

# CHANGE CHAMPIONS REVIEW 2020



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REPORT TO PAUL HAMLYN  
FOUNDATION



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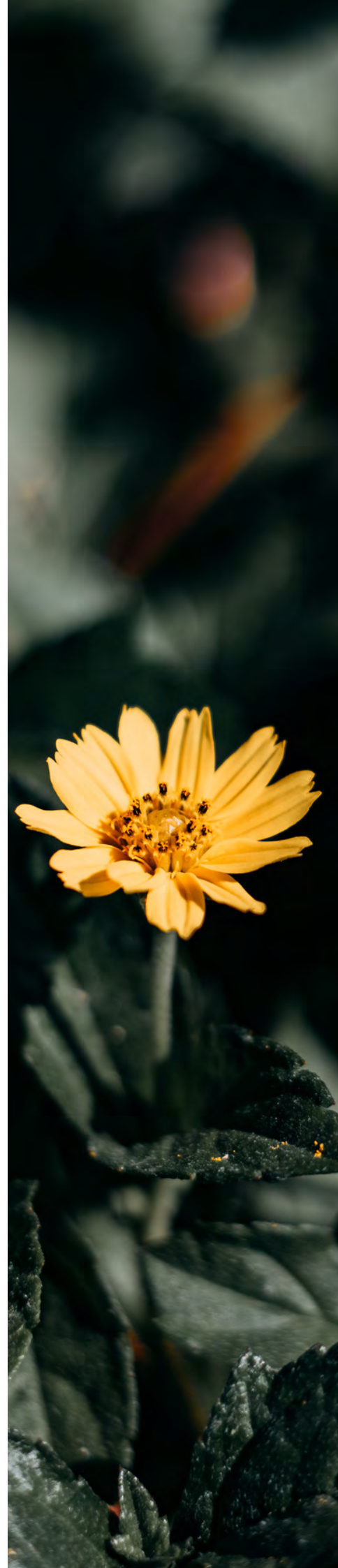
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# EXECUTIVE SUMMARY

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Since 2019 Young Harrow Foundation (YHF) have trialled new ways of working in Harrow that put young people (with lived experience) at the very centre of developing, implementing and reviewing services that are designed for them.

The Change Champions, a team of 10 dedicated young volunteers aged 16-21, have been empowered and guided by YHF, to make important changes to existing services and be part of creating new ones in the borough.

Something that we have had to journey is that simply having a youth voice program is not what is needed if you are trying to drive youth led success. We had to change as an organisation to put youth voice first in everything, and evaluating everything on how youth involvement can improve our organisation and the work we do.

The most important learning we have made was that underpinning the success of the project was trust - trust in and from the people and organisations involved, but also that trust is transferred long term to young people to truly enable their leadership role.

Some of the work under the Change Champions programme has also extended to include working with parents to create changes to support designed for them and their children. This is in its early stages and we look forward to extending this area with parents over the coming year.

This report reviews the learnings and projects the Change Champions have been involved in delivering over the past year.

# MEET THE CHANGE CHAMPIONS



**SAMY BENAFERI**

Change Champion Chair



**MATHURA**

**PANCHADCHARASARMA**  
Deputy Chair of Change  
Champions



**ROXANA YAGHOOB**

Change Champion - Youth  
Violence



**MARIA MIR**

Change Champion - Mental  
Health



**CAMERON SIMMS**

Change Champion - Mental  
Health

The Change Champions are all aged between 16-21 years old, they all have lived experience of need in their chosen theme, and they all live or study in Harrow. These are the vulnerable voices that don't typically get heard – particularly Roxana who has bravely used her past painful experiences related to youth violence to educate Harrow professionals and create important changes. The team is never closed and they are always evolving – with the Change Champions 100% in control of interviewing and deciding who joins the team.

We have had 10 Change Champions through the 1.5 years and 5 supporting Young People that gave support to specific pieces of work) Of these 15 Young People 5 have been dedicated to being involved and lead throughout the 2 years)

## On being a Change Champion, Roxana says...

"I think it's so important to have young people involved in projects like these, because we can work with professionals to make sure support is actually being done in a way that would be helpful or appealing to us. No one knows that better than us!

For youth violence I would say it's critical that we are part of discussions with organisations – things out there are changing and we need to be able to let the professionals know.

Being a Change Champion has been good for me – it's been hard to put myself out there and have my voice heard. With Youth Violence it's important people understand the full picture but sometimes it's hard because the details aren't nice. But talking about it has felt good, and I'm proud of myself. Being part of a group of young people also gives me confidence to speak up."

# CHANGE CHAMPION APPROACH

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In 2019, we set out to create a framework for local, place-based collaboration around specific issues identified by young people – a framework that would see young people co-piloting developing, delivering and reviewing work.

We developed the model through extensive consultation and collaboration with young people, 50+ VCSE organisations, Harrow Council, Safer Harrow Partnership, 8 local schools, GPs, the local CVS, MET police and local businesses.

