

The Children's Trust



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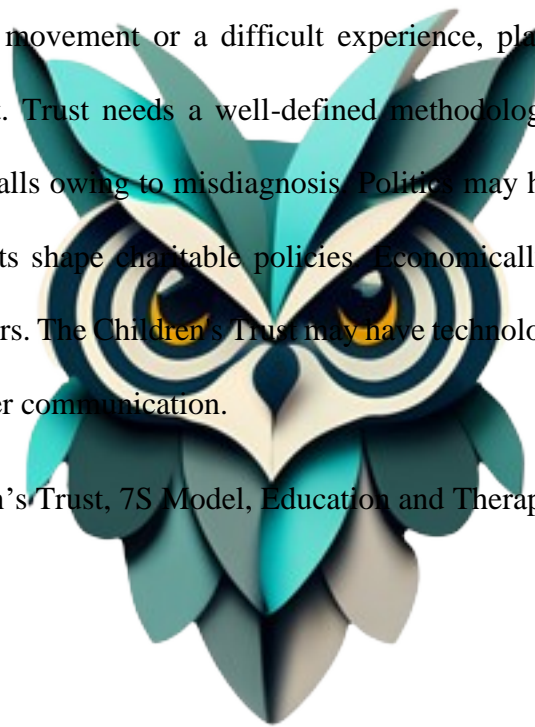
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Abstract

The Children's Trust at Tadworth Court, Surrey, near the M25 highway, provides care, education, and therapy services for UK children and teens. Children's Trust helps kids and families via rehabilitative, educational, and community service programmes. This research employs the McKinsey 7S Model, Balanced Scorecard, PESTLE analysis, SWOT analysis, and Kotter's 8-Step essential models to measure children's trust and make recommendations for improvement. The Children's Trust restores self-confidence and competence. Self-confidence is key in relearning. When a child has limited movement or a difficult experience, play, exploring, laughing, and happiness are often absent. Trust needs a well-defined methodology for anticipating potential talent and capability shortfalls owing to misdiagnosis. Politics may help or hinder the Children's Trust's growth. These limits shape charitable policies. Economically, the Children's Trust may require help finding investors. The Children's Trust may have technological issues because it needs greater sponsor and member communication.

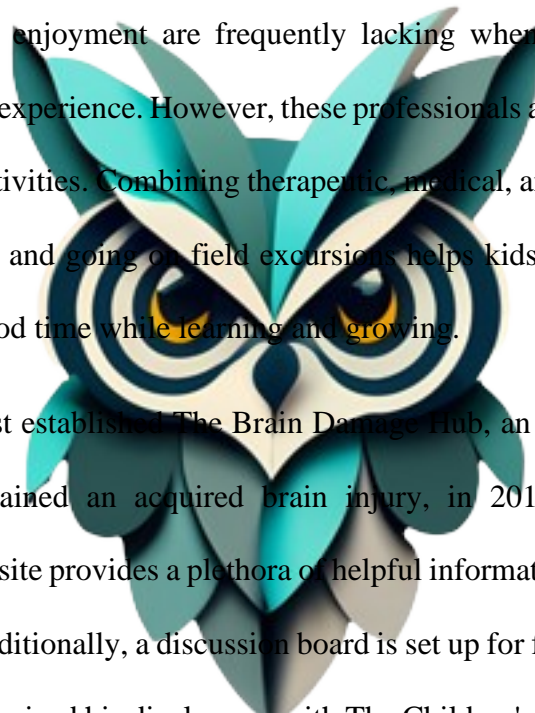
Keywords: Children's Trust, 7S Model, Education and Therapy, SWOT Analysis



Introduction

The Children's Trust is in Tadworth Court in Surrey, near the M25 motorway, and provides a wide variety of care, education, and therapeutic services for children and adolescents from all over the United Kingdom. Each year, 40,000 children in the UK have brain injuries from accidents or illnesses; these injuries can be life-altering, leaving youngsters unable to walk, speak, stand, lay, or even feed themselves. The Children's Trust works to restore the children's self-confidence and competence. The self-assurance of the youngster is crucial in this process of relearning. Play, exploration, laughing, and enjoyment are frequently lacking when a youngster has restricted mobility or has had a tough experience. However, these professionals assist children in overcoming these obstacles via these activities. Combining therapeutic, medical, and educational activities like singing, drawing, painting, and going on field excursions helps kids forget their limitations and concentrate on having a good time while learning and growing.

The Children's Trust established The Brain Damage Hub, an online resource for families whose children have sustained an acquired brain injury, in 2012. Despite the widespread misunderstanding, this website provides a plethora of helpful information and guidance for anyone dealing with the illness. Additionally, a discussion board is set up for families to interact and share their narratives. A coroner voiced his displeasure with The Children's Trust in May 2022 after a 5-year-old in their care tragically passed away. In 2017, Connor Wellsted died at the Children's Trust facility in Tadworth, Surrey, after "entrapment by a loose cot bumper," according to an inquest. Dr. Karen Henderson, the coroner, also voiced her displeasure with the Trust's "lack of accountability" surrounding the death.



