

August 2016

Welcome to August's edition of the CordisPulse - a monthly digest of key research and policy developments across the sectors in which Cordis Bright provides research and consultancy services, i.e., children and young people's services, criminal justice, and adult social care and health.

Here are a few highlights from July to give you a sense of the interesting reports and developments included in this month's Pulse:

- Annual reports for 2105/16 from Public Health England, HM Inspectorate of Prisons, Care Quality Commission, Health and Social Care Information Centre and NHS England.
- A report by the Department for Education on the value for money of children's centres in England as part of the national evaluation research study.
- A review of the Modern Slavery Act 2015 one year on by the Ministry of Justice.
- A report on older people being released from prison by the Prison Reform Trust and Restore Support Network.
- A briefing by the Department of Health on their vision for adult social work in England for 2016 to 2020.
- A report by the King's Fund on GP involvement in clinical commissioning.

Early Findings from our survey about the future of youth offending teams.

We have produced early findings from our survey about the future of youth offending services which can be found [here](#). It is still not too late to take part in this survey and it can be accessed by clicking [here](#). For more information about this please contact Kam Kaur on kamkaur@cordisbright.co.uk.

What works: effectively addressing domestic abuse in children's services practice

We are pleased to invite you to attend our workshop '**What works: effectively addressing domestic abuse in children's services practice**' on Thursday 13th October 2016.

The workshop will be jointly delivered by Cordis Bright and a current and former Director of Children's Services. It is specifically designed for managers and directors of children and young people services and those involved in commissioning targeted domestic abuse and related services for children and young people.

The seminar will bring together experienced practitioners and experts to explore the cross cutting, complex and often high risk nature of effectively addressing domestic abuse in children's services practice.

The **agenda** will include the following discussion groups and panels:

- **Key issues and gaps in addressing domestic abuse in children's social care practice.** This session will include a presentation based on research from case file audits of over 300 children's social care files in four different local authorities which identified key improvement areas in addressing domestic abuse
- **Sharing effective practice around multi-agency working and joined up approaches to addressing domestic abuse.** This session will include a discussion around the second 'deep dive' theme of domestic abuse for Joint Targeted Area Inspections (JTAI) starting in September
- What the **national Violence Against Women and Girls strategy (May, 2016) and National Statement of Expectations** means for providing and commissioning services for children and young people
- Sharing learning: **'top tips' for children's social services** to effectively address domestic abuse
- **'What works' in designing a strategic approach to addressing domestic abuse** in children's social care practice

Workshop details:

- **Time:** 9.30-13.30
- **Date:** Thursday 13th October
- **Venue:** ORT House, 126 Albert Street, Camden, London, NW1 7NE
- **Cost:** £50 per place including lunch

To book your place please book online through Eventbrite by clicking [here](#).

Alternatively you can contact Mark Norton at Cordis Bright on marknorton@cordisbright.co.uk or phone 020 7330 9170.

If you have any questions or would like more information about our workshop, please contact Yvette King or Sarah Barker on 020 7330 9170 or by email on: yvetteking@cordisbright.co.uk or sarahbarker@cordisbright.co.uk

If you would like to discuss any of the issues raised in this month's Pulse please do contact us on 020 7330 9170.

Best wishes,

Dr Stephen Boxford
Head of Research

Children and young people's services

Briefings and strategies

Department for Education. Putting children first: delivering our vision for children's social care

This paper sets out the government's reform programme for children's social care in England over the next 5 years. It builds on a previous policy paper: 'children's social care reform: a vision for change'. This plan involves reform of each of the three pillars on which the children's social care system stands: (a), people and leadership, (b) practice and systems, and (c) governance and accountability.

[To view this strategy, please click here](#)

Department for Education. Keep on caring: supporting young people from care to independence

This cross government strategy looks at how to improve services, support and advice for care leavers. It makes recommendations for local and national government, and wider sectors of society.

[To view this strategy, please click here](#)

Reports

Department for Education. Longitudinal study of young people in England cohort 2: health and wellbeing at wave 2

This longitudinal research into the health and wellbeing of 14-year-olds living in England includes a summary of responses from a sample of young people exploring their (a) final years of compulsory education, (b) further education, training, employment and other activities, and (c) career paths.

