

Children's Social Care Services Northern Ireland
An Independent Review

**Summary Report – Children's Social Care Organisational
Arrangements**

Oxford Island Discovery Centre, Lough Neagh

27 January 2023

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1. Introduction

The Independent Review of Children's Social Care Services in Northern Ireland was announced on 21 January 2022. Ray Jones, Emeritus Professor of Social Work at Kingston University and St George's University of London, has been appointed as the Lead Reviewer. Professor Jones is being assisted by an Advisory Panel which includes Professor Pat Dolan, UNESCO Chair in Children, Youth and Civic Engagement; Marie Roulston O.B.E, Former Director of Social Work at the Northern HSC Trust and Her Honour Judge Patricia Smyth, a Deputy High Court Judge who had previously served as an Advisory Panel member on the Gillen Review of Family and Civil Justice.

Since undertaking the Review, Professor Jones has met with a wide range of stakeholders, and importantly, children, young people and parents / carers who have experience of children's social care services. In order to gather as much feedback as possible, a series of themed workshops have taken place to hear from the experts with experience, practitioners, managers and policy makers to listen to their views and experiences to help improve children's social care services.

This report relates to the fifth and final workshop on **Children's Social Care Organisational Arrangements** which was held in Oxford Island Discovery Centre, Lough Neagh, on 27 January 2023.

1.1 Workshop Objectives

The objectives of the workshop were to:

- Identify organisational issues affecting children's social care services;
- Provide an opportunity for stakeholders to engage, discuss and feedback on the main challenges and issues to help shape services for the future; and
- Explore and examine opportunities for development and any future change to address the issues identified.

1.2 Attendees / Delegates

A total of 80 delegates attended this workshop; this included parents, carers, frontline practitioners, service managers, policymakers and representatives from the community, voluntary and statutory sectors.

2. Structure of the Workshop

The workshop was chaired by Marie Roulston and structured as follows:

- Professor Jones opened the workshop and welcomed attendees.
- Marie Roulston introduced the workshop programme.
- Attendees were asked to complete a survey questionnaire to identify what they consider to be the three main issues for children's social care organisational arrangements.
- Four speakers each delivered a presentation outlining the key issues relating to children's social care organisational arrangements from their perspective. The speakers included Maura Dargan, NHSC Director of Children's Services, Avery Bowser, Action for Children, Gerry Largey, NIPSA, and Carolyn Ewart, BASW.
- Round table discussions followed. Each table had groups of 8 -10 individuals based on their organisations / roles. This allowed participants to engage in discussions to identify the main issues for children's social care organisational arrangements.
- This information recorded at each of the tables was collated and analysed along with the completed survey questionnaire responses. A summary of the qualitative findings was presented by Professor Pat Dolan, a member of the Review Advisory Panel.
- A plenary discussion was led by Professor Jones enabling attendees to reflect on the key issues and themes that emerged.
- At the end of the workshop delegates were asked to complete a short feedback survey questionnaire.

2.1 Key Speakers and Presentations

Maura Dargan, Director Children and Young People's Division in the Northern HSC delivered a presentation, a copy which is available in **Appendix 1**. The key areas covered included details on the:

- Variation in children's services operational briefs across the HSCs.
- Profile and priority of children's services within an integrated care system when weighted against acute services – acute wins every time!
- Challenges that arise following the transition from HSCB to SPPG and a focus on performance management rather than strategic planning.
- Commitment, expertise and talent and the strength of collaboration across the Statutory and Community and Voluntary Sectors.
- Things that could be done better and that need to be improved within and across children's social care services.

Maura ended her presentation by citing the Children's Leadership Group as a strong collaborative forum who work well together and advised that a single children's

services organisation (Arms Length Body (ALB)) offers potential positive advantages to further strengthen and focus priorities and planning for children's services into the future. She highlighted that it is vital that the final Report from this Review must not follow the stalemate of previous Reviews.

Avery Bowser, Director of Service Development, Action for Children delivered a presentation on behalf of the community and voluntary sector, a copy of which is available in **Appendix 2**. The key issues raised were:

- The length of time it takes to effect change in Northern Ireland.
- Questions about how truly integrated services are, even when we have legislated for cross departmental co-operation.
- The current political impasse in Northern Ireland.
- Learning from Tusla in terms of youth justice services and allied and mental health professions.
- Service mapping should be done against council areas which would enable poverty and disadvantage to be more realistically represented in terms of the level of need.
- Future looming further cuts to services planned for April 2023.
- Challenges for CVS – tendering period, instability of long-term funding and the need for CVS to collaborate more and compete less.
- Opportunities for CVS – more flexible and should not be thought of in terms of cost but also revenue / income.

