



# **Colin Early Intervention Community (CEIC)**

***Where hope will flourish – improving  
the lives of children and young people  
in Colin through early intervention***

Process evaluation of CEIC

Baseline report

*March 2013*

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# Executive summary

## Background

In December 2011, the National Children's Bureau Northern Ireland (NCBNI) was commissioned by Colin Early Intervention Community (CEIC) to provide a range of research consultancy services to support the development of CEIC. Specifically, these services were to focus on the delivery of three main areas:

- (1) A portfolio of interventions and enhancement of current provision aimed at improving CEIC outcomes.
- (2) A Performance Management Framework to enable the impact of CEIC interventions to be monitored.
- (3) A process evaluation to explore and assess programme implementation.

The findings for the first two areas identified above have been published in two separate reports in November and December 2012 respectively. This report is the third report in the series and is an evaluation of the processes followed to implement CEIC.

## The Colin Neighbourhood Partnership (CNP) and Colin Early Intervention Community (CEIC)

The Colin Neighbourhood Partnership, which brings together at a neighbourhood level the different parts of the public sector as well as the private, business, community and voluntary sectors, is determined to address the underlying issues that have contributed to prolonged and entrenched deprivation through the establishment of the Colin Early Intervention Community.

CEIC is one of the Locality Planning Groups currently linked to Northern Ireland's Children and Young People's Strategic Partnership Board which is working towards outcomes-based, integrated planning and commissioning of services.

## The National Children's Bureau (NCB) and its role in supporting the delivery of CEIC

This report presents the findings of the process evaluation of the CEIC. The aim of the process evaluation is to assess how well CEIC is delivering on its objectives regarding implementation of the early intervention community in Colin.

As the process evaluation is being conducted over a three-year period, this report presents a baseline for the evaluation. The interim report (due to be completed in December 2013), will provide a formative assessment of how well the CEIC is learning lessons and incorporating changes into the way it operates and delivers services in the Colin area. The final report, in December 2014, will provide a summative or final assessment of how well the CEIC has performed in terms of delivering an effective early intervention community for the Colin area.

It is important to note that at the time of conducting this baseline evaluation of CEIC processes, only a small number of the programmes recommended for expansion had expanded their provision. In addition, new programmes planned for the Colin area including Strengthening Families, Life Skills Training, and Adolescent Counselling, had only recently been identified.

## Methodology

The methodology for delivering this process evaluation used a mixed-method approach and comprised the following:

- **Content analysis of CEIC documents:** A wide ranging analysis of CEIC documents was undertaken. This entailed a detailed analysis of workshop documentation and meeting minutes for all CEIC structures in place.
- **Stakeholder interviews:** A total of 12 face-to-face/telephone depth interviews were undertaken with key stakeholders between September and November 2012.

## Key findings

### Overall assessment of implementation to date

A high level analysis of the implementation of CEIC suggests that it has achieved some notable successes since its inception in May 2011. In particular, the structures in place have evolved over time to include a greater array of relevant stakeholders (e.g. funders, service providers, community representatives) and CEIC have also been successful at reducing potential duplication/overlap in terms of membership on each of the CEIC structures. Interviewees reported a high level of awareness of how CEIC structures operate amongst relevant stakeholders. Interviewees also believed there was now clarity in relation to the roles and responsibilities of individuals within the various groups/committees and that the 'right' stakeholders were involved in the various CEIC structures and at the appropriate times.

Analysis of the interview data also suggests that CEIC has also been successful in terms of bringing together representatives from across the various sectors and encouraging collaboration and high levels of partnership working. These successes have largely been attributed to the strong leadership shown by the Senior Responsible Owner and CEIC programme manager.

Alongside embedding CEIC structures and deepening collaboration and partnership working, CEIC has commissioned a number of agencies/organisations to undertake research activities to support the development of the early intervention community. For example, since June 2011 the Centre for Effective Services (CES) has worked with CEIC initially to assist with the development of outcomes for CEIC and to then act in an advisory capacity to support the ongoing development of CEIC. Following the development of a Logic Model CES continued to assist CEIC to think through the planning and implementation of each stage of the process from an evidence informed perspective and acted as a 'critical friend' to CEIC. In December 2011 NCB was commissioned to undertake an analysis of provision in the Colin and make recommendations both for expansion of existing programmes and introduction of evidence-based programmes new to the Colin area. These support services assisted Colin in understanding what works and does not work and helped Colin to channel resources to those programmes that would make a difference to children and young people's outcomes.

Whilst a number of the programmes are now progressing well, CEIC has experienced some slippage in implementation of a number of Phase 1 programmes<sup>1</sup>. A number of reasons help to explain these delays including, for example, an extended procurement exercise for the Incredible Years Programme. Notwithstanding these delays, a way forward has been agreed for each of these programmes and it is expected that each of them will commence roll-out from February 2013 onwards. An implication of these delays has been a significant under spend of allocated funding - almost one-half of allocated funding for 2012/13 (c. £168k) had not been spent in that financial year. This under spend is expected to continue into the 2013/14 financial year although at a much reduced rate, with an over spend expected in the following financial year (2014/15).

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<sup>1</sup> There has been significant slippage in the timeline for the following programmes: Speech and Language Therapy (SLT); Incredible Years Programme (Parent/Teacher/Child), and; Colin Early Parenting Programme.

## CEIC structures

The following points summarise the key findings in relation to CEIC structures:

- CEIC structures have evolved quite substantially since its inception to include a wider range of stakeholders (e.g. through the incorporation of the Family Focus group), whilst at the same time minimising burden.
- There was a high level of awareness of how CEIC structures operate amongst CNP staff, funders and representatives from across Government departments. Interviewees believed there was now clarity in relation to the roles and responsibilities of individuals within the various groups/committees and that the 'right' stakeholders were involved in the various CEIC structures and at the appropriate times.

### Suggestions for improving CEIC structures

- Stakeholders did not suggest any refinements to current delivery structures believing that they needed to be 'tested' by delivery on the ground before any further refinements, if any, are undertaken.

## CEIC resources

The following points summarise the key findings in relation to CEIC resources:

- **Funding**
  - CEIC has significant resources at its disposal with c. £1,515k of funds committed by a range of funders across the public, private and community and voluntary sectors.
  - CEIC has under spent allocated funding for the 2011/12 financial year – spending c. One-half (or £182k) of a planned expenditure of £350k. This under spend is expected to reduce in 2012/13 and beyond as programme implementation accelerates.
- **Staffing and expertise**
  - At CEIC's inception, the Programme Management Office (PMO) comprised the Programme Manager, Kieran Drayne. Over time, the resources devoted to supporting CEIC have increased commensurate to the growth of its responsibilities. In March 2012, Benny McDaniel, Quality Specialist and Programme Coordinator, was appointed, whilst in May 2012, CEIC part funded the appointment of Ciara McLaughlin as CEIC's Administrator and Marketing Specialist.
  - All of the stakeholders interviewed believed that CEIC had sufficient staff resources to implement CEIC at the time the interviews were conducted (in September/October 2012), however a number of suggestions were put forward for enhancing resources in the future (see below).
- **Leadership**
  - All of the stakeholders who commented on the leadership displayed by CEIC staff noted that they had been successful in using their leadership skills to bring the early intervention community to the point where delivery is now taking place on the ground.

### Suggestions for enhancing CEIC resources

Stakeholders interviewed identified the need for additional resource in two specific areas:

- **Data analysis:** It is anticipated that all responsibility for performance management will transition from NCB to CEIC before mid-2013. After this point in time, CEIC will be responsible for collating and analysing all programme performance data. CEIC may wish to consider recruiting for the role of data analyst in May/June 2013.
- **Public awareness/social marketing:** A number of stakeholders believed that it is important for CEIC to raise its profile, particularly amongst the Colin community. This could be achieved

either through the recruitment of a part-time staff resource or through commissioning an external organisation to assist it with this task.

### CEIC planning and delivery

CEIC planning and delivery consisted of three distinct phases as follows: strategic planning phase; pre-implementation phase, and; programme implementation phase. The first two of these took place in parallel, whilst the latter phase is now taking place. The following points summarise the key findings in relation to CEIC planning and delivery:

- **The strategic planning phase** was critical to the development of the early intervention community. NCB, CES and HSCB were each commissioned to undertake research and/or provide specialist advice/support to CEIC to enable the early intervention community to develop and embed. The support provided by each organisation (particularly NCB and CES) was based on the principle that the development of an early intervention community should be evidence informed of what works. This evidence-based and evidence informed approach has guided the strategic planning phase.
- **The pre-implementation phase** was undertaken in parallel with the strategic planning phase. In broad terms, activities undertaken as part of the pre-implementation phase in 2011 principally focused on raising awareness of the issues that have faced Colin in the past and on providing stakeholders with an understanding of CEIC's vision, long-term aims and objectives. In 2012, pre-implementation phase activities, principally through workshops, have focused on helping stakeholders understand and appreciate issues relating to service provision and on charting a way forward for CEIC implementation.
- **Programme implementation phase** is split into two distinct phases, with Phase 1 dealing only with those programmes planned for expansion and Phase 2 dealing with the implementation of programmes that are new to the Colin area.
  - Delivery of Phase 1 programmes is having mixed success.
    - Two of the programmes (Time 4 Me and Take Ten) are, for the most part, progressing according to the original timetable. However, there are continuing financial issues in relation to the former of these resulting from the withdrawal of some of its funding.
    - The remaining three programmes (Speech and Language Therapy, Colin Early Parenting Programme and Incredible Years) have experienced a slight delay. The issues causing these delays have been identified and are being addressed, and delivery is expected to commence in late January/early February 2013.
  - Delivery of Phase 2 programmes<sup>2</sup> will begin to take place in February 2013 commencing with the Life Skills Training programme. A timetable for these programmes has yet to be finalised.