[To view this report, please click here](#)

Centre of Excellence for Information Sharing. Protecting vulnerable children and families: information sharing

This report from the Centre of Excellence for Information Sharing in partnership with the Department for Education explores information sharing challenges that exist around vulnerable children and families. This report shares findings and presents recommendations on how to overcome barriers to effective multi-agency working and information sharing as poor information sharing between multi-agency partnerships has been identified as a compounding factor that can lead to the serious harm, abuse or death of a child.

[To view this report, please click here](#)

Department for Education. Identifying children who are missing education

This report includes outcomes of the consultation on improving information in identifying children missing education and the government's response outlining the next steps.

[To view this report, please click here](#)

The Alliance for Children in Care and Care Leavers. Promoting looked after children's emotional wellbeing and recovery from trauma through a child-centred outcomes framework

The Alliance for Children in Care and Care Leavers held an expert roundtable to bring together academics and sector leaders to discuss new ways to promote emotional wellbeing in the care system. This paper examines options for assessing and measuring looked after children's wellbeing and mental health outcomes across their care experience as mechanisms for assessing 'good quality care'. It sets out proposals for Government on developing new measures and ways of using existing data more effectively to drive improvements across the system.

[To view this report, please click here](#)

Department for Education. A framework of core content for initial teacher training (ITT)

Following the Carter review of ITT and the Government response, the Department for Education developed a framework of core content for ITT, linked to Teacher Standards, Mentor Standards and Behaviour management for ITT, which addresses the recommendations from the Carter report.

[To view this report, please click here](#)

Department for Education. Decision-making in children's social care: quantitative analysis

This report explores patterns and trends in social worker decision making through quantitative analysis of data on 123,131 episodes of care for approximately 49,000 children who were referred to children's social care at three English local authorities between 1 July 2010 and 30 June 2014. It presents the findings of a research project looking at what influences social workers to make decisions, for example behavioural and psychological factors. A key finding is the level of variability in predictive relationships across local authorities.

[To view this report, please click here](#)

Action for Children. A report of the National Working Group on Safeguarding Disabled Children July 2016

This report explores how Local Safeguarding Children Boards are delivering against Ofsted requirements to protect disabled children from abuse and neglect through findings from a national survey of Local Safeguarding Children's Boards (LSCBs) undertaken in 2015. The survey responses overall indicate that LSCBs have not made sufficient progress against the recommendations and in some cases, having previously prioritised disabled children and young people, have since regressed.

[To view this report, please click here](#)

Department for Education. Children's centres in England: value for money

This report provides research on the value for money of children's centre services in England, which is strand five out of five of the national evaluation of children's centres in England (ECCE) research study. It describes the average cost for different types of services offered by children's centres based on the association between the use of different types of services and child and family outcomes. These outcomes are then assigned a monetary value.

[To view this report, please click here](#)

Welsh Government. Evaluation of Work-Based Learning (WBL)

This publication provides evidence on the effectiveness of the Traineeships programme, 2011-2015. Findings from the evaluation include:

- Over the course of 2011-2015 there had been around 24,500 leavers from the Traineeship Programme.
- Performance improved in the second and third years with 68 per cent positive progression in 2013/14.
- Overall European Social Fund targets were achieved for total participation, female involvement and numbers progressing into employment. However, targets for qualifications and progression into further learning were not met.

[To view this report, please click here](#)

National Foundation for Educational Research. Executive headteachers: What's in a name?

This study was carried out by NFER, the National Governors' Association (NGA) and The Future Leaders Trust (TFLT). The three organisations combined their research interests in order to inform a range of policy and practice developments relating to executive headteachers (EHTs). EHTs are becoming increasingly prevalent as the self-improving school system matures.

Key findings and recommendations:

- As schools continue to form groups, demand for EHTs is likely to increase.
- There is currently no legal definition for EHTs, leading to multiple sector interpretations of the role.

- EHTs need high levels of strategic thinking, and skills in coaching and delegating. They need to ensure consistency and collaboration across their schools, and have a strong capacity to look outward.

[To view this report, please click here](#)

Welsh Government. Evaluation of the Youth Engagement and Progression Framework

The Youth Engagement and Progression Framework aims to reduce the number of young people not in education, employment or training (NEET). This report presents the findings of a short follow-up study, commissioned in the autumn of 2015, in order to capture progress, since the last evaluation a year earlier, of local authorities and their partners in continuing to implement the framework. One key finding is that there has been increased communication and co-ordination between stakeholders as a result of the Framework. However, local authorities report that funding reductions and re-structuring are challenging progress and that the vital role of the Engagement and Progression Co-ordinator is at risk if further funding is not provided by the Welsh Government.