Gerry Largey, NIPSA delivered a presentation on the key issues, a copy of the presentation available in **Appendix 3**. The key issues raised were:

- The workforce, including experts in service and experts by experience, will be key to embedding and maintaining any new model of children's social care services.
- Children's social care services should be mission focused not function focused.
- Information systems that strip out 20% of social work time are not effective or helpful in terms of making decisions and delivering outcomes; and
- Northern Ireland is a small region, we should think big, but act small in terms local delivery of services.

Carolyn Ewart, BASW delivered a presentation, a copy of which is available in **Appendix 4**. The key points highlighted were:

- The workforce issues in terms of bureaucracy, capacity, culture, recruitment, and retention were re-stated.

- The key concepts and strengths of the English model were discussed - political back up, long term change effected, strong understanding and integration of children's services as well as the support offered through the Encompass system.
- The key concepts and strengths of the Tusla model were discussed - not perceived as an imposed programme and the taskforce which was established helped in terms of positivity and early commitment; and
- In terms of organisational change in Northern Ireland, two key questions must be addressed – will services for children and families improve and will workforce issues be solved?

3. Round Table Discussions

Following the presentations, delegates engaged in group discussions to identify the three main issues in relation to children's social care organisational arrangements. Delegates were grouped according to their respective organisation / role to allow them to speak openly and discuss what issues impact them directly. A facilitator was assigned at each of the tables to lead discussion and record the key issues. **Appendix 5** set out the detail of the key points, from each group's discussion and feedback, in bullet point format.

4. Summary Analysis of Issues

The information recorded during the group discussions was analysed by Professor Pat Dolan with the assistance of the Review Secretariat. This information was compared with the qualitative data obtained from the survey questionnaires to identify common themes and trends. **Appendix 6** provides a summary of the common issues and themes in bullet point format.

5. Plenary Discussion

Professor Jones led the plenary discussion whereby delegates contributed to an open discussion on issues related to organisational arrangements. Key points from the discussion are summarised below in bullet point format.

Workforce

- Retention as important as recruitment – incentives which reflect the age and gender profile of the workforce should be considered – additional leave allowances in year 3, year 7 etc, subsidised childcare schemes.
- Have we the time and space to deal with the workforce erosion that has occurred to date?

Organisational Arrangements

- It is vitally important that children's services are adequately resourced on a long term and sustainable basis regardless of whether the organisational changes involve a move to a new ALB or the status quo remains.

- The cumulative impact of the past 13 years of cuts and reductions in children's services funding needs to be recognised in addition to the impact of short-term funding.
- Recognition that children's homes model in Northern Ireland is better than elsewhere in the UK.
- HSC in NI has been through so much in terms of change process in the past and while services on the ground must not stop or get set back while transitioning is taking place.
- Acceptance that while perfection in any organisational model may be very difficult to achieve, we should not spend needless time and energy trying to align services in Omagh with those in Belfast.
- Proposal would be to appoint a chief executive designate for the new ALB who would lead the change process in partnership with the DCS's creating a service which they would be responsible for managing over 5 to 10 years.
- DoH / SPPG involvement / mandate in structures needs to be reviewed.
- A secure established corporate service will be a crucial part of operations in an ALB - need a service that is capable and flexible which responds differently to differing community needs.
- In terms of management structures, principles and values currently we seem to look "up and in". we should look "down and out".
- Recognition that NI is small and agile enough to introduce improvement without waiting, there is existing strong partnership and practise wisdom in the system to enable us to do so.
- CYPSP model and Children's Services Co-Operation Act
- CiNI largely supportive of a single ALB/agency for children's services, need to protect and strengthen family support in order that children and young people are prevented, as much as possible, from entering the care system.
- Parents / carers want a service that provides a 360-degree performance management approach where the culture and needs of individual communities are valued and served by social work teams.
- Parents / carers do not always want to be recipients – they want to be partners in the system.
- Fostering Network acknowledge the work by the Lead Reviewer in facilitating more pathways to partnership working between the CVS and statutory and to highlight that service users have felt their voices were heard over the consultation /engagement phase of the Review.
- Comparison with Education Authority, which is 3 times the size of Belfast HSCT, where there is continuous myopic focus on savings year on year - not dependent on a single organisation model but more on structured support from operations.
- Agreement that transitions from children to adults' services should be a process that takes place over the period between age 18 to 25 years for young people.

- Urgent issues where action must be taken in NI now to address the problems of workforce and unallocated cases.
- Concern that past reviews (Bengoa, Secure Care Campus) where nothing has happened to implement – fear that this Review and its recommendations will also not be acted upon or taken forward.
- Important that the mission and vision of the Review and the momentum / ground swell created within constituencies up to this point is not lost.