## **Harrow Change Champions aims to:**

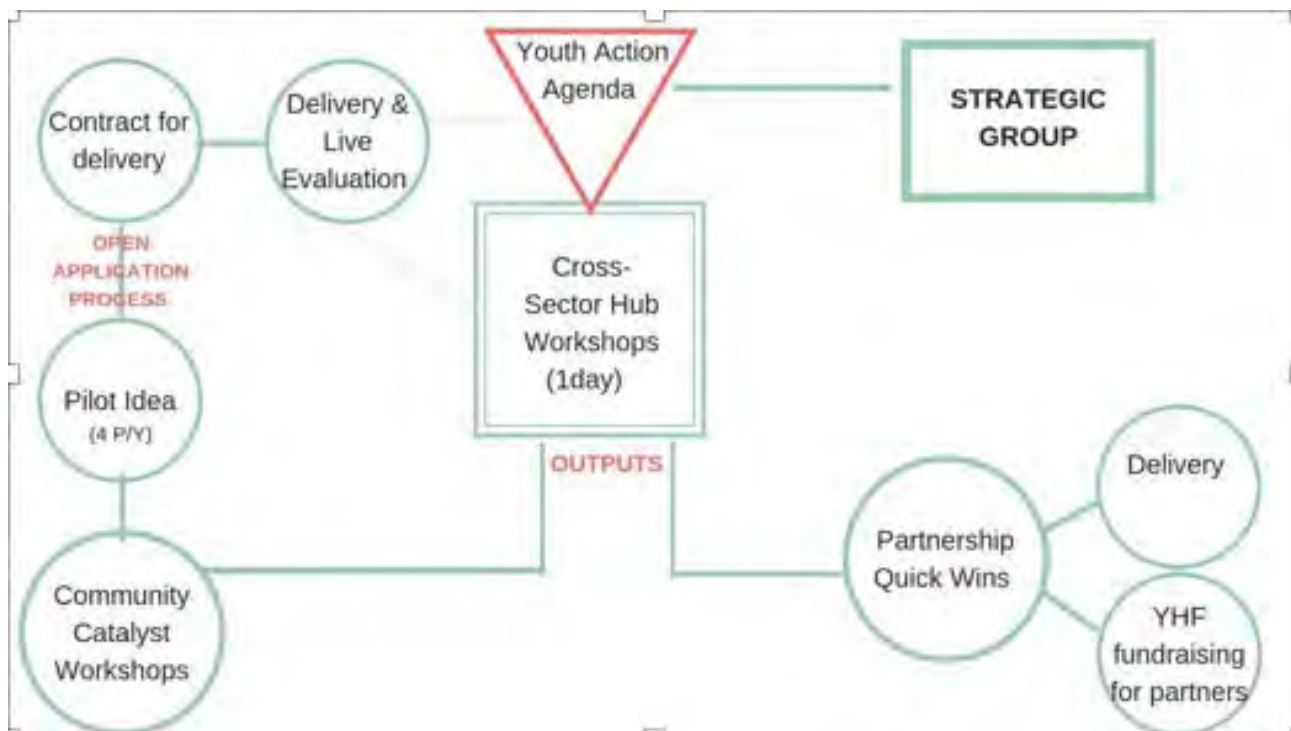
- Address the specific areas of concern young people have identified in This is Harrow (the 2018 Youth Needs Analysis) they include: mental health; youth violence; employment; inequalities; physical activity
- Champion the voice of young people in identifying their needs and creating solutions
- Create a culture of partnership working focused on issues raised by young people, and
- engaging them in the design of services alongside existing providers

Feedback from our consultations and meetings with stakeholders helped us to develop five guiding principles for the project:

1. **Meaningful Youth Empowerment:** Young people at the centre of the work, and plans will be developed with them in the driving seat.
2. **Generous Leadership:** A collective impact for Harrow hinges on generous leadership, where players are encouraged and enabled to sign up to a bigger vision for CYP in Harrow and look beyond their organisational mission.
3. **Holistic Approach:** Although our report identifies five clear areas of need, we know that many, if not all, of these areas are connected in the life of every young person – therefore they must be looked at holistically.
4. **Creativity:** We believe it is important to facilitate an environment where creativity and challenging the status quo is supported and welcomed.
5. **Measuring Impact:** Evaluating the impact of the project is something we take very seriously. We will work with external expert to help us develop a unified measurement framework. This includes measuring the pilot projects that are developed by the collective impact team.

# EVOLVING THE PLAN

When we set out, the model looked like this:



Unfortunately, we did not receive the Big Lottery funding that was needed to implement this project at scale. However, we decided to use the PHF and use the year to test out the model in different environments in smaller pilot projects - helping us to gather learnings and further hone the model for year 2. We also made the decision, on the reduced funding, to focus heavily on the youth voice element.

It meant we had more flexibility to deviate from the model set out, where needed while always ensuring youth voice was the central driver.

# SUMMARY OF LEARNINGS

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## TRUST, TRUST, TRUST

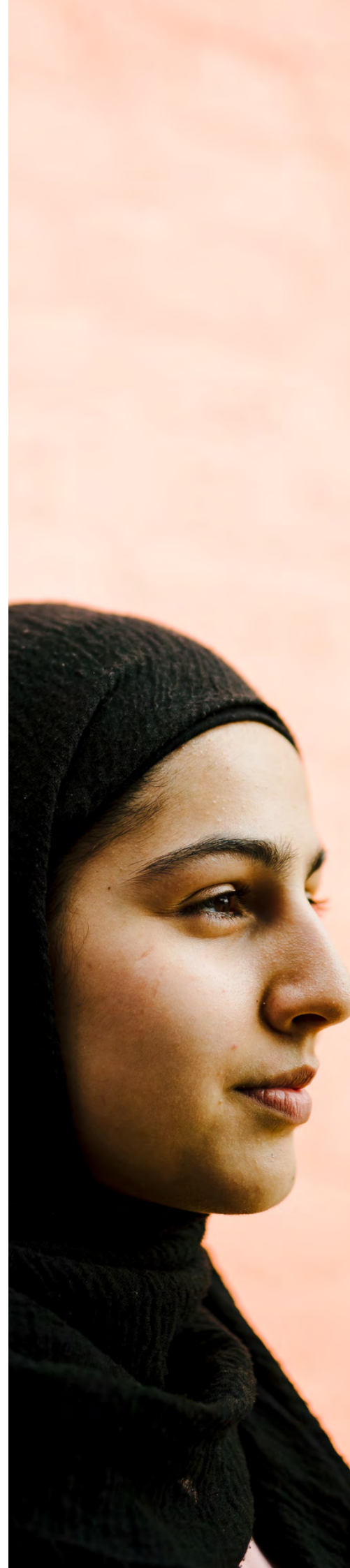
The single most important learning we made was that the success of this programme is based on Trust, Trust and Trust. This is shown in 2 areas:

### Trust in and from the people involved

1. As an organisation **we trust** that Young People's voice will be vital and we can give them power not just a platform.
2. **Young People trust** we have their best interests at heart, that they are not being used and feel they are being invested in.
3. **Partners trust** that the Change Champions can bring a helpful and important element to Harrow

### Power of Trust being transferred to Young People

1. **Trust Held:** At the beginning of the project the trust is with partners and YHF staff. At this stage, trust needs to be cultivated and not abused.
2. **Trust Transference:** We learned that there needs to be a planned process of trust being transferred to young people so they can step into a leadership position, beyond their previous 'advisory' role.
3. **Trust Given:** There needs to be a point where professionals stand back and only give support where it is asked for, but the power and authority needs to be held by young people.