[To view this report, please click here](#)

Early Intervention Foundation. Foundations for life: what works to support parent child interaction in the early years

This report assess programmes available to UK commissioners. It shows that although the overall evidence base for programmes available in the UK is not yet mature, there is a range of well evidenced and promising interventions that, if carefully commissioned to ensure they fit with local need and context, are likely to be effective in tackling problems identified in the early years.

[To view this report, please click here](#)

The Sutton Trust. Changing the subject

Secondary schools have managed significant changes in the Key Stage 4 curriculum they offer in response to changes in performance tables and accountability measures from 2010 onwards. In this piece, the Sutton Trust assess how these changes are starting to affect the educational choices and successes of pupils at the ages of 16 and 18. The report follows a cohort of pupils who took their GCSEs in 2012/13 and A-levels or other Key Stage 5 qualifications in 2014/15, comparing their outcomes to a cohort passing through the education system three years earlier. The focus is on 300 schools that implemented major curriculum change over the three year period 2009/10 to 2012/13. The report finds that pupils at these schools largely benefitted from these changes. They were more likely to achieve good GCSEs in English and maths, refuting claims that the more academic curriculum would distract focus from these core subjects

[To view this report, please click here](#)

British Journal of Social Work. Adolescent-to-Parent Violence in Adoptive Families

This article discusses the unexpected findings from two recent adoption studies of previously looked after children in England and Wales. The studies exposed the prevalence of Adolescent-to-Parent Violence (APV) in the lives of families who had

experienced an adoption disruption and those who were finding parenting very challenging. Two main APV patterns emerged: early onset (pre-puberty) that escalated during adolescence, and late onset that surfaced during puberty and rapidly escalated. The article calls for greater professional recognition of APV and for interventions to be evaluated with children who have been maltreated and showing symptoms of trauma.

[To view this report, please click here](#)

Rees Centre. The Impact of Unproven Allegations on Foster Carers

This report follows a pilot study, commissioned by FosterTalk (Dyson and Sebba, 2014) on the impact of allegations in cases that had been closed as unproven. The research explores the impact of unproven allegations on carers in order to improve the way that allegations are dealt with by fostering services, local authorities and the police. The research consisted of a survey of 190 fostering providers and interviews with foster carers, social workers and fostering managers. The study found that the main impact on carers and their families of allegations closed as unproven was emotional and financial.

[To view this report, please click here](#)

British Journal of Social Work. The Voice of the Child in Social Work Assessments: Age-Appropriate Communication with Children

This article describes a child-centred method for engaging with children involved in the child protection and welfare system, through a Play Skills Training (PST) programme, designed by the authors, for social workers. The key findings of the study reveal that the majority of social work participants rate the use of play skills in social work assessments as a key factor to effective engagement with children.

[To view this report, please click here](#)

Tools and guidance

Ofsted. Inspection handbook: independent fostering agencies

This guidance is designed to assist inspectors from the Office for Standards in Education, Children's Services and Skills (Ofsted) when conducting inspections of independent fostering agencies. It should be read in conjunction with the inspection framework for independent fostering agencies published in February 2014.

[To view this guidance, please click here](#)

Statistics

Ofsted. Children's social care data in England 2016

This Statistical Release combines the Ofsted official statistics on children's homes inspections and outcomes, children's social care (excluding children's homes) inspections and outcomes, social care providers and places and local authority children's services inspections and outcomes. Overall, around one quarter of local authorities, of those inspected to date, were judged to be inadequate for the Single Inspection Framework.

[To view this statistical release, please click here](#)

Criminal Justice

Briefings and strategy

Ministry of Justice. Reform of judicial review: proposals for the provision and use of financial information

This report provides a response to the consultation paper 'Reform of judicial review: proposals for the provision and use of financial information'. It outlines how the government intends for the reforms to be implemented, and is seeking views on one further aspect. Overall, the government's intention remains to have greater transparency in how judicial reviews are funded, limiting the potential for third-party funders to avoid their appropriate liability for litigation costs and making sure that when costs capping orders are made – limiting or extinguishing a party's costs liability – they are made in appropriate cases.

