

SUMMARY OF KNOWLEDGE TRANSFER PARTNERSHIP

Partnership: KTP009324

KNOWLEDGE BASE PARTNER

Institution name: Nottingham Trent University
Department: School of Social Sciences

Lead academic

Name: Dr Adam Barnard
Address 1: Chaucer Building
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Town: Nottingham
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COMPANY PARTNER

Company name: Nottinghamshire County Council
Parent group name: None
Company contact: Ms Rachel Clark
Address 1: County Hall
Address 2: Loughborough Road
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Town: Nottingham
Postcode: NG2 7QP
Telephone: 0115 977 3139
Company size (or Group if applicable): L

ASSOCIATE(S)

Associate 1: Miss Catherine Goodall

All information provided through this form will be treated in confidence.

IF NECESSARY CONFIDENTIAL REPORTS ON BEHALF OF INDIVIDUAL PARTIES MAY BE SUBMITTED SEPARATELY.

The completed form must be received within one month of the end of the Knowledge Transfer Partnership.

Grant details (for office use)

Associate profile: 1:30
Start date: 10-Oct-2013
KTP grant contribution (£): 84,316
Official end date: 10-Oct-2017
Company contribution (£): 84,316
Actual end date: 12-Jul-2016
Total (£): 168,631
KTP Adviser: Ms Philippa Ryan
KTP Contribution: 50 %

SUMMARY OF THE KNOWLEDGE TRANSFER PARTNERSHIP

THIS SECTION TO BE COMPLETED JOINTLY BY THE COMPANY PARTNER AND THE KNOWLEDGE BASE PARTNER

1. Please give an overall account of the Partnership, setting out
 - a. its original aims (as stated on the Application Form)
 - b. the rationale behind it
 - c. the main events and achievements for both Partners and for the Associate(s), including problems encountered and solutions adopted.

There is no need to duplicate here details given on subsequent pages - this section should be used to highlight any other points considered important. It is therefore suggested that you complete this question after you have completed the rest of the form.

Develop and introduce an innovative model of service delivery to reduce expenditure, improve outcomes, understand behaviour change, and rethink public service delivery to meet young people and children's needs.

Nottinghamshire County Council (NCC) is a local authority, providing a range of services to 786,000 people across the county. Young People's Services, Early Help and Children's Social Care services are part of the Council's 'Children, Families and Cultural Services department. Young People and Early Help Services provides interventions to support vulnerable children and families at an early stage, aiming to influence behaviour, such that later costly interventions are avoided and improved outcomes achieved. The Council receives the majority of its funding from central government grants, council tax and business rates and a smaller proportion through income generation.

The knowledge transfer partnership will contribute to all five priorities, but in particular to keeping children and young people in Nottinghamshire safe, by determining and then implementing the most effective whole family interventions to use so that where possible children and young people can remain safely in their homes, and to ensure that service provision is good quality, value for money, and supports demand management for more specialist services. This supports the ambition to be financially robust and sustainable.

- a. The original aims of the project were engaged with and developed to provide innovative and evidence based models of intervention under the promises of the 'what works' agenda.
- b. The rationale for the overall aim was to continue to improve services, embed evidence based and informed practice, and reduce expenditure in an age of austerity and stringent financial cuts to services.
- c. The main events and achievements of the KTP are the day to day operational contribution to improving services particularly the use of evidence and data management to improve the systems surrounding the delivery of services to children and young people. For example, significant achievements have been evidenced in the move of the Ofsted inspection from 'Inadequate' to 'Good' and the singular noting of the KTP as part of the leadership and organisational change to facilitate this convincing and compelling change.

The problems encountered and solutions adopted surround two main areas. The first was the constant flux and change in the fluid nature of public sector organisations that are responding to changing dynamics particularly financial. The change in supervisory relationships at the company was also a significant change that was accommodated. The second area is concerned

with access to a sample population of children and young people to be able to fulfil the participatory action research agenda. This was successfully resolved by negotiating access through the school that local authorities have responsibility for within a specific geographical locality.

2. Did the aims of the Partnership, as stated above, change during the course of the Project(s), and if so, how?

The partnership will support NCC in delivering its strategic plan.