### Suggestions for enhancing programme implementation

- **Targeting resources to maintain high levels of collaboration:** Particular stakeholders, for example schools, will need to have sufficient resources in place so that they can avail of the opportunities for collaboration and partnership working. These resources could come from within the existing resources in place for programmes/services currently being provided.
- **Protocols for service providers to refer service users to other programmes:** A number of interviewees suggested that it is important to have clearer guidance/documentation relating to referrals so that when providers of CEIC-funded programmes need to refer service users to other programmes in the area, a common/standardised approach is used. CEIC, in consultation with service providers, might wish to consider in more detail how a common referral process/system might work in practice.

<sup>2</sup> The UK Resilience Programme was originally considered for introduction to the Colin area though this will not proceed as part of the Phase 2 programme implementation. A review of programme delivery at the end of 2013 will assess whether or not this programme is required, taking into account the programmes being implemented and the impact they are having in Colin.

## 1. Introduction

In December 2011, the National Children's Bureau Northern Ireland (NCBNI) was commissioned by Colin Early Intervention Community (CEIC) to provide a range of research consultancy services to support the development of CEIC. Specifically, these services were to focus on the delivery of three main areas:

- (1) A portfolio of interventions and enhancement of current provision aimed at improving CEIC outcomes.
- (2) A Performance Management Framework to enable the impact of CEIC interventions to be monitored.
- (3) A process evaluation to explore and assess programme implementation.

The findings for the first two areas identified above have been published in two separate reports in November and December 2012. Both of these reports are due to be launched in January 2013. This report is the third report in the series and is an evaluation of the processes employed to implement CEIC.

### Principles of CEIC investment

In the Colin Area, there is a well established community led infrastructure, the Colin Neighbourhood Partnership, which brings together at a neighbourhood level the different parts of the public sector as well as the private, business, community and voluntary sectors so that various initiatives and services support each other and work together.

CNP is determined to address the underlying issues that have contributed to prolonged and entrenched deprivation through the establishment of CEIC. CEIC is one of the Locality Planning Groups currently linked to Northern Ireland's Children and Young People's Strategic Partnership Board which is working towards outcomes-based, integrated planning and commissioning of services. CEIC recognises that a different approach is needed which will require organisations to work differently, to be more coordinated and strategic to deliver a vision where 'children, young people and families of the Colin community will have the best possible lives where hope will flourish'. To achieve this vision, all proposals for CEIC investment must adhere to the following principles:

- encourage user involvement;
- have a firm evidence base;
- be sustainable;
- demonstrate connectedness and joined-up working with other services; and
- undertake robust evaluation and outcomes tracking.

### NCB and its role in supporting the delivery of CEIC

This report presents the findings of the process evaluation of the CEIC. The aim of the process evaluation is to assess how well CEIC is delivering on its objectives regarding implementation of the early intervention community in Colin.

As the process evaluation is being conducted over a three-year period, this report presents a baseline for the evaluation. The interim report (due to be completed in December 2013), will provide a formative assessment of how well the CEIC is learning lessons and incorporating changes into the way it operates and delivers services in the Colin area. The final report, in December 2014, will provide a summative or final assessment of how well the CEIC has performed in terms of delivering an effective early intervention community for the Colin area.

It is important to note that at the time of conducting this baseline evaluation of CEIC processes, only a small number of the programmes recommended for expansion had expanded their provision. In addition, new programmes planned for the Colin area including Strengthening Families, Life Skills Training, and Adolescent Counselling, have only recently been identified although much of the planning for their introduction had been complete. Therefore, as would be expected, the vast majority of interviewees could not comment on the impacts that these programmes were having on the ground.

## Methodology

The methodology for delivering this process evaluation comprised:

- **Content analysis of CEIC documents:** A wide ranging analysis of CEIC documents was undertaken. This entailed a detailed analysis of workshop documentation and meeting minutes for all CEIC structures<sup>3</sup> in place including:
  - The CNP Board (Programme Board);
  - Locality Planning Group;
  - Expert Advisory Committee; and
  - Family Focus.
- **Stakeholder interviews:** A total of 12 face-to-face/telephone depth interviews were undertaken with key stakeholders between September and November 2012. Interviewees were selected using the stratification matrix illustrated in Table 1.1 below. This helped to ensure broad coverage of the key groups involved in the implementation and delivery of CEIC.

**Table 1.1: Stratification matrix**

Broad interview group	Proposed number of interviewees
1) CNP representatives	2
2) Service providers <ul style="list-style-type: none"> <li>- Statutory</li> <li>- Non-statutory (i.e. Community and voluntary organisations)</li> </ul>	3
3) Schools and youth centres	2
4) Funders <ul style="list-style-type: none"> <li>- Government departments</li> <li>- Community/voluntary sector</li> </ul>	2
5) Policy/ local delivery <ul style="list-style-type: none"> <li>- Government departments</li> <li>- Other (e.g. PHA)</li> </ul>	3
<b>Total no. of interviewees</b>	<b>12</b>

In relation to the stakeholder interviews, two topic guides were drafted. One of the topic guides was used with stakeholders who had been heavily involved in the delivery of CEIC (e.g. representatives on the Locality Planning Group), whilst the other topic guide was used with stakeholders who were less involved in the delivery of CEIC and therefore would not have been expected to have detailed knowledge of, for example, CEIC delivery structures.

A draft of each of the topic guides was shared with CEIC representatives to provide them with an opportunity to feed into their design. Feedback received from CEIC was incorporated into the final draft of each of the topic guides. The first interview was used as a pilot and no subsequent amendments were made. A copy of the topic guide used with CEIC stakeholders can be found in Appendix A (Process evaluation topic guide). Topics covered in the interviews included:

<sup>3</sup> It is important to note that CEIC structures have evolved over time and there have been significant changes in the title and composition of specific structures. In the main body of this report, an account is provided of how delivery structures have evolved over time.

- CEIC structures;
- CEIC delivery;
  - Remit and activities;
  - Inter-agency collaboration and service integration;
  - Community involvement;
  - Capacity, capability and leadership; and
- Learning lessons and sharing good practice.

The remainder of this report is structured under the following headings:

- CEIC structures;
- CEIC resources;
- CEIC planning and delivery; and
- Next steps.

## 2. CEIC structures

### Introduction

Implementing CEIC is a large and complex task and will involve the contribution of numerous stakeholders throughout the period of implementation. It is important, therefore, that there are robust governance arrangements in place that bring together the most appropriate stakeholders, whilst at the same time minimising duplication. This section of the report details the structures in place at the inception of CEIC. It also provides an account of how CEIC structures have evolved over time and illustrates the current structures that are in place. A number of suggestions are put forward in terms of reforming existing structures and ensuring that they continue to have representation from the stakeholder groups. The remainder of this section of the report is structured under the following headings:

- Structures at inception of CEIC;
- Evolution of CEIC structures over time;
- Current CEIC structures;
- Stakeholder views on CEIC structures; and
- Suggestions for improving CEIC structures.

### Structures at inception of CEIC

Figure 2.1 below illustrates the delivery structures at inception of the CEIC in July 2011. At that time the concept of an early intervention community was very much in its infancy and comprised:

- **The CNP Board**, which was designated with overall responsibility for the strategic direction of CEIC.
- **The Senior Responsible Owner** who has responsibility for the oversight of effective discharge of the Programme's governance arrangements and who retains overall accountability for the realisation of the Early Intervention Programme's outcomes.
- **The Colin Early Intervention Locality Group** and **Programme Implementation Group**, which were expected to jointly oversee the delivery of CEIC. However, there was significant overlap in stakeholder representation in each of these groups - for example, SEHSCT, PHA and SEELB were represented on both groups. An analysis of CEIC documentation suggests that the former of these groups never became a fully operational group and it later became subsumed within the Programme Implementation Group<sup>4</sup>.
- An **Advisory Committee**, which included the Centre for Effective Services (CES) amongst other stakeholders. The purpose of the Advisory Committee was to provide input and expertise in specific areas, e.g. logic modelling, in order to help establish CEIC.
- **Community Consultees**, which were essentially stakeholders from across the community, voluntary, statutory and private sectors. Throughout the existence of CEIC, c.90 individual stakeholders have been included in community consultations.
- **The Programme Manager**, who has been responsible for the day-to-day management of the delivery of CEIC. The Programme Manager established a number of sub-groups (e.g. Project Support Group); to help ensure that service providers had a distinct voice in the implementation of CEIC.

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<sup>4</sup> This became the Locality Planning Group in September 2012.