6. Delegate Feedback on Workshop

41% of delegates completed feedback forms on the workshop. Feedback was largely positive. More detail of delegate feedback responses is included in **Appendix 7**.

7. Conclusion

The workshop concluded with Professor Jones and Marie Roulston thanking attendees for their time and contribution in helping to highlight the issues and challenges and aid discussion and thought about what can be done to address same in relation to children's social care organisational arrangements in Northern Ireland.

Children's Organisational Arrangements

Maura Dargan, Director Children and
Young people's Division
NHSCT



Trust Senior Structures

- Operational brief for Directors
- Executive Director vs Operational Director role
- Acute vs Community vs Children's agendas
- Integrated system



SPPG/DOH

- Move from HSCB to SPPG
- Commissioning cycle:
 - Strategic planning
 - Procuring or arranging services
 - Monitoring performance and evaluating
- DOH Policy Branch – CWD/Children’s and Mental Health
- Interface DOH/DOE/DOJ– e.g. SEN/DHRs



Partner Organisations

- Strategic Leadership across the system?
- ICP arrangements – children’s partners? - CYPSP has potential
- Assurance – how safe are our services – inspections, peer review.



Strengths:

- Workforce - talent/expertise/commitment
- 5 DCSs - developed a strong collaborative
- Extending connections with Association of Directors of Children's Services in England – 4 nations
- Children's Leadership Group – established with opportunity to develop, scale and spread
- New to post senior leaders – opportunity to develop relationships and synergy



Could do better:

- Workforce solutions
- Strategic development with System Leaders
- Strengthen strategic partnerships to deliver more effective service improvements
- Embed the full commissioning cycle at pace – strategic planning, procuring/arranging services
- Flexible approaches to improvement - a better balance between regional and local initiatives.



Could do better:

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Appendix 2 – Key Speaker Presentation – Avery Bowser, Action for Children



- Internal Market – Purchaser/Provider split
- Restructure and Reform – 4-18-5 / Gateway and specialisation
- Marketisation and Contracting Out
- Misapplication of EU Law
- Integrated Health & Social Care Structure
- Trusts too big and too complex
- Austerity
- Political start-stop



Children's Services Arms Length Body

- Should we?
- Can it be done?
- What's in, what's out?
- What should it be mapped against?

Commissioning from the Voluntary and Community Sector

- 'Faux markets' and 'unit cost'
- Partnership and collaboration
- Multi-year secure funding (uplift!)
- Real costs
- Ability of both partners to flex and change
- Investing not 'going retail'

Remember Delivering Together!

- Experts in Service



- Experts by Experience



- Without a Workforce you have Nothing!

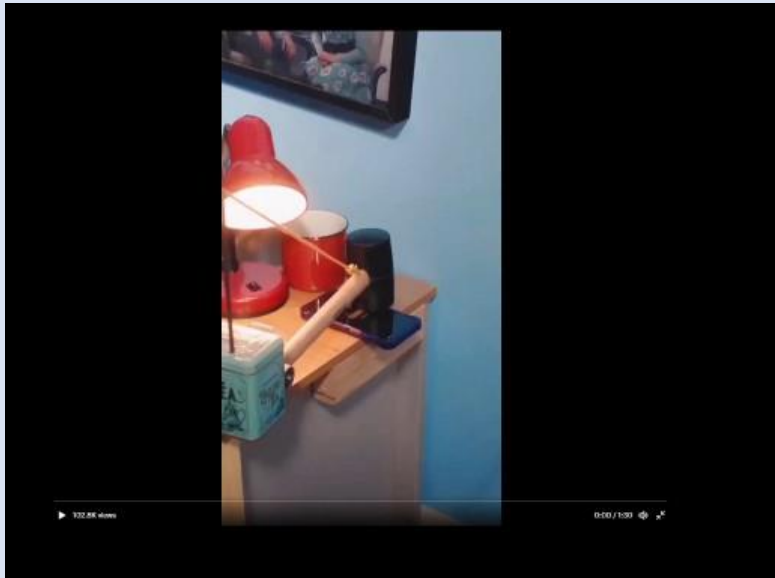
- A Rolls Royce Service for the Vulnerable

Co Production and Co design

TU's care about effectiveness and fitness for purpose more than you think!