1. By learning from 'what works', strategic choices will be made to introduce new ways of assessing services and interventions; encouraging people living in Nottinghamshire to have aspirations for independence, take personal responsibility for their behaviour and reduce demands on the state welfare benefits system.
2. By focussing initially on Early Help strategies for children and young people, the project aims to ensure effective service provision to these groups and reduce the demand on statutory services through better life outcomes. This will enable future generations to be more productive economically and contribute to the longer term goal of safer, more inclusive communities.
3. Following the Health and Social Care Bill 2012, many public health functions have been integrated within each local authority, causing complexities in rationalising service delivery previously managed by different agencies. To ensure these services are delivered effectively and efficiently in the future, NCC recognises a common approach to assessment and intervention selection methodologies that support vulnerable children and their families is needed.
4. NCC needs to streamline the processes of sub-contractors delivering key services, and the commissioning processes used to select the most effective deliverers.
5. Realising the priorities of NCC's strategic plan also fits with realisation of the ESRC's strategic priorities:
 - The evaluation and reconfiguration of services in line with evidence based practice will help build sustainable growth at a local and regional level in Nottingham by tracking social problems in areas of high deprivation and social disadvantage. By using knowledge gained from the project to re-skill the workforce, this will support job retention and creation in the public sector.

The aims of the project did not change significantly but the fine grained adjustment necessary for working with complexity of a large organisations at times of austerity presented challenges.

The change in the Company supervisory team was significant in terms of the line management responsibilities and the reordering of departmental responsibilities from Quality Assurance to Quality Improvement.

The financial situation of the Council remains tenuous with substantial cost savings of £3 million from Children's Services but did not have a direct impact on the KTP. The contribution the KTP made is a significant in terms of limiting the financial burden for the Council and contributing to its rigorous financial situation.

RESULTS FOR THE COMPANY PARTNER

Partnership: KTP009324

Partners: Nottingham Trent University, Nottinghamshire County Council

RESULTS FOR THE COMPANY PARTNER

THIS SECTION TO BE COMPLETED BY THE COMPANY PARTNER

3. What is the Company's and (if appropriate) the Group's business? Has this changed as a result of the Knowledge Transfer Partnership?

Nottinghamshire County Council (NCC) is a local authority, providing a range of services to 786,000 people across the county. Young People's Services, Early Help and Children's Social Care services are part of the Council's 'Children, Families and Cultural Services department. Young People and Early Help Services provides interventions to support vulnerable children and families at an early stage, aiming to influence behaviour, such that later costly interventions are avoided and improved outcomes achieved. The Council receives the majority of its funding from central government grants, council tax and business rates and a smaller proportion through income generation.

As a result of working with the KTP , the following changes have occurred

1) The work of the KTP has helped inform the development of the Family Service, a major service re-design which has resulted in more timely and streamlined services for our most vulnerable families and achieved savings of around £1,000,000 for the council

2) We now have a more co-ordinated , evidence based approach to the commissioning and delivery of parenting programmes

2) We have developed an over-arching evaluative framework that all services can use and service have received training in critical thinking and analysis

4. How has the Knowledge Transfer Partnership contributed to the Company's and (if appropriate) the Group's strategy?

The work of the Knowledge Transfer Partnership has been key in shaping and informing the refreshed Family and Parenting Strategy. The Strategy has been implemented and is in use across the County, supporting the provision of effective, relevant and evidence based Family and Parenting Support. Again, this has enabled the Council to continue to deliver high quality family support, whilst achieving savings targets.

5. Describe how the external factors arising during the period of the Knowledge Transfer Partnership have impacted on the Company's and (if appropriate) the Group's strategy. Have these external factors impacted on the Knowledge Transfer Partnership?

Nottinghamshire County Council, along with all local authorities, has had its funding significantly reduced. This has resulted in a rolling programme of service redesign and delivery, with the need to identify how to deliver high quality, cost effective services which meet our statutory obligations, with reduced resource.

6. What specific business opportunity or need of the Company has the Knowledge Transfer Partnership addressed?

The KTP has helped us identify internal capability and capacity to develop robust assessment , planning and evaluation toolkits. Previously, the approach would have been to purchase relatively expensive , off the shelf packages which may not have met our needs.

The Family Support approaches review informed the planning and shaping of the Family Service.

The parenting programmes literature review identified a number of areas for improvement in local parenting support, and lead to the development of the parenting programme toolkit. The toolkit for parenting support will improve the targeting of parenting programmes to families' needs, which is likely to improve the effectiveness of programme delivery.

7. What new knowledge and capabilities have the Company and its staff acquired as a result of the Knowledge Transfer Partnership?

Staff have acquired critical thinking skills and developed their understanding of evidence and working in an evidence based way. It is recognised nationally that whilst this is an area for development in wider children's services.

Staff and the company also have a clear understanding of the evidence base informing parenting programmes and family support and also how to grow and develop their own evidence base for locally developed programmes.

8. Describe how the new knowledge and capabilities acquired through the Knowledge Transfer Partnership has been embedded into the business e.g. preparation of Process instructions, staff training.

The toolkit for parenting support will improve the targeting of parenting programmes to families' needs, which is likely to improve the effectiveness of programme delivery. The impact of parenting programmes for families will be monitored by the evaluations database, leading to improved, evidence based commissioning. The validation process involves a panel utilising a bespoke proforma to evaluate locally designed or adapted programmes to improve their design and effectiveness for families. This process is designed to be inclusive and supportive, skilling up practitioners to design robust programmes to support families, and to gather evidence of their impact.