[To view this response, please click here](#)

Reports

Ministry of Justice. Story of the prison population 1993 to 2016

This report provides a summary of what happened to the prison population between 1993 and 2016 and the major factors contributing to the changes. Overall, the growth in the prison population started to pick up pace from 1993, however the population has stabilised since 2012

[To view this report, please click here](#)

Home Office. CONTEST, UK strategy for countering terrorism: annual report for 2015

The government's annual report on the UK counter-terrorism strategy, CONTEST, which was published in July 2011. This report covers the period from January to December 2015. The report provides an assessment of the terrorist threat to the UK and our interests overseas over the course of the year. It also describes steps we have taken to adapt and strengthen our counter-terrorism powers and capabilities.

[To view this report, please click here](#)

Centre for Crime and Justice Studies. Redefining criminality

In this briefing David Ellis and David Whyte compare public attitudes to corruption committed by people in positions of power, with attitudes towards petty offending such as joyriding and shoplifting. The results are striking. When asked to compare police manipulation of evidence with shoplifting, 96 per cent said they considered police manipulation of evidence as on par with, or more serious than, shoplifting. The report highlights that 'even in the unlikely event that corporations or their executives are punished for criminal or regulatory offences, those convictions are rarely followed by the type of stigma and social disadvantage that affects other types of offenders'.

[To view this report, please click here](#)

HM Inspectorate of Prisons. Annual report: 2015 to 2016

The annual report of HM Chief Inspector of Prisons, drawing on 75 individual inspection reports of: (a) prisons; (b) young offender institutions and secure training centres; (c) immigration detention; (d) police, court and Border Force customs custody; and (e) other custodial establishments.

[To view this report, please click here](#)

Ministry of Justice. Modern Slavery Act 2015 review: one year on

This independent review by barrister Caroline Haughey was commissioned by the Prime Minister in her previous role as Home Secretary. The review looks at how well the criminal justice provisions in the Modern Slavery Act 2015 have been implemented and identifies gaps in the legislation, recommending ways to address issues identified.

Overall the review finds that:

- The Modern Slavery Act has set an international benchmark to which other jurisdictions aspire
- Law enforcement agencies are using the powers in the act to increase the number of prosecutions and to support more victims of modern slavery
- There is more to do to deliver greater consistency in how law enforcement and criminal justice agencies deal with the victims and perpetrators of modern slavery
- Better training, better intelligence and a more structured approach to identifying, investigating, prosecuting and preventing slavery is required

[To view this report, please click here](#)

Prison Reform Trust and Restore Support Network. Social care or systematic neglect? Older people on release from prison

This report highlights that older people released from prison are being set up to fail by a lack of adequate provision to meet their health and social care needs. Limited and inconsistent support to help sort out housing, employment, personal finances and debt, drug and alcohol dependence, and re-establish family relationships is also undermining the effective resettlement of older prisoners and increases the risk of future offending. The report calls for the creation of a cross-government national strategy for meeting the health, social and rehabilitative needs of older people in prison and on release in the community.

[To view this report, please click here](#)

Clinks. Valuing volunteers in prison: a review of volunteer involvement in prisons

This report, commissioned at the request of Andrew Selous MP, explores how to increase the amount and scope of prison volunteering across England and Wales. One of NOMS key priorities is supporting the use of volunteers in prisons. The report finds that:

- Prison volunteering has clear benefits for stakeholders.

- Several factors support successful volunteering including clear strategic oversight at governor level; robust recruitment procedures; support with security vetting; and good management and supervision.
- Models of volunteering vary, with some prisons having a clear strategy. However, most prisons visited did not have a whole-organisation approach to volunteer involvement.
- Barriers to successful volunteering include delays to recruitment, often associated with security vetting and training; a large time commitment often during office hours; and lack of support from prison staff.

[To view this report, please click here](#)

Howard League for Penal Reform. Supervisable: Exploring community supervision using photovoice

This report shows how the innovative photovoice methodology was used with a group of women who were undergoing or had experienced community supervision. The findings suggest that photovoice methodology is effective in raising self esteem and improving potential outcomes for individuals, as a tool for practitioners to engage with people, and in enabling the public and policy makers to understand the potential for support and supervision in the community

[To view this report, please click here](#)

Tools and guidance

Youth Justice Board for England and Wales. AssetPlus: briefing notes

The YJB have briefing notes for general purpose as well as specific notes for courts and legal partners, police, probation, MAPPA, health and education colleagues. The notes detail what AssetPlus is and why there has been a change to this framework.