A LONG TIME AGO
IN A GALAXY FAR,
FAR AWAY



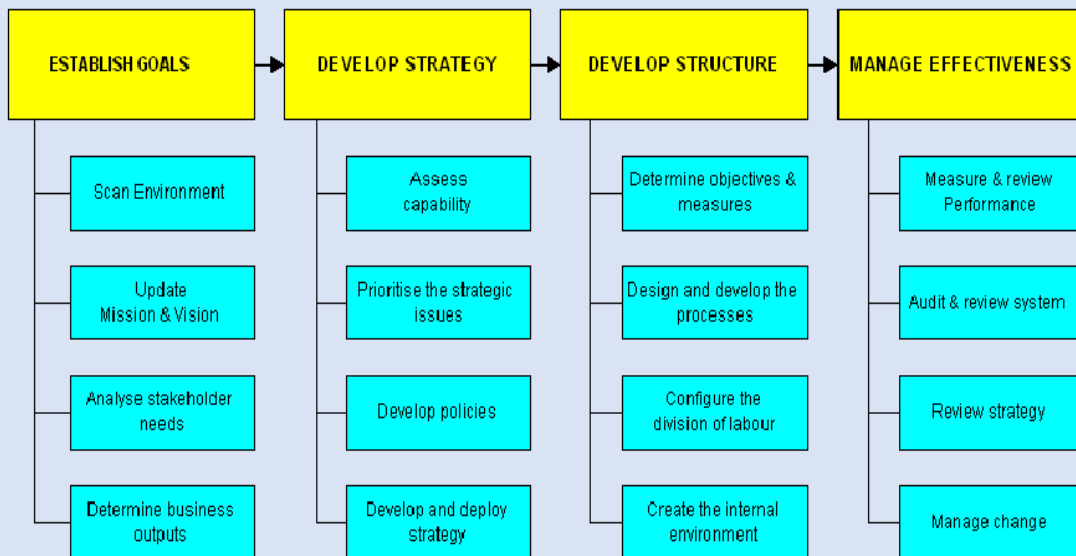


MISSION BASED NOT FUNCTION BASED!

- In a Mission Based Organisation, leaders express their goals as a portfolio of prioritised outcomes.
- People with diverse sets of skills work together in multidisciplinary mission teams to deliver these outcomes.
- Whilst success in the siloed model is often measured in quantitative terms
- a mission based organisation defines its success through a mix of quantitative and qualitative measures that represent the purpose of the business

DELIVER ON OUTCOMES NOT TARGETS

- Mission Based approaches transform and simplify the way organisations operate, driving focus on achieving outcomes that define the success of their strategy and ensuring the right skills, capabilities and resources are flexibly allocated to respond to the highest priorities of the business.
- A highly transparent and accessible data pipeline is a critical enabler of multi-discipline working. As responsibility shifts from line managers held accountable for their function's success towards mission leaders delivering outcomes, it is important to empower them with the flexibility to make datadriven decisions



Business processes that support the mission
not organisations that exist to serve the processes



WE ARE NOT WATCHMAKERS! RESIST THE URGE TO TINKER !






**INDEPENDENT REVIEW OF
CHILDREN'S SOCIAL CARE**

WORKSHOP, 27 JANUARY 2023

CAROLYN EWART
NATIONAL DIRECTOR, BASW NI

BASW
Northern Ireland
The professional association for
social work and social workers



WORKFORCE PRESSURES

- Caseloads and Capacity
- Recruitment and retention
- Bureaucracy
- Culture and leadership

BASW
Northern Ireland
The professional association for
social work and social workers

THE ENGLISH MODEL

- Local Authority Structural Reform
- What are the key building blocks for high quality Childrens services?



THE TUSLA MODEL?

- Ownership of change
- Goodwill and vision
- Leadership and management
- Governance
- Pragmatic approach?



WILL IT SOLVE THE ISSUES?

- Will it improve services for children and families?
- Will it improve the workforce issues?



BASW
Northern Ireland
The professional association for
social work and social workers

Thank
you!

BASW
Northern Ireland
The professional association for
social work and social workers

Appendix 5 - Key Issues raised in Round Table Discussions

Group One (DoH, OSS, SPPG)

Issues

- Lack of a mission statement and high-level strategic plan for children's services.
- Dominance of health agenda in DoH and SPPG (children poor relation).

How to address

- Clarification of role of DoH now that it includes SPPG.
- Partnership working and joint working between government departments with children at the centre.
- Implementation of ICS and where children's fits.

Group Two (SPPG, DE, PHA, BSO)

Issues

- Workforce and funding.
- Structure – will same issues be present at a great deal of time and expense? Needs mandated buy in across all sectors. How do you divide budget fairly?

How to address

- Focused workforce strategy - tie into wider workforce strategy to attract and retain staff.
- Structure – will same issues be present at a great deal of time and expense? Needs mandated buy in across all sectors. How do you divide budget fairly?
- Integration – time scales to resolve and implement solutions. Mandated timescales to maintain momentum – action groups to review progress.

What can be done now

- Role redesign to meet the needs of the future and make it attractive.
- Retain graduates in NI.
- Caseload review.
- Redeployment.