The training in evaluations completed at Cambridge University's Doctoral Training Centre informed the development of an Evaluative Framework for the Council. The Framework will aid in improving the consistency and efficacy of evaluations, utilising a robust method. The tool will also reduce the resource implications of designing and conducting evaluations.

Note. The information provided in questions 9-19 contributes to the government's understanding of the effectiveness of the KTP programme and its contribution to improving the productivity of UK business and contribution to the UK Economy. It is essential that these questions are answered in full.

9. Please provide below a summary of company performance whether or not related to Knowledge Transfer Partnership

| | Year prior to commencement of KTP (from application form) | Most recent annual figure |
|-------------------------|---|---------------------------|
| Sales Turnover | £560,000 | £560,000 |
| Exports, by sales value | £0,000 | £0,000 |
| Profit before tax | £-135,000 | £-135,000 |

| | | |
|-------------------------|-------|-------|
| Number of employees | 15280 | 15280 |
| Percentage market share | 0 | 0 |

10. Please provide below information on the change in the Company's competitive position resulting from the Knowledge Transfer Partnership.

Sales turnover

Quantity in £ the change in current annual sales turnover directly attributable to your Knowledge Transfer Partnership:

£0,000

Quantity in £ the change in annual sales turnover expected in three years' time resulting from your Knowledge Transfer Partnership:

£0,000

Explain how the turnover is being / will be affected by the Knowledge Transfer Partnership:

Exports

Quantity in £ the change in current annual exports directly attributable to your Knowledge Transfer Partnership:

£0,000

Quantity in £ the change in annual exports expected in three years' time resulting from your Knowledge Transfer Partnership:

£0,000

Explain how exports is being / will be affected by the Knowledge Transfer Partnership:

Profit

Quantity in £ the change in current annual profit before tax directly attributable to your Knowledge Transfer Partnership:

£0,000

Quantity in £ the change in annual profit before tax expected in three years' time resulting from your Knowledge Transfer Partnership:

£0,000

Explain how this change has arisen / will arise (eg through reduction in stock or work in progress or increased sales or reduced costs):

As we are a public sector organisation, we do not make a profit. However, the work of the Knowledge Transfer Partnership has assisted us in identifying around £1000,000 worth of savings.

Please refer to the forecast given in question 3.2 of your Grant Application and Proposal Form. If the changes in the current and / or expected annual profit before tax directly attributable to the Knowledge Transfer Partnership reported above differ from the figures you gave in 3.2, please elaborate and explain below what has led to this difference.

11. Summarise how any increase in annual profits shown above relate to the following.

| | |
|---|------|
| New markets for existing products | 0% |
| New products in existing markets | 0% |
| New products for new markets | 0% |
| Improved production or operational efficiency | 75% |
| Improved quality | 25% |
| | 100% |

12. Has the Knowledge Transfer Partnership improved the Company's operation in other ways, eg by changing company culture?

The Knowledge Transfer partnership has helped to embed an evidence based approach to service delivery and has contributed directly to organisational improvement.

- 13a. Please indicate any areas in which social and/or cultural benefits have or will be achieved as a result of this Knowledge Transfer Partnership.

| | |
|---|---|
| Recreational (sport and leisure) | € |
| Cultural (music, theatre and arts) | € |
| Heritage (historical, architectural and built environment) | € |
| Health and well-being of the community (physical and mental) | £ |
| Educational (extending the knowledge, skills and expertise of individuals within the community) | £ |
| Social inclusion (disadvantaged, marginalized and at-risk groups) | £ |
| Environmental (land, water and air) | € |
| Other | |

- 13b. Please assess the nature and significance of the impact on your activities achieved through the KTP below. Please describe and, if possible, quantify each impact.

| Impact | None | Low | Med | High | Describe the nature of the impact and quantify its extent relative to the pre-KTP position |
|---|----------------|----------------|----------------|----------------|--|
| Increased breadth of information or extent of dissemination | j ⁿ | j ⁿ | j ⁿ | j ⁿ | The work of the KTP has helped inform richer , evidence based discussions about parenting support informed by a sound academic basis. Working with the KTP has also enabled us to hold a conference which has resulted in the establishment of a regional network and a spread of learning across the region |
| Increased number of individuals benefiting | j ⁿ | j ⁿ | j ⁿ | j ⁿ | A more evidence based approach to parenting and family support is leading to more effective interventions for families resulting in better outcomes. Data gathered from December 2015 to July 2016 indicates that there was good engagement from families with the intensive interventions team. |
| Increased benefit per individual affected | j ⁿ | j ⁿ | j ⁿ | j ⁿ | Families whose cases were closed to the Family Service in 2015 were tracked until July 2016. This suggests that where the family have engaged with the Family Service , |

