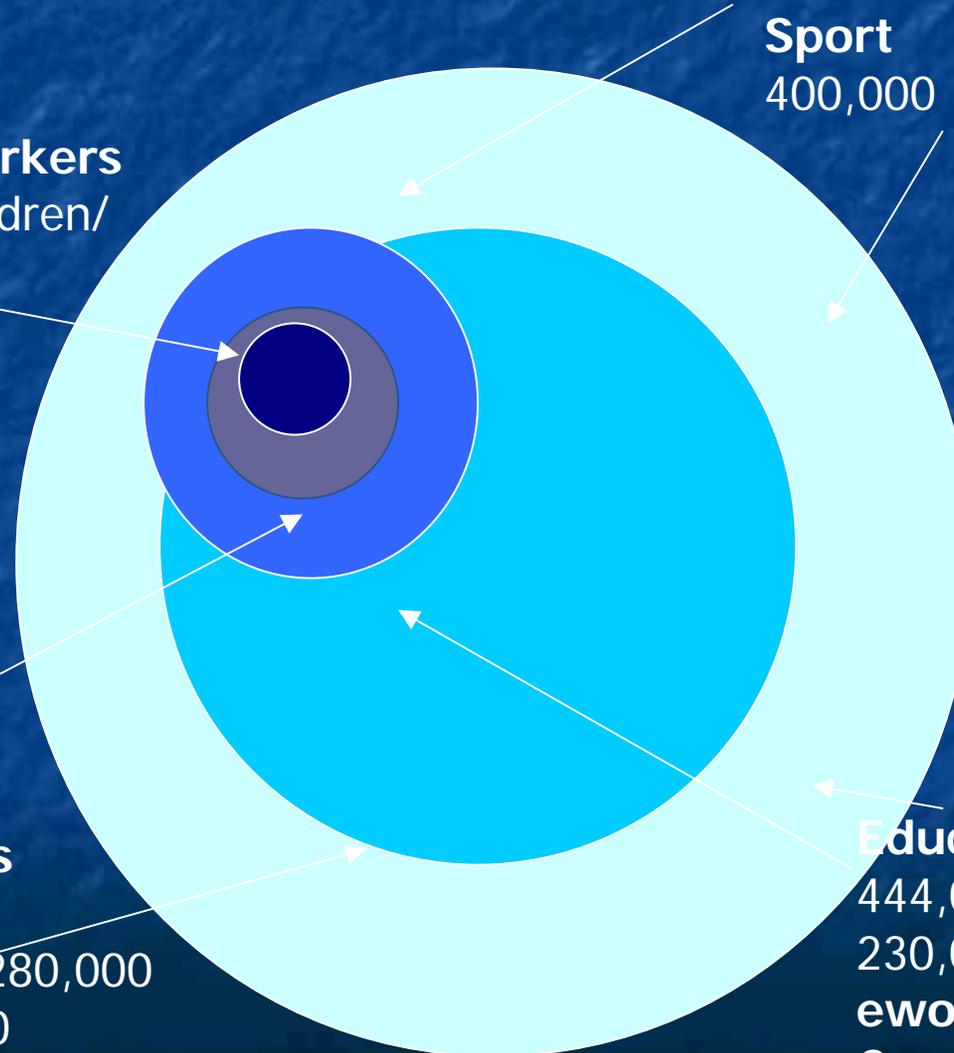
Children's Workforce (from Green Paper)



Social Workers
40,000 children/
families

YOT etc
10,000

Early years
83,000
childcare 280,000
Play 30,000



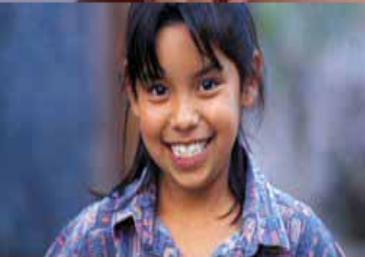
Sport
400,000

Health
13,000 HV
2,500 school
nurses
6,000 SALT
50,000 other
health profs
eg
paediatricians
, midwives,
children's
nurses)

Education
444,000 teachers,
230,000 support sta
ewo 3,000
Connexions 7,000

Involvement of children, young people, parents and carers

- 14 pathfinders had substantial levels of parent or carer involvement in the development of the children's trust
- 10 pathfinders had substantial involvement of children and young people in the development of the children's trust
- Involvement was more common in the design and development, delivery and evaluation of services than in strategic planning and governance arrangements.





Examples of good practice, involvement of children, young people, parents and carers

Through the Children's Fund we appointed a participation officer who is co-ordinating our approach and increased involvement of CYP. The participation officer leads the Participation Forum that has brought together CYP involvement. The participation strategy will be launched during Local Democracy week. The CYP Board includes young people and significantly the appointment panel for the new Directors included young people. In addition ... there is a plan to employ CYP ... as Mentors for other vulnerable and at risk CYP.

- Pathfinder in Unitary Authority

We are developing our children's trust website to include an interactive forum for children and families as well as providing information about the developments of the trust. We are also launching a mobile phone text system to collate children's views and inform them of service and trust developments.

- Pathfinder in Unitary Authority

In summary

- Enthusiasm and positive perceptions of potential for efficiency gains and improved outcomes for children
- Scale and complexity of reorganisation

We do not underestimate the strategic, operational and training and organisational implications of integrating educational services, social services and health services.
- Pathfinder in London Borough

Source: National Evaluation of Children's Trusts Baseline Implementation Survey, July 2004





*Children's trusts: developing
integrated services for
children in England*

<http://www.everychildmatters.gov.uk/childrens-trusts/national-evaluation/>