# SUMMARY OF LEARNINGS

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## What worked well

- Having young people with lived experience ensured voices that truly understand the need are heard. It is a challenging balance to find young people who are not so vulnerable that it would put them at risk, but who are still close enough to the issue that they can talk about it authentically. We have managed this incredibly carefully with the Change Champions – ensuring regular one-to-one check ins, training and ongoing support. This lived experience really showed as vital through presentations of the needs as the young people asked questions that penetrated the shiny look of areas and pushed back where people made assumptions of need and benefit of services.
- When young people speak it is powerful. Moving away from 'tick box' youth involvement to actually hearing voices of young people has stirred real appetite for change and resulted in organisations really listening. We have to continue to give young people a platform and a seat at the strategic table.
- Some of the work this year has touched on parents, and giving them a voice too. The early work in this area under this model has been successful and would benefit from being extended.
- Having more flexibility this year (as a result of the funding situation) has in fact allowed us to try out the model under different environments, rather than sticking rigidly to a model and committing to it early on at scale. In hindsight, it provides a much more robust and insightful foundation on which to build future work in this area.
- Ensuring the Change Champions are responsible for recruitment into their team has given them ownership and accountability over the project, helping them to stay motivated.
- Where young people have been involved right from the birth of an idea for a project (e.g. Northwick Park Hospital project) it has proved to create the most effective partnership working between young people and organisations.



# SUMMARY OF LEARNINGS

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## Learning Challenges

- Most of the work this year has focused on youth violence and mental health – this is because they were identified as the two most urgent needs by young people in 2018, and because reduced funding meant we needed to focus our work. However, future work should kick-start work under the additional themes.
- We have focused this year on youth voice, but we recognise that ensuring better collaboration between youth services in Harrow is a critical piece of work to deliver lasting change. We have started this work in 2019 under 'Action for Change', and future work should develop this further alongside youth voice.
- The Change Champions would like to explore ways in which to get more vulnerable voices heard – those that who may not feel confident or able to commit to the programme, but who have important input. We need to work with them to develop ways to bring this to life.
- The Covid-19 outbreak has inevitably interrupted some of the work in 2020, and the priority now needs to be on re-establishing opportunities and exploring with the young people if these priorities need to be re-evaluated in the wake of Covid and an economic recession

