PINE Evaluation Plan

Intervention: Crescendo change project

Partner: Tower Hamlets, Wandsworth and Warrington

Evaluation aspirations

The two desired outcomes of this project are:

1) To enable teams of social workers to make the small changes that can be made now and can make a big difference to the amount of time they are able to spend building relationships with children and families.
2) To facilitate the development, implementation and testing of a different approach for delivering the service for the teams within a local authority context, that builds on these small changes and creates a more enabling structure for social workers, that is designed by them

The key metrics for the success of our project are outlined below:

- Social workers in these teams are involved in the co-production process and feel collective ownership over the small changes and the blueprint when developed
- Small changes are made by social workers in these teams; changes which help reduce the barriers to spending time with children and families and building relationships.
- The different approach to service delivery for these two teams is workable for the local context.
- Senior Management are onboard with the developed approach and committed to making it work in the local context.
- Social workers in the two teams working in the new approach report:
  1) An increase in the amount of time they are able to spend building meaningful relationships with children and families.
  2) A reduction in the barriers to supporting children and families to the best of their ability

Implementation and Process Evaluation

Research question	Sub-question/Indicator	Data collection method

What was delivered, and how does this compare to what was planned?	How does what was delivered in each LA compare with our initial proposal?	Reflection from the Crescendo team
	What were the specific barriers within each LA?	1) Reflection from the Crescendo team 2) Reflection from the LAs
	What were common barriers across LAs?	1) Reflection from the Crescendo team 2) Sensemaking across LAs on the above barriers
What helps delivery, and what gets in the way of delivery?	What were common enablers for the programme across LAs?	1) Reflection from the Crescendo team 2) Sensemaking across LAs on the above barriers
	What were common stopping / pause factors?	1) Reflection from the Crescendo team 2) Sensemaking across LAs on the above barriers
How do key stakeholders, including those offered and delivering the intervention, feel about it?	How does the programme feel for practitioners?	1) Qual surveys every 3 months with practitioners 2) Data gathered as part of workshops
	How does the programme feel for leaders?	1) Qual surveys every 3 months with practitioners 2) Data gathered as part of workshops 3) Feedback from monthly leadership meetings

What are the outcomes for those who receive the intervention?	*To what extent does job satisfaction, time spent with children and families, and feelings of autonomy change over time for the social work teams that have received the crescendo intervention, within each LA?*	*1) Qual surveys every 3 months with practitioners* *2) Interviews to supplement these surveys* *3) Data gathered as part of workshops*
	To what extent does job satisfaction, time spent with children and families, and feelings of autonomy change over time for the social work teams that have received the crescendo intervention, across LAs?	*1) Analysis across LAs from the above*
	What is the impact of the local blueprint model on social workers' autonomy, job satisfaction, and the time spent with children and families for the intervention group compared to the control group, within each LA?	*1) Qual surveys every 3 months* *2) Supplemented by interviews every 3 months* *3) Quant data on time spent with children and families during 12 month test period*

Data Collection

- o Surveys: The first survey data will be collected within the first workshop, to ensure participation. We will collect data at the individual level, capturing job title in each case. We expect:
  - o 15-20 responses from TH two teams
  - o 10-15 responses from Wandsworth team
  - o 50-100 responses from Warrington nine teams
- o Interviews:
  - o TBC on:
    - how will the interview schedule be developed,
    - who is conducting the interviews,
    - will interviews be by telephone or in person,
    - how are they being recorded?

Sample selection and recruitment

1) In Tower Hamlets, our sample are two teams selected by the leadership team for this programme. They were selected as relatively stable, well managed teams who could trial this programme
2) In Wandsworth, our sample is one team selected by the leadership team for this programme. Evolve are a non statutory service, and were selected because Evolve are a stable, well managed team with a culture of innovation and team work.
3) In Warrington, the nine teams were selected because leadership team were keen to trial this across a whole service. There was no selection within the nine teams. But we will be working with the managers (14 across the 9 teams) as the main participants of this programme

We currently have no authority to survey or gather any data from children and families working with these teams.

Impact Evaluation

Please summarise the below sections here.

Evaluation question	Outcome measure	Description	Sample
To what extent does job satisfaction change over time for the social work teams that have received the crescendo intervention, within each LA?	Job satisfaction. We will measure this through surveys with practitioners on a scale of 1-5. We will also supplement this with interviews with practitioners.	How does this change over time	In TH: 2 teams In Wands: 1 team In Warrington: 9 teams
To what extent does time spent with children and families change over time for the social work teams that have received the crescendo intervention, within each LA?	Time spent with children and families. We will measure this through surveys with practitioners. Data will be recorded as an estimation from practitioners. We will also supplement this with interviews with practitioners.	How does this change over time	In TH: 2 teams In Wands: 1 team In Warrington: 9 teams
To what extent does the feeling of having autonomy change for the social work teams that have received the crescendo intervention, within each LA?	Feeling empowered to do your job to the best of your ability. We will measure this through surveys with practitioners on a scale of 1-5. We will also supplement this with interviews with practitioners.	How does this change over time	In TH: 2 teams In Wands: 1 team In Warrington: 9 teams
What barriers gets in the way for social workers to spending more time with children and families?	We will measure this through surveys with practitioners to understand barriers and supplement through workshops	A static picture of the barriers in each and across LAs	In TH: 2 teams In Wands: 1 team In Warrington: 9 teams

Data collection methods (both IPE & Impact Evaluation)

E.g. surveys, interviews, administrative data…

- *Surveys: every 3 months with practitioners throughout the programme*
- *Interviews: TBC*
- *Workshop feedback: captured in every workshop*

Data collection schedule.