[To view this briefing note, please click here](#)

Statistics

Youth Justice Board and Ministry of Justice. Youth custody data

This publication provides statistics on the population in custody of children and young people within secure children's homes (SCHs), secure training centres (STCs) and young offender institutions (YOIs). It also contains more detailed information on the make-up of the custody population by legal basis for detention, accommodation type, age group, gender, ethnicity and region of origin. Data are also provided on a trend basis dating back to 2000 to 2001 and 2005 to 2006 onwards for more detailed data.

[To view these statistics, please click here](#)

Home Office. Drug misuse: findings from the 2015 to 2016 Crime Survey for England and Wales

This statistical release examines the extent and trends in illicit drug use among a nationally representative sample of 16 to 59 year olds resident in households in England

and Wales and is based on results from the 2015 to 2016 Crime Survey for England and Wales.

[To view this statistical release, please click here](#)

Home Office. Deaths during or following police contact in England and Wales: 2015 to 2016

This annual report provides statistics on the nature and circumstances of deaths that occurred between 1 April 2015 and 31 March 2016.

[To view these statistics, please click here](#)

Adult Social Care and Health

Briefings

Department of Health. Vision for adult social work in England

This briefing is a strategic statement for social work with adults in England 2016 to 2020. It sets out what the department is doing and will do to raise the standing and status of the social work profession, through our continuing reform programme. It includes:

- A commitment to social work as a single profession, with common values, skills and knowledge
- The creation of a specialist regulator to raise the quality of education, training and practice
- A sustained focus on continuous professional development and the creation of accredited and specialist roles
- The intention to consult on how we can make the best use of funding for social work education

[To view this briefing, please click here](#)

The King's Fund. Deficits in the NHS 2016

This briefing draws on data from The King's Fund quarterly monitoring reports, secondary research and interviews with health care leaders to consider commissioner and provider finances in the round and to provide an overview of the factors that have led to the NHS going into deficit. It goes on to outline some of the strategies being employed to restore financial balance, before drawing together our thoughts on the implications of these strategies for the NHS this year and in the longer term.

[To view this briefing, please click here](#)

Reports

Care Quality Commission. Annual report 2015/16

This report highlights progress made against the 2013 to 2016 strategy which aimed to transform the way the quality of health and social care in England is regulated. Almost two-thirds (63%) of services and providers originally rated inadequate improved their rating following a re-inspection in 2015/16. Of the 362 (out of 578) that improved, 75% went from inadequate to requires improvement and 25% went from inadequate to good.

[To view this report, please click here](#)

Health Foundation. Staffing matters; funding counts

This report examines the profile and features of the NHS workforce in England, including; health labour market trends; relevant international data and comparisons from other countries; and a series of specific 'pressure points'. Ultimately, the report concludes that the greatest threats to the delivery of the NHS's Five year forward view are funding constraints and workforce shortages. Policymakers need to look at how targeted and aligned policies covering the effective use of temporary staff, retention of existing employees and international recruitment can be used to address current shortages in staffing and skills in order to buy time, while a more long-term sustainable approach is introduced.

[To view this report, please click here](#)

Department of Health. Choice in end of life care: government response

This report is in response to an independent review on choice in end of life care. It details the six commitments that the government has made to the public to end variation in end of life care across the health system by 2020. These are:

- Honest discussions between care professionals and dying people
- Dying people making informed choices about their care
- Personalised care plans for all
- The discussion of personalised care plans with care professionals
- The involvement of family and carers in dying people's care
- A main contact so dying people and their families know who to contact at any time

[To view this report, please click here](#)

NHS England. Annual report 2015/16

This annual report describes the work of NHS England throughout 2015/16 and outlines some of the most significant achievements and challenges. The report highlights that with demand from patients continuing to rise, pressure on primary care, mental health, accident and emergency (A&E) and waits for operations, and budgets tightly constrained, the NHS faces a major challenge in the coming years.

[To view this report, please click here](#)

Government Equalities Office. Transgender equality report: Government response

This report outlines the Government response to the 35 recommendations in relation to a wide range of areas including cross-government strategy, the Gender Recognition Act 2004, the Equality Act 2010, NHS services and on tackling everyday transphobia, which were outlined in the Women and Equalities Committee report on transgender equality in January 2016.

[To view this report, please click here](#)

Health Foundation. A clear road ahead: creating a coherent quality strategy for the English NHS

This report examines the NHS's strategic and coordinated approach for delivering high quality health services within finite resources. It sets out a practical and feasible set of actions for policymakers to safeguard and improve care within current priorities, as well as support the development of the NHS in the future. It recommends creation of a single, coherent and compelling quality strategy for the NHS in England.