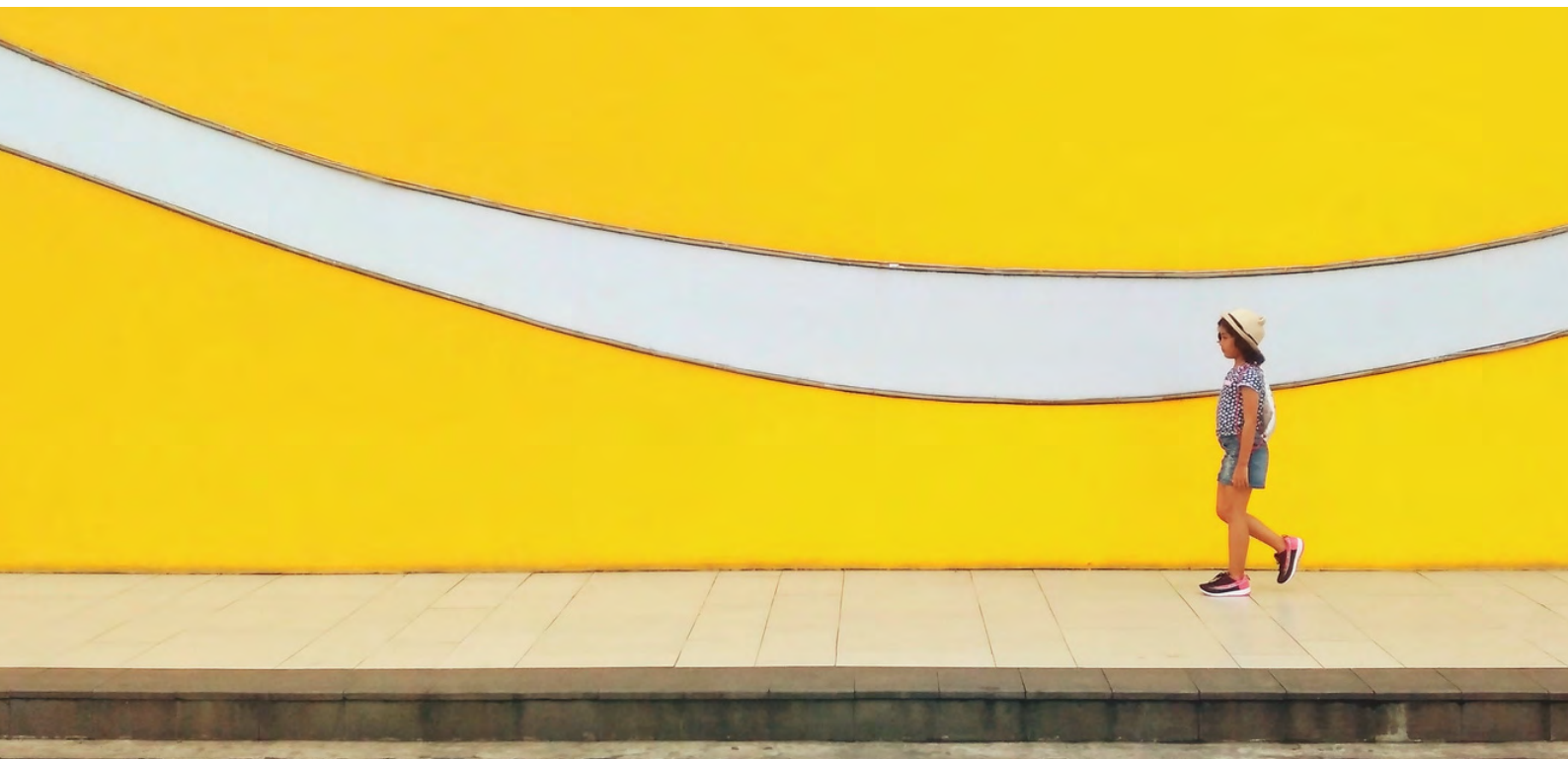


# SUMMARY OF LEARNINGS

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## Next Time

- We have developed work with NHS, Council, Members, Businesses and Police, and have had initial collaboration with schools. However, schools, arguably the most important stakeholder, require a much more focused project to fully develop work with. Due to the reduced funding we have not had the capacity to develop this large scale piece of work as we would have liked to. However, we think it is crucial for Harrow to do this in the future.
- We would like to see youth led forums where Youth Voice engaged young people are meeting together sharing ideas and learning and creating natural partnerships across services and organisations.
- Future work will look at supporting others to develop a similar model of work around youth voice.



# TIMELINE OF WORK

CHANGE CHAMPION  
ACTIVITY

## TIMELINE

Below is a brief overview of the Change  
Champion Projects



### Ongoing Projects:

- Campaigning youth voice (#MeetMyMin/ #wearyourmask)
- Police Youth Advisory Group
- Employment support
- Annual Needs Analysis

# SUMMARY OF OUTCOMES

	Engaged Partners	Funds raised for work	Sustainability to be a long term benefit to Harrow
Grange Farm Estate	22	£70,000	Yes
CAMHS Waiting List	7	0	Unsure
Met Police Parent Voice	8	0	Unsure
Northwick Park	16	£50,000	Yes
Action For Change	130	0	Yes
CCG Mental Health	5	£700,000	Yes
Help Harrow	29 (currently)	£250,000	Yes

## Current Cases Open Due to Finish Before April 2021:

Help Harrow / #Meetmymin / #WearYourMask / Police Youth Advisory Group / Employment Support / Annual Needs Analysis



# CASE STUDY 1

## GRANGE FARM ESTATE

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### Overview

An overlooked community in Harrow, where food poverty and youth violence was rife. A community hall sitting empty, yet over 100 children with next to no support or engagement in place. The first pilot in our Change Champion model saw YHF and over 20 local organisations work together to give families a voice, build a sense of community, and create sustainable and empowering support.

### The problem

- Parents on the estate reported struggling to feed their families – school holidays saw this need exacerbated
- Youth violence was ripping through the community – with reports of young children being groomed and witnessing brutal violence on the estate
- Low morale and feelings of isolation among families and young people raised concerns about mental health on the estate
- High unemployment among young people of working age – leaving them particularly at risk of crime
- Only one local church provision was offering any youth work on the estate

## What children and young people said...

*"I saw someone completely covered in blood...monitor us, ask us if we are okay!"*

*"I feel scared"*

*"I don't want to live here anymore"*

*"I don't care about what job, I just want any job and not to get into trouble"*

*"I feel like a stranger on an estate I have lived on my whole life"*

*"Rent and taxes worry me"*

# CASE STUDY 1

## GRANGE FARM ESTATE

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### Our solution

Establish a tight partnership between Harrow Council and local charities, to work better together to deliver support and resources that already exist within the borough.

### How we delivered this

1. After the Grange Farm estate was highlighted as high need, by members and Harrow Council, a review to check the need corresponded to one or more of YHF's five strategic priorities was conducted. It corresponded to 4 of them: mental health; unemployment; youth violence; inequalities.
2. This triggered YHF initiating and running a cross-sector workshop, attended by 36 professionals from the voluntary sector, local council teams, and Metropolitan Police. The group discussed the results of an informal needs analysis carried out by YHF member Christ Church Roxeth on the estate. Then they brainstormed solutions. Each attendee walked away with commitment to the Grange Farm estate which was documented and held by YHF.

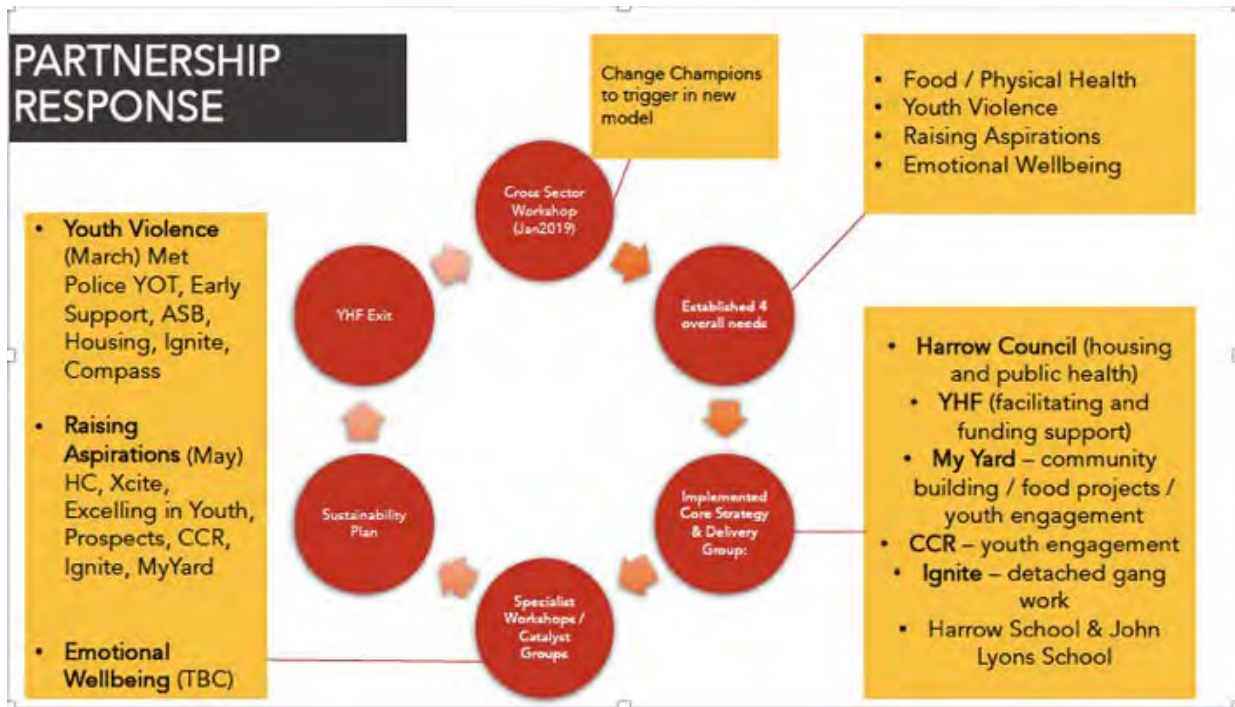
*NB This section (2) of the process did not have young people or parents present at the workshop. This decision deviated from our ideal model, but was taken because of the nature of the estate, there was a total lack of relationships and trust in professionals. There was also a time sensitivity because of the food poverty that needed urgently addressing. However, we ensured that there was input from families and young people who were engaged with Christ Church Roxeth. We also made sure the workshop was held in the community centre on the estate to ensure people had a sense of the estate they were planning support for.*

