

Place based approaches The English experience

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Shape of the talk

- Background to English experience
- What do we mean by place?
- What are the challenges of collaboration?
- Does integration deliver better outcomes?
- What have we learned?

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Area based initiatives: the Blair Brown Years

**'joined up problems need
joined up solutions'**

- Health action zones
- Education action zones
- New Deal for Communities
- **Sure Start: overall aim to improve the life chances of young children living in poor areas**

Common features

- Overseen by local partnership boards
- Areas selected on poverty indicators
- Dedicated funding streams
- Cross Government Ministerial oversight

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Defining Place

Local Government area or...

- Clear administrative boundaries and data collection
 - Clear responsibility for local population
 - But, often overlapping boundaries with key partners: health, police, housing
- EG, **Every Child Matters (all children)**

Neighbourhood

- Better connection with local schools, esp primaries
 - Easier to get participation from local residents
 - Works best in urban areas with sufficient poor population to justify investment; much more difficult in rural areas
- EG, **Sure Start (poor under 5s)**

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Governance

ECM: local Government

Statutory requirements:

- Director and Lead Member of Children's Services
- Each area must have Local Safeguarding Board
- *Children's Trust* Boards, made up of all key agencies
- Requirement to have Children's Service Plan addressing all 5 outcomes

Sure Start: Neighbourhood

Funding requirements:

- Lead body to organise the plan
- Acct body to hold the money
- Partnership board including all key agencies, vol sector and local parents
- Small area with no clear administrative borders

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Sure Start is born

- Announced in Parliament, July 1998
- Initial plan of 250 local programmes; allocation of £450 million over 3 years
- Public Service Agreement set the overall aims and objectives but local freedom to design local programme to meet PSA targets
- Tight loose design
 - User not provider led
 - Flexible, responsive services sensitive to local needs
 - Joined up across different agencies and professions
 - Focus on outcomes not inputs
 - Evidence based?
 - Yes, in terms of imp of early years,
 - no in terms of actual design

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collaboration

- Best collaboration at the front line
- Middle managers often a barrier (perverse incentives and difficult performance management systems)
- Senior executives keen, but often don't make the time to make the relationships
- Co-production with users important but filled with dangers (who is not in the room)

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Participation of local parents?

<p>Wants yes Needs yes</p> <p><i>Ideal users, compliant, grateful, active participants</i></p>	<p>Wants no Needs no</p> <p><i>Benign neglect, competent to use other services and get what they need</i></p>
<p>Wants yes Needs no</p> <p><i>Not to be encouraged, but not turned away, good for social mix but can absorb resource. Need to be carefully managed</i></p>	<p>Wants no Needs yes</p> <p><i>Most difficult group, requires assertive outreach, and work with others so not excluded.</i></p>

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Silo working or service integration?

<p>Silos</p> <ul style="list-style-type: none"> • Clear focus on one or two measurable aims • Clear accountability • Clarity of realm of responsibility for activity and budgets <p>But risks of</p> <ul style="list-style-type: none"> • Duplication and gaps • Inappropriate solutions based on which service • More complicated for user to navigate 	<p>Integration</p> <ul style="list-style-type: none"> • Fewer agencies for family to deal with • More rounded understanding of whole family issues • Less risk of missing underlying issues <p>But risk of</p> <ul style="list-style-type: none"> • Staff inadequately trained for complexity • Key service missing from integration (often housing) • Very difficult to assess effectiveness of particular input
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What have we learned about place?

- Critical to understand the nature of the local population, what the data says, what local people say
- Critical to map the current service offer, particularly universal provision: how can it be better utilised: schools, health clinics, children's centres
- Physical environment really matters

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What have we learned about collaboration

- Relationships really matter
- Vertical relationships can be as much of a barrier as horizontal ones (the best at the front line do good by stealth)
- Important to get the right level of decision makers in the room
- Cross agency arrangements create over ambitious expectations: 'Sure Start and global warming'
- Implementation takes longer than you think, and rarely looks exactly as intended.
- Conflicts need to be resolved or managed, not ignored or avoided

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So...what have we learned about integration?

The same lessons as Australia

- Quality of staff and staff training key to success
- The actual task is very difficult; professional training is silo based
- What feels like integration to practitioners can be experienced as fragmentation to the end user
- New ways of working take longer than you think to bed down

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Why do it?

- Improving life chances for all children
- Levelling the playing field for children from poorer families
- Making best use of public money
- Only learn my trying (but learning lost if no evaluation or poor quality evaluation)

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