Group Three (HSCT Service Managers)

Issues

- Better alignment of key agencies/services needed – integrated working. Education Welfare Officers/Youth Justice Agency included in the Arms-Length-Body?

How to address

- Agree a clear vision for what children's social work services should be (ambitions) and then agree the best mechanism for delivery.
- Needs-led commissioning. More local autonomy/authority in regional framework.

Group Four (HSCT Service Managers)

Issues

- No strategic planning – this is a collective responsibility across departments and partner agencies.
- BSO/Workforce pay structures.

How to address

- Child first – structures need to focus on outcomes for children. Policy to be informed by this – needs to be enabling and not restrictive.
- Broaden career pathways in social work.

What can be done now

- Disband BSO.
- Review SPPG regarding performance versus commissioning versus strategic planning.
- Skill mix and involving Community & Voluntary in early intervention (funded). Needs a level of expertise.
- Update of policies to allow flexibility.

Group Five (EA, BASW, RQIA, NISCC, SBNI)

Issues

- Lack of safety for staff – practice – workload/fear. Absenteeism, retention, leadership, retention incentives.
- Lack of safety for children and families – lack of service, continuity, lack of relationships.
- Skills mix is not correct.
- Systems leadership beyond children's services is lacking. Current direction could increase silo mentality.

How to address

- Appropriate skills mix supports child/family-centred response, e.g., in the Netherlands.

Group Six (NIPSA, UNISON, NIGALA, Youth Justice Agency, Probation Board)

Issues

- Crisis in children's services across a range of issues.
- Workforce skill loss – practice wisdom loss.
- How long will a new structure ALB take?

How to address

- Multi-year funding to meet needs of children, young people, and families.
- Plan for here and now to deal with immediate needs which can support a transition to a new structure.
- New structure needs to have a focus on collaboration/partnership working across those involved with children, young people, and families. This may require a review of roles and social work practice in a single organisation.

Group Seven (Fostering Network, Foster Care Workers Union, QUB, UU, Action for Children, Barnardo's, VOYPIC)

Issues

- Procurement, uplift.
- Lack of strategic planning. Lack of co-production with workforce and service users.
- Regional consistency.

How to address

- Practice reviews, continuous improvement.
- Action reviews.
- Independent body for accountability.
- Evidence-informed data – for workforce planning, services, etc.
- Clear mission to meet the needs of children and young people and improve outcomes.
- Focus on children, communities, and whole families.
- Real service user involvement.
- All services should have access to the same learning and development opportunities.

Group Eight (CiNI and Parents and carers)

Issues

- Lack of political leadership.
- Concerns about hierarchy in a new system – family support and early help, will it still lose out?
- Worry about missed opportunity.

How to address

- Recognition of central/crucial role of parents and carers.
- Services working together – school, health, education, youth service, youth justice.
- Teachers and social workers working together. Jointly train teachers and social workers.
- Need a central vision and mission that everyone can sign up to.
- Need a community model.
- Single point of contact for help.

Appendix 6 - Summary Analysis of Questionnaire Responses and Group Feedback

Children's Social Care Services Northern Ireland
An Independent Review

Workshop - Organisational Arrangements

Key Issues & Analysis Questionnaire Responses and Round Table Discussions

Workshop - Organisational Arrangements

Children's Social Care Services Northern Ireland
An Independent Review

Main Issues Identified by Parents / Carers

- Focus on needs of YP
- Care should not end at 18
- We need to be sure of consistency amongst SWs - retention of staff
- Respect the skills of foster and kinship carers
- Better post-adoption support
- Get Support for parents right at a basic level
- Lack of political leadership
- Teachers and SWs need to work together – i.e. training
- FS can lose out in a hierarchy system can still lose out
- Recognise the central role of parents / carers
- Need a Community Model
- Number of Trusts needs to be simplified
- Where do we go for help and get the support we need? – Need a Simple Single Point

Main Issues Identified by Parents / Carers

- Better multi-agencies working with and for us
- Remove barriers between gateway FIT, LAC and Leaving and Aftercare
- Not enough focus on early intervention and early helping
- Transition from children to Adult Services is inadequate
- Too much bureaucracy
- Better communication between professionals working with Families
- Consistent supply of a skilled workforce
- Need a single agency in NI- with proper funding
- Need to know who we go to and where to find them and what they can/will do for us!