| | | | | | |
|---|----|----|----|----|--|
| | | | | | they are far less likely to be escalated to social care. This is a clear benefit as it indicates that the Family Service is effectively addressing families issues and preventing further statutory intervention. |
| Improved customer or stakeholder satisfaction | jn | jn | jn | jn | The good level of engagement with the intensive team indicates improved stakeholder satisfaction. Usually, when families are not satisfied with a service , they disengage. |
| Improved efficiency or productivity | jn | jn | jn | jn | The work of the KTP has helped us to identify what works in parenting support. Whilst there was some understanding of this previously, on the ground , some time was being spent developing and delivering interventions without being clear whether they were effective. Data from the Family Service indicates that 59% of children referred in December 2015 were identified as being at risk of becoming Looked After or taken into care by the Local authority. In July 2016, only 10% of these children had been taken in care. This has generated significant savings to the local authority. For example, the cost to the Family Service to deliver 24 intensive support sessions is £834 as opposed to £826 per week average cost for a foster placement. |
| Other | jn | jn | jn | jn | |

14. Please describe and quantify any investments the company has made or will make to implement the results of the Knowledge Transfer Partnership. In the case of future investments, please indicate the likely timescales.

In plant and machinery

Description:
The council has invested in an online parenting targeting tool to help practitioners identify suitable evidence based parenting programmes

Total plant and machinery investment :
£8,000

In training existing staff

Description of training:
Staff from Early Childhood services , the Early Years Teacher Team and the Quality and Improvement team were trained in interpreting data and critical thinking. Staff has also been trained to use the parenting toolkit

Total staff trained (No. of staff):

75

In employing new staff (*other than the KTP Associate(s)*)

Description of functions:

Total number of new staff:

0

Other

Description:

Total (Quantify):

£0,000

15. Describe and quantify any investment the company has made or will make in Research and Development to exploit the outcomes of the Knowledge Transfer Partnership. In the case of future investments, please indicate the likely timescales.

Research and Development

Description:

The council intends to extend the Knowledge Transfer approach to cover key areas of future developments in Children's services including exploring new funding and delivery models for supporting the most vulnerable children and parents

Total:

£50,000

16. Looking into the future, what further impact are the outcomes of the Knowledge Transfer Partnership expected to have on the Company's performance?

It is expected that the what works methodology and mindset will be applied to future organisational changes in Children's Services, ensuring that an evidence based approach is used across services.

17. Overall, how significant do you believe are the results of the Knowledge Transfer Partnership to:

The Company's present performance?

High

The Company's future performance?

High

18. How has your experience of involvement in a Knowledge Transfer Partnership matched up to your expectations?

Fully met

Please explain in what way it has exceeded or failed to meet your expectations:

The Knowledge Transfer Partnership has achieved the added value that we hoped a partnership with an academic institution would bring us. It has enabled us to apply academic rigour to our planning processes and use research in a real world context to directly benefit the families we work with.

19. Overall, which of the following in your view best describes the contribution that the Knowledge Transfer Partnership has made to the Company's business.

Overall contribution

Would probably not be making similar progress

If 'None of these' is selected then please describe below:

- CP1. If you are willing, please provide a sentence or two on your experience of the Knowledge Transfer Partnership that can be used in KTP promotional material.

The Knowledge Transfer Partnership has helped us re-shape services for children and families in a cost effective way. We now target services better and have begun to embed a more evidence based approach to commissioning and delivery of parenting and family support.

Please name the person who is responsible for the wording provided above.

Rachel Clark

RESULTS FOR THE KNOWLEDGE BASE PARTNER

Partnership: KTP009324

Partners: Nottingham Trent University, Nottinghamshire County Council

RESULTS FOR THE KNOWLEDGE BASE PARTNER

THIS SECTION TO BE COMPLETED BY THE KNOWLEDGE BASE PARTNER

20. How has the Knowledge Transfer Partnership contributed to the development of the institution's staff?

The institutions' staff have benefited from the KTP. The Knowledge Base Partner has benefited from the Associate's role in delivering teaching, and being a conduit between the organisations. The KTP has contributed to further research activity such as the 'Seldom Heard Communities' (NCC £10k) and 30 hours child care research project and the review of the Early Years provision.

The institution's teaching has benefited with knowledge and understanding or working with partner organisations, teaching materials and teaching input for undergraduate and postgraduate courses.

The KTP has contributed to the D2N2 Social Work Teaching Partnership. In the short term, this contributes to the knowledge exchange events for social work (ASYE, graduates and undergraduates), Continuing Professional Development activities, and 'grow your own' initiatives by supporting staff to develop training and development schemes.