3. After the workshop - YHF worked with Harrow Council and members to develop a core strategy and delivery group that would oversee future work and community voice on the estate. The core group consisted of: Harrow Council (Housing & Public Health representatives); YHF (facilitating and funding support); My Yard (Community building / food projects/ youth engagement); CCR (youth engagement); Ignite (youth violence / detached gang work); Harrow School & John Lyons School (Resources support / potential funding)
4. Smaller specialist workshops were then organised by the strategic group with the aim of creating a clear, accountable, plan of action under each of the key needs identified. We started with Youth Violence and Unemployment.
5. The Change Champion model then dictates that a sustainability plan is developed for the project, in advance of YHF exiting day-to-day running of the project. In the case of Grange Farm the sustainability plan was to negotiate a reduced rental agreement for the community hall and secure funding, so that a backbone delivery organisation (My Yard) could embed themselves in the community, developing and delivering support alongside them. It would also create a way for other partners to deliver on the estate. This was achieved in Sept 2019 with the help of a local private business.

# CASE STUDY 1

## GRANGE FARM ESTATE

The Change Champion Model developed for Grange Farm



### Outcomes

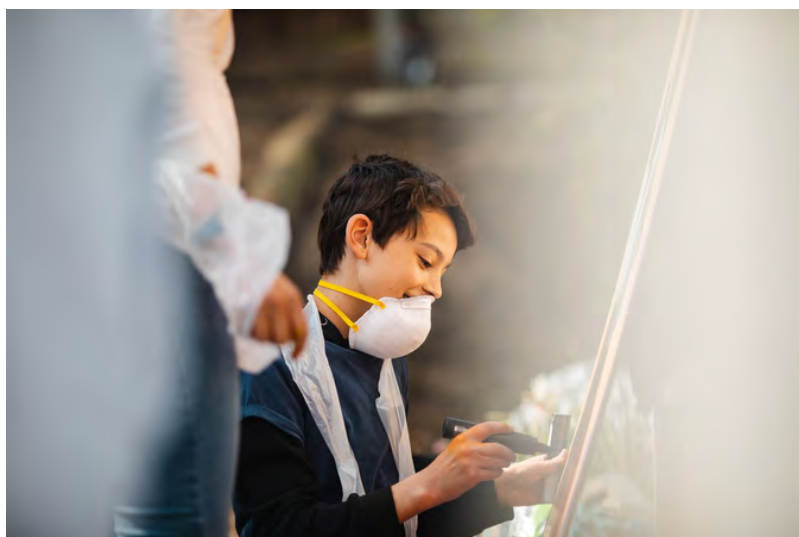
- Over 40 families accessing a food bank on the estate, run by some of the residents
- School holiday programmes are now in place - providing food and activities to over 35 young people daily - led by the strategic group of organisations
- Weekly employment programme delivered on the estate
- Weekly activities for young people being delivered on site - all offering free food and refreshments
- YHF negotiated a local donor to sponsor activities and to help with the cost of renting the Community Centre for local charities to run their programmes
- The Community Centre on the estate has been re-vamped, with residents and young people heavily involved in this process.

### Impact

- With the help of My Yard, a group of Grange Farm residents have established themselves as a community group called 'Listen First' and have taken over some of the activities and organise support needed across the estate
- Grange Farm has gone from an overlooked community with no support, to over 22 organisations involved in the wider Grange Farm partnership work

# CASE STUDY 1

## GRANGE FARM ESTATE





# CASE STUDY 2

## CAMHS WAITING LIST PARENT PROJECT

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### Overview

A local parent is in the driving seat of a successful new partnership in Harrow that aims to provide much-needed peer support to parents of children on the waiting list of CAMHS. Not only is there new support in the borough, it has led to fundamental changes in the way organisations communicate with parents.

### The problem

Bev McKeon and her family had endured a long 9 months to get their child mental health support through CAMHS. During this time, Bev felt she didn't know where to turn to get help. She knew there must be so many more parents in her position feeling overwhelmed and isolated during this period. She wanted to change this.

### The solution

In 2019 Bev approached YHF to see how she could get support locally for parents and families who are enduring long waiting times for their children to get mental health support from CAMHS. YHF formed a new partnership around the issue - Harrow Council's commissioning team, CCG, CAMHS, Mind in Harrow, Banardos and Heads Up (a mental health support programme). Together they supported Bev to design a peer support programme for local parents who may be going through a similar experience.

### How we delivered this

YHF and partners supported Bev to create a safe space for parents and carers to meet monthly to share experiences and support each other. There is also an opportunity at these events for parents to learn about what other services are available in the borough for their child. The sessions also provided a range of workshops to help parents support their young person. There was no funding required to run the sessions, the partners were able to pool resources to provide support from venue space, printing materials, etc.

