

To: **Improving Life Chances Group**

On: **27 June 2018**

Early Action System Change Renfrewshire Initiative Briefing Paper for the Life Chances Board

Last updated: 26 June 2018

*Prepared by
Early Action System Change Steering Group*

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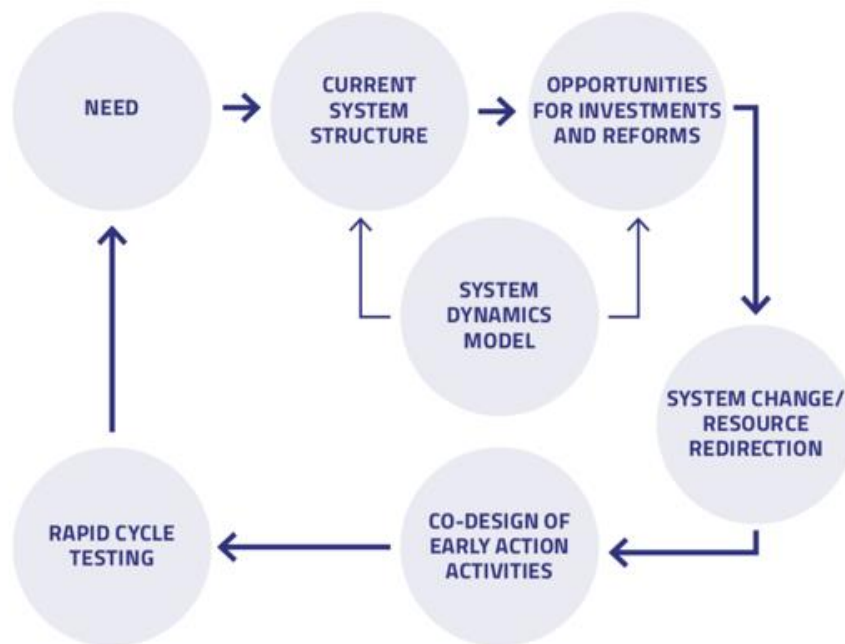
1. About the Early Action System Change initiative in Renfrewshire

Renfrewshire Council, the Dartington Service Design Lab, Engage Renfrewshire, Action for Children, Barnardo's and the Ariel Trust will undertake a three-year System Change Initiative to promote young people's emotional well-being, and address emotional coercive control in adolescent relationships. It forms part of the [Big Lottery Fund's Early Action System Change Fund](#) tackling the root causes of inequality. The *Early Action System Change initiative in Renfrewshire* was one of six partnerships selected from over 80 partnership applications across Scotland.

What the Early Action in Renfrewshire initiative aims to do



- **Phase 1.** Understand the system dynamics and identify leverage points for change and opportunities for re-investment. System and financial mapping will chart the systems response to, and the cost of, poor emotional health and coercive relationships.
- **Phase 2.** Co-design early action service responses with children, families and communities that are needed, wanted and will likely make a difference. This process will be user-centered and will bring in the best available evidence. The service responses will be, in part, informed by innovative system dynamics modelling techniques. The Council will then use resources identified by system modelling to fund early action initiatives.
- **Phase 3.** Implement and rigorously test these initiatives – we'll use rapid cycle testing techniques to inform adaptations and ongoing improvements.



2. Proposed governance arrangements

The Dartington Service Design Lab, as lead partner of the Early Action System Change initiative will report to the funder, the Big Lottery Fund (on a timetable that has yet to be confirmed). The partnership is currently within a probationary grant period: the partnership must demonstrate sufficient process over the next six months (May 2018 - October 2018) before the grant is finalised. The Big Lottery Fund are responsible for financial oversight of how the grant is spent, with an independent evaluator to be appointed by the Big Lottery Fund.

The Early Action System Change initiative will also need robust lines of accountability within the local authority. The partnership would respectfully request the Early Action System Change initiative and its progress be accountable to the Life Chances Board. This Board will: have oversight of key systems the initiative seeks to influence/change; be able to help anticipate any risks; introduce mitigating solutions in the occurrence of any significant system barriers; and it will be able to assess whether the initiative is making the intended impact.

3. Opportunity to partner with mental health services (i.e. CAMHS and adult mental health services)

The development of partnerships with health systems is a fundamental part of the system change. Opportunities for formal partnerships with the local health systems as part of the *Early Action System Change initiative* are being developed.