The KTP has contributed to the 'knowledge exchange ecosystem' for social work teaching partnerships about 'what works' that transcends traditional boundaries of academia and practice, and developing professionals and service users to create high quality social work and health and social care workforce. It has led to a regional Memorandum of Understanding for social work teaching across the East Midlands with numerous staff development opportunities for existing practitioners, academics and trainers. The KTP has provided knowledge, understanding, and skills for the principal researchers. Project management and academic outputs have also been developed.

The KTP has consolidated links and relationships with the local authority and a wider partnership with regional partners.

How important would you rate this effect?

High

21. What effect has the Knowledge Transfer Partnership had on the institution's teaching (e.g. in terms of curriculum development, case studies material)?

The KTP has had significant impact in curriculum development. For example, The research associate has delivered several teaching sessions for undergraduate students at the University. Third year social work students have benefited from real world research and being exposed to the challenges of conducting and managing research projects. The KTP has contributed to usable research skills for practitioners so they become more confident in using data and developing practice. The research has led to two academic teaching sessions for the Alternative Curriculum Week that introduced quantitative and qualitative methodological discussion for social science students across the School of Social Sciences. The research associate has also undertaken teaching on postgraduate professional doctorate courses to showcase the process and achievements of the KTP to researching professionals and improved academic skills of teaching, research and accreditation through the HEA.

The Research Associate has written a chapter on professional development for a forthcoming academic text book on reflective practice'.

The final, curriculum development has been for bespoke training and curriculum development for staff at the Council to address critical thinking skills, qualitative and quantitative data analysis, and evaluations. The team building and cross fertilisation between council departments and between local authorities and the University has had a significant effect.

The KTP should form the basis for a REF impact case-study and has provided case-study material for teaching input on BA (H) Social Work, and BA (H) Health and Social Care at NTU.

How important would you rate this effect?

High

22. How has the Knowledge Transfer Partnership benefited the institution's research?

The KTP has had significant benefits for the institution's research. It has contributed to the strategic discussion at a service level agreement between the university and local authority at senior management levels contributing to the upward development of research. It has created opportunities for research and placement for students at undergraduate and postgraduate levels to work in local authorities and become research exposed. The KTP contributes to the research portfolio of the academic leading the project and has formulate two academic articles, and a REF impact case-study.

It has lead to published outputs in academic journals and provided the foundation for two further academic articles. The training for local authority staff has consolidated links between the two organisations and within organisations by building strategic alliances with colleagues to be positioned for further collaborative work.

The conference has provided a forum to share best practice, build a community of practice, and contribute to the University's 'Valuing Ideas' strategic plan and divisional and school research plans.

The KTP has been a catalyst to stimulate further research going forward (new research contracts with the council), providing fertile ground for continuing research publications, and a crucible for new research projects.

How important would you rate this effect?

High

23. How many students research projects have been established as a result of the Knowledge Transfer Partnership?

Undergraduate: 7

Postgraduate: 3

24. Has the IPR agreement been established between the Knowledge Transfer Partners?

YES

25. If 'Yes', is it anticipated that any commercial benefits to either party will result in the agreement?

YES

Please describe and quantify the benefits to the institution:

The financial benefits for the institution have been from future contracts awarded, a stronger strategic link between organisations and

Total Benefit:

£8,000

26. What other benefits have been gained by the institution and its staff as a result of the Knowledge Transfer Partnership?

The KTP has contributed to the role of the Higher Education Institution as an Anchor Institution and improved the reputation of the higher education institution as a 'can do' provider of academic and research work.

The KTP has contributed to the University's mission as a social enterprise. It has also been a catalyst in stimulating further work such as contract research projects. Research projects on 'Seldom Heard Communities', and 'Early Years' have been productively built from the work on the KTP. Spin out activities such as research on co-production with mental health service users has been an associated benefit for the institution and its staff. The KTP has also added to the applied research portfolio of The School and the University.

The economic and social benefits from the KTP have contributed to regional initiatives such as the East Midlands engine.

Finally, the KTP has been central to establishing short and long term strategic goals for future development such as the D2N2 regional 'knowledge exchange ecosystem'. The KTP contributes to the boundary hopping, transdisciplinary knowledge production and use in local authorities and academia transcending the traditional boundaries.

27. Have your expectations of the KTP Programme been...

Fully met

Please explain in what way KTP has exceeded or failed to meet your expectations:

The KTP as a vehicle to develop the everyday business of both organisations has been very useful, provided valuable guidance and a framework for innovative and creative work to be developed.

The Dissemination and publicity of best practice and the findings of the KTP have been made available through conferences (hosted at NTU on 19th April 2016), academic papers (Practice Journal), internal research seminars (Research Newsletters at a Divisional and School level), and national learned society conferences (e.g. Social Research Association).

28. Overall, which of the following in your view best describes the contribution that the Knowledge Transfer Partnership has made to the development of the institution?

