



Barnardo's and Renfrewshire Council
A Strategic Partnership Approach to Systems Change for Children and
Young People's Mental Health.



Understanding the Context.



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Barnardo's Mental Health and Wellbeing Core Priority Programme

Believe in Me – *Barnardo's Corporate Strategy 2016-2025.*

Barnardo's is setting out to work with partners to improve children and young people's Mental Health and Wellbeing through a whole systems approach.

'MHWB is one of the major public health challenges facing our generation. The number of children and young people with MHWB issues is increasing and services providing support are struggling with capacity to manage the ever-increasing referral numbers. We need to address the challenge upstream, with a focus on prevention and early intervention'

Taken from Barnardo's document 'Improving CYP's MHWB through a Whole Systems Approach.



**Renfrewshire
Strategic
Partnership**

**North
Tyneside
Strategic
Partnership**

**South Eastern
Trust
NI
Strategic
Partnership**

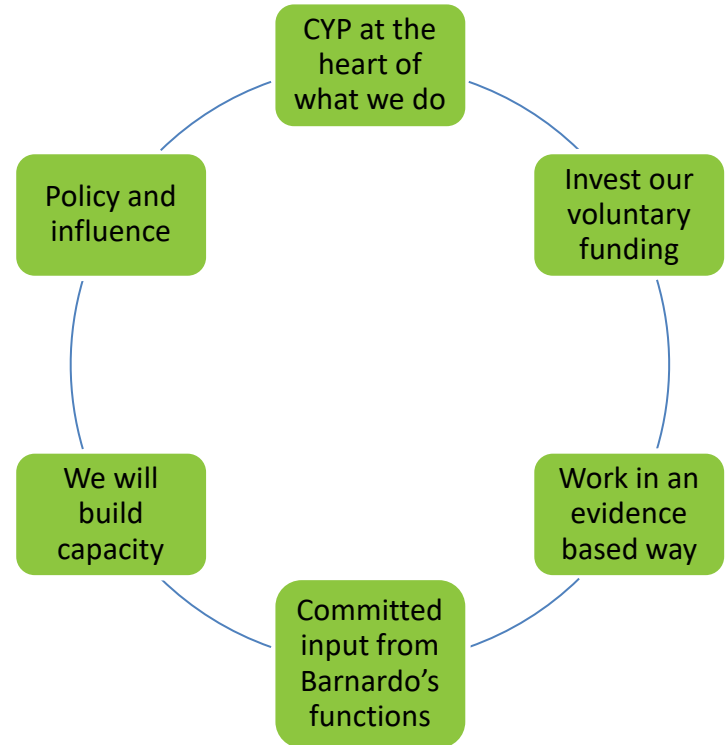
Barnardo's MHWB CPP Background Context.

The strategic focus of the **MHWB CPP** is on systems transformation and service design with prevention and early intervention at its core. This place-based approach also focuses on the use of evidence-based practice, coproduction with children, young people and families, and working collaboratively with local stakeholders.

The goals of the MHWB CPP are:

1. To be an agent for systems change
2. To explore and support innovation through new ways of working (participation and collaboration, and continual learning)
3. To influence wider policy and practice to reduce risks to MHWB and increase resilience.

Using a service design and systems thinking approach, Barnardo's, in partnership with local authorities, the NHS, third sector and others, seek to explore, understand, codesign, test and iterate change strategies within and across systems.



