

# Change Champions Day Two



**YOUR  
WAY...**

**Let's get  
better  
together**

# Housekeeping

**YOUR  
WAY...**

Let's get  
better  
together



# The Aims of Today

- To revisit your plans and discuss the progress to date
- Engagement
- Relationship Management
- PR and Marketing
- Sustainable projects
- Plan your next steps

# Re-cap on day one

- Role of the Change Champion
- Releasing Community Capacity
- Health and Wellbeing
- Managing Change
- Understanding Needs, Wants, Demands
- Measuring Success
- Action planning

# Feedback from the teams



**YOUR  
WAY...**

**Let's get  
better  
together**

# PDSA

Feedback on your PDSAs from last time?

What worked?

What did not work?

What have you learned?

Time to revisit your plans:  
Any actions resulting from this  
morning's discussion?



# Engaging communities



**YOUR WAY...**

**Let's get better together**



# Engaging Communities



- What approaches do we use to engaging communities?

# What is the difference between Consultation, Engagement, Participation and Involvement?



Lets get  
better  
together

- On your tables discuss the questions and using the flipchart put your answers.
- After 15 minutes we will have some feedback

# Consultation is...

- *‘The act or process of consulting’*
- *‘A conference where views are given or advice exchanged’*



# Engagement is...

- ***‘The act of engaging’...***
- ***‘Something that serves to engage, a pledge, an agreement, bringing together parties’***

# Participation is...

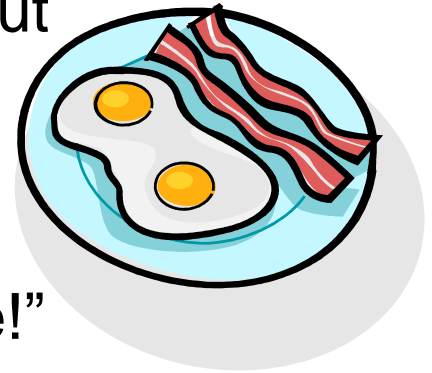
- ***‘The act of taking part or sharing in something’***

# Involvement is...

- ***‘Inclusion’***
- ***‘Participation’***
- ***‘Connection’***
- ***‘Association’***

# The Farmer's Breakfast

- It was the farmer's birthday and the animals wanted to give him a nice cooked breakfast as a present. When it was suggested everyone was happy except for the pig who was looking very unhappy. "Why are you unhappy said the chicken to the pig?"
- "Well said the pig, when we come to do the breakfast we will **Consult** with the farmer about what he wants; we will all be **involved** in the delivery with the cow giving the milk and the chicken giving the eggs. The only one truly **engaged and participating** is going to be me!"



# The NHS Duty to involve - History

- Real Impetus since 2000
- Choosing Health (2004)
- The NHS Act (2006)
- The Local Government and Public Involvement in Health Act (2007, 2009) **Section 242(1B)**
- The NHS Constitution (2009)
- Healthy Lives, Healthy People (2010)
- **The Localism Act (2012)**
- **The Public Services (Social Value) Act (2013)**



# A Duty to Consult the Public

- Section 242 (1B) of the NHS Act 2006, as amended by the Local Government and Public Involvement in Health Act (2007)
- *Each relevant English body must make arrangements, as respects health services it is responsible for, which secure that users of those services either direct or indirect....in*
- *A) the planning of provision of those services*
- *B) for the development of proposals for changes in those services*
- *C) decisions affecting the operation of those services*

## The Duty to Involve - History

- **The operating framework for the NHS in 2008/09**

**“Commissioners have a responsibility to ensure that their local communities have the opportunity to be fully engaged in the decisions they take.....”**

- **Our NHS, our future: Leading local change (May 2008), one of Lord Darzi's reports tells people:**
- **“You will be involved. The local NHS will involve patients, their carers, the public and other key partners. Those affected by proposed changes will have a chance to have their say and offer their contribution.”**
- **The NHS Constitution (published in 2009) will make it clear to patients that they have a right to be involved in planning and developing services provided by the NHS.**

# The Council

- Historically duties and powers
- Public Services (Social Value) Act - 2013
  - How might improve well-being through buying
  - Applies to all public bodies
- Localism Act - 2012
  - Right to Challenge
  - Right to bid for assets
  - Neighbourhood planning

