



THE STORY OF COLLABORATION

Our journey of learning

"The willingness to consider possibility requires a tolerance of uncertainty"

Rachel Naomi Remen

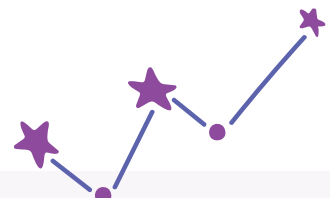
Collaboration is a journey and requires an open-minded approach to hear and trust each other.

At Fullscope we believe in our journey and that is why we invest in building relationships, fostering connections to join the dots and advocating for improvement.

We work with wide-ranging communities to understand the day-to-day lives of those getting and those providing help.

We nurture dialogue between different parts of a complex health and social care system. It helps all of us to feel less like isolated little stars in a vast universe and instead acts as visible building blocks creating remarkable constellations.

Eva Acs
Director



Who are we?

Fullscope is a consortium of leading organisations supporting the mental health and wellbeing of children and young people in Cambridgeshire and Peterborough.

Fullscope partners share the vision of positive mental health for all and believe this can only be achieved through collaboration between children, young people, families, specialist organisations and the wider community.

We deliver pilot projects, do research, and work closely with other organisations to make the important changes that we believe are needed in children and young people's mental health. We are committed to learning from wider theories of system change. We're particularly influenced by work from [Rockwool Foundation](#) and their groundbreaking thinking on system innovation.

"Fullscope is about hearing the voice of young people and families and working to influence systems in ways that genuinely fit with the needs of young people. Fullscope is about working creatively, engaging people and thinking outside the box about how our systems can best adapt to meet the needs of the clients we serve"

Fullscope stakeholder

Where did we start?

Our main ambition over our first three years has been to deliver system change through three work-streams with children, young people, their families and communities:

- 1** A project laboratory, to co-produce new projects to improve the mental well-being of more people, through creative and integrated approaches.
- 2** Taking our shared learning and understanding of creative and integrated models of work and using it to influence change and improvement in the wider system of provision.
- 3** To make services more coherent and clearer, with quick access to information and support.

The journey so far

2017-2019



- Researching and developing our purpose and model

2020-2022



- Implementing pilot and research projects
- Supporting cross sector work
- Amplifying voices
- Sharing our learning.

2022-2023



- Evaluating our work
- Publishing our three-year plan 2023-2026

Read more in our
Impact Report

What we have learned from working together

In June 2021, an independent evaluation team led by Harry Deacon and Dr Angela Aristidou at UCL School of Management was asked to conduct an in-depth evaluation of the Fullscope consortium.

We wanted three main outcomes from the evaluation:

- To understand the impact, benefits and challenges of working as a consortium.
- To examine the relationship between Fullscope and the local mental health and wellbeing ecosystem.
- To explore future sustainable options for the consortium.

The evaluation team worked alongside the Fullscope team for 11 months (June 2021-May 2022), observing our work and using high level assessment frameworks. Here's what we learnt.

System Change takes time

- We recognise that welfare, health and social care systems are large and complex, and change can be slow and incremental.
- There's a consensus that we are filling gaps in the local ecosystem and that we bring value. We know we can develop solutions that might not be possible within frameworks of statutory organisations.
- Our project laboratory work is well received and regarded. Our system change goals have gained legitimacy with the sector from the existence of pilot and 'hands-on' research projects.

"It is exciting that Fullscope is paving the way as...a collection of eight charities who have come together, to create this ideal offer between themselves. Furthermore, many more agencies are working together in partnership to ensure that children, young people and their families receive the care they need, regardless of the entry point they find themselves at"

NHS Service Clinical Lead

- Some project work has gone on to be scaled up, integrated into wider work.
- Other learning and information sharing has been slower. The work of the core team is essential to convert learning into system change.
- Sometimes there is confusion about our work which can slow down our progress.
- The uplift in technology usage during COVID periods has expedited learning and change. Meetings have happened more quickly, conversations are more accessible and geography less of a barrier. We want to build on this.
- Due to location of most consortium members, work has not focussed on some geographical areas of great need and deprivation. We will prioritise this going forward.

"...being able to link with other VCSE organisations has enabled joint partnerships which before Fullscope wouldn't have happened. Having a platform for pooling resources and shared thinking across a very overstretched system has been invaluable"

Delivery partner on a Fullscope project

- We know it will take time to move systems. To enable that we need to invest in common frameworks for assessing, reporting and reflecting our values in projects. We need to evidence our impact and our influence.
- There are opportunities to align ourselves with local policy and the new Integrated Care system.
- For commissioners and decision makers to hear our messages in a crowded field, we need a strategic plan for influence.