Main Issues Identified by Practitioners / Service Managers

- Better interface with Adult services and Mental Health and Learning Disability
- Disband BSO!
- Review role of SPPG– performance v commissioning v service planning
- Adequately funded services with strategic families
- Child centred approach with key underpinning principles
- Existing structures to diverse and complicated
- SW pay structures and careers review
- Inward looking services will resist change– bringing everyone a challenge
- A. clarity of purpose B. Clear pathway C. Champions
- Better Third Sector engagement reduce over dependence on agency staff
- Cut deficiencies in YP accessing their social worker
- Stop competition across the 5 Trusts for accessing services

Main Issues Identified by Practitioners / Service Managers

- collapse of workforce due to lack of planning and poor pay- needs to be addressed
- Inability to delivery voice for SW and SC fixation on the acute health services
- Structures for integration through region- consistency in approach re implementation of Policies and Procedures Regionally
- Consistency in approach and learn across Trusts
- Share resources where you can
- Clear vision of the role of a SW in Services
- workforce do their best to deliver services and some do it well
- Uniform policies to implement services well and avoid redress to legal challenges
- Think big do local not think small do big

Main Issues Identified by Policy Makers

- Lack of consistency across the Trusts- High level Planning
- Whole system approach within children's social care services
- Clarification of the Role of Dept of Health
- Timescale to resolve and implement solutions
- Action Groups to review progress- how do you divide resources early
- High number of unallocated cases needs to be managed
- Health Agenda needs prioritisation
- Implement ICS

Main Issues Identified by Policy Makers

- More local autonomy
- Consider Redeployment with redesign of roles
- Retain Graduates in NI
- Caseload Review needed
- Recruitment and retention high turnover issues addressed urgently
- Multidisciplinary teams with skill mix prioritised
- Better focus on Family Support and Early Intervention as central
- One central managed system across the 5 Trusts- enables good service delivery
- Quick implementation of safe staffing legislation
- Better frontline Social work is urgently needed- engaged in daily face to face practices with c yp and families
- One Trust – consistent across NI

Main Issues Identified by 'Other'

Main Issues Identified by Wider Grouping (BASW, RQIA, NISCC, NIPSA, UNISON et al)

- One Single Agency - Structured Reforms– Regional approaches +++++
- Integration across Statutory and CVS ++++
- Consistent supply of skilled workforce
- Early intervention Assessment through a "front door with implementation
- Faster decision needed within budget allocation (given Exec issues)
- Focus on Children frontline services across health and education
- Family Support in line with early intervention- for prevention
- Accountability needed- tackle resistance to change at management and other levels
- Clear guidance on how professionals communicate with families and each other

Main Issues Identified by 'Other'

Main Issues Identified by Wider Grouping (BASW, RQIA, NISCC, NIPSA, UNISON et al)

- Supply of Workforce – role redesign needed strategic workforce planning
- Get social workers on the ground! Make clear decisions
- Coproduction with Service Users
- Clarify roles and responsibilities of all actors in the system
- Children Services Director – reporting to Regional Director – new ALB for Children
- Don't forget Wisdom Loss
- Think of how services affect children, childhood and life course
- Clarity on commissioning – linking up with adult disability and MH services
- Acute service attention in hospitals will drown out social care provision
- Care should not end at 18 – steering groups of carers determining policy direction
- Better staff mix skill mix need especially among traditionally considered sole social care/nursing roles – different perspectives leads to different and new solutions

Main Issues Identified by 'Other'

Main Issues Identified by Wider Grouping (BASW, RQIA, NISCC, NIPSA, UNISON et al)

- Acute and community services should have parity of esteem
- Regional leadership for foster care - F carers as coproducers of strategy and its implementation - better policies on allegations, retention and fees
- New emerging services require new responses e.g. asylum seekers
- Broaden career pathways – increase workforce
- Adequate budgets to deliver services – decisive decisions needed not finance led
- Better system leadership/governance
- Lack of safety for staff – leads unsafe practice
- Netherlands Skill mix e.g.
- Case loads balanced and made normative
- Fix the problem within the system we have