Leadership Philosophy of The Children's Trust

A leadership philosophy is a set of core beliefs that inform daily actions and choices. Fundamental ideas, points of view, and values make up this. The children's Trust leadership philosophy is explained in the figure below (Our Strategy: Hope and Ambition, The Children's Trust for children with brain injury).

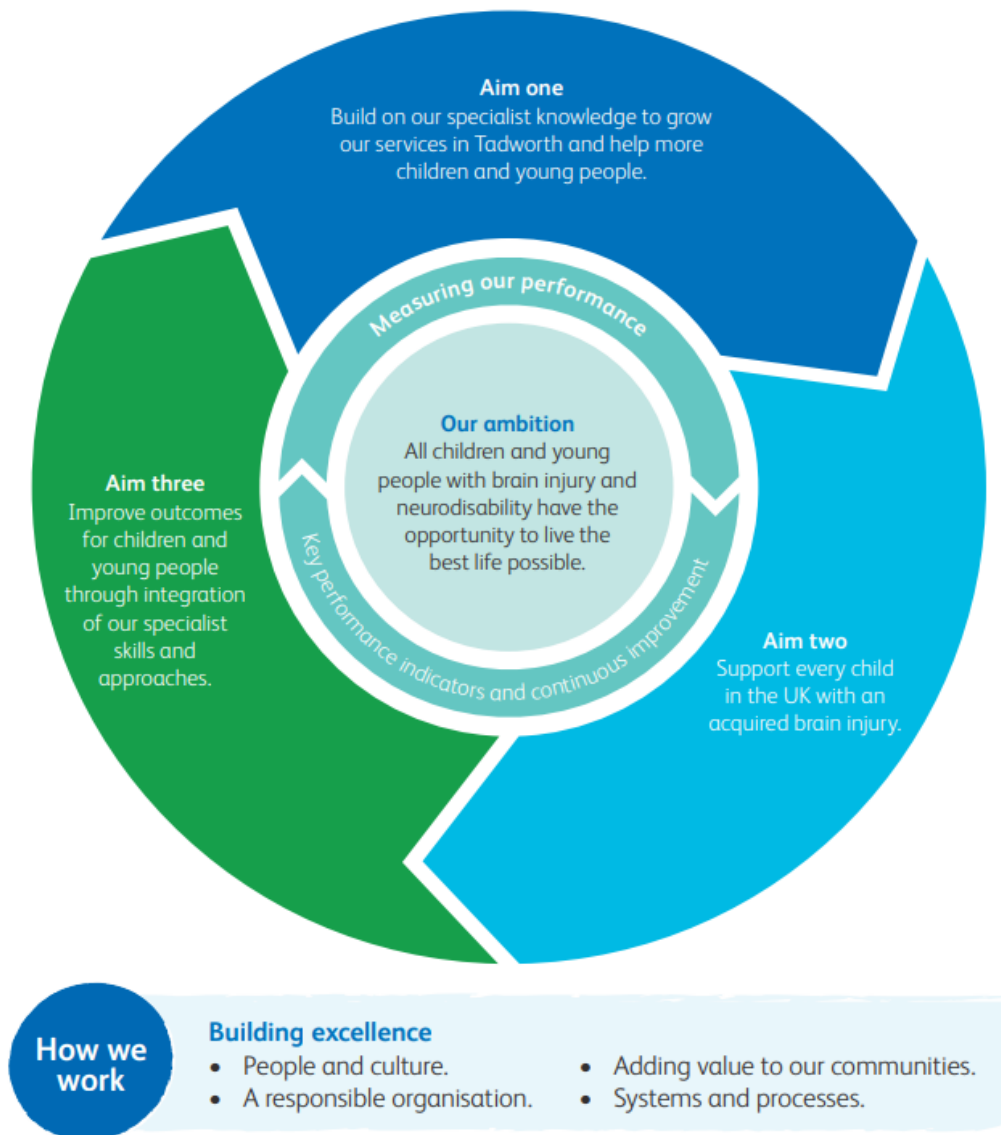


Figure 1: Leadership philosophy of the Children's Trust

The Children's Trust's current Organizational Chart

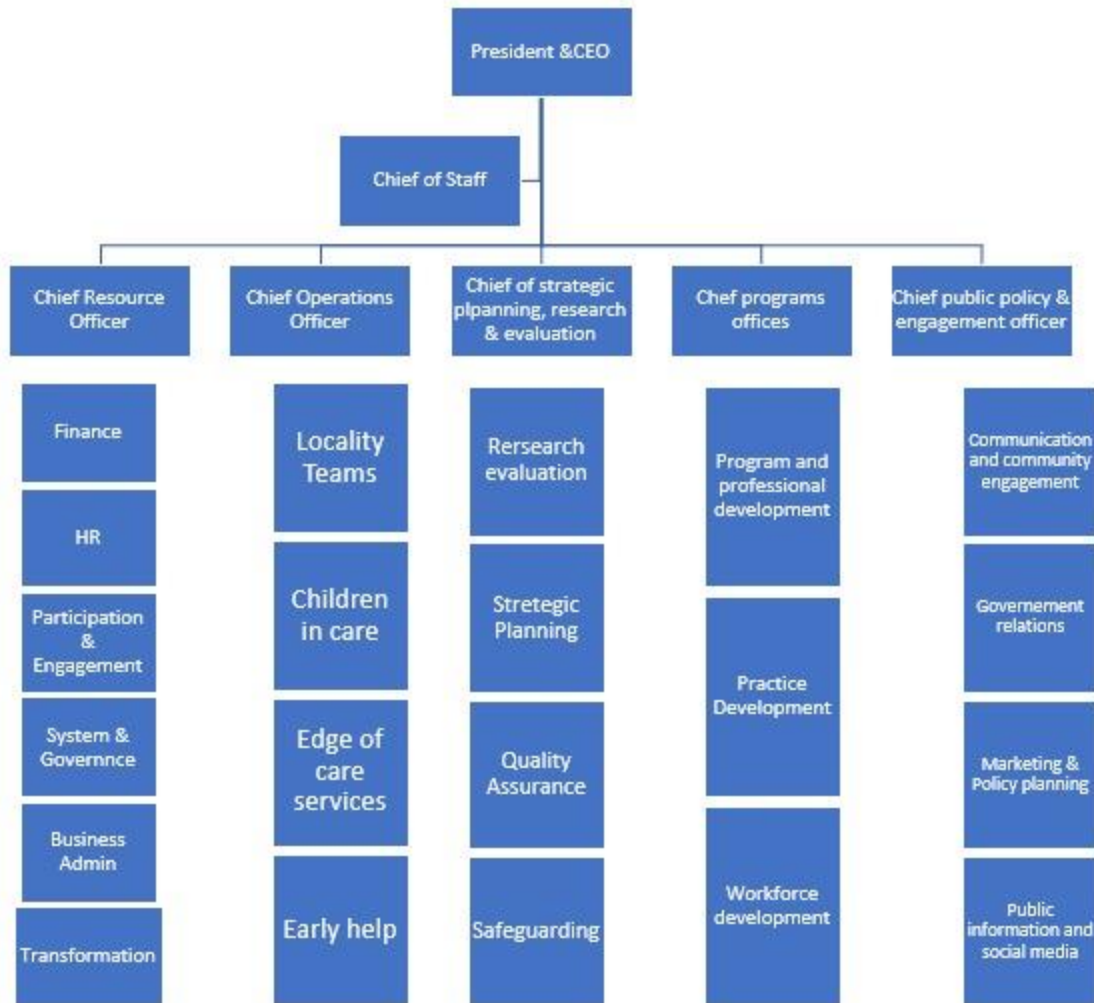


Figure 2: Organizational Chart

Company Assessment Analysis and Recommendations

This study uses the following key models for the children's trust assessment analysis, and based on their analysis, recommendations are made for betterment.

The McKinsey 7S Model

One of the most popular frameworks for enhancing organizational flow was established by two strategists at the McKinsey corporation in the early 1980s: Tom Peters and Robert Waterman. Within this framework, seven essential components combine to plan function (Mburu, 2013).