Fully met

If 'None of these' is selected then please describe below:

- KBP1. If you are willing, please provide a sentence or two on your experience of the Knowledge Transfer Partnership that can be used in KTP promotional material.

The KTP has been of enormous value to all those associated with it, having a significant and

lasting beneficial effect on both organisations and individuals associated with the project.

Please name the person who is responsible for the wording provided above.

Adam Barnard

RESULTS FOR THE KNOWLEDGE TRANSFER PARTNERSHIP ASSOCIATE(S)

Partnership: KTP009324

Partners: Nottingham Trent University, Nottinghamshire County Council

RESULTS FOR THE KNOWLEDGE TRANSFER PARTNERSHIP ASSOCIATE(S)

THIS SECTION TO BE COMPLETED BY THE KNOWLEDGE BASE PARTNER

Our records show that you had 1 Associate(s) employed on the Knowledge Transfer Partnership.

30. Which of the Associates employed on the Knowledge Transfer Partnership have completed their NVQ Level 4 / Diploma in Management Level 5?

Catherine Goodall

31. Which of the Associates employed on the Knowledge Transfer Partnership have received higher degrees directly as a result of their work? (if no degree has been received then please leave this question blank)

Catherine Goodall MSc MBA MPhil PhD Other

32. How many more higher degrees are expected to be awarded to Associates as a result of the Knowledge Transfer Partnership?

0

33. Which of the Associates employed on the Knowledge Transfer Partnership were offered continuing employment by the Company Partner?

Catherine Goodall

34. Which of the Associates offered employment above have accepted the Company partner's offer?

Catherine Goodall

35. What are the main job functions of the KTP Associates offered continuing employment by the Company Partner, if applicable?

Catherine Goodall

The Associate has been offered an extension of contract by NTU to work as a research assistant on projects for NTU. There are ongoing discussions for continuing projects and research contracts for the County Council. The associated research activities for the Division of Social Work and Health in the School of Social Sciences puts the associate in an enviable position for future employment prospects.

36. Of the Associates not employed by the Company Partner, how many were employed in each of the following fields?

| | |
|------------|---|
| Industry | 0 |
| Education | 0 |
| Other | 0 |
| Don't know | 0 |

If 'Other', please specify here

37. How many Associates left the Knowledge Transfer Partnership three months or more before the end of their contracts?

0

MANAGEMENT OF THE KNOWLEDGE TRANSFER PARTNERSHIP

THIS SECTION TO BE COMPLETED JOINTLY BY THE COMPANY PARTNER AND THE KNOWLEDGE BASE PARTNER

38. Give details of any changes in Company partner, Knowledge Base partner and Associate personnel directly involved in the Knowledge Transfer Partnership during its lifetime.

Company Partner The most significant change in the management of the Knowledge Transfer Partnership was a change in the supervision at the Company/Council Partner. The original supervisor changed roles and moved out of the Quality Improvement team. The supervisory role was then effectively taken up by the County Lead for Child Poverty and Parenting Support for localities. This ensured a better organisational fit around developing the parenting aspect of the work and so had a positive impact.

There have been other changes that have had less of an impact such as changes in the administrative staff at the Grant Capture Team at the University.

There have been service changes within the Council but this has not had a significant impact on the KTP.

Knowledge Base Partner The continuity of the lead supervisor at the Knowledge Base Partner has been one of the strengths of the project. The most significant change in the staffing of the Knowledge Base has been the promotion of one of the academic team to Associate Dean of Research for the School of Social Science. The research exposure of the remainder of the team has enhanced their capacity, capability and competency in conducting research. For example, one member of the knowledge base team has commenced research on a Professional Doctorate in Social Practice, investigating Leadership and Management in Social Services working with Child Protection issues.

The challenge for the Knowledge Base Partnership has been the demands of pace, intensity, volume of workloads to meet all the anticipated outcomes for the project.

Associate(s) The associate now understands how to apply academic research in a work context and in a way that will directly benefit a workplace. The personal training budget has enhanced the Associates' capacity and capability to conduct research. The teaching input and research exposure of the Research Associate has had input into curriculum design and the ability to understand and formulate responses to curriculum needs. For example, the Research Associate is able to contribute to teaching input of lectures and seminars on specific areas on undergraduate curricula. The KTP has made the RA research ready and able to engage with doctoral applications. She has applied for doctoral positions and is in dialogue about a continuing doctoral research with the Council.

The KTP experience has positioned the RA to be research competent in being able to apply her knowledge and skills to novel and challenging situations and formulate responses in dialogue with other stakeholders. For example, a toolkit for parenting support featuring a parenting programme targeting tool, an evaluations database and a validation process has been developed. The RA, with academic support, designed and delivered several training sessions for County Council employees, including critical thinking, the use of qualitative and quantitative data and evaluations. The RA is competent in developing Evaluative Frameworks, and has knowledge and understanding of Participatory Action Research (PAR) using a range of materials and photographs of their daily lives. The RA is in a position to apply for academic employment.