## Number of 'health' contacts with the public every day:

**Community Members** ???

GP or Practice Nurse 890,000

Total Community Contacts 315,000

**Leisure Centre Staff** ???

Out-patient attendances 122,000

**Advice Workers** ???

NHS Dental treatment for adults 74,000

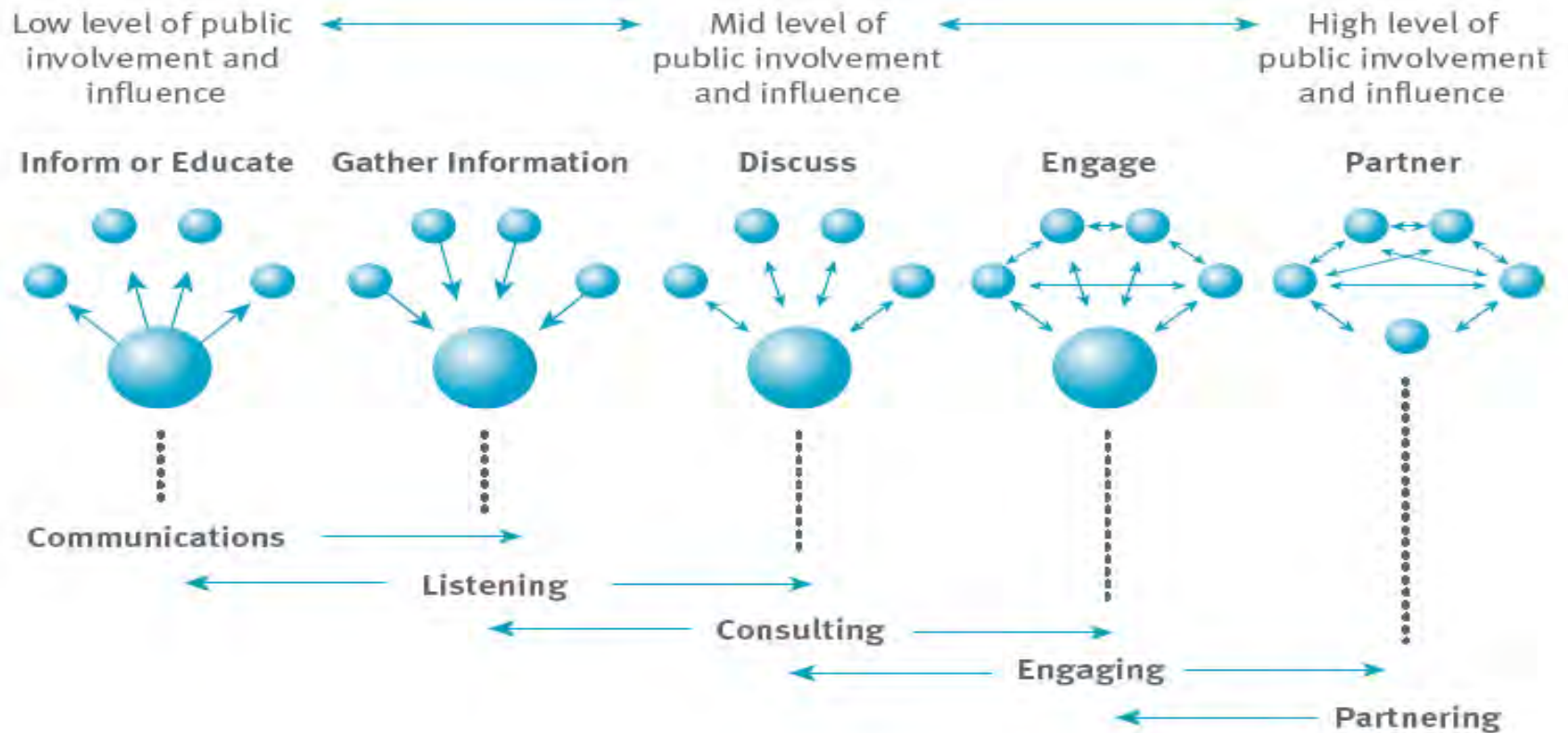
**Housing workers** ???

Walk in centres 4,000

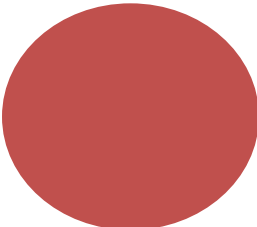
**Environmental health officers** ???

Ward attendances 3,000

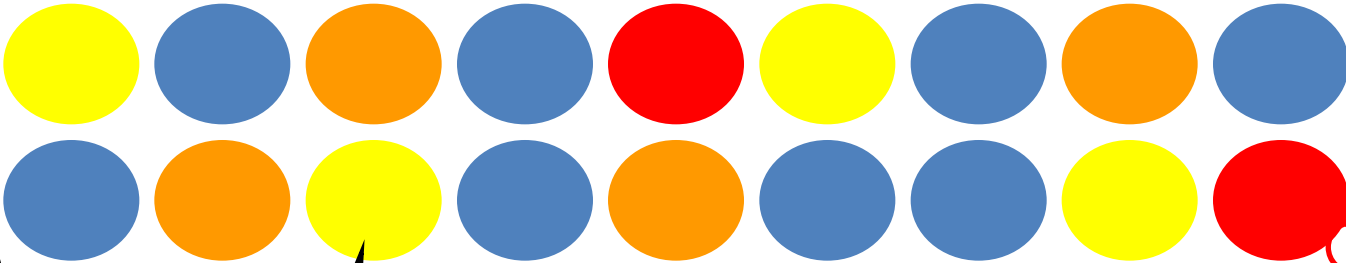
# Health Canada's Continuum of Involvement