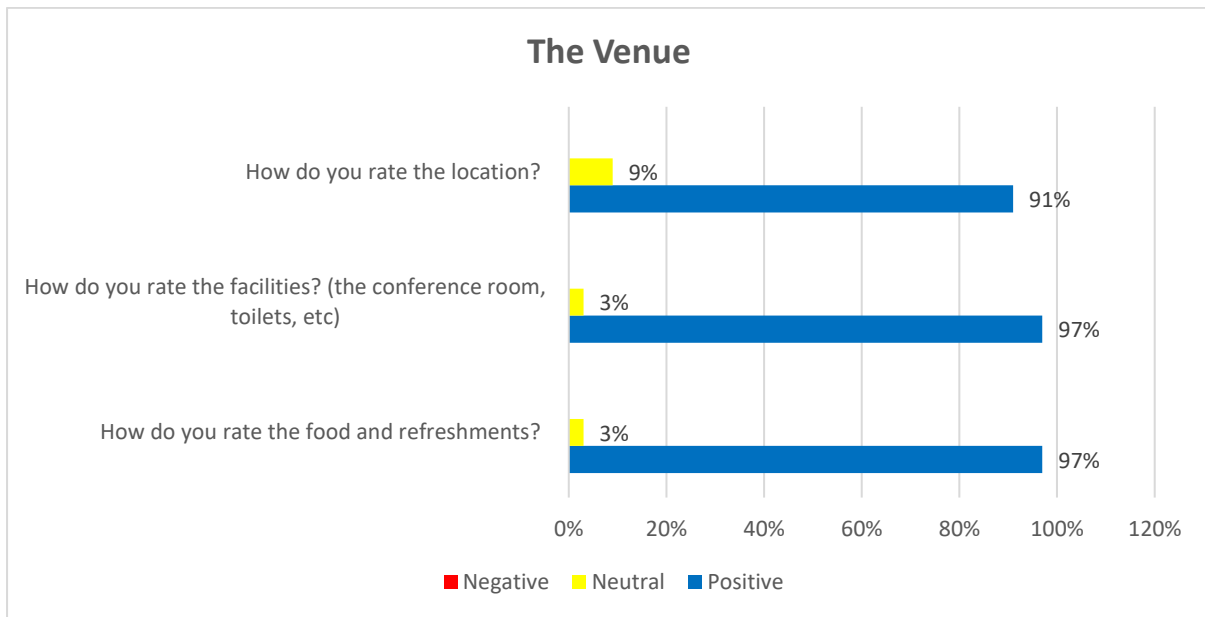
**Phew! I Mean it
this time**

Thank You.

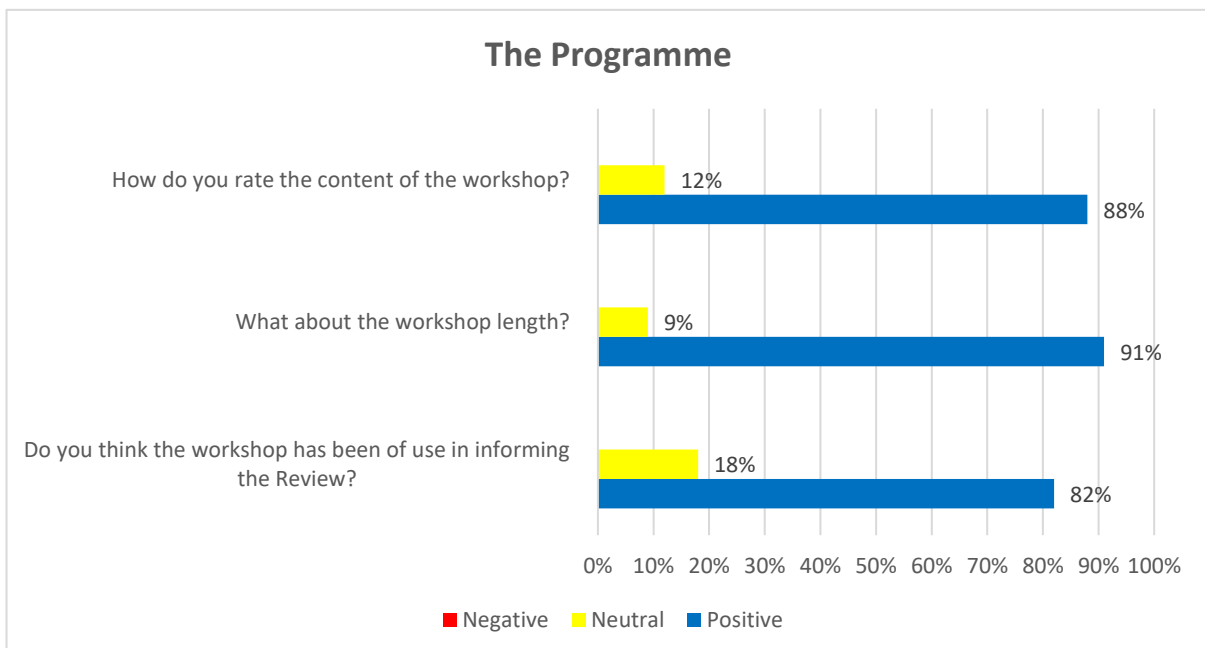
Appendix 7 - Summary of Delegate Feedback

Feedback is based on collated findings provided by 46% of delegates.