	First intervention session	After making small changes (3 months in), before designing the blueprint	Mid way through blueprint test and learn period (6 months in)	After test period of the blueprint (12 months)	6 months after blueprint
Baseline questionnaire completed	Completed for TH, Wands. Will be completed for Warrington in their first session on 8th March				
Midline 1 questionnaire completed		Plans to collect from the 3 LAs in last learning pod session			
Midline 1 interviews to supplement survey data		TBC			
Mid way (midline 2) through blueprint testing period questionnaire completed			Plans to collect from the 3 LAs		
Endline questionnaire completed				Plans to collect from the 3 LAs	
Endling interviews to supplement				TBC	

survey data				<td style="background:#d98a82"></td>	
6 months after survey					TBC

Timeline

Activity	Deadline	Person responsible
Collecting baseline data from all 3 LAs (see example of Warrington below)	In vision workshop of all 3: TH: 14th Jan 2022 Warr: 8th March 2022 Wands: 16th Dec 2021	Ben/Katie
Analysis of baseline data: within and across LAs	TBC	Rachel and colleagues from Frontline to lead on analysis
Reporting to LA of baseline data	We would like to present back this survey data in one of the small changes inspiration programme sessions:

TH: 24th Feb
Wands: 22nd Feb
Warrington: 19th May | Katie |
Reporting across LA of baseline data	As soon as we can do the data analysis in each	Katie
Reporting to WWC and DfE etc of baseline data	TBC	Katie
Interviews with each LA	March/April time for TH and Wands, June time for Warrington	TBC
Collecting midline 1 data from all 3 LAs	During a learning pod session - TBC	TBC/Katie
Analysis of midline 1 data: within and across LAs	TBC	TBC
Conducting midline 1 interviews	During a learning pod session - TBC	TBC/Katie
Analysis and reporting of midline 1 interviews	TBC	TBC

Collecting midline 2 data from all 3 LAs	Before implementing the local blueprint	TBC/Katie
Analysis and reporting of midline 2 data from all 3 LAs	TBC	TBC
Collection of endline survey data from all 3 LAs	TBC	TBC
Analysis of endline survey data from all 3 LAs	TBC	TBC
Conducting endline interviews in all 3 LAs	TBC	TBC
Analysis and reporting of endline interview data from all 3 LAs	TBC	TBC
Conducting 6 months after survey in all 3 LAs	TBC	TBC

Example baseline survey

Crescendo – Warrington: practitioners baseline survey

We are relying on our legitimate interests as the lawful basis for processing your data, and your responses to the below survey. We are collecting the below data to inform our work together and to allow us to learn what barriers are currently in the way to working the way we want to. When sharing back any insights, any data will be anonymous: we will not identify you, nor will this data be accessible to anyone within your Local Authority. We will abbreviate direct quotes too to ensure that anonymity is preserved.

Please refer to Crescendo's Privacy Notice (**placeholder link**) for further details, or send an email to Ryan Wise (ryanandrewwise@outlook.com) if you have any questions.

Section 0: Understanding the context

1. **Unique ID code***

Text box

1. **Job Title (if not listed, pick most equivalent)***

Picklist:

- *Social worker*
- *Other [please specify]*

1.   Service:
- *CIN*
- *Children in Care and Care Leavers*
- *Fostering*
- *MASH*
- *Children with disabilities*
- *Business Support*
- *Families First*
- *Residential*
- *Children safeguarding and quality assurance service*
- *Other [please specify]*

Section 1: Understanding the barriers in our way

1.   As an estimate, how much of your time are you able to spend in direct contact with children, young people and families? Express your answer as a % of your total working hours.*

Text box

1.   What do you see are the biggest barriers to spending more time with children and families?*

Please express the barriers in the following format:

1. Barrier 1
2. Barrier 2
3. Barrier 3

Text box.

1.   **What changes do you think would enable you to spend more time <mark>with children</mark> and families and do your best work? Please list.**

You could consider:
- I need more…
- I need less…
- My role should be more focussed on…

Text box

Section 2: Understanding our collective ability to drive change

1.   On a scale of 1-5 to what extent do you feel able to effect change within your LA?*

1- I do not feel able to effect any change at all in my LA.

5- I feel able to effect a great deal of systemic change in my LA.

5-point scale

1. What gets in the way of driving changes that you think need to happen?
Please express the barriers in the following format:

1. Barrier 1
2. Barrier 2
3. Barrier 3

Text box.

1. Please complete the following statement.
"If I could change one thing, I would change…..
Text box

Section 3: Understanding our collective job satisfaction

1. How valued do you feel in your role?*
1. I don't feel valued at all within my service and Local Authority.

5- I feel incredibly valued within my service and Local Authority

5-point scale.

8. How satisfied are you within your role?*

1 – I'm not satisfied at all.

5 – I am completely satisfied within my role.

5-point scale.

9. Explain your scores. What factors are influencing how valued and satisfied you feel in your role?

[Text box]

Section 4: Understanding how we are functioning as an service

10. How effectively do you think the service is functioning?

1 – Not effectively at all

5 – Highly effectively

5-point scale.

11. How could the service function more effectively?

[Text box]

Section 5: Hopes for this project

12. Please complete the following statements.
"What I hope to happen from this project is…"
    Text box.