# The Importance of Segmenting



We need to close the community hospital



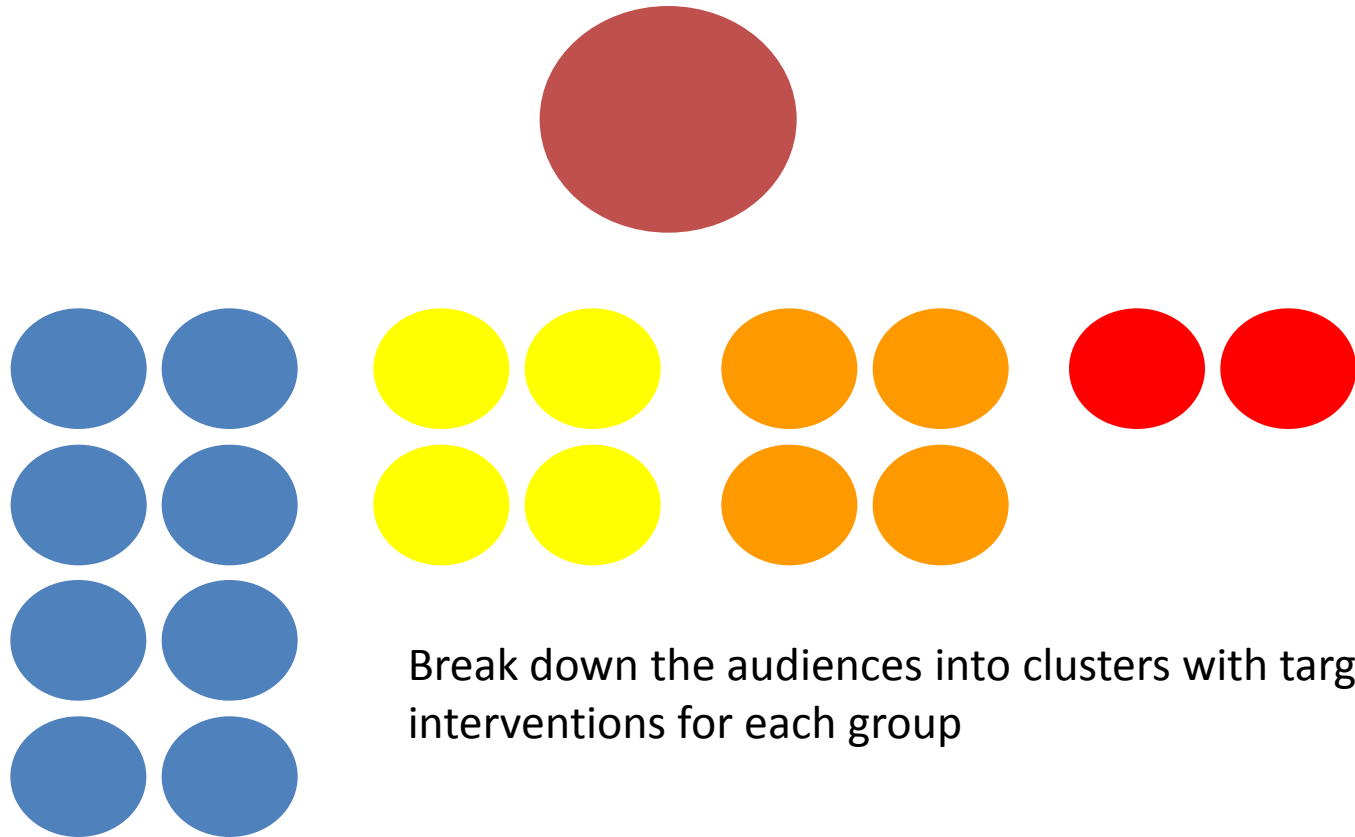
YAWN -  
Tick box  
exercise

I have to  
travel a long  
way

I will have to  
reduce the  
number of clinics I  
provide

Fabulous – I'm up  
for this! great  
opportunity to  
overhaul services

# The Importance of Segmenting



Break down the audiences into clusters with targeted interventions for each group



# PPI impact – The Different Audiences

## Patients (inc carers)

**Better health  
outcomes**

**Increased satisfaction**

**Appropriate use of  
health services**

**Shared  
responsibilities**

## Staff

**Improved  
relationships**

**Flexible services**

**increased job  
satisfaction**

**Development of skills  
and confidence**

**Less burnout?**

## Organisation

**Drive up Patient  
Volumes**

**Improve quality**

**Improve  
operational  
efficiency**

**Improve financial  
outcomes**

Going back to your list can  
you group them into Segments?

# Methods of Engagement

- Why are you involving people?
- What are your aims and goals?
- What have you done before in this area?
- What has worked and what has not worked?
- What resources (money, people, time) do you have at your disposal?
- Which segments of the community do you need to involve?
- Evaluation – how do you know it works?

Going back to your task  
how will you engage your groups?