# CASE STUDY 2

## CAMHS WAITING LIST PARENT PROJECT

### Outcomes

- There have been three pilot sessions so far with over 28 parents in the borough receiving support and having their voice heard among organisations that need to hear it
- A virtual offer is in the pipeline due to Covid-19 restrictions

### Impact

- This new partnership has led to important changes in the CAMHS communication process (parents now receive more communication, more explanation of services, and in official letter format so they have the power to discuss decision making with school).
- The CAMHS contract has been updated to ensure that parent and youth voice is a central part of the work
- This is now an ongoing offer for parents in the borough, that Bev is evolving to include other parents being involved in shaping and co-running the work



# CASE STUDY 3

## MET POLICE PARENT PROJECT

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### Overview

Metropolitan Police in Harrow came to YHF because they felt that parents were being overlooked when it came to discussions in the borough about youth violence. They wanted to empower parents, who have children involved in, or on the periphery of, gang violence, by equipping them with information and connecting them to support.

### The problem

- There is no joined up borough-wide youth violence approach or strategy that focuses on working with parents as a key stakeholder, despite lots of agencies having individual contact points with them
- Parents told us they feel isolated, judged by authorities and by other parents, and powerless to help their children

### The solution

We facilitated a partnership between Metropolitan Police, Harrow Council's YOT team and YHF members, Ignite and Prospects. Together they co-designed and planned a series of events for parents to be heard on the issue of youth violence, to have the opportunity to meet with other parents in similar situations, to educate them on the trends and patterns of youth violence, and connect with support available in the borough. This partnership began before the Change Champions were in place, however they have been involved in planning and delivering the second event that took place in November 2019.

### How we delivered this

- An initial event held in Harrow saw 10 parents invited to receive a presentation from Met Police, and meet organisations in Harrow that offer support and activities for young people
- Both events included a Q&A session for parents to talk to Met Police and other stakeholders in the room, as well as chat together about their experiences
- Following feedback from the first session, YHF invited two Change Champions that represent YHF's youth violence theme (with personal experience) to have a Q&A session with parents and give a young person's perspective.

# CASE STUDY 3

## MET POLICE PARENT PROJECT

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### Outcomes

- 2 parent events so far
- YHF member, Ignite, has started a weekly parent support group
- Metropolitan Police have changed their internal system to ensure a video is played to parents connecting them to local support
- Early feedback from parents shows they are valuing the dialogue and support received through the partnership

### Impact

- The project has made steps towards a trusting partnership between parents and the Metropolitan Police on the issue of youth violence
- The importance of parents and parental voice within youth violence issues is now a priority for stakeholders including Metropolitan Police and Harrow Council's YOT team



# CASE STUDY 4

## NORTHWICK PARK HOSPITAL A&E DEPARTMENT

### Overview

Harrow's Northwick Park Hospital A&E department came to YHF, feeling worried, frustrated and helpless – they do all they can do medically for children and young people, but they saw how many of the young people needed support upon leaving the hospital. Mental health and youth violence were flagged up as to areas of concern. The Change Champions sprang into action – leading a partnership with the hospital and voluntary organisations in Harrow and Brent. They provided a platform for young people to identify their needs, and helped design substantial changes at the hospital.

### The problem

The A&E department sees young people often at a crisis point in their life, sometimes in desperate need of support with social problems, linked to their medical reason for being at the hospital. However there was nothing in place with third party organisations in the borough to be able to connect them to help. The lack of joined up working in the borough was letting young people down, when they needed help the most.

### Our solution

With the Change Champions leading the process, we needed to establish the exact social needs need of young people visiting A&E at Northwick Park- from their own perspective. Then quickly assemble youth services in the borough to work together with the hospital to create and deliver an action plan for young people. The hospital is an extremely busy and complex environment, not used to working with third party organisations – whatever plan was created needed to fit into the unique patterns of the hospital.



# CASE STUDY 4

## NORTHWICK PARK HOSPITAL A&E DEPARTMENT

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### How we delivered this

#### Research

- Firstly, the Change Champions undertook training in peer-to-peer research methods. They attended a day long training session with Partnership for Young London
- Following this, the group attended various sessions at the hospital, interviewing young people and staff – they conducted over 25 interviews over three days.
- The group then transcribed their interviews, met to discuss their insights and agreed on key issues. They produced a report with their findings. YHF supported them through this process.

#### Action planning

- Now with a confident understanding of what needed to change at Northwick Park Hospital, based on what their peers and staff said, The Change Champions co-designed and hosted a half day workshop with YHF
- 39 people attended the workshop at Northwick Park, from over 16 charities, NHS, Harrow Council, CCG and Met Police. The aim was to bring together stakeholders from Harrow and Brent to collaboratively explore what and how additional support could be delivered for young people accessing the A&E department.
- The change champions gathered feedback on the workshop from attendees and created a video capturing it.
- Following the workshop, the group created an action plan (with support from YHF) that they developed with key organisations and hospital staff. You can download the plan [here](#)

#### Outcomes

- Brent Council has funded a full time youth worker role for a one-year period. This role has become a key referral pathway for organisations in Harrow and Brent and internal resource for the hospital.
- The Change Champions have worked with peers and YHF members to develop training videos for Northwick Park staff around mental health and youth violence
- Northwick Park have listened to the research that highlighted how difficult young people can find it in the adult waiting room and they have now created a dedicated adolescents waiting room at the A&E – with the Change Champions involved in designing and preparing it.
- The Change Champions, alongside senior hospital staff, have created a ‘Young Person’s Wellbeing Guide’ for A&E staff – a manual of support and guidance as well as information on where to refer young people for local support related to social issues. This guide has been distributed throughout the A&E department.
- A leaflet directing young people to local support was created by the change Champions and distributed throughout the A&E department, including the new adolescents room.
- The Change Champions are currently working with peers to re-design the ‘Secure Room’ – making it a more welcoming and calming space for young people suffering mental health difficulties.