39. How many LMC meetings have been held to manage the Knowledge Transfer Partnership?

7

40. Explain any difficulties encountered in managing the Knowledge Transfer Partnership, their effects on the results, and solutions adopted.

The main difficulty in managing the Knowledge Transfer Partnership has been with the management of conflicting and competing demands on all stakeholders' time to deliver the desired and promised outcomes for the project. The challenge of leadership and management of staff, the complex nature of both organisations, the inefficiencies of internal processes have all added to the effects on results for the KTP. It is the principled and value based thought and action of the committed KTP team that has resolved these dilemmas and provided solutions to enhance the KTP.

41. To what extent has the LMC helped in determining the solutions adopted above?

The LMC was a valuable sounding board to work through difficulties experienced on the KTP and sharing ideas to resolve problems. The financial management of the LMC has been useful in preparing reports and coordinating the various functions of the partnership. The understanding of the procedural aspects of the KTP were usefully explored and helped in determining solutions. The knowledge shared of other projects, the challenges they encountered and how solutions were implemented were helpfully shared.

42. Give details of any changes in the value or duration of the Knowledge Transfer Partnership and explain their circumstances.

The financial implications of the project necessitated a change in the value and duration of the Knowledge Transfer Partnership. The KTP project has been extremely fruitful and has led to a wide range of positive outcomes, with the potential for significant wider impact on the lives of local families. The project has adapted to changing environments and developed a range of systems and processes for the Council, driving improvement and efficiency, with a particular focus on parenting support.

The financial situation of the KTP has been more about cost saving, cost reduction, reordering commissioning decisions and quality improvements than generating income and it has been successful in helping the Council achieve significant savings whilst retaining quality. Although, the council has had the interest of private companies and there may be a market for early years provision. The market is not yet there but the Council could be at the forefront. Companies need to understand the parenting toolkit and would therefore require training by the Council.

43. Please give your views on the support provided to the Knowledge Transfer Partnership by the TSB and its Advisers and by the KTP Offices/Centres, and how this support might be improved.

The support provided by the Advisers and the KTP offices would be improved by reviewing the work and case loads that are dealt with by the advisors and Officers so that prompt and effective communication can be established. The response from the KTP advisor dealing with budgetary matters was prompt and well actioned to resolve an issue for the simple transfer of funds between KTP budgets.

44. How might the KTP Programme be improved from the user's point of view?

The KTP programme, from a user's point of view, could be improved by having a better website. This could be the basis for a KTP to improve the functionality and users' experience of the website and to include user friendly documents. For example, a word document for the final report would be a benefit to allow the prompt and accurate reporting of the final submission. A user dashboard that indicates a timeline of necessary action such as LMCs, reporting mechanisms, and deadlines for submission would improve the KTP programme from a user's point of view. Exemplars and examples of best practice, case studies, previous KTPs and the resources that have been produced from other partnerships would be helpful.

PUBLICATIONS

THIS SECTION TO BE COMPLETED JOINTLY BY THE COMPANY PARTNER AND THE KNOWLEDGE BASE PARTNER

45. How many papers on the results of the Knowledge Transfer Partnership have been published in, or submitted to, refereed journals by:

| | |
|-----------------|---|
| KTP Supervisors | 0 |
| KTP Associates | 1 |
| Jointly | 1 |

46. How many papers on the results of the Knowledge Transfer Partnership are in preparation for submission to refereed journals by:

| | |
|-----------------|---|
| KTP Supervisors | 2 |
| KTP Associates | 1 |
| Jointly | 0 |

47. How many other publications have arisen from the Knowledge Transfer Partnership, written by:

| | |
|-----------------|---|
| KTP Supervisors | 0 |
| KTP Associates | 0 |
| Jointly | 1 |

48. How many other publications arising from the Knowledge Transfer Partnership are being prepared by:

| | |
|-----------------|---|
| KTP Supervisors | 0 |
| KTP Associates | 0 |
| Jointly | 0 |

49. What other steps have been taken or are planned to disseminate the results of the Knowledge Transfer Partnership?

A conference presentation on the KTP at international conference (BAPSCAN), Social Research Association conference presentation, training for practitioners, and conference on parenting support, hosting a conference for 75 attendees on 19th April 2016 at Nottingham Conference Centre – What Works in Parenting Support: Quality and Innovation in Practice. This generated a lot of interest. These evidence the achievements of the KTP. There have been regular submissions to two academic fora, such as 'So: Research in the Social Sciences' and RaiSS-IT' the social science newsletter. The dissemination plan have included submission to academic journals such as 'Practice: Social Work in Action'. There are planned submissions for further articles in 'Knowledge and Policy' on the experience of KTPs to embed knowledge transfer and improved practice, and papers on participatory action research (PAR) and a methods paper on mosaic approaches on working with Children and Young People. A Impact Case study for the Economic and Social Research Council is also proposed.