# Terms and Approaches

- Social Capital
- Asset Based Community Development
- Asset Mapping
- Neighbourhood Planning
- Planning for Real

# Some Challenges

- The 'Usual Suspects'

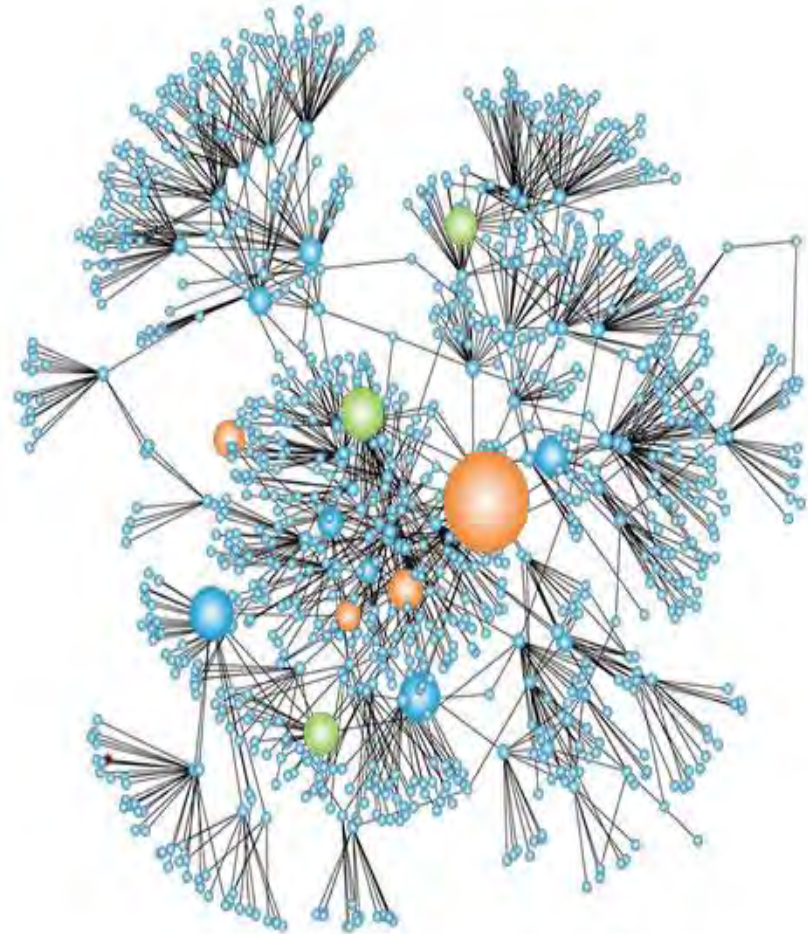
- Deliberative Engagement

Deliberation is an approach to decision-making that allows participants to consider relevant information, discuss the issues and options and develop their thinking together before coming to a view.