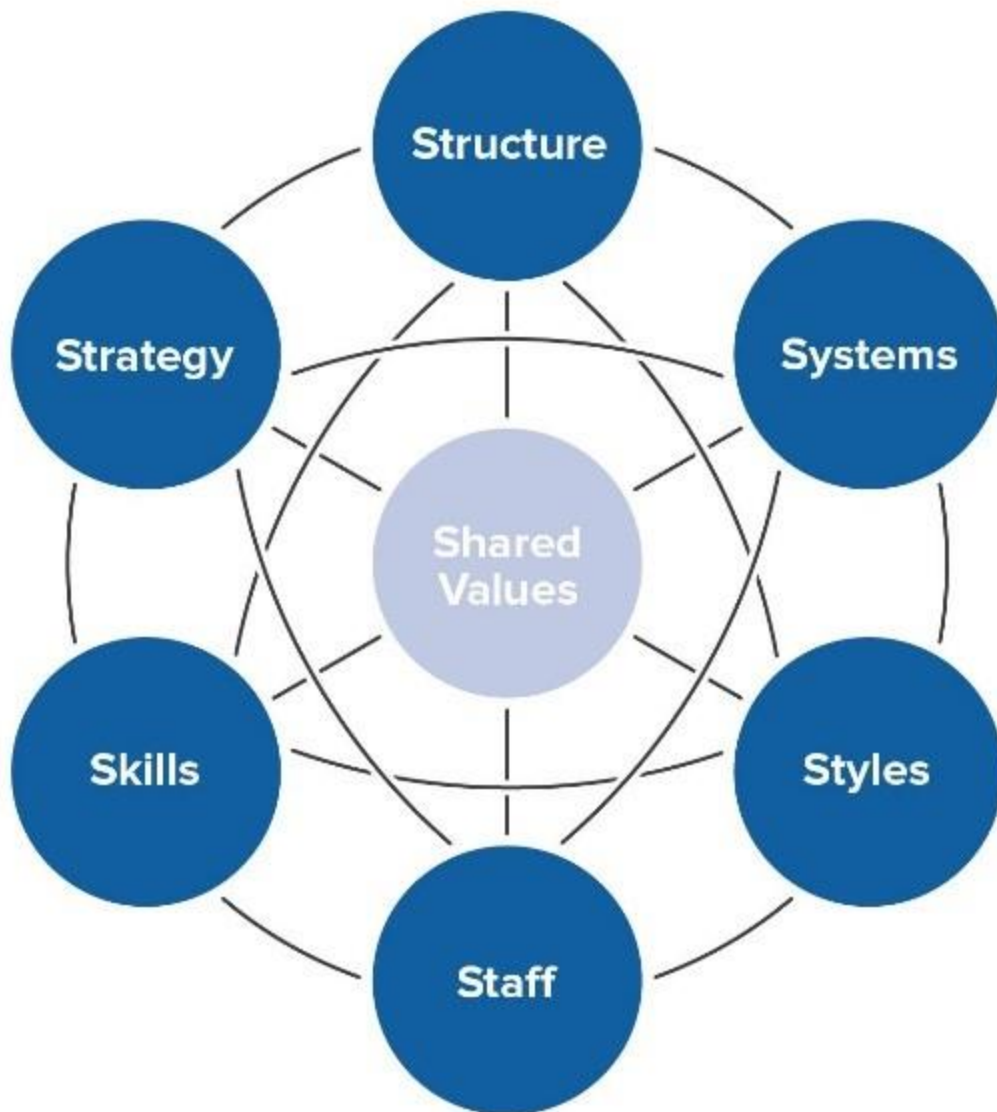




Figure 3: McKinsey 7S Model

Strategy, structure, and system are "hard aspects" of the 7S model since they are readily apparent in every business. Skill, approach (culture), common values, and personnel are intangible "soft" characteristics susceptible to external cultural and environmental influences. This model works best when used in-house to assess the organization's current performance and future growth

from the inside (Thapliyal, Paul & Sharma, 2021). Following is a table that delves deeper into how the McKinsey "7S" was used to better Children's Trust organizational structure:

Table 1: McKinsey 7S Factor Assessment on Children's Trust

McKinsey "7S" Factor	Assessment & Recommendation
Strategy	<p>Although Children's Trust has a good strategy and its future direction is well-documented (and it is great that it has a manager whose sole responsibility is to oversee strategy), it could benefit from a more open and designated channel through which its various line managers could access this information and communicate more freely. This will aid the company in monitoring performance, directing its efforts, and developing novel strategies that mesh with its overall goals. Trust's strategy also needs to adjust to new market conditions and shifting consumer preferences and expectations by factoring in the actions and pressures of its rivals.</p> 
Structure	<p>Except for operations, the existing structure is completely flat. Too many board members are actively involved in the decision-making mechanism, and the company has many workers, both of which slow down the company's operational process. Adapting to a hybrid structure among centralization and decentralization, backed by training and innovative companies, is essential for the company's continued success and</p>

	<p>momentum. Working at Children's Trust required high accountability due to the organization's decentralized decision-making structure. Employees often defined their objectives in concert with approval from their superiors.</p> <p>A centralized management structure was also necessary at Trust to guarantee that workers' efforts and strategies were consistent with the company's stated goals and core values.</p>
<p>Systems</p>	 <p>Children's Trust runs a system that provides help to kids and their families through rehabilitative, educational, and community service groups. As it is, children's trusts are an informal collaboration between organizations that provide local public services for kids and teens. Trusts set up for minors do not own property or hire employees. When it comes to public funds or goals, these organizations have no legal need to account for their expenditure.</p> <p>To maximize the positive impact on children and youth, Children's Trusts should consider the governance structures that will allow them to do so. The competence and value for money of children's trusts should be well-managed, leading to measurable improvements in children's and young people's achievements.</p>
<p>Staff</p>	<p>Children's Trust has enough staff to run its many programs.</p> <p>Employees are recruited from within the company and from the</p>

	<p>outside, depending on the urgency and expertise necessary for a certain position. This demonstrates that workers at Children's Trust possess the knowledge and abilities required for their specific professions.</p> <p>Trust requires a well-defined approach for recognizing future shortages of talents and capabilities for the organization due to certain earlier misdiagnosis situations in the Trust. Human resources should have a structure coordinating with other parts of the company to spot openings.</p>
Skills	<p>Children's Trust employs people based on their ability and credentials for certain tasks and positions. However, most people need to be more careful in their profession as they need to refresh their skills from time to time. So, Children's Trust is required to invest heavily in their staff's professional development. It has to give its staff regular chances for training and workshops, both in-house and through third parties, so that they may continue to develop professionally.</p>
Style (Culture)	<p>To ensure that children have the support of caring and active families, parenting initiatives are supplied along a continuum of care that comprises universal, selected, and recommended services. Educating and advocating for the local community are two more of The Trust's top priorities. Promoting public law and policy viewpoints to enact progression of laws and government</p>

	<p>policies that will enhance the lives of children at the country, regional, and state level, with an emphasis on early education and treatment, wellness, security, children's services, juvenile justice, and REDI is among the goals of this initiative. Trusts have been an increasingly important funding source for various activities in recent years. The Children's Trust was required to develop a few programs for employees so that management could more effectively connect with and take suggestions from employees.</p>
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The Balanced Scorecard

The Balanced Scorecard Model, in Niven's words, "is a carefully chosen set of quantitative measurements generated from an organization's strategy. The metrics chosen for the Scorecard serve as a tool for executives to communicate with staff members and external stakeholders about the outcomes and performance factors that will enable the organization to fulfill its purpose and accomplish its strategic goals (Colbran et al., 2019). The balanced Scorecard helps identify, optimize, and control many company operations and includes growth, processes, customers, and finances metrics. So, the analysis of the Children's Trust with a balanced scorecard is shown below.