50. Are you willing for the results of this Knowledge Transfer Partnership to be published as a Case Study (subject to protecting commercial interests)?

YES

Please provide any additional comments to support your answer, if you wish.

(Instrumental Impact) Influenced the decision in the Local Authority not to purchase a whole-workforce approach to Children's Services through the literature review which identified a paucity of evidence of their effectiveness.

(Instrumental Impact; Capacity Building) The parenting programmes literature review identified a number of areas for improvement in local parenting support, and led to the development of the parenting programme toolkit. The toolkit includes a parenting programme targeting tool, a validation process for locally developed or adapted programmes and an evaluations database. This toolkit will improve the targeting of parenting programmes to families' needs, which is likely to improve the effectiveness of programme delivery. The impact of parenting programmes for families will be monitored by the evaluations database, leading to improved, evidence based commissioning. The validation process involves a panel utilising a bespoke proforma to evaluate locally designed or developed programmes to improve their design and effectiveness for families. This process is designed to be inclusive and supportive, skilling up practitioners to design robust programmes to support families, and to gather evidence of their impact.

(Instrumental Impact) Using a range of practice tools and academic evidence, we designed an evaluative framework for use across the department in the Local Authority. The tool will aid in improving the consistency and efficacy of evaluations, utilising a robust method. The tool will also reduce the resource implications of designing and conducting evaluations.

(Capacity-Building; Attitude/Culture Change) Designed and delivered bespoke training sessions for staff at the Local Authority.

FUTURE PROSPECTS

THIS SECTION TO BE COMPLETED JOINTLY BY THE COMPANY PARTNER AND THE KNOWLEDGE BASE PARTNER

51. Do the Partners have any other plans for further cooperation?

YES

If 'Yes', please describe below. Please include continued joint working as well as continued participation in KTP of individual Partners.

Social Investment Business and building some kind of social enterprise model between NTU and the NCC and a wider group of stakeholder across the East Midlands.

Further consolidating links with the County Council and the University such as further grant funding for 'Research on Carers within Seldom Heard Communities' that involves a Reader at NTU, two research assistants and an hourly paid lecturer. There are further plans for cooperation through contract research on 'Early Years provision' and '30 hours child care places'. Further investment in research activity for the university with publications to follow. University has become the preferred supplier for research needs for the Council and provides a research 'anchor point' between the HEI and local authority in the wider community.

The Council continues to benefit from the project with the work conducted providing a strong foundation for the completion of transformational work and restructuring at the Council and the embedding of a research model to evaluate the effectiveness of a range of services that has been supported by training from the KTP associate.

Further cooperation is firmly on the agenda and a significant lead has been developed to continue strategic direction for future collaborations. The KTP has secured the University as lynch pin of the local community and an anchor point for partnership working.

The KTP associate is in current negotiations about a continuation of contract with the existing participatory arrangement and further research has been conducted with the community utilising the innovative methodology: participatory action research

STATEMENT OF GRANT EXPENDITURE

Partnership: KTP009324

Partners: Nottingham Trent University, Nottinghamshire County Council

STATEMENT OF GRANT EXPENDITURE

THIS SECTION TO BE COMPLETED BY THE KNOWLEDGE BASE PARTNER

Please give an account of expenditure on the Knowledge Transfer Partnership. All figures are for the KTP contribution and exclude industrial contributions against each heading. These figures will inform the assessment process and, if necessary may be indicative only. Precise final figures are required when completing Schedule 3, which must accompany the final claim. If the "grant provisions" are incorrect, please contact the KTP Programme Office.

Full Economic Cost (fEC) Budget

| | KTP GRANT PROVISION (£) | KTP EXPENDITURE (£) |
|---------------------------------------|-------------------------|---------------------|
| Associate(s) Employment Costs | 77500 | 73497 |
| Associate(s) Development | 5624 | 4448 |
| Associate(s) Travel & Subsistence | 4101 | 3669 |
| Consumables | 4650 | 3113 |
| TOTAL DIRECTLY INCURRED COSTS | 91875 | 84727 |
| Knowledge Base Supervisor | 26440 | 26440 |
| Associate(s) Estate Costs | 0 | 0 |
| Mentoring Support | 0 | 0 |
| TOTAL DIRECTLY ALLOCATED COSTS | 26440 | 26440 |
| INDIRECT COSTS | | |
| Additional Associate Support | 50316 | 50316 |
| GRAND TOTAL | 168631 | 161483 |