# CASE STUDY 4

## NORTHWICK PARK HOSPITAL A&E DEPARTMENT

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### Impact

- The project sets a best-practice benchmark for how young people can be included in decisions affecting their care, from start to finish in an authentic, trusting and meaningful way. Testament to this is the fact that the project was presented at the prestigious Royal College of Emergency Medicine Conference in October 2020 and won second place for good practice.
- The work is fostering a culture throughout the A&E department of safeguarding and supporting vulnerable children and young people.
- The project has established a way of working with third party organisations within the A&E system – paving the way for extended partnership working and additional future services
- Northwick Park Hospital sees the value and is committed to working in partnership with young people

### Lauren Fraser, Consultant in Emergency Medicine at Northwick Park Hospital, said:

*“Having the change champions leading and helping us to shape this piece of work has added real weight and authenticity. It’s crucial to making sure what we deliver is relevant, and having Mathura feels like an extension of our team and means it’s getting the momentum it requires”*

### Mathura Sharma, Change Champion, said:

*“Northwick Park Hospital have really genuinely been great at listening to us, taking us seriously, and involving us in a meaningful way. They are really inclusive and together we have made some positive changes at the hospital which will have a big impact for young people using the service.”*

# CASE STUDY 5

## ACTION FOR CHANGE PROJECT

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### Overview

YHF has initiated a project called Action for Change that aims to remove the barriers to partnership working and collaboration between children and young people's services across Harrow. This work is being delivered in partnership with The Centre for Youth Impact and Harrow Council. This first phase of this project has engaged with providers to gather views on the key causes and drivers of need in the borough, and identify barriers to accessing provision for young people, barriers to better collaboration between providers, and gaps in current service provision for children and young people.

### The problem

The 2018 Needs Analysis conducted by YHF gave a good picture of what young people feel needs to change, but in order to deliver this change, services across the borough clearly need to work closely together.

### The solution

Stage one of delivering the change that young people have called for in the needs analysis – was to next listen to the perspectives of those working with children and young people. We needed to collectively understand the causes and drivers of need in the borough, Identifying the barriers to collaboration across services; and Identifying the current gaps in service provision.

### How we delivered this

The Centre for Youth Impact facilitated a series of five workshop sessions, that included professionals involved in each of the five 'This is Harrow' thematic areas – mental health; youth violence; employment; inequalities; physical activity. Participants were encouraged to think of themselves not as representatives of their organisations but as experts in the lives of children and young people in the borough.

The four questions the groups discussed in each workshop were as follows:

1. What are the causes and drivers of [poor mental health/youth unemployment/inequality/low levels of physical activity/youth violence] in the borough?
2. What are the barriers to engagement with services?
3. What are the barriers to working in collaboration?
4. What are the current gaps in service provision for children and young people?

The Centre for Youth Impact and YHF then took the feedback from the five workshops and conducted a thematic analysis in order to produce a verification survey that was distributed to the wider Young Harrow Foundation membership.

The Change Champions attended the sessions and led parts of the workshop.



# CASE STUDY 5

## ACTION FOR CHANGE PROJECT

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### Outcomes

- 103 organisations participating in the workshops
- 100 professional organisations in the borough working with children and young people gave their views in a survey
- Combined insight of over 200 professionals
- The report gives a deep insight into the children and young people service landscape – where the gaps in provision are, where the barriers to collaboration lie, and some of the barriers to participation for young people.

### Impact

- Over 100 organisations are engaged in the need to work in partnership to deliver more effective and consistent services to children and young people in Harrow.
- The report sets a solid foundation on which to build the next stage of work – developing a partnership strategy and action plan across each of the thematic areas.



# CASE STUDY 6

## CCG MENTAL HEALTH BID

### Overview

Change Champions model at its most powerful – this project sees young people involved in setting the strategic direction as well as overseeing delivery and evaluation of an important new youth mental health in schools initiative in Harrow.

### The problem

Harrow's Clinical Commissioning Group was applying for £700k to NHS England to deliver a new mental health initiative throughout schools in the borough. Twice before the CCG had been unsuccessful in their funding applications. On previous occasions young people had not been involved in any way in developing the programmes.

### The solution

The CCG approached YHF to help them ensure young people were at the heart of the process, third time around. We connected them to the Change Champions who became a key driving force behind the work. From reviewing the bid and making changes, to helping to select a provider to deliver the work, and then being part of the strategic committee that are tasked with overseeing the programme being implemented across schools in the borough.

### How we delivered this

- Change Champions began by reviewing the bid that CCG had developed to NHS England outlining the proposed programme of newly trained counsellors to deliver talking therapies to young people in schools.
- The Change Champions were tasked with helping to select a provider for the project – a choice between CNWL or Barnardos. The group fed back their comments on each of the organisation's proposals. Their preferred choice was Barnardos, and while CNWL was in the end selected – the Change Champions feedback was not lost. They were asked to work with CNWL to improve their programmes, to make them more viable for young people – based on the Change Champions' comments.
- Change Champions are involved in interviewing the 20 schools to be given this support, Interviews with all staff that will deliver the project, they sit on the management committee to govern and guide this work and are being given a leadership role in designing the M&E for the work.

### The Outcomes

- The bid to NHS England was successful this time around – with over £700k's worth of new mental health support being brought into the borough.
- The passion to have young people involved in the bid has been carried through to making sure they are part of the committee overseeing the work being delivered – they attend regular feedback meetings along with the other partners involved
- Change Champions are working closely with CNWL on making changes to their programme – they have even been on the interview panel for recruiting counsellors for the project

### Impact

- Over £700k new funding brought into the borough to address Harrow's biggest youth need – mental health.
- CCG, a key organisation in the borough, has seen first-hand, the value in having young people being part of the process and are committed to following and extending this model into future work.

**Joseph Tobin,  
Children's  
Commissioning  
&  
Transformation  
Manager for  
CCG...**

*"Without doubt having the Change Champions involved in the process contributed to the success of the bid this time. It is so important to have young people co-producing projects, and I'd like to see us building on this, looking at new ways we capture more voices that are typically unheard – particularly young males on the issue of mental health."*

# CASE STUDY 7

## HELP HARROW

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### Overview:

HelpHarrow.org is an exciting new partnership set up to alleviate a food crisis in Harrow, during the Covid-19 outbreak. It has the momentum and potential to become a single-point of access for some of Harrow's major social problems, including mental health and employment. The Change Champions are central to helping ensure this is a viable access point for young people.