- Challenge from outside

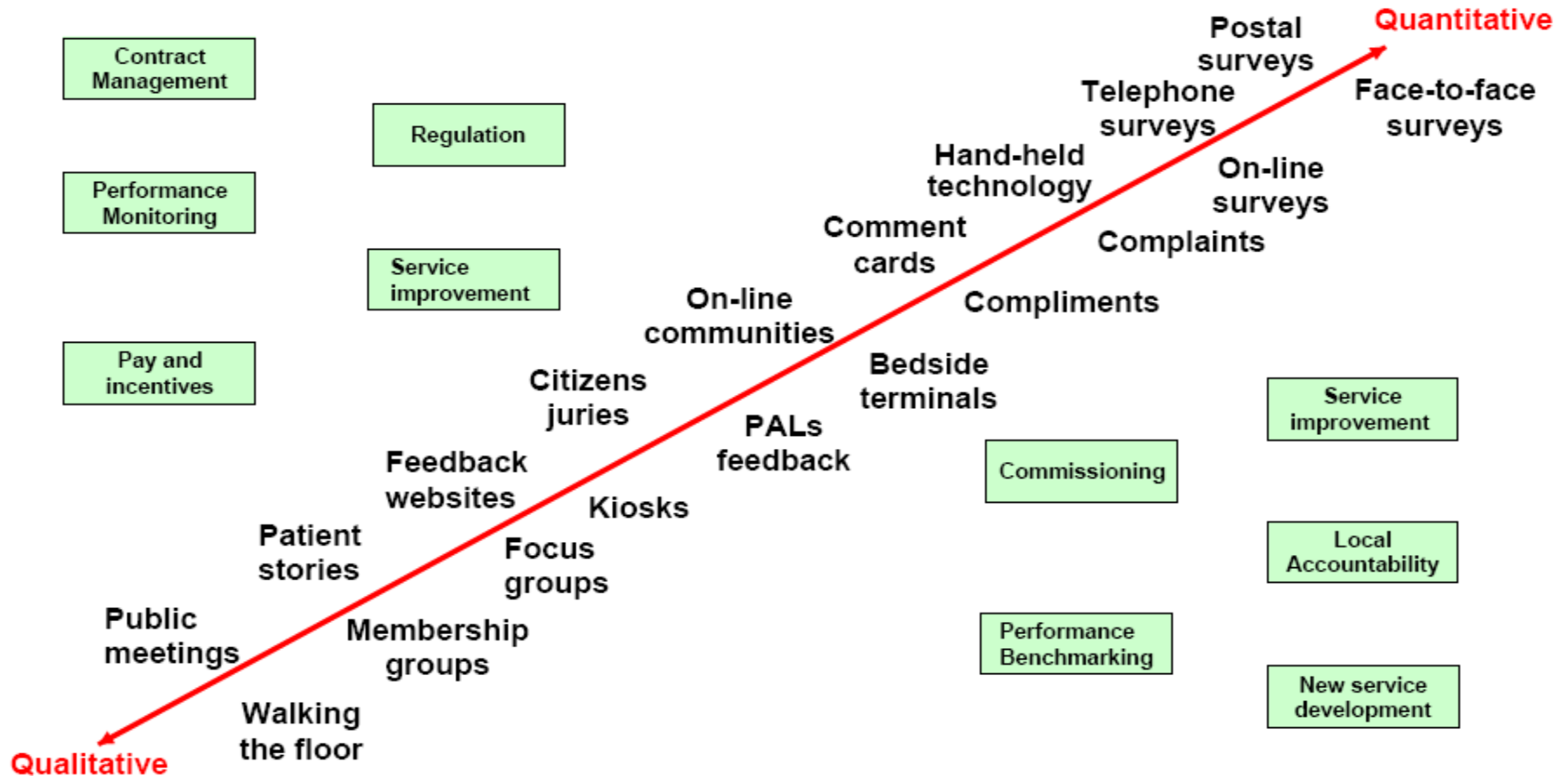
# The Challenges

- Understanding communities' values
- Building trust
- Usual suspects
- Insight and intelligence
- What is important to people
- Facing the issues
- Speaking the same language
- Effective conversations
- Message carriers
- Different types of communications
- Frontline staff
- A corporate approach
- Working together
- More for less



# The key is to gather feedback in a variety of ways and at different times

And to use this to inform different types of local decision





**“People are not  
the problem, they  
are the solution”**

# People as Solutions



# People as Solutions 2



# In Summary

- No one method of collecting feedback or consulting will reach every group and no one method is suitable or preferred by everyone
- A key component of patient enthusiasm for feedback is the power they are given to improve things for other patients
- Try different approaches - use of kiosks, hand held devices, patient interviews, patient surveys, telephone interviews.
- Involve patients, carers and staff across the commissioning cycle
- **Guidance on the section 242 consultation duty: “Real Involvement : Working with People to improve health services**
- **Case Studies of Challenges: [www.casecheck.co.uk](http://www.casecheck.co.uk)**
- **Latest Guidance from NHSE : Transforming Participation in Health and Care, “ The NHS belongs to us all” September 2013**

# Conclusion

- Why are you involving people?
- What are your aims and goals?
- What have you done before in this area? What has worked and what has not worked?
- What resources (money, people, time) do you have at your disposal?
- Which segments of the community do you need to involve?
- Evaluation – how do you know it works?

# Break



**YOUR  
WAY...**

Lets get  
better  
together



# Building and Managing Relationships

# Relationship Building: What does it mean to you?



- On your tables discuss and agree 5 different things that are important in building relationships. We will then have some feedback.



# Reputations are the hardest to win but the easiest to lose.



Lets get better together

*Reputation is an idle and most false imposition; oft got without merit; and lost without deserving.*  
*William Shakespeare*

*You can't build a reputation on what you are going to do!*  
*Henry Ford*

*It takes many good deeds to win a reputation, and only one bad one to lose it.*  
*Benjamin Franklin*

*The way to build a good reputation is to endeavour to be what you desire to appear!*  
*Socrates*