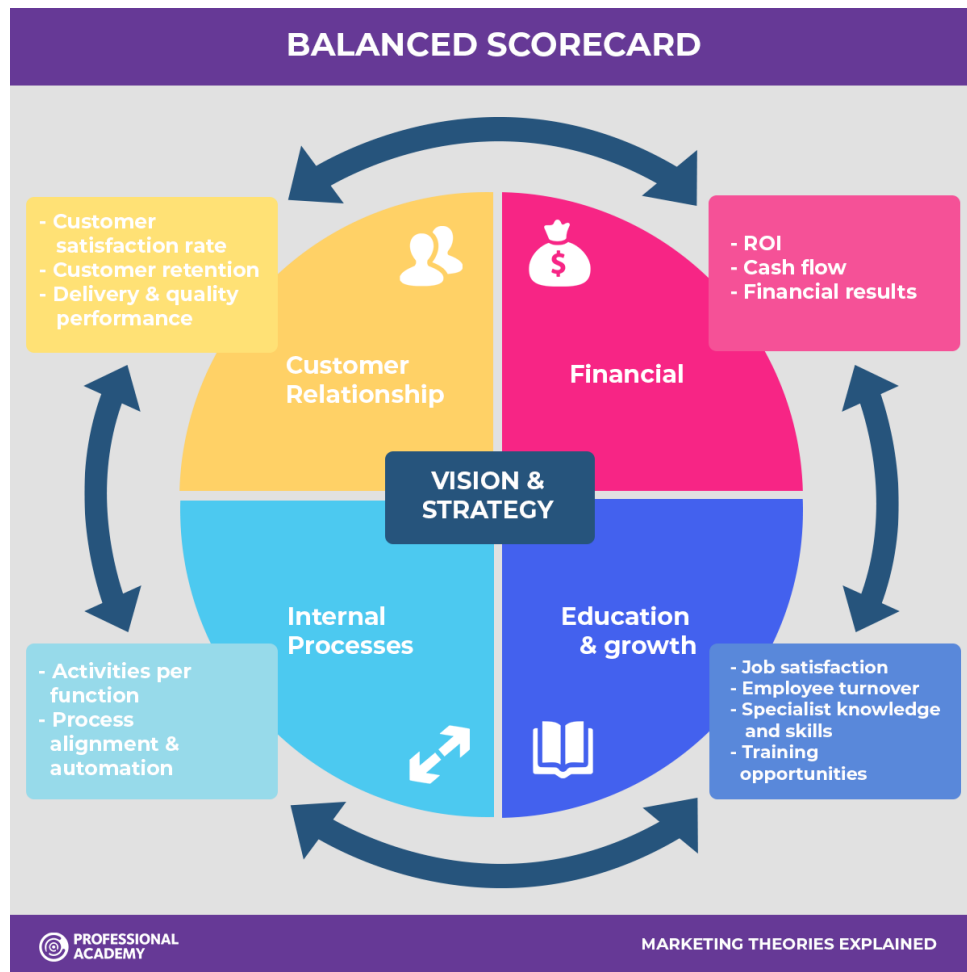


Figure 4: Balanced Scorecard

The Learning and Growth Perspective

Since it was founded more than 20 years ago, The Children's Trust has effectively addressed the changing dynamics of children's needs and issues. Children and young people benefit much from trust relationships, which enhance their lives. The Trust also accepts accountability, taking ownership of its actions and learning from them. For continuous improvement, The Children's Trust should promote innovation and creativity among individual employees and groups since it results in ongoing progress.

The Business Process Perspective

The Children's Trust advocates for an integrated network of social services that promote the well-being of all children and their families. The Trust's business perspective is to strive toward the day when every child and adolescent who has suffered brain damage will be given a chance to live the greatest life possible. The Children's Trust is famous for its quality of teaching at The Children's Trust School, located on the same campus in Tadworth, and for the brain injury rehabilitation treatments they offer at their national specialty center and in the community. They need to renovate their property and construct a brand-new, cutting-edge facility in more new areas to provide the greatest results for the kids who come to them with extremely complicated health and educational demands.

The Customer Perspective:

With trained teams that work with children and young people and their families, The Children's Trust provides rehabilitation, education, and community services. Therefore, to keep this perspective, they must maintain their experts' talents through educational and creative programs that expand their experts skills.

The Financial Perspective

The total assets and delayed financial resource outflows of the Children's Trust were more than the total liabilities and delayed financing inflows by \$28,574,166. The net position of the Trust declined by \$11,594,316, ending with a balance of \$28,574,166. This deliberate reduction is mostly due to the withdrawal of net position to pay for the strategically planned five-year supplier service agreements, enabling the continuation of program expenditure that delivers essential services for kids and families in their community. In addition, the governmental fund of the Trust



reported an overall ending fund balance of \$35,384,462; this is down from the preceding year's ending fund balance of \$47,284,959, or \$11,900,497. So, by looking at the above financial status, it is necessary to implement a new financial chart that helps the Trust maintain their finance (Sands, Rae & Gadenne, 2016).