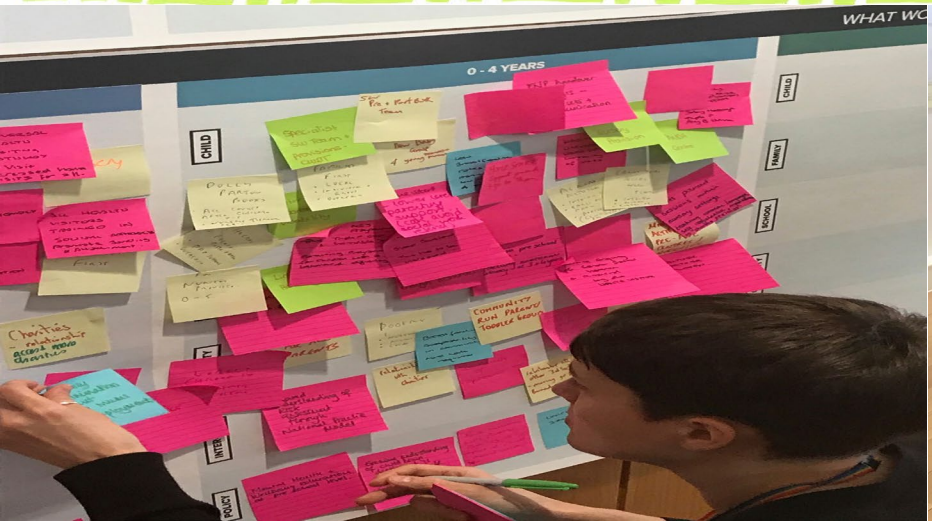
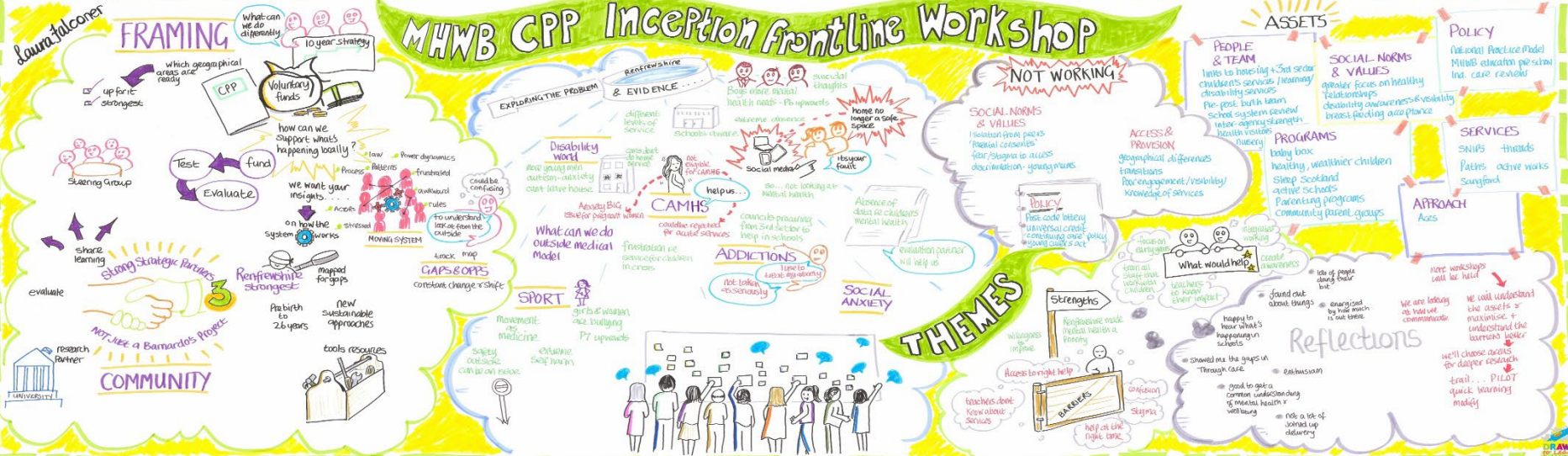
Our approach to whole systems change will be evidence based

We will listen to, and work with children and young people to utilise their expertise.

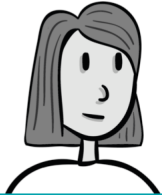
We will draw on our wide range of services, building the corresponding capability to develop and deliver new services where needed.

Engage a full range of partners to help support children and young people within localities.

We will make sure we understand local populations of children, young people and families – designing systems that support early intervention and prevention.



What we heard from CYP and professionals about this life phase.



Teen service user

“There’s stigma around being mentally ill, I feel embarrassed and like I should already be able to cope. I don’t know what’s out there and when I’ve been to the GP I’ve been disappointed with the response as I’ve just been prescribed pills.”

Accessing formal support can be a challenge, particularly around **CAMHS** access

“There needs to be more services for young people before mental health gets worse.”

“When in CAMHS I was never spoke to like a person, I was spoke about. They didn’t want to tell them things as I didn’t trust them.”