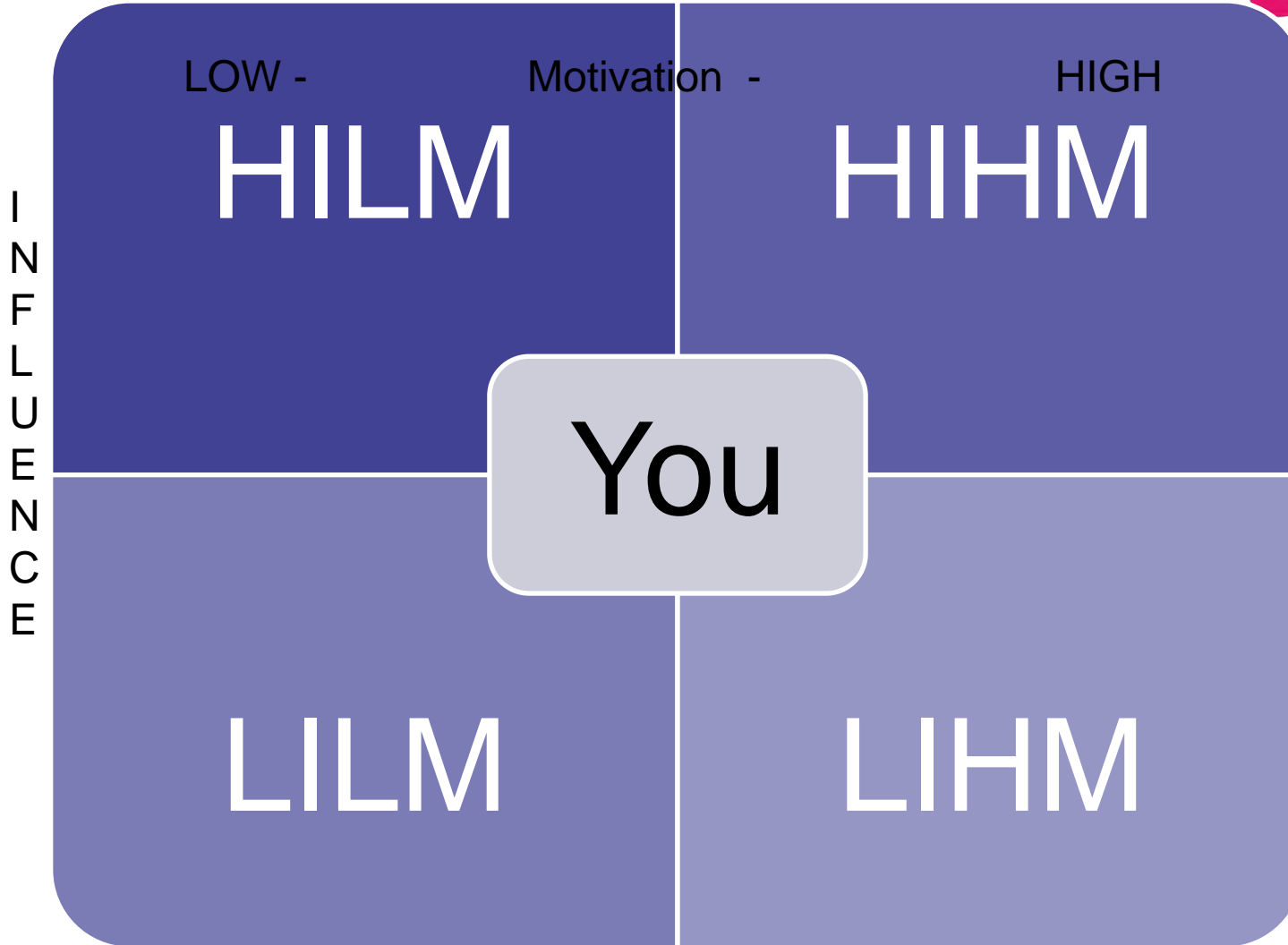
# 8 Top Tips for Relationship Building

(source: Neil Fogarty - For Virgin)



- Offer before you ask.
- *If you are always asking someone for information they will say no eventually or avoid you.*
- Be a professional friend
- *Build a network, build a relationship but be wary of how you use social media.*
- Be prepared
- *Be clear, concise, brief. Ensure you know what you want to get out of a conversation before you start and make sure you get it.*
- Know when there is a line to cross
- *Some you win some you lose. Know when activity is unethical. People build relationships with those they trust and word gets around.*
- Understand the difference between position and influence
- *The CEO is not always the best person to talk to. If they aren't interested in what you want to do they will ignore it. Consider who your stakeholders are and plot their influence and motivation.*
- Be emotionally intelligent
- *Don't exclude others from discussions by monopolising. You become the party bore! Learn to flutter not clutter.*
- Eyes and ears
- *Use in proportion. Active listening will get you a lot further than constant talking.*
- Keep your word
- *If you say you will do something then do it. It won't be the hundred favours you have done that people will remember but the first one you forget to do.*

# Stakeholder Analysis



# Discussion



- Why are you involving people?
- What are your aims and goals in doing so?
- Who are you looking to build relationships with?
- Why will they want to get involved with you?  
What is in it for them?



# Lessons from Marketers, Blackburn, the Trotskyites and Obama



# Describing what the 'offer' is

- Sometimes called the **unique selling proposition (USP)** in marketing.
- **It is what makes your work stand out.** It's what makes you different and earns you a special place in the minds of your potential customers.

# Ideas:

- Being the best isn't enough.
- Everyone tries to be the best. You will compete with everyone if this is your USP



## How about:

- Use your 'personality'
- Explore the intersection of ideas
- Think big – more than 'health'

**Once you have your USP, communicate it clearly and often**



# Your 'offer' / Unique Selling Point

- Take 5-10 minutes talking in your teams and think about what your project 'offer' is.
- **Write a sentence describing it, as you would to a new person thinking of joining**



# Shadsworth View



- 2 weeks to recruit volunteers to a project to create a community gallery.

## The Approach

- Enlist local staff and networks
- Incentivise
- Clear information about what, when, where
- Considered barriers
- Use of **personal invite**



Shadsworth View

# SHADSWORTH VIEW IS A CREATIVE PROJECT FOR YOU TO SHARE IDEAS AND SHOW WHAT YOU THINK ABOUT SHADSWORTH.

We need, residents on the estate, young families/carers and young people to take part.

Please come along to our drop-in and we'll tell you all about it. You don't have to write anything, or even say anything. DISPOSABLE CAMERAS will be given out and when you've done we can all get together and exhibit your images and ideas.

We'll provide a breakfast buffet on the day and if you bring this invite along, we will enter it into a prize draw for a £20 voucher of your choice.

**Free Creche places available by calling: (01254) 268929**

Dear:

You are invited by:

**Monday**  
**20th July**  
**10am – 12noon**

**Community Cafe,  
Shadsworth  
Children's Centre,  
Shadsworth Road.**



Shadsworth View



**BLACKBURN  
with  
DARWEN**  
COUNCIL

# Personalising the Offer



- Used staff who have contact with local people as recruiters
- Briefing produced for staff – explaining why and how
- Given small targets – 5 per staff member
- Asked to pass on briefings and 5 invites to 5 more staff/people



- If you were asked to hand out an invitation to join your group/project.