**Figure 2.1: CEIC structures at inception of CEIC**



Source: CEIC, 2011

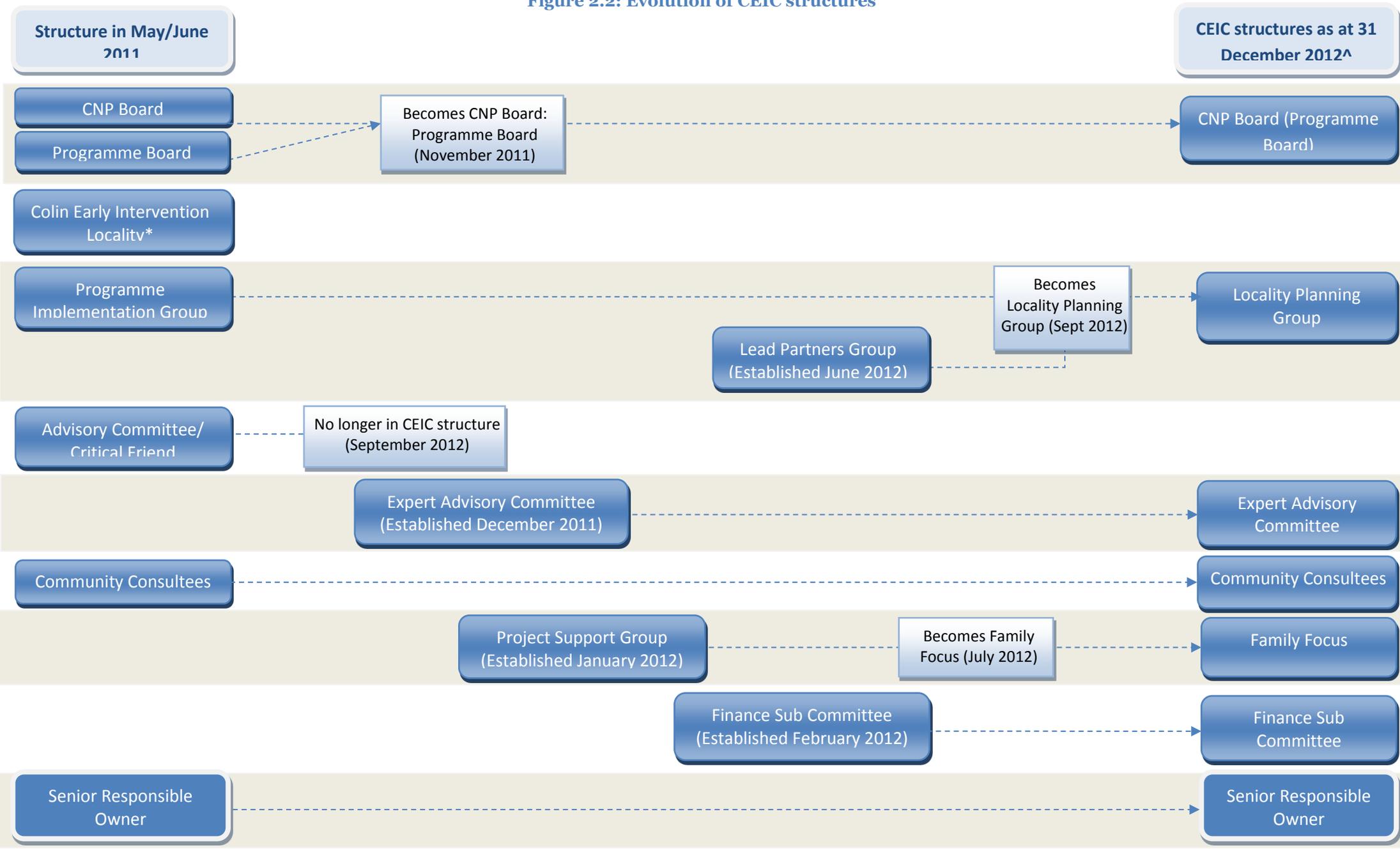
## Evolution of CEIC structures over time

Over the course of the subsequent 15-month period (between July 2011 and September 2012), there have been significant changes to CEIC structures informed by ongoing discussions which CEIC has had with stakeholders and through reflections of what has and has not worked in terms of helping to deliver CEIC.

Figure 2.2 illustrates how delivery structures have evolved over time. The most significant change has been the establishment of a Lead Partners Group in June 2012. This group comprised many of the stakeholders involved in the Programme Implementation Group. However, in September 2012, the two groups were amalgamated into the CEIC Locality Planning Group. Other significant changes to the CEIC structures included:

- The creation of a Programme Board in June 2011. However, in November 2011, the responsibilities of the Programme Board were transferred to the CNP Board.
- The establishment in November 2011 of the Expert Advisory Committee to provide CEIC with specialist advice and guidance. CES joined the Expert Advisory Committee.
- The establishment of a Project Support Group in January 2012. Its aim was to bring together all service providers and become a communication forum for service providers in the area. This group was subsequently discontinued and in July 2012, the Family Focus was brought within the management of CEIC. Family Focus had previously existed under the Colin Health for All, a sub-group of Colin Neighbourhood Partnership.
- The establishment of a Finance Sub Committee in February 2012.

**Figure 2.2: Evolution of CEIC structures**



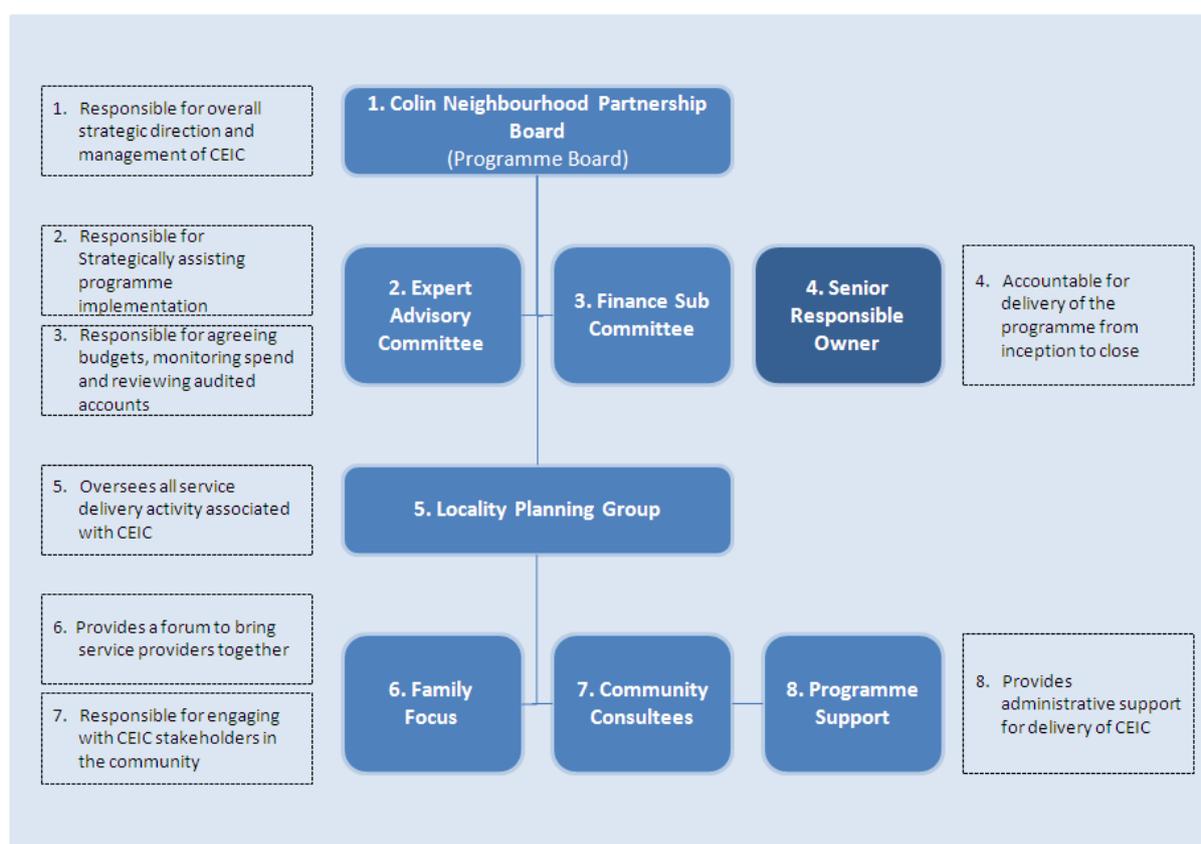
\* This entity was never formally established.  
 ^ In addition to the entities listed here, there is also Programme Support.  
 Source: CEIC, 2011 and 2012

## Current CEIC structures

Figure 2.3 below provides an overview of the CEIC structure in December 2012 along with brief details of key responsibilities of each group/committee. Further details relating to the responsibilities of each group are detailed in Appendix B and details of the members serving on each of these structures are contained in Appendix C.

In summary, an analysis of the current structures suggests that the vast majority of the key stakeholder groups are represented including CNP, the statutory sector, funders, service providers, local interest groups (e.g. youth centres). There are also clearer reporting lines between each of the stakeholder groups and representation of the same stakeholders across CEIC structures has been minimised through the streamlining that has taken place.

**Figure 2.3: Current CEIC structures**



Source: CEIC 2011 and 2012

## Stakeholder views on CEIC structures

As part of the interview programme for this process evaluation, interviewees were invited to contribute their views on current CEIC delivery structures, namely:

- the clarity of roles and responsibilities;
- the extent to which CEIC has made best use of existing CNP structures;
- the balance between committees/groups which provide strategic direction for the CEIC and those which are responsible for implementation on the ground; and
- Ideas for improvements to CEIC structures.

In summary, there was a high level of awareness of how CEIC structures operate amongst CNP representatives, funders and representatives from across Government departments. Interviewees believed there was now clarity in relation to the roles and responsibilities of individuals within the various groups/committees and that the 'right' stakeholders were involved in the various CEIC structures and at the appropriate times. Interviewees also noted that the structures in place had evolved over time and that whilst there was a certain amount of trial and error in the process, delivery structures have now bedded down well.

*"There is always a bit of bedding in and there probably was a bit of confusion over roles to begin with but you get that anywhere."* **(Stakeholder interview)**

Stakeholders interviewed had expressed some concerns about possible overlaps in CEIC structures; however they welcomed the amalgamation of the Programme Implementation Group and the Lead Partner Group, into what has now become known as the Locality Planning Group. They reported that this has led to greater clarity in relation to delivery structures and also reduced duplication in terms of stakeholder representation across the various groups. Further, stakeholders noted that a key benefit of the creation of the Locality Planning Group is the ability of CEIC to link more effectively with strategic structures such as the Children and Young Peoples' Strategic Partnership (CYPSP). This strategic link with CYPSP gives it greater status and visibility across the early intervention landscape in Northern Ireland.

*"I think the refinement of the structure in that there is one group is good... before that there were too many layers in the cake."* **(Stakeholder interview)**

*"The designation as a Locality Planning Group helps us to connect with more strategic structures... you can see how it can sit in the wider governance arrangements and that there is a direct line from the strategic down to the ground."* **(Stakeholder interview)**

Notwithstanding the opinions expressed that the delivery structures in place 'feel like the right ones' to deliver CEIC, the consensus view is that the delivery structures need to be further tested by programme delivery on the ground.

*"The structure feels right, but in terms of implementation and delivery, it will take some time to measure effectiveness."* **(Stakeholder interview)**

## **Suggestion(s) for improving CEIC structures**

In terms of suggestions for further improvements to CEIC structures, two suggestions were put forward. The first related to the importance of having practitioners represented on CEIC structures. Providing a forum for practitioners to come together and reflect on their practice was viewed as a benefit in terms of enhancing the potential impact of services provided.