Young people also want support spaces that feel less ‘clinical’ and allow them to engage socially and physically

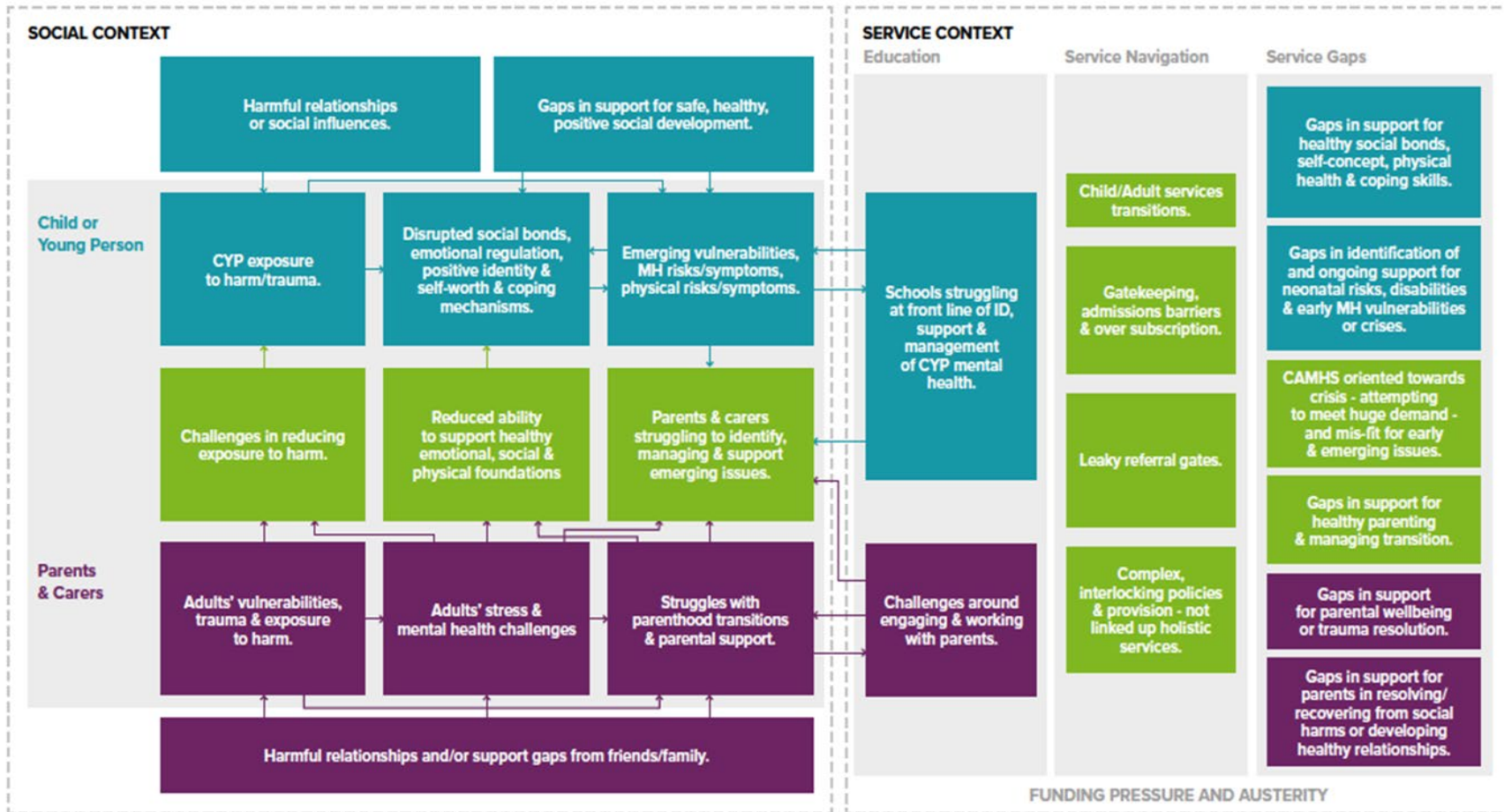
“I would also say children and young people need groups to discuss mental health so they don’t feel like they only one. Self care groups or just drop in groups would be important in ensuring they have a safe space to discuss hard things.”

“More things like young counselling and active things like free gym pass, boxing classes, better advertised groups and groups and services.”