Individually, List 5 people you would hand it to.

# Learning From Obama



Lets get  
better  
together

*The conventional wisdom in Washington is you have to be backed by big money, usually from a few gate keepers: Obama instead embarked on raising small monies from millions of people who were continuously sold a cause, given a variety of opportunities of owning it, and encouraged to add to this momentum in many small ways.*



# The Obama Lessons



Lets get better together

- **Ask a little and give people control and influence**
  - List a way you can involve people in your work
- **Empower super users/influencers**
  - List a super user / influencer
- **Going where the people are**
  - List 3 places groups meet
- **Using tools people are familiar with**
  - List a medium which people will respond to
- **Ensuring that people can find your content**
  - List 1 idea for a 'leave behind' or point of reference

# Learning from the Trotskyites

**YOUR  
WAY...**

**Lets get  
better  
together**



# Recruiting Revolutionaries...



- Always on the look out for potential recruits
- Always have a bag full of leaflets or magazines
- Monday morning meetings in the greasy spoon cafe with lists
- Lists at stalls
- Lists at paper sales
- Follow up names- arrange meetings, invite to events, send an email, etc
- Use charm and have fun



# The lesson?



Lets get  
better  
together

- Successful Trotskyites are systematic.....
- Successful recruitment uses:
- Lists
- Every opportunity
- Effort
- And a certain amount of personal charm!

# Lunch



**YOUR  
WAY...**

**Lets get  
better  
together**



# Making Your Project Sustainable



What do you need to think about to make your project sustainable?

# Planning Your Project/Group

## Questions:



- Who are we?
- What do we do?
- What will it cost?
- What will we charge?
- Where will we do it?
- When will we do it?
- Why will people get involved or want it?
- How will we know?

# Getting started: Probity and Good Governance



- Constituting your group
- Have a structure - Identify roles
- Keep records
- Regulations
- Safeguarding and Risks
- Need a bank account
- Income and expenditure - managing budgets
- *Competition or collaboration*

# Running it Properly

- Unincorporated X
- Charity
- “Social Enterprise”
- Community organisations
- Co-ops
- Community Interest Company
- *Constitution*
- *Articles of Association*
- *Registration*



# How Will Your Project Be Sustained?



- Self – sustaining or Different business models
- New blood
- Uptake from statutory services
- Micro businesses
- Social enterprises
- Collaboratives
- Time Banking
- Volunteering



# Developing Your Group



Lets get  
better  
together

- In your group consider the following:
- Do you need a constitution?
- Could you change the way you operate/to become a business?
- What do we need to do to plan to cover the full costs?



# Elements of the Financial Plan



- Costing your project
- What do we need to include?
- Other funding
- Probity and Good Governance



# Costing Your Project



In your group.

Consider what you need to include  
when costing your project

# Costing Your Project – What Do We Need to Include?



- What staff we need
- What materials we need
- Will it involve rent or rates – include anyway!
- What other resources are going into your project e.g. In – kind donations or volunteer hours. £11.09 NCVO estimate, living wage £8.25, minimum wage £7.20.

# Expenditure

- Premises
- Insurance
- Equipment
- Running costs
- Marketing/Promotion
- Staffing and volunteer costs
- Transport costs



# Income



- Sales
- Membership fees
- Sessional fees
- Grants
- Loans
- *Cash flow*

# Income Generation



- Creating a business to support your aims!!!
- Could you create a Social Enterprise?

# Break

**YOUR  
WAY...**

Lets get  
better  
together





# What Makes a Good Bid

- Funding Criteria
- Innovation
- Exit Strategy/Sustainability
- Unique Provision
- Good Partnerships
- Provable Local Support
- Evidence Based Approach



# Trusts and Foundations



- Endowment by individual, family or company to be used for charitable purposes
- 9,000 registered in the UK
- £2.1B per annum to charitable causes
- 10% income of voluntary sector
- Remit for grant giving – top areas for giving: Social care, health, education, arts (religious 9% grants)

# What Do They Like to Fund?



- Risk takers
- Innovative ways of tackling problems
- New problems
- Marginalised groups
- Projects that are hard to finance
- Work that is likely to attract long-term funding from elsewhere

# Current Issues



- Individual groups are hard to fund unless they have a unique provision.
- Funders don't like duplication.
- Projects that have an adverse effect?
- Funders/commissioners want to pay one management fee for a wide variety of outcomes.
- Are you part of any plan?
- Are you willing/able to work cooperatively?

# Some Local Opportunities



- Evan Cornish Grassroots Grants.