*"Dublin was the first example we looked at and one of the great benefits of their approach is that practitioners were forced to come together to present what they were doing and to take criticism... I don't think this has been carried through in Colin. That is one thing I would like to make sure that is in place."* **(Stakeholder interview)**

The second suggestion related to enhancing community representation on CEIC structures. Whilst Family Focus represents the interests of service providers (and indirectly service users), they do not represent the interests or voice of Colin residents *per se*. Equally, the Community Consultees group is a broad group of representatives of organisations/institutions across the Colin area. Therefore, CEIC may wish to consider whether existing structures could be adapted to accommodate greater representation of Colin residents.

*"You could argue that the organisations could represent the voice of the people, but they don't... it is about us having a mechanism to engage the various population groups. At the moment, we are making some decisions about what will happen to you [Colin resident(s)] rather than what we can do with and for you. That is a serious gap."* **(Stakeholder interview)**

In relation to the first suggestion above, rather than add to the existing CEIC structure, which already includes all of the main stakeholder groups, this suggestion could perhaps be implemented by drawing on an existing entity. Family Focus may be an appropriate group to utilise to help ensure practitioners have opportunities for meeting and sharing good practice. Service providers are already well represented on Family Focus; however, there could be greater scope for including more practitioners on this group. It is important for CEIC to recognise that this will have resourcing implications for programme providers and potentially schools.

In relation to the second suggestion, CEIC may wish to gauge interest amongst the community by including a specific question in the community survey which CEIC has commissioned NCB to undertake. The benefit of this is that interest and support amongst the Colin population can be gauged directly and a representative group of residents could be selected for inclusion on this group (if sufficient interest existed).

## 3. CEIC resources

### Introduction

The level of resources available is important in terms of CEIC being well positioned to implement the early intervention community in Colin and evaluate its impact. There have already been significant financial resources committed to CEIC by organisations and institutions across the public, private and community and voluntary sectors (see below for more details). In addition to funding, having appropriate staff resources is critical to supporting the set-up and implementation of CEIC. However, without strong leadership, it is unlikely that even well resourced early intervention communities can succeed. This section of the report provides an overview of the funding available to CEIC, along with an account of the staff resources available to implement CEIC. In addition, the quality of leadership shown by CEIC to date is discussed. Finally, a number of suggestions in relation to CEIC resourcing are provided drawing on the findings from the stakeholder interviews. The remainder of this section of the report is structured under the following headings:

- Funding;
- Staffing and expertise;
- Leadership of CEIC; and
- Suggestions for enhancing CEIC resources.

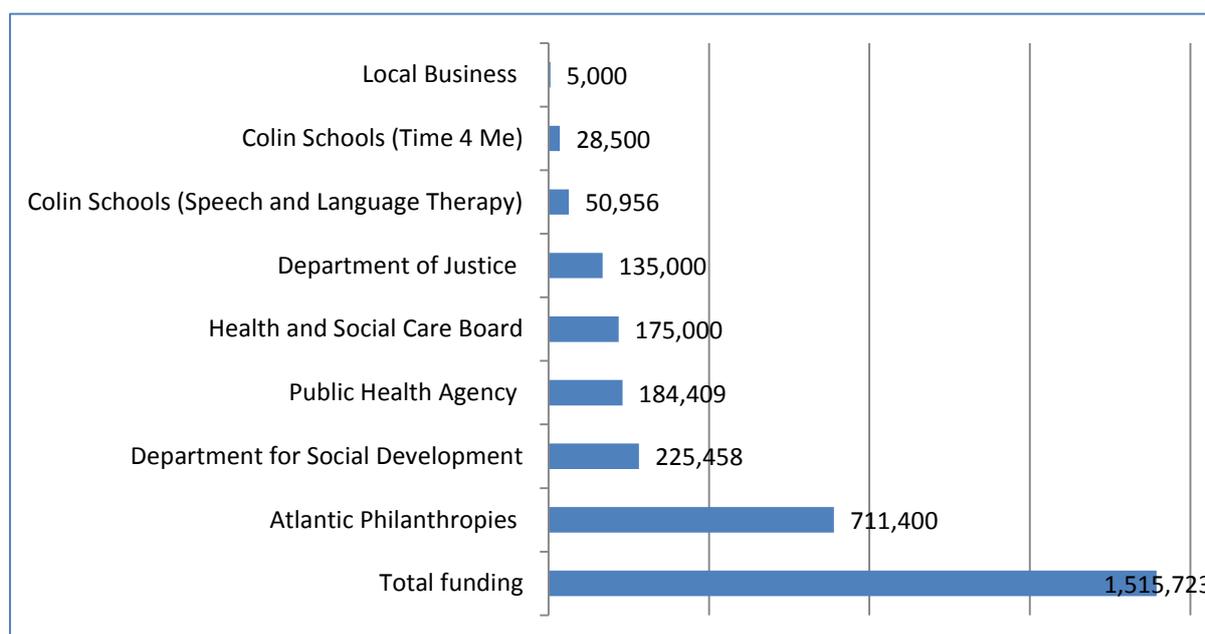
### Funding

Prior to the implementation of the CEIC, the Colin Neighbourhood Partnership had already secured a significant amount of funding (c. £1 million) from the Big Lottery to deliver early intervention programmes in the Colin area. Programmes and services funded by the Big Lottery include, for example, Parent Services Link Worker and Youth Counsellor, amongst others.

In addition to the funding outlined above, an investment fund of c. £500,000 per year (£1,515k in total over three years) has been established for the period 2012-2015 to support the delivery of the Colin Early Intervention Community. This funding was committed by organisations and institutions across the public, private and community and voluntary sectors. This will enable a number of programmes operating in the area to be expanded and new programmes to be introduced. It is expected that this level of funding will enable substantial improvements to be achieved for children, young people and their families, whilst at the same time reducing demands on statutory funders over the longer term. However, it is important to note that whilst funding is important in terms of securing services for the area, interviewees reported that it is also equally important that CEIC secures the involvement and participation of CEIC stakeholders (see next section for more details).

Figure 3.1 below illustrates the funding that has been committed by each of the organisations/sectors to the Colin Early Intervention Community. Atlantic Philanthropies is the largest overall funder, accounting for approximately two-fifths (41%) of total funding for CEIC, followed by DSD which has committed almost one-quarter of a million pounds.

**Figure 3.1: Funding committed to the Colin Early Intervention Community**



Source: CEIC, 2012

Table 3.1 below illustrates a profile of funding and expenditure for CEIC to date. The 2011/12 figure for funding and expenditure is the actual figure and shows an under spend of over one-half (c. £1118k) of the total funding that was profiled for expenditure in that year. In addition, there is expected to be an under spend in 2012/13. This under spend is largely accounted for by delays in implementation of three of the five programmes planned for expansion (see below for an account of this). It is expected that momentum in programme delivery will begin to build from February 2013 onwards and that this will impact positively in terms of reducing under spend.

**Table 3.1: Funding and expenditure profile<sup>5</sup>**

Funding directly received to CEIC	2011/12	2012/13	2013/14	2014/15	2015/16
Amount	199,950	377,457	306,816	469,470	162,030
Cumulative		577,407	884,223	1,353,693	1,515,723
Expenditure Managed by CEIC	81,793	278,147	452,143	450,405	250,269
Cumulative Expenditure		359,940	812,083	1,262,488	1,512,757

\*April to September  
Source: CEIC, 2012

## Staffing and expertise

At CEIC's inception, the Programme Management Office (PMO) comprised the Programme Manager, Kieran Drayne. Over time, the resources devoted to supporting CEIC have increased commensurate to the growth of its responsibilities and as its vision has become clearer. In March 2012, the PMO was further enhanced by the appointment of Benny McDaniel, Quality Specialist and Programme Coordinator, whose role amongst others things is to help ensure that programme providers are implementing programmes according to fidelity. In addition, in May 2012, CEIC part funded the appointment of Ciara McLaughlin as CEIC's Administrator and Marketing Specialist.

<sup>5</sup> The years 2011/12 to 2014/15 refer to financial years (i.e. running from April to March each year).

Stakeholders, who were interviewed as part of this process evaluation, were invited to share their views on:

- The expertise of CEIC staff; and
- Levels of staffing and its adequacy for delivering CEIC.

Notwithstanding that the CEIC is still very much in the early stages of delivery, all of the stakeholders interviewed believed that the CEIC delivery team (comprising the aforementioned individuals) had been successful in building momentum and sustaining it over the last 18 months. In particular, stakeholders noted that a key success of CEIC to date has been its ability to bring stakeholders together who can now speak a common language about early intervention and who share a similar vision.

*“It is at a very early stage, but I have been impressed with how they have kept things moving... Certainly the Programme Manager has been good at maintaining momentum.” (Stakeholder interview)*

*“All of the partners have taken to the approach... people are talking the same language and people are working together.” (Stakeholder interview)*

All of the stakeholders who commented on CEIC staffing, reported that it was adequate at the time they were interviewed (September-November 2012) and proportionate to the demands being placed on CEIC. A number of suggestions were made in terms of enhancing CEICs capacity going forward (see below for more details).

## Leadership of CEIC

Without effective leadership, stakeholders noted that it is unlikely that an initiative such as CEIC will succeed and be effective in terms of delivering improvements for the area.

All of the stakeholders who commented on the leadership displayed by CEIC staff noted that they had been successful in using their leadership skills to bring the early intervention community to the point where delivery is now taking place on the ground. In particular, deep knowledge of the community and the issues it faces was noted as a particular strength of the CEIC leadership team. However, a number of interviewees noted the importance of making sure that all stakeholders continue to give their support to CEIC.