The PESTLE analysis

The PESTLE analysis is a frequently used methodology to pinpoint important change-related factors. It is employed to look at trends and the macroenvironmental elements impacting the sector. The model detects significant impacts, long-term change factors, and the effect of outside factors. It focuses on the significance and likelihood of the major concerns identified (Piironen, 2016).



Figure 5: PESTLE Analysis factors

A review of the abovementioned elements that impact the Children's Trust business will help identify the main forces for change in that sector.

Political factors: Susceptible to a volatile political landscape

Political occurrences and circumstances may aid in the growth of the Children's Trust or create barriers that may slow its progress. Policies governing charity operations result from these constraints. In other words, the trust volunteers may become embroiled in political disputes because various nations may restrict those charities' operations and raise concerns about money transactions. However, this could cause efforts in developing projects and executing programs to be delayed (Wisetsri et al., 2021).

Recommendation: These organizations must modify their planning and finances if the funding is cut. The business had to keep the price regulatory framework for its services in place. Therefore, it is necessary to be self-managing and self-sufficient.

Economic factors: An ally to the economy

From an economic perspective, the Children's Trust may need help locating the best investors to put money into its endeavors. Additionally, the Trust can need help juggling the funds, planning activities for the kids, and giving the volunteers the necessary tools (Junarsin, 2012).

Recommendation: Because of the above challenge, The Trust must begin to publicize its work and create advertising and commercials for use in various media to raise sufficient funds to achieve success and professional growth. To encourage people to run businesses, it must also identify the ideal investors and entrepreneurs and treat them as sources of financing.

Social factors: Helping the community grow and prosper

The social component may be noticed from the perspective of the UK, who enjoy making significant financial contributions to various organizations, particularly orphans. These gifts do not have to be cash; they may take many forms, such as giving the kids food and their time. This



Trust provides individuals the chance to serve God and the globe by ensuring that children are comfortable and meet their needs.

Technological factors: Adopting technology for improved outreach

The Children's Trust may encounter technical difficulties since it may need better channels for communication with its sponsors and members. The inability of volunteers to communicate with the organization's underprivileged orphans may be another issue.

Recommendation: Therefore, Dhreima employees must make all reasonable efforts to supply the charity with the necessary technological equipment, like computers and monitors.

Legal factors: From political blockages to workplace management

The fact that the Children's Trust must adhere to the rules and regulations set forth by the government governing charity works and activities establishes the legal field. In addition, some people even go so far as to state in their social media biographies that "my ideas are my own" to set themselves apart from the charity they support.

Recommendation: To avoid legal concerns, employees must abide by these rules and not break them. Employees must also use caution while posting on social media.

Environmental factors: Helping the health of our planet

A new roadway design next to the school might put students in additional hazards. Waste disposal management in the Trust seems low, and there is decreased amount of open green area for activities.



Recommendation: To prevent the above environmental factors, modified local bus routes are needed. There should also be campaigns in which students and teachers discuss the importance of a green environment.

SWOT Analysis

The PESTLE framework is often used and provides a way to assess various impacts. It does, however, tend to isolate these factors. For example, political and economic settings have many interconnected aspects that cannot be completely comprehended in isolation. Other business analysis methods, such as the SWOT, which analyses the firm's external opportunities and dangers and its strengths and weaknesses to react, are available to analyze the market environment (Teoli, Sanvictores & An, 2019).

Harvard Business School professor Kenneth Andrews created the SWOT analysis (Andrews, 1971). SWOT refers to Strengths that are intrinsic qualities that help a company achieve its objectives. Weaknesses are internal qualities that may prevent or restrict achieving such aims. Opportunities are the circumstances that can be used to achieve these objectives. Threats are potential environmental factors that might prevent meeting the needed goals (GURL, 2017).

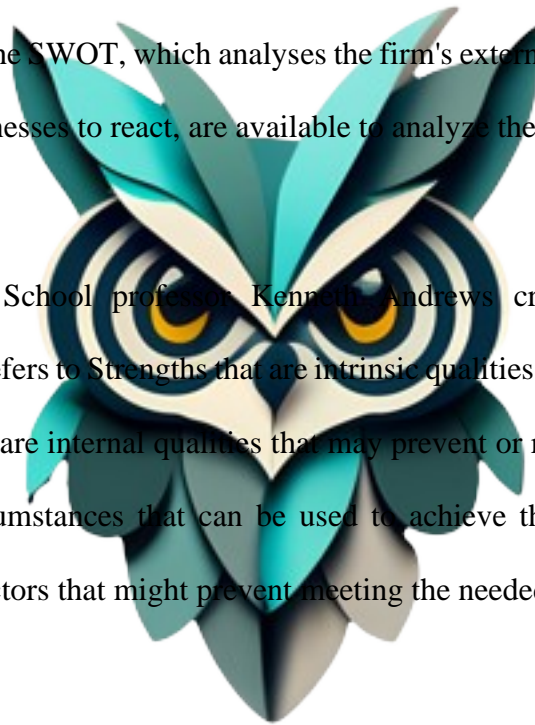




Figure 6: SWOT Analysis

SWOT analysis at Children Trust

To better align, connect, or fit The Children Trust's capabilities and resources to the environment's needs, the SWOT analysis aims to discover the approaches to establishing a company-specific business model (Sarsby, 2016).