There has been initial positive engagement and a formal expression of interest from Mandy Fergusson, the Head of Health and Social Care on behalf of the Renfrewshire Health and Social Care Partnership. This has been followed by an inception meeting on the 22 June 2018 with Fiona Mackay, Head of Strategic Planning and Health Improvement, Gillian McDaid, Specialist Children's Services Manager, Susan Clocherty and Elaine Byrne, Health Improvement Leads from NHS Greater Glasgow and Clyde. Gillian McDaid also attended the Early Action Fund Mapping Session on 25 June 2018. The purpose of the session was to develop a plan for mapping expenditure within children's services along the following 6 categories: promotion of good outcomes, prevention of negative outcomes, early intervention (by area or individual need), treatment and prevention.

Fiona MacKay will share a briefing note with the Health and Social Care Partnership management team that outlines the objectives with the Early Action initiative and partnership opportunities. Health colleagues have confirmed that the issue of children and adolescent distress and mental health is a shared priority. The Health and Social Care Partnership are committed to working with the other partners to improve outcomes for children and young people and are in agreement that this ambition could be delivered through systems change work.

4. System Changer Post x 2

There are funds available for two System Changer Posts: approximately £50,000 per year per post (which includes employer costs). The partnership is working to have System Changers by September/October 2018. These will be advertised as a secondment opportunity.

5. Upcoming events/workshops

The partnership will be looking to deliver a series of 1:1 sessions, workshops and events over the next few months that will be focused: (i) mapping existing expenditure upon children's services using the Fund Mapping methodology (originally developed and trailed in Renfrewshire, with subsequent application in local authorities across Scotland and England), (ii) delivery of system mapping workshops with practitioners and managers across the Council and Health services and; (iii) initial engagement sessions with young person forums to better understand the drivers of the selected priority challenges. The partnership are also looking to hold a formal launch event on the 20th of September 2018 in Renfrewshire, which will include inputs from international expert, Professor Peter Hovmand from the University of Washington, in systems thinking and modelling to address complex social problems.

APPENDIX 1. EARLY ACTION SYSTEM CHANGE STEERING GROUP AND ACTIVITIES

2.1 Early Action System Change Steering Group

Lead Officer/Project sponsor

Peter Macleod, Renfrewshire Council*

**Note: Lead to be agreed in Peter Macleod's absence*

Early Action System Change Steering Group (meet monthly)

Membership of the Steering Group

- John Trainer, Head of Early Years and Inclusion, Renfrewshire Council
- Dorothy Hawthorn, Head of Child Care and Criminal Justice, Renfrewshire Council
- Karen Nowland, GIRFC Manager, Renfrewshire Council
- Nicola Davidson, Development Officer (GIRFEC), Renfrewshire Council
- Karen McIntyre, Community and Partnership Manager, ENGAGE Renfrewshire
- Kate Tobin, Service Design Specialist, Dartington Service Design Lab
- Tim Hobbs, Director, Dartington Service Design Lab
- Action for Children representative - to be agreed
- Barnardos representative - to be agreed
- Mental Health representative to be agreed (*who can act as a bridge between Child and Adult mental health services*)
- System Changers x 2 [Once appointed]

Decision-making processes

The Steering Group will be responsible for the following key decisions:

- Agreeing the 1-5% of expenditure of Children's Services re-directed towards Early Action System Change Initiative for service delivery;
- Sign-off of the 2-4 service prototypes for delivery that will be developed by children, families, practitioners and commissioners;
- Agreeing the success indicators and procurement process of the aforementioned service prototypes in Year 2/3 of the Early Action System Change initiative and;
- Agreeing the ongoing success indicators and procurement process of the refined services in Year 4 and beyond.

Key milestones: Draft timetable with dates to be agreed

- ENGAGE Fund Governance arrangements for voluntary sector distribution agreed: May/June 2018
- Formal partnership with health: July 2018
- Rapid review of existing evidence and consultations: June/July 2018
- Communications strategy agreed: August 2018 (*note: activities should come after the probationary period*)
- System Mapping Workshop planning and delivery: July-Dec 2018
- Fund-Mapping exercise: July-Dec 2018
- Launch event and cross-sector engagement workshops, including input from international expert in Systems Thinking: Professor Peter Hovmand from the Social System Design Lab, St Louis): Thursday 20th September 2018
- System Changers appointed: September/October 2018
- Expert panel established: September/October 2018

- Phase 1. Grants distributed to voluntary sector for participation and hosting of initial engagement and design workshops/events: November 2018
- System Dynamic Model development: Aug '18 – March -19
- Service Design Workshops planning, delivery and dissemination with voluntary sector organisations: January – Sept 2019
- 1-5% of expenditure of Children's Services identified and agreed for re-direction towards Early Action System Change initiative: April 2019
- Phase 2. Grants distributed to smaller number of voluntary sector organisations for service prototype development: June 2019
- 3-4 service prototypes developed: Sept 2019
- 2-3 organisations commissioned by Renfrewshire to deliver the prototypes: Dec 2019
- Ongoing process of rapid-cycle testing and refinement of services: Jan 2020 – May 2021