*“I think they have done an excellent job in a short space of... they have a hunger for it... I wouldn't be critical of it... they have the energy and expertise... I think the point of having someone like Kieran is critical – that leadership at a senior level who understands the community and how organisations tick and function is very important.” (Stakeholder interview)*

*“There has been leadership and effort put in through the approach, the strategy, the aims and through promoting these... I think there is probably then an onus around the table to ensure this is sustained...” (Stakeholder interview)*

*“It has been more than adequate. The job of Annie and the Board was to get the thing up and running and then hand this over to others – they will still be there and intervene when they have to. Kieran is very engaged with this and he is enthusiastic still after almost two years. He is a good facilitator and people person.” (Stakeholder interview)*

## Suggestion(s) for enhancing CEIC resources

It was noted above that stakeholders reported that the resources available to CEIC were adequate in relation to stage of delivery. As implementation of CEIC programmes expands and develops, a number (c. one-half) of stakeholders interviewed identified the need for additional expertise in two specific areas:

- Data analysis; and
- Public awareness/social marketing.

*“We may need some more capacity in terms of a number cruncher.” (Stakeholder interview)*

*“We need to have a clear public awareness and social marketing strategy and need to develop a resource around this.” (Stakeholder interview)*

In terms of the former (data analysis), CEIC is already aware that recruitment of a data analyst on a part-time basis may be required as programme implementation develops. The need will become more pressing as NCB finalise the Performance Management Framework and responsibility for collating/analysing information from service providers transitions from NCB to CEIC. CEIC is also aware that capacity for collecting and analysing data varies, sometimes quite significantly, between service providers. In the longer term, therefore, the role of the data analyst will be to support and develop the capacity of service providers to analyse and make sense of data, as much as it will be about collating and analysing data for CEIC. The timescale for recruitment of a part-time data analyst is at the discretion of CEIC, although we would suggest that CEIC should aim to have recruited for this position by May, or at the latest, June 2013.

In terms of the latter, the CEIC Administrator and Marketing Specialist was recruited to develop CEIC’s marketing/public engagement strategy. CEIC may, however, need to expand its expertise in this area by perhaps buying in specialist support, where appropriate, rather than recruiting an additional staff member *per se*.

## 4. CEIC planning and delivery

### Introduction

Two separate phases of activities have taken place to further the development of CEIC. The first phase – strategic planning phase – refers to all of the activities carried out by external organisations to support the development of CEIC. This included a range of organisations/agencies such as CES, the Health and Social Care Board (HSCB) and NCB. In parallel, a whole range of pre-implementation phase activities have taken place to support the development and implementation of CEIC in the Colin area, in particular the workshops with Community Consultees. These activities have been at both a political level to gain the buy-in of key stakeholders across Government, and at a grassroots level through a number of high profile community activities such as the Reach Out Week. All of these activities have involved a significant degree of partnership working and collaboration across all of the key stakeholder groups. Whilst there has been a significant amount of collaboration and partnership working to date, the degree to which this translates into tangible impacts in the Colin area will be tested when programmes deliver on the ground. It is important to note that at the time of writing this report, CEIC was at the early stages of programme implementation, and only a small number of programmes had been expanded. Therefore, it will be some time before there is sufficient evidence to illustrate whether or not collaboration and partnership working is having the desired impact on the Colin area. The remainder of this section of the report is structured under the following headings:

- CEIC activities;
  - Strategic planning phase;
  - Pre-implementation phase;
- Collaboration, partnership working and community involvement;
- Programme implementation;
- Suggestion(s) for enhancing CEIC delivery.

### CEIC activities

An analysis of CEIC documentation reveals that a wide range of activities have been undertaken to date to help embed CEIC in the Colin area. In broad terms, CEIC activities can be examined in terms of those which support the strategic development of CEIC (the strategic planning phase) and those activities which prepare for, and support the delivery of, programme implementation (the pre-implementation phase). This sub-section deals with each separately, recognising the distinct contribution that each have made towards bringing the CEIC to the delivery phase.

#### *Strategic planning phase*

CEIC has recognised from the outset that to achieve improvements in Colin, a new approach is needed. This means that things need to be done differently and, to assist it in delivering an early intervention community, a number of organisations were commissioned to provide support in the strategic areas identified below.

#### Logic modelling

The Centre for Effective Services assisted the development of the outcomes, using a Logic Model to “graphically express the essential elements in organising resources around particular goals and objectives. Using this model ensured that services and programmes implemented in CEIC were more likely to achieve results by ensuring a focus on Outcomes from the start. In essence, it is different from traditional approaches which allocate resources and then examine what outcomes are to be achieved as a result of a particular allocation of resources.

CES worked with the CEIC Community Consultee Group to develop an overarching Logic Model. Using a logic model approach, these were then tested with members of the community at a community consultation event in July 2011 (Workshop 2). In summary, the Colin level outcomes defined as a result of this process were:

- Children and young people will be healthy: physically, emotionally and mentally;
- Children and young people will be safe in their home, school and community;
- Children will be ready for school;
- Parents will value education and help children achieve their aspirations; and
- Young people will be prepared for adulthood and the workplace.

The benefit of this approach for CEIC was that it introduced a new way of working by starting with, and focusing on, the desired outcomes and only then examining what resources are needed to achieve those desired outcomes.

#### Preliminary service mapping

Prior to the establishment of CEIC, no comprehensive map of service provision existed for the Colin area. In September 2011, Maurice Leeson was commissioned by the Health and Social Care Board (HSCB) to undertake a mapping of service provision in the Colin area. The purpose of the project was to:

- map the capacity, availability and delivery of services for children and young people in the Colin Area;
- identify the funding streams (statutory, community, voluntary and private) underpinning work in the Colin Area; and
- identify the impact of work undertaken by the various providers in the Colin area.

The commissioning of this piece of work was significant in a number of ways, not least because it gave the best indication to date as to the full range of services available to children and their families in the Colin area. In addition, it provided a ball-park estimate of the total funding streams for service providers in the area. Critically, however, the information it contained was used to create a services directory, which enables residents and service providers to understand what is available in the Colin area and by knowing this; it enables service providers to more effectively refer clients on to other service providers.

#### Detailed service mapping, gap analysis and recommendations for enhancing service provision

NCB was appointed in November 2011 to provide a range of support services. The first report (which was published in November 2012) provided CEIC with a detailed mapping of service provision in the Colin area and recommended additional evidence-based programmes for which there appeared to be gaps in service provision. In addition, the report also uncovered a range of important issues relating to provision in the Colin area, such as:

- Inconsistent focus on outcomes and impact measurement;
- Lack of knowledge regarding the quality implementation of the services;
- Lack of information regarding the beneficiaries of the programmes; and
- Lack of evidence regarding referral pathways for the children and families and co-ordination of existing activities.

The benefit to CEIC of this report was that it helped them to focus on issues which impact on service delivery and ultimately programme outcomes. It also assisted them in better understanding where gaps in service provision might exist. CEIC has taken on board the recommendations and have used the recommendations to inform the rollout of CEIC-funded programmes (see below for more details), for example, all CEIC programmes being expanded or introduced into the Colin area must:

- Be evidence informed;
- Collect data on programme participants (e.g. age, gender);
- Collect data on whether or not a participant has been signposted or referred to other services; and
- Collect performance management data (see below) to demonstrate impact (or not) in the Colin area.

In addition, CEIC has recruited a member of staff to help ensure that programmes are delivered according to particular programme standards and with fidelity.

### Performance management

All of the key stakeholders are keen that both CEIC and non-CEIC funded programmes are working towards, and contributing to, improvements in Colin outcomes. NCB's second report – a performance management framework – provides CEIC with the tools for measuring how well Colin outcomes are improving over time. In addition, it also provides each of the CEIC-funded programmes with a set of performance measures which they are expected to work towards.

The benefit of the proposed performance management framework is that it will provide CEIC with the information it needs to assess how well the programmes it funds are working towards achieving improvements for the Colin area and for their own programme participants. Over the longer term, the framework will be used to establish the value for money of each of the programmes it funds.

### *Pre-implementation phase*

The pre-implementation phase was undertaken in parallel with the strategic planning phase. Indeed many of the outputs from the strategic planning phase have helped to support the pre-implementation phase.

In broad terms, activities undertaken as part of the pre-implementation phase in 2011 principally focused on raising awareness of the issues that have faced Colin in the past and on providing stakeholders with an understanding of CEIC's vision, and long-term aims and objectives. In addition, these activities have also sought to raise the profile of CEIC amongst key stakeholder groups (e.g. politicians, ministers and civil servants).

In 2012, pre-implementation phase activities, principally through workshops, have focused on helping stakeholders understand and appreciate issues relating to service provision and on charting a way forward for CEIC implementation.

Table 4.1 below provides an overview of activities undertaken to date. In addition to these, CEIC has also undertaken a series of workshops with stakeholders that have been used for a variety of purposes including:

- Raising awareness of CEIC and its vision and aims (Workshops 1-3);
- Planning for the Reach Out Week (Workshop 4);
- Discussing emerging findings from NCBs first report on service provision in the Colin area and implications for service provision (Workshops 5 and 6); and
- Outcomes Based Accountability (OBA) training (Workshop 7).

**Table 4.1: Overview of CEIC activities undertaken to date**

Groups	Activities	Timeline
Politicians/Civil Servants	• Meeting with John O’Dowd (Education Minister)	• July 2011
	• Visit to Colin by Nelson McCausland (Social Development Minister)	• August 2011
	• Visit to Colin by David Forde (Justice Minister)	• September 2011
	• Visit to Colin by Edwin Poots (Health Minister)	• October 2011
	• Presentation to Ricky Irwin (OFMDFM)	• February 2012
	• Presentation to Simon Hamilton MLA	
	• Presentation to Martina Anderson MLA and Junior Minister (OFMDFM)	• March 2012
Service providers/ community	• Presentation to Footprints	• August 2011
	• Meeting with school principals	• October 2011
	• Reach Out Week	• March 2012
	• Leap of Faith Awards	• November 2012
Other stakeholders (outside of Colin)	• Presentation to Rathcoole NR	• January 2012
	• Presentation to Dissemination Initiative for Prevention and Early Intervention (DEPIE)	
	• Presentation to Lisburn/Castlereagh Peace III	
	• Presentation to Derry SureStart	• January 2012
	• Presentation at Old Warren, Lisburn	• February 2012
	• Presentation to Youth Initiatives	
	• South Eastern Outcomes Board	• November 2012

Source: CEIC 2011 and 2012

Overall, CEIC activities have engaged stakeholders at multiple levels, from a strategic level right down to people who live in the Colin area. Stakeholders were invited to comment on their involvement of CEIC activities and almost all mentioned the Reach Out Week and its importance in rooting CEIC in the community.

