Communities directly involved in service design: Communities Driving Change

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Kings Fund
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Shifting the focus from ‘engaging’ and ‘involving’ residents towards supporting residents to take leadership roles in identifying and acting on health challenges and improving the system’s capacity to respond.
OUR APPROACH

The National Academic Press
Communities in Action: Pathways to Health Equity (2017)
Chapter: 6 Policies to Support Community Solutions
PROJECT PROCESS

**Phase 1** identify and prioritise 3 ‘natural neighbourhoods’

**Phase 2** engaging residents to identify issues impacting their health and wellbeing and co-producing a delivery plan

**Phase 3** delivering the plan and actions as well as ongoing engagement, evaluation and reflection. This process will be iterative over the lifetime of the programme.

**Ongoing aim:** supporting local residents to realise their outcomes as well as contributing to the short, medium and long-term sought outcomes laid out in the Tower Hamlets Wellbeing strategy. E.g. ‘taking joint action on issues that affect their health and wellbeing’
**Double Diamond methodology**

**Areas of focus**

- **Discover**
  - Jan '18 - Feb '18
  - Discover insight into community
  - Engage residents and stakeholders in the Chicksand, Collingwood, and Columbia Road areas to understand strengths, issues, and interest in change.

- **Define**
  - March '18 - April '18
  - Define the issues to focus upon
  - Analyse and synthesise the insights collected in Discovery to create a clear creative co-production brief in response to key issues and strengths in each area.

- **Develop**
  - April '18
  - Develop ideas in response to issues
  - Co-produce with residents a range of ideas for each area to help communities work together - and with stakeholders - to address key issues identified.

- **Deliver**
  - April '18 - ongoing
  - Deliver and test action plans to drive change
  - Develop ideas into action plans and validate with each area to kick-start Phase 3.
SERVICE DESIGN WITH THE COMMUNITY

Geel - Bringing Communities Together

Geel is a Belgian town that looks after individuals with mental health issues. The people there are not called patients, but guests or boarders, and they go to Geel and join households to share a life with people who can watch over them. The boarders move in with local families, who receive a stipend, and become part of their everyday lives. Boarders are free to come and go as they please from the homes and any unusual behaviour is accepted, rather than being treated as a symptom to cure. Today, there are about 250 boarders in Geel.

Pledge Cards

My name is: __________________________

I am a: __________________________

and I can help out with:

______________________________

______________________________

My contact details are: __________________________

______________________________

Idea Template

<table>
<thead>
<tr>
<th>What is the issue you are addressing?</th>
<th>What do you think your local community would be able to do to make this happen?</th>
</tr>
</thead>
<tbody>
<tr>
<td>What is your idea?</td>
<td>What would local business and organizations be able to contribute?</td>
</tr>
</tbody>
</table>

How would you be able to support this idea to be successful?
The residents in Chicksand prioritised three issues to take forward:

1. Crime caused by young people lacking opportunities.
2. Support for parents struggling with their children.
3. Not feeling safe and a strained relationship with authorities.

Therefore the three workstreams we co-produced with the community are:

1. Support for young people to achieve their full potential.
2. Building parent's capabilities to better support their children.
3. Building community cohesion and interaction with local spaces.

FROM ISSUES TO IDEAS

Ideas for Chicksand (Brick Lane / Spittlefields)

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**Careers**

#1 New careers advice for young people.
Interesting and engaging careers advice and employability training. Helping young people to set up businesses.

**Youth Activities**

#2 Activities and support for young people.
Sports clubs, drop-ins and activities around the Chicksand estate to provide support and training to talk about serious issues such as drugs, gangs and unemployment.

**Parents**

#3 Supporting parents to have better conversations.
Support and skills training for parents to better conversations with their children around school, learning and getting involved with unhealthy peer role models.

**Community Events**

#4 Connecting together as a community.
Creating events and activities for the community to come together and meet each other. This could take the form of a physical hub or building (like a cafe) or a big event in the local part. The events could be social or health and wellbeing focused.