Strengths	Weaknesses
<ul style="list-style-type: none"> ✓ Skilled staff ✓ Volunteering ✓ Education and training ✓ Marketing ✓ Community involvement ✓ Inclusion and diversity 	<ul style="list-style-type: none"> ▪ Fundraising ▪ Dependability of finances ▪ Employee turnover

Opportunities	Threats
<ul style="list-style-type: none"> ✓ Public service contracts will be made available for tendering ✓ Establishing connections with the business sector 	<ul style="list-style-type: none"> ▪ Stakeholders' lack of interest or engagement ▪ No devoted case manager with sufficient caseloads and compensation ▪ Inaccurate views about children's welfare ▪ Lack of collaboration/partnership

Model for Implementing Change in Children’s Trust

I will use Kotter's 8-step change model to implement change after looking at the above company assessment analysis in positioning the Children's Trust in the market. According to Borodenko, Kotter's 8-step change model is the best option for a leadership change.

Kotter's 8-Step model

The most common obstacles that delay the change process are an employee and financial instability. Kotter's 8 step-model is a methodical, people-focused strategy that aids businesses in overcoming this roadblock. To boost each person's capacity for change and to raise their chances of success, John Kotter created Kotter's 8-Step Mode (Richesin, 2011).





Figure 7: Kotter's 8-Step model

Step 1: Create an Urgency

An external study issued in 2018 highlighted the organization's early inability to concentrate on its goals due to its "difficult and unstable" connection with its parent council. Because of this drawback in policy, the community faces a financial crisis. Trusts in Reading, which were given a "needs improvement" rating for 2019, and Sandwell are also currently being evaluated; while progress has been noted during monitoring visits, a Unison poll in 2018 indicated persistent employee dissatisfaction. Due to policy breakdown, there were problems in maintaining the right people present at the right time. In addition, students and their families are encouraged to create and work toward attainable goals during the school year. Sessions in the kids' homes and classrooms are geared toward achieving these goals. However, the Trust faces difficulty in achieving these targets, and 66% still needs to be fulfilled.

So, by seeing all these challenges, urgency should be created in which different measures will be taken place. With a view to the future, an unwavering emphasis on staff, regardless of

delivery methods, will take place. In other words, having the right individuals in the correct location is more important to me than any organizational structure. In addition, the agency will put more resources into training more individuals to successfully engage at the municipal level by employing a "model [of improvement] anyone can rally around (Walker, 2019).

Step 2: Form a Powerful Coalition

According to Kotter, "powerful changes may happen when a group of the right individuals get together in a trusting environment and engaged on a similar purpose." After identifying the flaws in the current model, the next step is to remove obstacles that stand in the way of a comprehensive program's execution by gathering a qualified team with the knowledge, authorizations, standing, contacts, and authority to lead the transformation efforts and persuade shareholders. To effect real transformation in the Trust, the change leader must persuade the guiding coalition members to cooperate with them. This does not just include choosing people to participate in the coalition and work on the change endeavor. Leaders would be honored with a high-performing project management team whose individuals share their passion and attention to tracking the organization's performance when they successfully create a guiding coalition. A successful team should;



- Have a sensible understanding of the need for change.
- Be aware of the vision, targets, and goals that the team is working to achieve.
- Recognize each other's responsibilities and tasks in addition to performance measures.
- Become aware of the project's dangers, challenges, and performance measures.

Step 3 - Develop both a vision and a strategy.

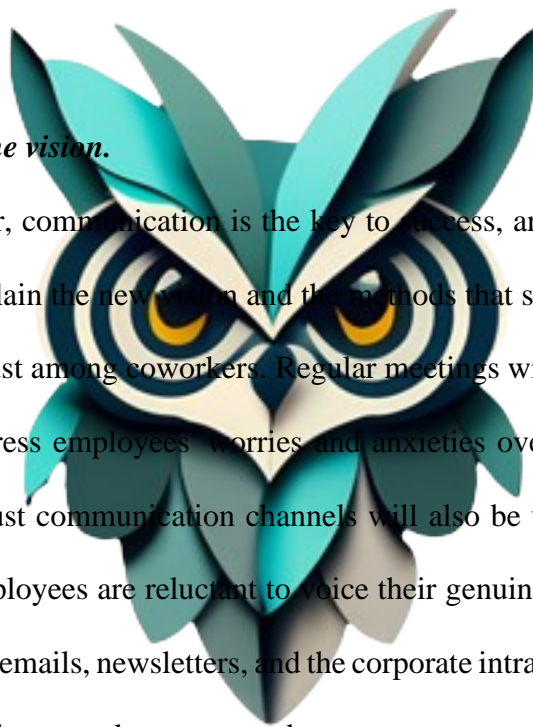
The ideal vision inspires and guides team decisions and activities, aiding in the effective adoption and implementation of change. The leader will consider the staff's suggestions while creating the vision and include facts such as predictions, market research data, business trends, etc., to build a clear and compelling vision. As the new CEO of the Children's Trust, the vision should be to give services that inspire a belief in a better life and offer precise methods to bring about this transformation, providing advantages to service users, their families, and the Trust. The coalition team will debate and vote on this vision and then make strategies for change in the Children's Trust.