*“We were involved in delivering information packs to all households in the area for the CNP. We, as an organisation/agency, felt there was a benefit in aligning ourselves with that to be seen by the community as a partnership with all other organisations in the area.” (Stakeholder interview)*

*“The [Reach out Week] was really important... the enthusiasm and commitment of organisations was really uplifting.” (Stakeholder interview)*

Aside from interviewees involvement in both committee meetings and the Reach Out Week mentioned above, stakeholders did not mention any involvement in other substantive CEIC activities.

## **Collaboration, partnership working and community involvement**

Interviewees recognised that prior to the introduction of the CEIC, that there had been a lot of fire fighting and organisations across the public, private and community and voluntary sectors worked largely on their own to deliver improvements in the Colin area. There is an acknowledgement amongst stakeholders interviewed that this had not worked to deliver improvements for the area, and that greater levels of collaboration were required. Almost all of the interviewees reported that CEIC had been successful in terms of collaboration and partnership working (see below for more details). Stakeholders believed that this was due to a number of factors including:

- Strong leadership;
- Strong track record in engaging the community and local businesses;
- Clear understanding of the issues facing Colin and ability to communicate these to stakeholders in a clear and objective way; and
- Clear focus on the Colin area and engaging directly with people at grassroots level.

In relation to the various aspects of collaboration, partnership working and involving the community, the following are the high level findings from the stakeholder interviews:

- **CEIC has been successful at bringing stakeholders together:** All of the stakeholders interviewed reported that CEIC had been successful at bringing together relevant statutory, business and community and voluntary sector organisations, as evidenced by the fact that all organisations/agencies across all of these sectors signed up to CEIC and committed funding to its delivery. CEIC’s success at getting schools on board was noted by a number of stakeholders both in financial terms (through schools drawing on their extended schools budget to implement early intervention programmes) and through their agreement to allow delivery of CEIC funded programmes in their school.

*“Extremely successful... all of the relevant statutory, voluntary and community organisations are signed up to the partnership of Colin Early Intervention Community. We have also been successful at securing funding from a local business.” (Stakeholder interview)*

*“I think it has been very successful at achieving this... at a workshop I attended, I was impressed by the range of different voluntary, community and statutory sectors and how they have gathered the relevant people there.” (Stakeholder interview)*

- **CEIC has achieved success in sustaining collaboration:** Stakeholders noted that CEIC has been effective at sustaining collaboration over time as evidenced by the high attendance rates at many of the stakeholder meetings (Locality Planning Group, Expert Advisory Group etc.)

*“They have skilfully brought departments and agencies together. They have done well and this has carried on.” (Stakeholder interview)*

*“It seems to be working at keeping people around the table.” (Stakeholder interview)*

- **CEIC has striven to involve the community but more could be done to elicit their voice:** The vast majority of stakeholders interviewed reported that the Reach Out Week had been successful in terms of engaging the local community but that more could be done in terms of working/collaborating with the community through similar types of outreach activity.

Notwithstanding the above successes, the delivery of the CEIC is still very much in its infancy. At the time of writing this report, two of the five programmes planned for expansion (as part of Phase 1) had expanded their services and Phase 2 programmes - Life Skills Training, Strengthening Families and Adolescent Counselling – were for the most part at the planning stages of implementation. Therefore, the extent to which effective partnership working and collaboration results in tangible successes is something that will be tested over the longer term. An analysis of interview findings suggests that following barriers and enablers might impact on future collaboration and partnership working.

#### Barriers (to overcome)

- Having the time to collaborate effectively – particular issue for schools where many of these programmes operate.
- Achieving a consensus on what effective partnership working could look like given that organisations have competing views.
- Getting agreement on common referral pathways and coordinating referrals more effectively.
- Provision of services that are joined-up and look at the needs of families in a holistic way.

#### Enablers

- There are clear messages from the top (Ministers/government departments) that this is the right approach to use.
- Buy-in has been secured from local and regional stakeholders
- Stakeholders have expressed a desire to work in partnership and collaborate and there is a commitment to make CEIC work.

## Programme Implementation

Programme implementation is split into two distinct phases, with Phase 1 dealing only with those programmes planned for expansion and Phase 2 dealing with the implementation of programmes that are new to the Colin area.

At the time of conducting stakeholder interviews, only a small number of the programmes planned for expansion had actually expanded. Table 4.2 below summarises progress made in terms of implementation of programmes. In summary:

- Delivery of Phase 1 programmes is having mixed success:
  - Two of the programmes (Time 4 Me and Take Ten) are broadly progressing according to the original timetable. However, there are continuing financial issues in relation to the former of these programmes resulting from the withdrawal of funding committed by one funder.
  - Two of the programmes (Speech and Language Therapy and Incredible Years) have experienced a slight delay. The issues causing these delays have been resolved and delivery is expected to commence in late January/early February 2013.
  - One of the programmes (Colin Early Parenting Programme) has experienced significant delay. The issues causing these delays have been identified, however it will be some time before the issues are fully resolved and the programme is implemented on the ground.
- Delivery of Phase 2 programmes will begin to take place in February commencing with the Life Skills Training programme. A timetable for these programmes has yet to be finalised and no assessment has been made in terms of progress.

As many of the programmes had not been fully implemented in the Colin area at the time of the stakeholder interviews, stakeholders did not have any particular views to express in terms of implementation. It is important to note, however, that the Colin Report Card (which is an unpublished document) will contain details of how each of the programmes being implemented are performing.

**Table 4.2: Programme implementation – summary of progress to date**

Phase	Programme	Progress	RAG status*
1	Time 4 Me	<p><b>Coverage</b></p> <ul style="list-style-type: none"> <li>• Provision of counselling services for children and their parents/carers in all eight primary schools in Colin.</li> </ul> <p><b>Overview of progress</b></p> <ul style="list-style-type: none"> <li>• The programme expanded in September 2012 (in accordance with specified timetable) and now reaches all primary schools in the Colin area.</li> </ul> <p><b>Implementation issue(s)</b></p> <ul style="list-style-type: none"> <li>• The main issue which the programme provider and CEIC have faced is in relation to funding, with one funder who had committed funding to the programme later withdrawing their support. Critically, however, this has not impacted on service provision, though it has the possibility to do so in future.</li> </ul>	
	Speech and Language Therapy (SLT)	<p><b>Coverage</b></p> <ul style="list-style-type: none"> <li>• Provision of SLT to P1 and P2 children in primary schools in the Colin area.</li> </ul> <p><b>Overview of progress</b></p> <ul style="list-style-type: none"> <li>• Expansion of SLT services was scheduled to commence in mid-October 2012, however this has been delayed to February 2013.</li> </ul>	

Phase	Programme	Progress	RAG status*
		<p><b>Implementation issue(s)</b></p> <ul style="list-style-type: none"> <li>The key issue for the service delivery body – the South Eastern Health and Social Care Trust – has been the recruitment of an appropriately qualified Speech and Language Therapist. This issue has now been resolved and it is expected that an appropriately qualified SLT resource will be in place by February 2013.</li> </ul>	
	Take Ten (HeartMath)	<p><b>Coverage</b></p> <ul style="list-style-type: none"> <li>This programme had operated in three of Colin primary schools prior to the implementation of CEIC. Initially, there were plans to expand provision to include an additional two schools. It is expected that all schools (nursery, primary and post-primary) will now be covered by the programme.</li> </ul> <p><b>Overview of progress</b></p> <ul style="list-style-type: none"> <li>Expansion of the programme was planned for November 2011 – this has now due to happen in January 2013 when the programme will operate in two primary schools and five nursery schools in the Colin area. Provision will then extend to a further two primary schools at the end of March 2013. The programme will eventually operate in all schools in the Colin area.</li> </ul> <p><b>Implementation issue(s)</b></p> <ul style="list-style-type: none"> <li>No issues have been identified.</li> </ul>	
	Incredible Years Programme (Parent/Teacher/Child)	<p><b>Coverage</b></p> <ul style="list-style-type: none"> <li>This programme, once fully implemented, will be delivered in four nursery and four primary schools in the Colin area.</li> </ul> <p><b>Overview of progress</b></p> <ul style="list-style-type: none"> <li>There has been a delay in implementing the Incredible Years programme. The delay can be attributed, for the most part, to an extended procurement phase. Whilst tender documentation was issued according to the timeline, the time taken to evaluate tenders and appoint a service provider took approximately one and a half months longer than planned for a number of reasons including an unanticipated shortlisting meeting with potential providers.</li> </ul> <p><b>Implementation issue(s)</b></p> <ul style="list-style-type: none"> <li>There has been a delay in appointing a provider for this programme. A provider was appointed in December 2012 and will commence planning and delivery in early January 2013.</li> </ul>	
	Colin Early Parenting Programme	<p><b>Coverage</b></p> <ul style="list-style-type: none"> <li>This programme is aimed primarily at first time mothers, fathers and babies in Colin. This programme has supported up to 45 families already through home visiting.</li> </ul> <p><b>Overview of progress</b></p> <ul style="list-style-type: none"> <li>Expansion of this programme is currently on hold. The Locality Planning Group has established a way forward, however it will be some time before the programme expands provision.</li> </ul> <p><b>Implementation issue(s)</b></p> <p>This service was reviewed in late 2012 and a number of issues were noted, including:</p> <ul style="list-style-type: none"> <li>Management structures identified as caused difficulties in terms of programme delivery.</li> </ul>	

Phase	Programme	Progress	RAG status*
		<ul style="list-style-type: none"> <li>The lack of a manual resulted in a lack of a standardised approach to programme delivery.</li> </ul> <p>The programme will now be subject to specific changes in terms of: the development of a manualised programme for Health Visitors and Early Intervention Support Workers; a single streamlined management structure and a single location for all members of the team at the Dairy Farm complex.</p>	
2	Strengthening Families Life Skills Training Adolescent Counselling	<ul style="list-style-type: none"> <li>Each of these programmes is at the very early stages of planning – it is therefore not appropriate to give an assessment of their delivery progress.</li> <li>The Life Skills Training programme, expected to be delivered by Barnardos, is due to commence delivery in February 2013.</li> </ul>	n/a

\*RAG (Red/Amber/Green) status is used as method for highlighting the progress made by each programme to date. Green means that there have been minimal delays in programme implementation; Amber means there has been some delay in programme implementation and any future potential obstacles have been identified and addressed, and; red means there has been significant delays in programme implementation and potential future risks that could impact significantly on programme implementation.