[To view this report, please click here](#)

Joseph Rowntree Foundation. A Minimum Income Standard for the UK in 2016

This report is the 2016 update of the Minimum Income Standard for the United Kingdom, based on what members of the public think people need for an acceptable minimum standard of living. Overall, the report finds that more than one in three families in the UK now have incomes below the Minimum Income Standard (MIS), a benchmark based on what the public agrees a household needs as a minimum to live on. It highlights that the basket of minimum household requirements has been stable, with a slight reduction for couples with children seeking more economical ways of meeting the standard. In a tough economic environment, it is becoming harder for many families to achieve a minimum income.

[To view this report, please click here](#)

Public Health England. Annual report 2015/16

This document summarises Public Health England's activities and accounts from April 2015 to March 2016.

[To view this report, please click here](#)

Health Foundation. A healthier life for all: a case for cross government action

The Health Foundation and the All-Party Parliamentary Health Group have jointly published a collection of essays setting out the current and emerging threats to health and wellbeing and how to address them. The essay collection concludes that addressing the wider determinants of health is critical to ensuring the prosperity and wellbeing of British society as well as easing pressure on the NHS. It supports the view that a more proactive

approach to tackling poor health across all policy areas is urgently needed, to help ensure individuals, families and communities can thrive.

[To view this report, please click here](#)

The King's Fund. Clinical commissioning: GPs in charge?

This report looks at what has been learnt about clinical involvement in commissioning – including strategies to overcome challenges and identification of the main barriers to effective involvement – and makes recommendations for the future. The report finds that CCGs have secured better clinical engagement than previous forms of commissioning and are now seen by the majority of their GP members as an influential part of their local health economy. However, GPs report that this is yet to translate into significant improvements in the quality of general practice.

[To view this report, please click here](#)

Public Health England. Reducing child mortality in London

This report provides background and statistics on the number of child deaths, causes of death and avoidable deaths in London, providing actions to reduce these. The report finds that 675 children and young people (CYP) aged 0-19 years died in London in 2014 and that the child mortality rate of London per 100,000 people aged one to 17 years of 12.2 was higher than the England average of 11.9.

[To view this report, please click here](#)

Joseph Rowntree Foundation. Housing association innovation in delivering affordable credit

This report looks at what housing associations are doing to help their tenants access affordable credit, and how effective these schemes are. The research draws on a literature review and 13 in-depth case studies of affordable credit schemes. This report shows that a main benefit reported for tenants who received an affordable loan was the ability to meet essential needs. Other benefits were improved financial inclusion and money saved in lower interest payments (compared to using high-cost credit). However, it also highlights issues of low take-up, affordability of loan repayment and replacing tenants' use of high-cost credit.

[To view this report, please click here](#)

Department of Health. NHS England: assessment of performance 2015 to 2016

The Secretary of State for Health's assessment report covers the extent to which NHS England met its mandate and business plan objectives for 2015/16, and fulfilled its duties to improve the quality of services, reduce inequalities and secure public involvement.

[To view this report, please click here](#)

Joseph Rowntree Foundation. Falling short: the experiences of families below the Minimum Income Standard

This study comprised in-depth interviews with 30 families on low incomes. A mix of lone parents and couples, in and out of work, were interviewed, to explore their experiences. Their incomes are reckoned to be too low to allow the choices and opportunities required to participate fully in society. Key themes found were that: (a) families need stability, but this is undermined by irregular employment and hours, changes in benefits and tax credits, and insecurity in private rented housing; (b) coping on a low income involves constant monitoring of budgets, hard work and discipline, and how the stress of trying to keep on top of finances is emotionally draining; and (c) parents prioritise meeting their children's needs and sacrifice their own.

[To view this report, please click here](#)

Health and Social Care Information Centre. Annual report 2015/16

This report highlights the objectives achieved in 2015/16 in terms of data protection and information sharing and outlines the commitments for 2016/17.

[To view this report, please click here](#)

Tools and guidance

The King's Fund. Patients as partners: building collaborative relationships among professionals, patients, carers and communities

This guide stems from an evolving body of the Fund's work focused on exploring and supporting shared leadership. It follows from a national a national development programme 'Leading collaboratively with patients and communities' (the collaborative pairs programme). It aims to disrupt the 'them and us' relationship dynamic between patients and health care professionals by bringing together professionals, patients, carers, service users and community-based leaders, in pairs, to explore how to develop collaborative relationships.

[To view this guide, please click here](#)