Assets:

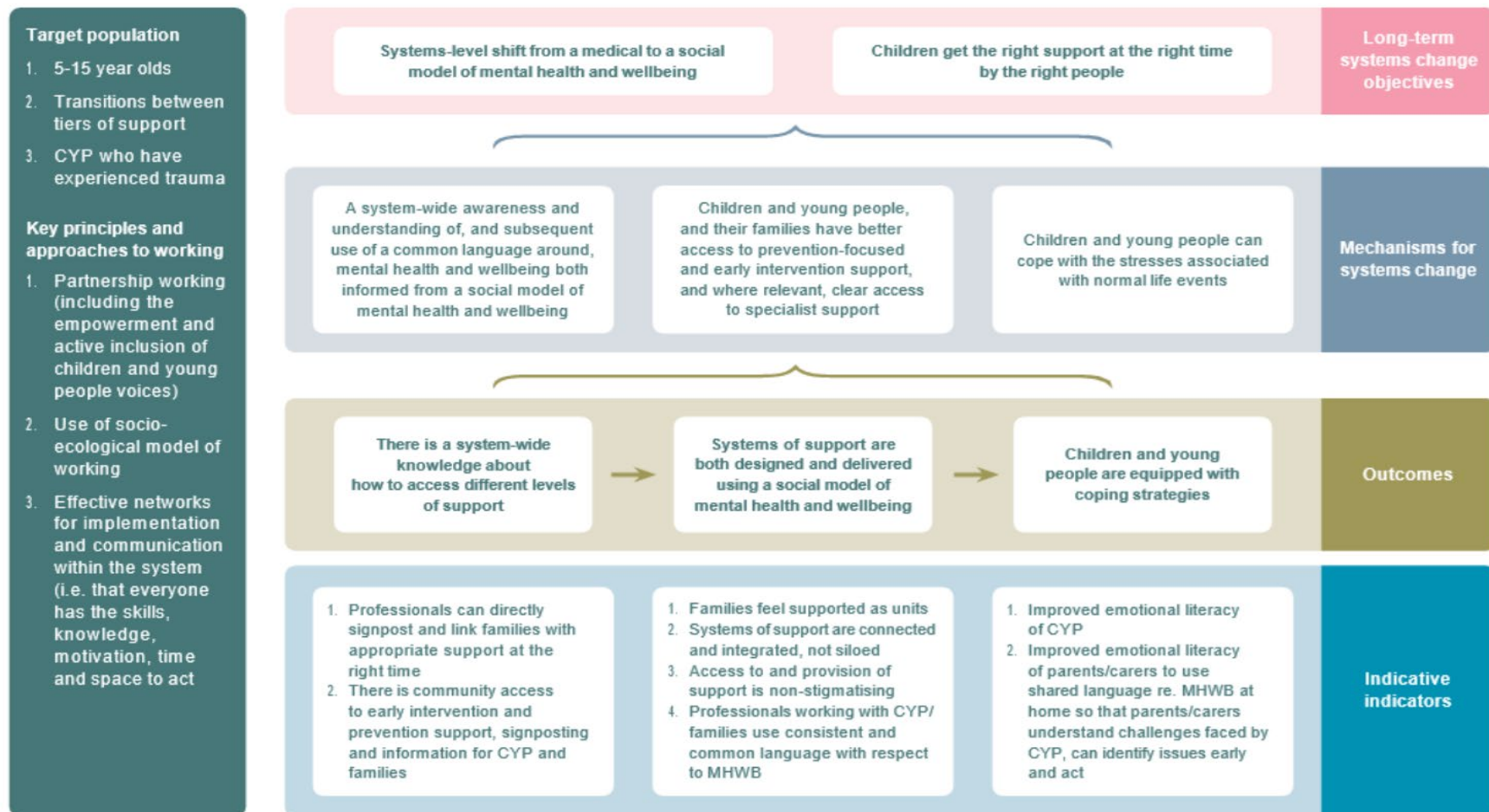
- Families First
- CRISIS

Renfrewshire Mental Health & Wellbeing Insights Map 2019



Renfrewshire theory of change

Figure 3 Renfrewshire high-level theory of change



**Renfrewshire
System Change in
Action.**



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Renfrewshire- System Change in Action ■

Building Capacity in the System.

NVR- Non-Violent Resistance.

LIAM – Lets Introduce Anxiety Management.

EPEC Empowering Parents Empowering Communities.

VIG – Video Interactive Guidance.

Testing New Ways of Working.

Ren10 Digital Hub.

Early Help - a partnership approach to Early Intervention Support.

Pathways to supports for children, young people and families.

Collaborative Commissioning with the Voluntary Sector.