### Suggestion(s) for enhancing CEIC delivery

It is clear from a review of CEIC documentation that a lot of activities have been undertaken to support the development and implementation of CEIC. The findings suggest the successful development of CEIC is linked to the willingness of stakeholders to collaborate and work in partnership together. Notwithstanding this, interviewees believe there is further scope for enhancing the involvement of Colin residents in the future. This could be achieved through a variety of means, for example, through a similar activity to the Reach Out Week.

It has been noted in this report that programme implementation is still at an early stage and there are many challenges and potential barriers which may impact on continued collaboration and partnership working. The following suggestions are made in terms of minimising their potential impact:

- **Targeting resources to maintain high levels of collaborations:** Particular stakeholders, for example schools, will need to have sufficient resources in place so that they can avail of the opportunities for collaboration and partnership working. These resources could come from within the existing resources in place for programmes/services currently being provided.
- **Protocols for service providers to refer service users to other programmes:** A number of interviewees suggested that it is important to have clearer guidance/documentation relating to referrals so that when providers of CEIC-funded programmes need to refer service users to other programmes in the area, a common/standardised approach is used. CEIC, in consultation with service providers, might wish to consider in more detail how a common referral process/system might work in practice.

**Appendix A: Process evaluation topic guide**

# Colin Early Intervention Community (CEIC)

## Process evaluation: Stakeholder topic guide for Stage 1 interviews – CEIC delivery stakeholders

September 2012

### Background

CNP has commissioned NCB to provide it with research support services to assist it with delivering the activities of the CEIC. NCB is responsible for delivering three products, namely:

- A portfolio of interventions and enhancement of current provision aimed at improving CEIC outcomes.
- A performance management framework to enable the CEIC interventions to be monitored.
- A process evaluation to explore and assess programme implementation.

This interview is being undertaken under Product 3, which will evaluate programme implementation over a three-year period. The findings from this evaluation will support the further development of the CEIC.

### Instructions

Before commencing the interview, we would like to make you aware of the following important points:

- We plan to record the interview for the purposes of accurately reporting what you say. Interview recordings will be stored securely by NCB and will not be made available outside the team.
- We will report the findings anonymously and will not attribute findings to any individual who has participated in the interview.
- Interview will take approximately 1 hour to complete.

## Section 1: Introduction

- (1) Could you briefly describe your involvement with CEIC?
- Which committees/ groups are you a member of?
  - In what capacity do you attend these committees/ groups?
  - How long have you been involved in these committees/ groups?

- (2) What do you see as your role(s) on these committees/ groups?
- How has this role/ these roles evolved over time?

(3) What level of time commitment have you given as a member to these committees/ groups?

## Section 2: CEIC structures

(4) What are your views on the CEIC structures? [Prompts: CNP; Expert Advisory Committee; Finance Committee; Programme Implementation Group]

- Are roles and responsibilities clear?
- Has the CEIC made best use of existing structures in the Colin area?
- Is there, in your view, an appropriate balance between committees/ groups which provide strategic direction for the CEIC and those that are responsible for implementation on the ground?

(5) How, if at all, could CEIC structures be improved?

- Is there a need to increase/ reduce number of committees/ groups?
- What impact might that have?

## Section 3: CEIC delivery

### 3.1 Remit and activities

(6) What is the broad remit of the committees/ groups for which you are a member?

(7) Could you briefly describe your role on the committees/ groups for which you are a member?

- (8) To date, what activities have taken place in the committees/ groups you sit on?
- What types of activities have taken place?
  - What is the purpose of these activities?
  - How do they contribute, if anything, to the delivery of the Colin Early Intervention strategy?

### **3.2 Inter-agency collaboration and service integration**

- (9) To what extent has CEIC been successful in effectively bringing together representatives from the various statutory, business and community and voluntary sectors?
- What are CEICs' key strengths?
  - How could CEIC further promote this type of activity?

- (10) To what extent do you think there has been effective inter-agency collaboration to deliver the Colin Early Intervention Strategy?
- Can you provide examples of where effective inter-agency collaboration has taken place?
  - Are there ways in which inter-agency collaboration could be improved with relatively little additional effort?
  - Is there a need for greater inter-agency collaboration? Could you explain this?

- (11) To what extent, if at all, has the CEIC promoted/ supported greater inter-agency collaboration?
- Can you provide examples of where CEIC has been particularly successful?
  - How could CEIC further promote greater inter-agency collaboration?

- (12) To what extent has CEIC been successful in promoting the integration of service provision in the Colin area as part of delivering the Colin Early Intervention strategy?
- Do you have any examples where this has worked particularly well?
  - What are the barriers and enablers to further enhancing the service integration?

### 3.3 Community involvement

- (13) Overall, how have community members been involved at the various stages of the planning and delivery of the Colin Early Intervention strategy?
- Can you provide specific examples of how community members were involved?
  - How did CEIC facilitate their involvement?
  - Is there anything more that the CEIC could do to facilitate the involvement of community members?

**Planning:**

**Delivery:**

- (14) What are the enablers and barriers to greater involvement of community members?
- How could CEIC help to overcome some of these barriers?

### 3.4 Capacity, capability and leadership

- (15) What are your views on the capacity of the CEIC to deliver the strategy?
- Are there any resource issues? If so, what are these?
  - Where there are resource issues, what is being done to address them?

- (16) Do you think CNP has the necessary blend of skills and expertise to deliver the Colin Early Intervention strategy?
- In which areas is there a need for more skills and expertise?
  - Do you have any suggestions as to where this expertise could be sourced?

- (17) What has CNP done to enhance the skills and expertise of the following groups:
- Frontline staff?
  - Service members?
  - Community members?

- (18) What are your overall views on the leadership displayed by CNP?
- How could it be improved or enhanced, if at all?

#### Section 4: Learning lessons and sharing good practice

- (19) Reflecting on your involvement with the CEIC to date:
- What has worked well in terms of implementation? What are your reasons for saying this?
  - Could those aspects that have worked well be implemented in other early intervention communities in Northern Ireland?
  - What could be further improved/ enhanced?

- (20) What mechanism(s), if any, is/are in place to learn lessons and continually improve the quality of CEIC implementation?

- (21) Do you think that the approach adopted by CEIC should be mainstreamed in Northern Ireland?
- Which aspects of CEIC should be mainstreamed?
  - Are you aware of anything CEIC has done to promote mainstreaming of its approach throughout Northern Ireland?

#### Section 5: Conclusion

- (22) How, if at all, has CEIC been designed to help ensure that it is sustainable into the future?

(23) How sustainable are the activities of CEIC after the current funding streams have been used up?

(24) Is there anything else you would like to add that has not been discussed already?

(25) Are there any documents you would like to share with us that might be relevant to our evaluation?

***Thank you and close the interview***

## Appendix B: Responsibilities of CEIC groups/committees

Committee/Group	Responsibilities
1. CNP Board	<ul style="list-style-type: none"> <li>• Making decisions on issues such as accountability and governance; funding and implementation risks.</li> <li>• Approving all programme plans, deviations and amendments.</li> <li>• Agreeing portfolio of early interventions.</li> <li>• Ratifying, rejecting or deferring recommendations submitted by the Programme Manager.</li> <li>• Approving a Performance Management Framework and Process Evaluation.</li> <li>• Ensuring adequate funding is available for all services/projects identified within the programme.</li> <li>• Analysing quarterly reports from the Programme Manager.</li> <li>• Providing updates as appropriate to the CNP.</li> </ul>
2. Expert Advisory Committee	<ul style="list-style-type: none"> <li>• Advising and supporting the development, implementation and review of the research/evaluation strand of activity within the Programme.</li> <li>• Providing advice and support in the commissioning and implementation of the evaluation strand of the programme.</li> <li>• Ensuring that the programme has a well developed strategy for evaluation.</li> <li>• Supporting oversight of the research/evaluation programme.</li> <li>• Reviewing emerging results from the research/evaluation programme.</li> <li>• Advising on changes to, or augmentation of, the research/evaluation programme where appropriate.</li> <li>• Examining exit strategies.</li> <li>• Evaluating the strategic approach by adopted by CEIC.</li> <li>• Linking with national and international developments.</li> <li>• Reflecting upon its operation after 9 - 12 months and review operation and membership.</li> </ul>
3. Finance Sub Committee	<ul style="list-style-type: none"> <li>• Agreeing budget/budget revisions.</li> <li>• Reviewing periodic accounts.</li> <li>• Reviewing the annual audited accounts including for presentation to the Board.</li> <li>• Approving Internal Financial Procedures.</li> <li>• Reviewing summary finance reports from service providers.</li> <li>• Discussing other financial and compliance matters in relation to the company.</li> <li>• Meeting with the External Auditor.</li> <li>• Discussing the management letter from the External Auditor (following the Annual Audit) and agree the reply for presentation to the Board.</li> </ul>
4. Senior Responsible Owner	<ul style="list-style-type: none"> <li>• Oversight of effective discharge of the Programme's governance arrangements.</li> <li>• Providing direction to the Programme Manager.</li> <li>• Monitoring progress across the overall programme and portfolio of projects at a strategic level.</li> <li>• Approving changes affecting the course of the programme, prior to consideration by the Programme Board.</li> <li>• Intervening where necessary to resolve problems and issues escalated by the Programme Manager.</li> <li>• Managing and monitoring of risks to the successful implementation of the Programme.</li> <li>• Maintaining buy-in of key stakeholders.</li> <li>• Retaining overall accountability for the realisation of the Early Intervention Programme's outcomes.</li> </ul>