### The problem

- A major food crisis was unfolding in Harrow, particularly among the most at risk, and low-income families. This was flagged up at the weekly council led, borough Covid-19 meetings
- Many organisations in Harrow were springing into action and responding to this need, but in an uncoordinated way

### The solution

YHF, in collaboration with 12 other local organisations including Harrow Council and YHF members, designed and coordinated a multi-sector response with a fast referral process and needs assessment that connects the most high-risk and vulnerable, to emergency food and advice services. This came in the form of a website (HelpHarrow.org) which is designed to endure beyond Covid-19 to support more people with a range of local services.

### How we delivered this

#### *Designing the system:*

- YHF, alongside Harrow Council and VCS forum, swiftly designed and developed a system where people in the community can self-refer to access food. We worked with parents and families (via the VCS Forum) to ensure this was user-friendly and appropriate
- The website is designed to follow an A&E style system, where recipients get prioritized based on the severity of the need. A scoring system identifies the most in need - with those receiving emergency food within 24-48 hours, and families further down the list being seen typically between 48hours - 4 days.
- YHF carried out extensive work and due diligence to ensure the website is accessible and fit for purpose with the voluntary community delivering the support. A charity can be a food holder/bank, or a delivery organisation (or both) depending in the offer. Some of the smaller voluntary organisations have limited IT skillsets, so it was important the system was easy to follow and designed in partnership with them.

#### *Launching the service*

- We launched with three trusted providers as access points that could refer and manage community requests - CAB, SWISH and the council's Covid hotline. We worked closely with these three services to tweak the system and monitor feedback
- Harrow Council funded and distributed a leaflet to every household in Harrow promoting HelpHarrow.org

The logo for HelpHarrow.org features the word "Help" in a bold, red, sans-serif font, followed by "Harrow" in a bold, dark blue, sans-serif font. The letter 'o' in "Harrow" is replaced by a red lifebuoy icon with white stripes.

# CASE STUDY 7

## HELP HARROW

### Future-proofing the offer:

- By the end of April, the need was evolving beyond food poverty there was an escalating need for general advice, particularly housing and financial related. The partnership therefore responded by adjusting the system to accommodate this need. We implemented an advice section, which worked in the same way with a central referral pathway through the system
- HelpHarrow.org has gained so much traction within the borough that stakeholders, including Public Health, have requested for the offer to be evolved further to become a central access point for people to get support with other social problems – notably mental health and employment.
- We are close to launching the mental health offer, and the Change Champions have been heavily involved in developing this for young people – checking the usability and language.
- The vision for the project is to create a sustainable and smart system that will monitor the need of individuals, and based on this, can suggest pathways for other support. For example, if a family is reliant on food parcels for more than 6 weeks, this would trigger a message showing them where they may get employment or financial advice.
- Another important part of development is we are now linking up with schools in the borough to explore the possibility of them becoming access points for families, increasing the reach and network further.

### Outcomes

- Harrow now has a potential long-term single point of access for major social problems
- The project feeds 5,000 people in Harrow a week
- Harrow Council has committed to funding food support at least up to April 2021, having already contributed £6k to launch the platform

### Impact

- There has been a significant shift in trust between organisations, making partnership working much more effective. The due diligence of the system has supported this process. Harrow Council are committed long-term, so there should continue to be momentum behind the project



# CURRENT PROJECTS

## Campaigning Youth Voice

World Mental Health Day #Meetmymin (Over 20 organisations joined the campaign) and a campaign on Young People inspiring other Young People to Wear their mask #WearYourMask (The art work being developed are being shown on billboards across Harrow, on all official social media channels and the Harrow Business Improvement District is developing herd copies that will be posters and flyers across the town centre.



# CURRENT PROJECTS

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## Police Advisory Group

The Police are working with the Change Champions to develop a Youth Advisory group that can challenge and advice the police directly and work with them for the benefit of all Young People.

## Employment Support

The Kickstart Government scheme has developed the opportunity for everyone to play a role in supporting young people into new carers. The Change Champions are part of the leadership and training team as we start to role this scheme out in partnership with Harrow Council. Currently we have 69 places developed for young people across the borough.

## Annual Needs Analysis

We are in final agreements of partnering with Harrow Public Health to work with us on an ongoing yearly large scale Needs Analysis that continues to put the current needs and voice of young people front and centre across the Borough.



# ADDITIONAL COMPLETED ACTIVITIES

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## Barnardos Mental Health Conference 2019 (200 participants)

Change Champion, Maria Mir, spoke about her own journey with mental health, and her experience of being a Change Champion - influencing how care for young people in this area is delivered. Dan Burke, CEO of YHF supported Maria at this event and spoke to the 200 participants about how important is to have young people at the front of future services design, implementation and review

## Young Londoners Fund

YHF agreed with Young Londoners Fund, that for organisations who make it through to the second round of applications, they will be provided with a workshop directly from Young People (delivered by Roxy Yaghoob, Change Champion) with lived experiences of living involved in Youth Violence and life limiting behaviour.

## Young Londoners North West London Event

YHF and Young Brent Foundation led a Young People Conference in partnership with Partnership for Young Londoners. This included Change Champion, Samy Benferi (alongside 5 other YPF youth voice young people) having a Q&A about how can we make a bigger impact in this area. The conference also included Youth Violence talks on Contextual Safeguarding, Education and Funding opportunities

## World Mental Health Day 2019

Dan Burke CEO of YHF spoke at an event at Harrow Council on Mental Health Day. The title was *"How Can Services Put Young People First"*.

# ADDITIONAL COMPLETED ACTIVITIES

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## Jack

### Petchy and Small Grants Panel

The Change Champions over the 1.5 years have led 3 funding panels with our Borough wide Jack Petchey grants. These were 100% led by them. They gave between 30 awards worth £7,500 and 60 awards and Leaders awards totaling £34,000.

## Youth

### Violence Consortium

After the Action for Change report we have been trying to influence a Mental Health and Youth Violence Partnership/consortium way of working. Change Champions have been involved in this process.

## YHF

### Internships

Two of the Change Champions have been recruited by YHF as Interns, with a view to taking youth voice to full youth leadership. It has never been more important to invest in and make sure services are clearly communicating to young people, that they have clarity about who and what the service is and where possible are inspired by other young people. A big part of their new role as interns will be ensuring our members are being encouraged and supported to do this.

THANK YOU