Digital supports –SHOUT Text Service.

Peer Supports and Co-Production.

HOP- Honest, Open, Proud –Peer Led Group Sessions.

Togetherall Digital Platform.

EPEC- Delivered by Families, for Families.



FINANCIAL WORRIES?



Community Mental Health & Wellbeing | Children & Young People | Renfrewshire

Do you or someone you know feel overwhelmed?

Take a breath and count to 10...

Under 5

Aged 5 to 15

Aged 16 to 24

Parents

Care Experienced

Professionals

**Evaluation and
Learning
Partnership.**



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Evaluation questions & approach

What is the added value of a strategic partnership approach facilitated by the third sector to improving child and young people's mental health?

- (1) What is the **nature and role of strategic partnerships** and what are the barriers and enablers to their functioning?
- (2) What is **the impact** of the strategic partnerships on **the wider system** which supports children and young people's mental health?
- (3) What is the **impact** of the strategic partnerships on **end user beneficiaries**, i.e., on the mental health and wellbeing of children, young people, and families?

Setting Effective Conditions for Strategic Partnerships.



Representation & consistent leadership.



Clarity in role and remit of partnership.



Active voice of children, young people and families.



Maintain collective buy in.

Early Learning – Renfrewshire.

Strengths.

- Consistency in programme management - established networks, strong working relationships and contextual knowledge of the local area.
- The need for a dedicated participation resource to create the shift from 'we design- they use'.
- Barnardo's is viewed to bring challenge to certain ideas and mind-sets with an independent, 'outside' perspective.
- Changing perception of Barnardo's from service provider to bringing significant expertise at a strategic level.

Challenges.

- Steering group membership – strategic v's operational.
- Coproduction and consultation perceived to be something that Barnardo's 'brings to the table'.
- A need to balance the development of collective buy-in to the work of the strategic partnership and individual organisational objectives and priorities.
- Steering group structure, governance and accountability within LA.
- Frustration with timescales around discovery phase.
- Confusion over Barnardo's role – facilitating or leading?
- Barnardo's annual funding cycles.

Learning to inform Phase 3

KEY THEMES IN DETAIL:

- **Prevention:** focus on children, young people and families and a new model of support, supporting systems change.
- **Sustainability:** embedding best practice in systems change into work beyond CPP funding.
- **Partnership working:** strengthened communication and sustainable partnership working.
- **Co-production:** a need to share best practice on co-production across strategic partnership areas to progress co-production in the wider core priority programme.

Learning to inform Phase 3

KEY THEMES IN DETAIL:

- **Language:** continuing to develop on emerging shared language across strategic partnerships around wellbeing and a social model of early intervention.
- **Evidencing impact:** the need to create more robust systems to evidence impact over time, utilising existing programmatic monitoring and impact data, and generating new knowledge about what works to create and sustain the conditions for systems change.



Enablers and barriers to Renfrewshire's strategic partnership

Prevention and early intervention

Enablers

- Sits within wider portfolio of early intervention and prevention work (REN10).
- Scottish Government aspirations to increase early intervention and prevention provision.

Barriers

- Reaching CYP most at need of early intervention i.e. before the need for Tier Three services.

Sustainability

Enablers

- Building the capacity of the workforce to respond.
- Additional sources of funding have been aligned with Barnardo's funding.

Barriers

- Staffing changes have slowed progress and buy-in to partnership goals.
- New funding for programme delivery has created many strands of work - risks diluting partnership goals.

Shared language

Enablers

- Capacity Building across the workforce is supporting use of a shared language.
- Strategic partnership creates space for shared understanding of language

Barriers

- Medicalised language across many parts of the system is at odds with more strengths-based language of partnership.

Enablers and barriers to Renfrewshire's strategic partnership

Co-production

Enablers

- Shifting perception of Barnardo's.
- SP has provided models of good practice.
- The partnership has provided the opportunity for co-production across the system...Edu/ CAMHS. SW/ Barnardo's.

Barriers

- Disruption of Covid-19 pandemic.
- Co-production with CYP and families viewed as the expertise of the Third sector.

Evidencing impact

Enablers

- Theory of Change
- The SP is facilitating a two-way flow of communication between the strategic level, communities and evidence-based practice.

Barriers

- Easy to collect evidence at a programmatic level, but much harder to evaluate at a systems change level.

Thank you