Committee/ Group	Responsibilities
5. Locality Planning Group	<ul style="list-style-type: none"> <li>• Overseeing all service delivery activity associated with the programme.</li> <li>• Creating an environment that fosters sustainable momentum for the programme.</li> <li>• Removing barriers to progress and periodically reviewing progress to ensure alignment with the overall strategic vision.</li> <li>• Providing a forum for developing the Programme Plan, managing quality and risk issues and a responsive mechanism for identifying and resolving inter-dependency issues across the portfolio of projects.</li> </ul>
6. Family Focus	<ul style="list-style-type: none"> <li>• To co-ordinate the delivery of the Colin Early Intervention Strategy in the Colin area.</li> <li>• Promote more collaborative working and communication across service providers and examine common referral pathways.</li> <li>• Develop consultation with families, improved engagement and feedback from families and promote parent advocates/ambassadors.</li> <li>• Identify needs, capacity and gaps and lobby for new services (where appropriate).</li> <li>• Disseminate good practice and approaches.</li> <li>• Develop and organise events to promote parenting and early intervention.</li> </ul>
7. Community Consultees	<ul style="list-style-type: none"> <li>• To develop and co-ordinate the delivery of the Colin Early Intervention Strategy in the Colin area.</li> <li>• Promote more collaborative working and communication across all community, voluntary and statutory sector stakeholders in Colin.</li> <li>• Disseminate good practice and approaches.</li> <li>• Develop and organise events to promote parenting and early intervention.</li> </ul>
8. Programme Support	<ul style="list-style-type: none"> <li>• To manage the overall delivery of CEIC in Colin, including: <ul style="list-style-type: none"> <li>- Administration/organisation of steering group/committee meetings.</li> <li>- Administration/organisation of workshops to bring together stakeholders for various purposes.</li> <li>- Managing external organisations who are providing research and support services to CEIC.</li> <li>- Management of the delivery of Phase 1 and Phase 2 programmes.</li> <li>- Establishment of delivery standards.</li> </ul> </li> </ul>

## Appendix C: Membership of CEIC structures as at December 2012

### 1. CNP Board

Member	Organisation
Rosemary Stalker (Chair)	CNP
Jim McCarthy (Vice Chair)	CNP
Brian Heading (Secretary)	CNP
Theresa Brady (Treasurer)	Scoil na Fuiseoige
Malachy Crudden	CCMS
Esther Millar	South Eastern Education and Library Board
Callie Persic	West Belfast Partnership
Philip O'Flaherty	NIHE
Jim Bradley	Environmental Subgroup Representative
Roisin Coulter	South Eastern Health and Social Care Trust
Jim Gibney	Kilwee Community Representative
Arder Carson	Poleglass Community Representative
Bernard Moane	Kilwee Community Representative
Geoff Beattie	Department for Social Development
Jennifer McCann	MLA and Junior Minister
Máire Scott	Lagmore Community Representative
Mary Smith	Lagmore Community Representative
Michael Bailey	Poleglass Community Representative
Fr Pat Sheehan	Parish representative
Isabel Loughran	Women's Sector Representative
Jason White	South Easter Health and Social Care Trust
Angela Nelson	Sinn Fein

### 2. Expert Advisory Committee

Member	Organisation
Alison Chambers	Department for Social Development
Annie Armstrong	CNP
Gail Birkbeck	Atlantic Philanthropies
Geoff Beattie	Department for Social Development
Kate Thompson	Consultant
Mark Dynarski	Pemberton Research New York (Atlantic Philanthropies)
Maurice Meehan	Public Health Agency
Michelle Harris	Centre for Effective Services
Paul Murray	Atlantic Philanthropies

Member	Organisation
Sarah Millar	Queen's School of Education
Tony Kavanagh	Department of Justice

### 3. Finance Sub Committee

Member	Organisation
Annie Armstrong	CNP
Bernie Duffy	CNP
Francis Hughes	Capita
Paul Cunningham	South Eastern Trust
Seamus Corrigan	Financial consultant
Tom Walsh	SEELB

### 4. Senior Responsible Owner

Designated person	Organisation
Annie Armstrong	CNP

### 5. Locality Planning Group

Member	Organisation
Michael Murray	South Eastern Trust (Chair)
Kieran Drayne	CEIC
Anne Hardy	HSC Board
Annie Armstrong	CNP
Benny McDaniel	CEIC
Chris Totten	HSC
Claire Robinson	St Lukes PS
Emma Toner	CNP
Geoff Beattie	DSD
Gerry Conway	HSC Board
Gillian Gibson	Footprints
Jason White	South Eastern Trust
Jennifer McCann	MLA
Jim Clarke	CCMS
Jim Dunbar	SEELB
John McGrady	St Marks PS
Marion Robertson	South Eastern Trust
Theresa Brady	Ionad Na Fuiseoige
Tony Kavanagh	Department of Justice

## 6. Family Focus

Member	Organisation
Kieran Drayne	CEIC
Catherine McNally	MACS
Karen McLean	Footprints
Maureen Bruce	SE Trust
Bernie Donaghy	Lifestart
Mairead Davy	SE Trust
Barry Leighton	CSA
Kyra Pauley	Footprints
Mary Jordan	SE Trust
Breege O'Kane	Parent Support Work - Christ The Redeemer
Valerie Patty	Cloona Child Contact Services
Lorraine Coulter	SE Trust
Benny McDaniel	CEIC
Michelle McGlade-Buick	CNP
Chris Millar	CNP
Maura De Mello	De Paul Ireland
Gerard Irvine	CNP Youth Strategy Subgroup
Davette Martin	St Luke's Family Centre
Bernie Devlin	Colin SureStart
Cherith Donaldson	Colin SureStart

## 7. Community Consultees

Name	Organisation
Annie Armstrong	CNP
Kieran Drayne	CNP
Emma Toner	CNP
Aideen McLaughlin	Youth Justice Agency
Andy Hewitt	Youth Initiatives
Anne McLarnon	Colin Counselling
Anne O'Kelly	Cloona Child Contact Centre
Anne Hardy	HSCB
Bernadette Donaghy	Lifestart Foundation Limited
Carl Von Ohsen	BRO
Carmel O'Hagan	Surestart
Carolyn Stewart	Mencap
Cherith McClay	Saints Youth Centre
Chris Millar	CNP
Chris Totten	SETRUST
Dave Stewart	Barnardos
Denise Ferguson	Child Maintenance Choices
Esther Millar	SEELB
Fr John Forsythe	Lagmore Forum
Frances Rushe	Child Maintenance and Enforcement Division
Franziska Hewitt	Department of Justice
Garry Cullen	Glenwood Business Centre
Gemma Burns	CNP
Gerard Irvine	CNP
Geoff Beattie	DSD
Gillian Gibson	Footprints Women Centre
Heather Crawford	SE Trust
Ian Neill	MACS
Jennifer McCann	Sinn Fein
Joan Hughes	NSPCC
Joe Vallely	Colin Surestart
Joy Thompson	Woodbrooke Medical Practice
Karen McClean	Footprints Women Centre
Karen Douglas	Belfast Trust
Kevin Bailey	SETRUST
Kyra Pauley	Footprints Women's Centre
Leslie-Anne Newton	Save the Children
Liz Fleming	Lifestart Foundation Limited

Lorraine Coulter	SETRUST
Marian Robertson	SETRUST
Marie Blaney	Youth Justice Agency
Marie Hamill	Lagmore Forum
Martin Connolly	Sally Gardens Community Association
Mary P Quinn	SETRUST
Maura McGeown	De Paul Ireland
Maureen Bruce	SETRUST
Maureen Jamison	SEHSCT
Maureen Piggot	Mencap
Michael Devine	SEELB
Michael McEvoy	Community Gardening Officer, Groundwork NI
Michael Willis	Echo Project
Michelle McGlade-Buick	CNP
Monica McCann	Barnardos
Monica Meehan	Colin Youth Development Centre
Nadine Allsopp	Rathbone
Owen O'Neill	SETRUST
Paula Irvine	Footprints Women Centre
Peter Brannigan	PSNI
Roberta Marshall	Barnardos
Sean Devine	Sally Gardens
Sean Mullan	Youth Initiatives
Siobhan Graham	Womens Aid
Shima Choudhury	ASCET
Theresa Brady	Ionad Na Fuiseoige
Tony Byrne	Youth Initiatives
Tony Kavanagh	DEPT OF JUSTICE
Fiona Diver	St Luke's Family Centre
Tracy Millar	SETRUST
	Bytes Project
Mrs Imelda Jordan	St Colm's HS
Mrs Claire Robinson	St Luke's PS
Mrs E Finch	St Luke's NS
Mrs A Nixon	Our Lady Queen of Peace PS
Mr J McGrady	St Mark's PS
Mrs E O'Neill	Scoil Na Fuiseoige PS
Mrs Sinead Beare	Christ The Redeemer PS

Mrs Claire Howe	Oakwood Integrated Primary School
Mr B McAlea	St Kierans PS
Mrs J Burns	St Kierans NS
Mrs K Burns	St Therese's NS
Mrs N Cahill	Good Shepherd PS
Mrs M Culbert	Good Shepherd NS
Tony McCabe	Lagan Valley Education Project

## 8. Programme Support

Name	Organisation
Kieran Drayne	CEIC (employed by CNP)
Benny McDaniel	CEIC (employed by CNP)
Ciara McLaughlin	CEIC (employed by CNP)