APPENDIX 2. HISTORY OF THE INITIATIVE

The history

In 2011, Renfrewshire Council and the Dartington Service Design Lab, funded by the Big Lottery Fund, embarked upon an innovative system change initiative – *Achieving Step Change in Children's Outcomes*. It involved a comprehensive epidemiological survey of children's well-being. Robust data and best evidence were used to inform the selection of programmes to improve children's outcomes. Once philanthropic funding for the initiative came to an end, Renfrewshire made the decision to sustain programme delivery using public funds. It provides an exemplar of need-led commissioning, and how philanthropic funds can be used as a catalyst for (lasting) change within public systems.

About the current initiative

Fast forward to 2016-17. Renfrewshire Council commissioned a repeat of [Dartington's ChildrenCount Survey](#). It captured the well-being of over 85% of children and young people aged 9-16 year in Renfrewshire schools 2016-2017. Two priority challenges emerged that form the focus on the *Early Action System Change* initiative:

- Children and young people's emotional well-being
- Emotional coercive control within adolescent relationships¹

The *Early Action System Change Fund* means that the Dartington Service Design Lab and Renfrewshire Council can respond to these challenges with a new and different system change initiative. This initiative sits at the [intersections](#) of systems change, and service design, and will bring together human-centred and evidence-based approaches.

¹ Also see [Interim Renfrewshire Children's Services Partnership Plan 2017-18](#)

APPENDIX 3. PARTNER DESCRIPTIONS

Dartington Service Design Lab

Dartington Service Design Lab (formally, Dartington Social Research Unit), has a 50-year history of working alongside the public and voluntary sector to improve outcomes for children and families. Dartington work at the intersections: navigating complex systems and the services within them, and seeking the optimal balance between the use of data, evidence and the involvement of those using and delivering services. Dartington work side-by-side local authorities, foundations and service providers that are willing to try new things.

Renfrewshire Council

Renfrewshire Council has a demonstrated track record of successfully implementing radical system change initiatives that have been shaped by best evidence and data of need. See *Achieving Step Change in Renfrewshire*, 2011 as an example.

Engage Renfrewshire

Engage Renfrewshire is a third sector interface. They work to support local charities and other not-for-profit groups by providing advice, training and capacity building. Engage seek to empower organisations to be safe, resourceful and effective, and to grow and develop their services. Engage Renfrewshire host Renfrewshire Children's Services Voluntary Sector Forum. The Forum functions as the key link between voluntary sector organisations delivering services for children, young people and their families and the wider children's services planning process within Renfrewshire. The Forum facilitates a partnership approach between the statutory and third sector that enables a joined-up response to emerging issues and ongoing strategic planning.

Barnardo's Scotland

Barnardo's reach out to the most disadvantaged children, young people, families and communities to help ensure that every child has the best possible start in life. Barnardo's and Renfrewshire Council have a strong track record of working in partnership. Barnardo's initially delivered the evidence-based prevention programme – Promoting Alternative Thinking Strategies (PATHS) in 13 schools, via the Big Lottery Fund as part of the Realising Ambition programme. Post-grant, the Council continue to support ongoing implementation in an additional 14 schools. Renfrewshire Council are also separately exploring the set-up of a strategic partnership around mental health and submitting an Expression of Interest to Barnardo's UK to deliver work around mental health services in Renfrewshire.

Action for Children

For over 60 years, Action for Children has worked to help transform the lives of thousands of children and young people each year. Action for Children have partnered with Renfrewshire Council in past (and current) endeavours to create embedded and lasting early action system change. This included, for example, working with the Council to embed Functional Family Therapy into the local system. The programme was initially funded by the Big Lottery Fund as part of the Realising Ambition programme. The Council felt the intervention demonstrated cashable cost savings to the care system. These cost savings provided the evidence for the Council to commission this early action intervention beyond the lifetime of the grant funding arrangement.

Ariel Trust

Ariel Trust are a small charity based in Liverpool. They operate across the UK and have specialist knowledge in developing innovative school-based education programmes that focus on promoting healthy adolescent relationships. The programmes adopt a skills-based approach and supports teachers to respond to a range of challenging social issues. They use scalable digital resources, co-designed with young people and teachers, that are embedded into the school curricula. Ariel Trust were also funded to replicate and refine their work as part of the Big Lottery Fund Realising Ambition programme, working closely with the Dartington Service Design Lab in a series of pilot and feasibility trials in different parts of the UK.