Collaboration is not easy - but there are huge benefits

- We know that 'clarity of purpose' is critical for successful collaboration. Within the Fullscope partnership we share goals and a common understanding of our mission.
- A key strength and success of Fullscope is the collectivising of disparate voluntary sector voices. Smaller, vital organisations have gained a platform and had their voices heard.
- The voluntary sector profile and the benefits of collaboration have been elevated in the wider ecosystem. We are acknowledged as having excellent local knowledge and connections.
- We also know however that some partners have different needs and motivations for being part of Fullscope.
- We need to regularly revisit this so that we can negotiate compromise – which can be energising, promote internal understanding, and progress our work.
- Consensus decision making is valued but can be time consuming. Implementing a framework for sign-off will be beneficial.
- Information sharing needs accessible platforms and clear agreed facilitation.

"We are part of Fullscope because we realise that we can't change the system on our own...but together we are starting to see real change for children and young people"

Fullscope member

Communicating and sharing learning is key to shifting mindsets

There is a reasonably good profile and understanding of Fullscope in the wider sector.

- A "together we are stronger" principle that underlies what Fullscope seeks to achieve.
- A common goal of working to achieve better outcomes for children and young people.
- A use of both arts-based and clinically oriented organisations - which is key to our identity.
- However in order to cement our role in the local ecosystem we need to establish platforms and opportunities for our voice to be heard and our achievements to be broadcast.
- We need better processes to capture and use our learning. We don't want to lose reflections and insights.
- We need structured networking opportunities to amplify our work and share information.
- We need to use clear and consistent language to describe what we do

Getting the groundwork right is essential for growth and effecting change

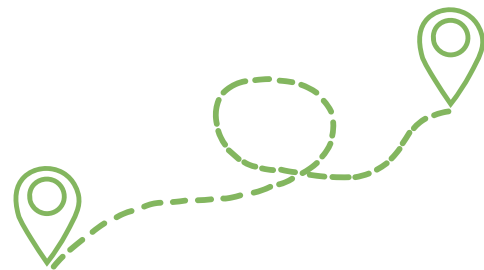
- We grew organically as a group of concerned charities who wanted to collectively make a difference. Over the last 5 years we have changed and developed and our organisation needs to reflect that.
- Core processes and structures are not the stuff of inspiration, but will enable Fullscope to thrive and evolve.
- We know that core funding and flexible funding for the team is critical to enable a productive and secure base for Fullscope.
- Roles and responsibilities need to be clear and understood particularly with regards to project delivery and decision making.
- Different forms of membership for the community will enable wider involvement ensuring a full, vibrant and productive collaboration from the voluntary sector. A successful consortium will have a variety of organisations working together on different aspects of our strategic plan.

“Fullscope is a highly respected children’s mental health think tank that researches the problems, brings credible ideas and solutions to enable system change, advocates and acts as a broker channelling knowledge and expertise between voluntary organisations, statutory services and commissioners and in doing so strengthens the long-term prospects of Cambridgeshire and Peterborough’s children.”

Commissioner

Our journey of learning

- **System Change takes time**
- **Collaboration is not easy but there are huge benefits**
- **Communication and sharing learning is key to moving mindsets**
- **Getting the groundwork right is essential for growth and effecting change**



So, what next?

Following the evaluation, we are now more aware of how we work better together as a consortium. We are stronger than we were and more able to deliver change.

We know WHAT we have to change, and we know HOW we can change it. Self-knowledge is powerful and this will help us to amplify and influence.

Our work will be underpinned by the building blocks identified in the evaluation work. Research, co-production and shared learning are key to understanding and evidencing issues and will give us focus moving forward together.

You can read about the issues we want to address in our strategic plan for 2023-2026.

In order to focus our collective efforts on our priorities we are committing to refining and developing our ways of working to ensure we can be a dynamic and influencing force for good in supporting the positive mental health of children and young people.

We are already well underway with the following:

- A new consortium framework encompassing decision-making, the wider community and a variety of collaboration opportunities organisations can adopt.
- A focused and detailed 3-year Strategic Plan.
- A funding strategy that enables core sustainability alongside project delivery and learning and collaboration opportunities.
- Increased use of intelligence based on data collected across the system elevating the reporting of our learning and giving our work additional credence and efficacy.
- A focus on communications work which will encompass networking events, regular publications and move us towards a place as 'voice of the sector'.

We are learning our way through change

So this is our story so far

The learning is always informing our future direction.

Positive change is a core principle for us and informs everything we do.

We will continue to learn and evolve in order to effect positive change for children, young people and their families and we will continue to reflect on what we do to enable lessons to be shared and learning to be amplified.

It's what we're all about

With huge thanks to all the Fullscope partners and particularly to Harry Deacon and Dr Angela Aristidou from UCL School of Management.

If you would like to find out more about our projects, please visit the Fullscope website or contact us via:
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www.fullscopecollaboration.org.uk