(Lincolnshire Community Foundation Sue Fortune: 01529 305825)

- WREN <http://www.wren.org.uk/>
- NEL CCG - preventative services

# Websites



- <http://www.fundingcentral.org.uk>
- <http://www.acf.org.uk/trustsandfoundations/?id=74>
- <http://www.ncvo-vol.org.uk/advice-support/funding-finance>
- <http://www.thekeyfund.co.uk/yorkshire-and-humber-fund->
- <http://www.biglotteryfund.org.uk/>
- <http://www.artscouncil.org.uk/>



EUROPEAN UNION  
Investing in Your Future  
European Regional  
Development Fund 2007-13



# Social Return on Investment

Neil King – CERT Ltd

# Selling added value – **IMPACT MAP**



Impact mapping helps us to:

- Tell a story about what we do
- Measure our value
- Demonstrate change; and
- Present our added value in quantified and financial terms





# Selling added value

## Fresh Pastures CIC Impact Map

INPUT	OUTPUT	OUTCOME	IMPACT
Leeds contract value £800,000 p.a.	Supply of milk	Use of Euro 4 spec vehicles Euro 5 due in 2010 CO2 limits same E4 and E5 based on 1500km per week per van – against milk coming from Newcastle and the distributed from Leeds.	Leading competitor uses both Euro 2 (E2) and Euro 3 (E3) spec vehicles according to report not due for replacement until 2010. Value calculated for 4 E2 and 4 E3 vehicles on this contract and emissions "cost" calculated on this basis. £96,800
		Recycling of Waste cartons	Calculation based on the estimated contract usage figures for waste weight, and current costs of landfill tax and commercial bin emptying service by LCC. £106k
		Access to Visitors Centre	Calculation based on a standard child entrance fee for an attraction of this type at £5.00 per child £150,000
		Employment and retraining for long term unemployed	Difficulty in calculating a value to this as it has many variables and secondary implications. £100k in wages back into local economy £21k reduction in benefits over 26 weeks
		Not including Education resource Elderly visitors program Healthy eating promotion Road safety Disability awareness	
			TOTAL 473K £59 = £ 59p in every pound of contract value

# Stakeholders



Impact mapping starts with considering who we have an effect on and who has an effect on us.



## Exercise: For your organisation

Using your list of stakeholders, think about your effect on them or their effect on you.



# Inputs



For each stakeholder, we must identify what they put in.

For example; buyers input finance (contracts)

# Outputs



In the same way that we have identified what each stakeholder puts in, we must also identify what they expect out.

For example; buyers input finance (contracts) and expect you to deliver contract outputs.

**Write down the outputs – summary of what the contract/project is for, OUTPUTS, client group, etc**

# Outcomes



As a result of the outputs we deliver, there are consequences or outcomes. Some of these are intended and some are unintended.

Examples?

# Indicators



*How will you know if you have achieved your output/outcome?*

*If I ask you to prove it, what would you show me?*

To explain the detail of our story, for each of our outputs/outcomes/impacts, we need both a QUANTITY and an INDICATOR.

Examples?



# Reality Check



Is this really all *my* added value?

- Has anyone else contributed to the achievement of these outcomes? If so, what % of the outcome is not yours?  
[ **ATTRIBUTION** ]
- Would the outcomes have happened anyway without us? If so, what % would have happened anyway? [ **DEADWEIGHT** ]

# Impact



Impact = Outcomes - attribution and deadweight

# Financial Proxies

YOUR WAY...

Lets get better together

- How do we put a financial figure on our added value?





- Work an example for your project

# Day Three



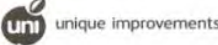
- Are there any specific challenges you want to address on Day Three?
- We will focus on social marketing and being creative to get your message across and engage people

# Planning



Lets get better together

- Spend some time thinking about what you will do between now and next time.

 To contact the Unique Improvements team email: team@uni.gb.com or call 0151 480 2202 www.uni.gb.com

**PLANNING IN A DYNAMIC ENVIRONMENT. IMPACT ASSESSMENT FORM**

Your Name:  Role:

Organisation:

What did you like about the team presentations?

Why did it appeal to you in the context of your own area?

Can you identify any issues that this initiative can help you and your team address? (what are you trying to achieve?)

What specific action will you take? (What changes can you make?)

Who will do it? Why? Where? When? How?

How will you measure your success? (how will you know you have made an improvement?)

How can we contact you?

The purpose of this form is to measure the impact of the new knowledge you have gained today. We hope you will use your learning to improve things in your own area. If you **do not** wish to receive information from Unique Improvements please mark this box.   
(12 May 2016)

# Recap and Close

- Evaluation day two
- Date of next meeting -
- Content:
- Relationship Management
- Marketing
- Sustainability
- Planning
- Safe Journey home



# Developing Personal Commitments



Lets get  
better  
together

What will be the  
main action you  
will take away  
from today?

 unique improvements To contact the Unique Improvements team  
email: [learn@uni.gb.com](mailto:learn@uni.gb.com) or call 0151 480 2202  
[www.uni.gb.com](http://www.uni.gb.com)

**PLANNING IN A DYNAMIC ENVIRONMENT. IMPACT ASSESSMENT FORM**

<small>Your Name:</small>	<small>Role:</small>	
<small>Organisation:</small>		

What did you like about the team presentations?

Why did it appeal to you in the context of your own area?

Can you identify any issues that this initiative can help you and your team address?  
(what are you trying to achieve?)

What specific action will you take? (What changes can you make?)

Who will do it? Why? Where? When? How?

How will you measure your success? (how will you know you have made an improvement?)

<small>How can we contact you?</small>	
--	--

The purpose of this form is to measure the impact of the new knowledge you have gained today. We hope you will use your learning to improve things in your own area. If you **do not** wish to receive information from Unique Improvements please mark this box.   
(V2 May 2010)