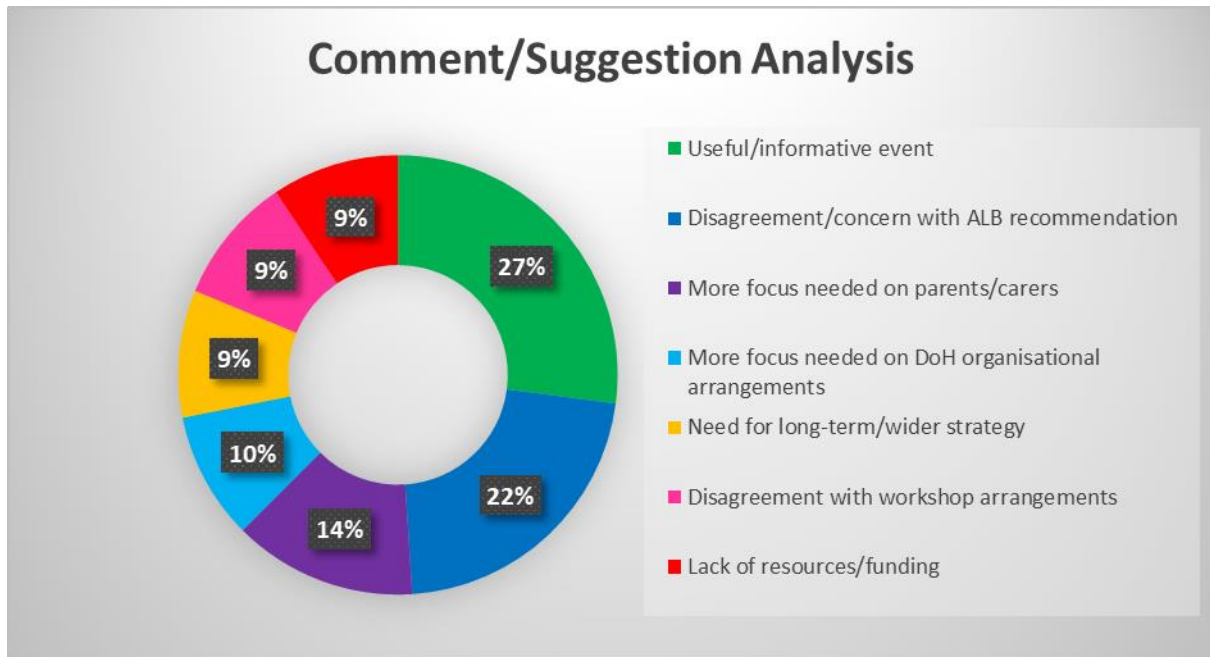
(i) The Venue



(ii) The Programme



(iii) **Comment/Suggestion Analysis**



“The workshop was very helpful in laying out the challenges to be addressed moving forward.”
-Service Manager

“Concerns raised at our table about the ALB approach, however this was reported as a strong message from our group. The concerns/reservations need to be reflected in the report.”
-Regulator

“Parents need to be supported and involved.”
-Parent

“The big issue is funding. Otherwise, you are just moving pieces around.”
- Service Manager

“Longer-term planning has never really happened. Service users [should be] involved in planning, teaching, policy making, modifying.”
-Service Manager

“Really informative content.”
-Trade Union official

“Department of Health has three strands, policy, OSS and SPPG and we are only beginning to work in a coordinated way. We need clarification around this so that Trusts are clear about roles and responsibilities.”

-Service Manager

“Very informative and constructive workshop.”

-Service Practitioner

“The workshop was very thought provoking.”

-Service Manager

“Important to recognize that divergence of views remains as to the solution – not hearing this voice coming through or being picked up, yet remains a part of many discussions. Not everyone in agreement that there is enough evidence to say that a new ALB is the solution.”

- Regulator

“Domestic violence victims aren't seen as victims; they are put under pressure to prove themselves to social workers who are not educated in trauma bonds.”

-Parent

“There appeared to be a lack of cultural diversity in attendance – would all communities in Northern Ireland have input?”

-Legal Practitioner

“More specialized roles and teams are needed. Copying the Tusla model stretches staff and covers too many.”

-Parent

“Further focus on the accountability arrangements between HSCTs, CSCS and the Department of Health would have been very valuable.”

-Service Manager

(In relation to a Workshop presentation) “I found the lack of focus on parents/carers very worrying.”

- Parent

“It would have been helpful if groups could have been mixed as the arrangements did reinforce current silos.”

-Service Practitioner

“Thank you for the opportunity to take part, to listen and to influence the Review! Very well organized.”

-Service Manager

“There is a lot of money in the system, is it being spent in the most effective and efficient ways?”

-Service Manager

“How much restructuring do we have to do to keep coming back to the same place (or further behind)? We need to develop intervention services within Trusts for families, children and teenagers, central point of the skill mix model in the Netherlands.”

-Service Manager

“Thanks for opportunity to be involved.”

-Parent