**Green Space**

#5 Improving and increasing the use of green spaces locally.
Setting up micro window box schemes, gardening clubs and groups to think about improving the local green spaces as well as their own houses, and encouraging more local people to use the communal spaces.
RESIDENT-LED CHANGE

e.g.s include...
• ‘Community Cohesion’ events group
  Developing parents’ capabilities - ESOL with purpose
• Collingwood Ladies Club exercise classes
• Green spaces and public realm activities
• ASB and Drugs action group
• Young people and football
...and much more!
CASE STUDY: COMMUNITY-LED ESOL

Community-identified health issue: Developing parent’s capabilities through language

Value web – importance of sharing knowledge and skills

Network building – parents, schools and the wider community

Who: 6 residents, 1 school, 30 local people, local ESOL providers

How: training, weekly meetings, planning, applied for local funding

What: “by the community for the community” / “doing everyday life”

Influenced bid for government Community Cohesion fund

"It's been a pleasure taking part in this...initially I did not think I would be able to take on a challenge [such] as teaching English to adults. Having such a great mentor [and] also the circle of other individuals [such] as myself has made it incredibly enjoyable throughout the ongoing process..."

- Reka Begum, Flourishing Futures
LOOKING AHEAD...

1. Embrace complexity and adaptability
2. Build the evidence base
3. Create, convene and coordinate coalitions
4. Engage government
5. Shift systems with humility

Systems change

CHANGE

CHANGE DOESN'T HAPPEN
WITHOUT ACTION

COMMUNITY
JUSTICE: POLICE DON'T COLLABORATE - WHAT'S THE FUTURE?

CHANGE

REQUIRES EVERYONE MOVING FORWARD IN THE SAME DIRECTION

A COMMON VISION

TO ACHIEVE YOUR GOALS

NO

A YOUNGER, MORE CONNECTED SYSTEM IS NEEDED

ARE PEOPLE TOO SCARED TO QUESTION THE SYSTEM?

 Liste the fundamental principles for successful systems change.
Thank you and questions

“It has been a pleasure to be part of this great cause that is thinking about us the community...I feel privileged that we have such facilities that look out for the wellbeing of the local communities and give everyone the opportunity to become involved and feel a part” – Hajira ‘Munni’ Bibi
Chicksand Community Cohesion Action Group
TOWER HAMLETS’ PRIORITIES & OUTCOMES

Priorities

Support residents to:
• Identify shared health and wellbeing priorities
• Draw in friends and neighbours
• Take action together

Outcomes

So that more people will:
• Feel more in control and make positive changes
• Support each other to take joint action
• Get involved in shaping local services

Tower Hamlets’ short, medium and long-term outcomes
THEORY OF CHANGE

Evaluation Framework

Adapted from UEL Theory of Change for CDC
The residents in Chicksand prioritised three issues to take forward:
1. Crime caused by young people lacking opportunities.
2. Support for parents struggling with their children.
3. Not feeling safe and a strained relationship with authorities.

During this engagement process (as well as in previous engagement processes), people who live and work in the Chicksand area have highlighted concerns around safety, anti-social behaviour and drug dealing. Many residents feel that this is directly linked to a lack of opportunities (employment and activities) for young people, and highlighted this as a top priority. Supporting parents in this process would be key to its success. Connecting as a community was another top priority cited by residents, with the aim of counteracting isolation and a lack of community safety, and to celebrate and learn new health and wellbeing skills.

Therefore the three workstreams we co-produced with the community are:

1. Support for young people to achieve their full potential.
2. Building parent’s capabilities to better support their children.
3. Building community cohesion and interaction with local spaces.

1. Support for young people to achieve their full potential
   **Aim:** working with young people and partners to design and create opportunities around employment and local activity as an alternative to less positive routes.

   **#1A: re-inventing career advice for young people**
   Exploring new ways to deliver interesting and engaging career advice and employability training through co-designing with young people, local businesses and corporates. This could include entrepreneurial support to set up businesses.

   **#1B: programme of local activities for young people that also provide support**
   Co-designing activities - such as sporting events and evening Clubs - to engage young people around the Chicksand estate and local areas, and to provide support and training to talk about serious issues such as drugs, gangs and unemployment.

   Further research and engagement will be needed with young people to deeply understand their needs and challenges.

2. Building parent’s capabilities to better support their children
   **Aim:** building parent’s capabilities around parenting and broader skills in order for them to better support their children.

   Support and skills training for parents to have better conversations with their children around school, learning and getting involved with unhealthy peer role models. This would also involve training local residents to deliver ESOL lessons for parents (especially mothers).

3. Building community cohesion and interaction with local spaces
   **Aim:** creating events, activities and spaces for the community to come together, meet each other and learn about health and wellbeing.

   Residents shared how this could take the form of gardening and activity groups or big events for the whole community. Many residents wanted the events to be social and celebratory or health and wellbeing focused. Green spaces were also important: setting up micro-window-box schemes, gardening clubs and groups to think about improving the local green spaces as well as their own houses, and encouraging more local people to use the communal spaces.