Step 4 - Communicating the vision.

According to Kotter, communication is the key to success, and every available tool must be used to consistently explain the new vision and the methods that support it. The main focus of this stage is developing Trust among coworkers. Regular meetings will be arranged to ensure that tasks are fulfilled and address employees' worries and anxieties over the upcoming curriculum change. The Children's Trust communication channels will also be utilized to communicate the message because some employees are reluctant to voice their genuine opinions at meetings. This could involve channels like emails, newsletters, and the corporate intranet. After sharing the vision, employees' comments will be strongly encouraged.

Step 5 – Empower Actions

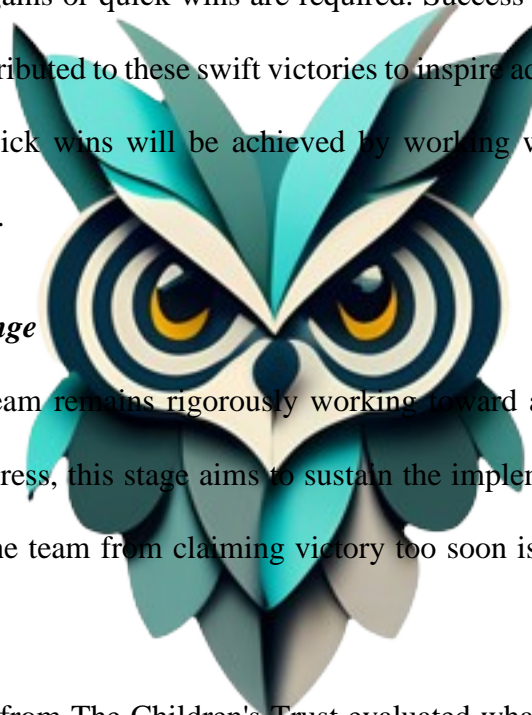
At this point, Kotter stresses the value of taking proactive steps to eliminate change-related roadblocks. So, for empowering action, removing all possible hurdles in the change project is necessary. For instance, there are hurdles to skills, so specific training is needed to deliver the curriculum properly. Even though this came at a high expense, teaching everyone rather than just



one or two teachers would have a bigger impact. Furthermore, receiving specialized training made employees feel appreciated, which helped them buy in more.

Step 6 – Create Quick wins.

Success is contagious. According to Kotter, an early taste of success throughout the transition process "gives them a clear glimpse of what the realized goal will look like." Therefore, in order to continue the change effort over the long run through building goodwill, clear organizational short-term gains or quick wins are required. Success depends on recognizing and rewarding people who contributed to these swift victories to inspire additional workers. According to the proposed vision, quick wins will be achieved by working with Trust's professionals to improve even one kid's life.



Step 7 – Build on the Change

By ensuring that the team remains rigorously working toward achieving the change vision while measuring their progress, this stage aims to sustain the implementation of change. After a few quick wins, keeping the team from claiming victory too soon is important. To maintain the momentum toward change,

- The coalition team from The Children's Trust evaluated what went well and poorly after each short success to decide what needed to be improved.
- Maximize the advantages of the minor triumphs while continuing to implement larger improvements across the company.
- Identify any unnecessary programs and dependencies and remove them.
- The Trust keeps sharing the vision and providing benefits.

Step 8 Make Change Stick

For change to stick, Children's Trust's new program will concentrate on developing a new culture. To ensure that all aspects align with the new objective, organizational norms and values, practices, reward systems, and other infrastructure parts must be modified. In order to implement change,

- Trust will talk about the importance of the upgrades by highlighting the benefits of the new developments.
- The Children's Trust team will identify and put into practice the standards and values that underpin the transformation. They will also consider these new values and guidelines when selecting and hiring new employees, elevating existing ones, etc.



Conclusion

With success the Children's Trust has achieved thus far, there is no reason to alter how it does business. While the Trust has prospects in many other areas, the present companies must be consolidated. After analyzing the company's performance using the McKinsey 7 S framework, Balanced Scorecard, PESTLE analysis, and SWOT analysis, the above recommendations were made. Additionally, the Children's Trust has been dealing with various issues, so before pursuing further commercial development, it could be beneficial for the organization to analyze the political, legal, and economic climate thoroughly. The remedies outlined in the recommendations mentioned above might appear extreme. However, given recent events, the market's trajectory, and the Trust and charity sectors, Children's Trust would tremendously benefit from making these adjustments.

While the Children's Trust could have some worries about fundraising, long-term financial viability, and employee turnover, this may endanger the Trust's prospects in an environment of

rising competition. As a result, the trusts can become more appealing with Kotter's Change Model discussed in this article as they need greater start-up costs.



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