Health: Everyone's Business

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Workshop Scenarios









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1. Menu of Suggest Reading

TITLE & AUTHOR	COMMENTS	WHERE TO FIND IT
Real Involvement DH Dec 2008	New 'Real involvement' resource for NHS staff A power point presentation has been produced to support local discussion and awareness raising about the NHS Duty to Involve and the supporting guidance called 'Real Involvement: Working with people to improve health services'. The presentation for NHS staff includes: key messages, information on statutory guidance, information on the legislation, an explanation of what involvement is and how to plan involvement activity, user involvement in commissioning, techniques and information on the new duty to report on consultation	http://www.dh. gov.uk/en/Man agingyourorga nisation/Patien tAndPublicinvo Ivement/DH_07 7654
NICE community engagement to improve health Public health guidance no 9 Feb. 2008	Nice Guildelines on community engagement	<u>www.nice.org.uk</u> / <u>nicemedia/pdf/</u> <u>PH009Guidance</u> .pdf
Empowerment Action Plan	On 19th October 2007 Secretary of State for Communities Hazel Blears launched 'An Action Plan for Empowering Communities: Building on Success'. The plan sets out how more people will be given more power over their communities in everything from tackling anti-social behaviour, managing social housing, tackling litter and fly tipping and improving playgrounds and parks	<u>http://togetherw</u> <u>ecan.direct.gov.</u> <u>uk/latest-</u> <u>news/empower</u> <u>ment-action-</u> <u>plan/</u>
Community Development Foundation	The Community Development Foundation is a leading source of intelligence, guidance and delivery on community development in England and across the UK. CDF is a non- departmental public body and a registered charity supported by <u>Communities and Local Government (CLG)</u> .	<u>http://www.cdf.o</u> <u>rg.uk/</u>
Together We Can	The new Together We Can website will point you to help, advice and support and give you the opportunity to share your own experiences with other users. As more people use the site there will also be case studies, forums to discuss topical issues and much more.	<u>http://togetherw</u> <u>ecan.direct.gov.</u> <u>uk/</u>
Participation	The site provides practical information for those working to involve people. By registering you can upload case studies, ask questions of our experts and add events. This is a 'beta' site, which may change in response to your feedback. Click on a link below to get started.	<u>http://www.peop</u> <u>leandparticipatio</u> <u>n.net/display/Inv</u> <u>olve/Home</u>



	Tools Methods case studies and access to experts, participation library	
New Economics Foundation	nef is an independent think-and-do tank that inspires and demonstrates real economic well-being. We aim to improve quality of life by promoting innovative solutions that challenge mainstream thinking on economic, environment and social issues. We work in partnership and put people and the planet first	<u>http://newecono</u> <u>mics.org.uk/gen/</u> <u>default.aspx</u>
Well London Alliance	Lottery funded programme targeted at the 20 most deprived super output areas in London. 7 high profile partners - improving mental well being, physic activity and healthy eating– using co-production methods. Mission is to facilitate community-led projects, in partnership with local providers, to deliver projects that improve open spaces and mental health, and encourage healthy eating. All our work will be informed by a rigorous and robust evaluation framework and will look to empower communities, enabling them to continue to improve their health and surroundings long after the lifetime of the partnership.	<u>http://www.lond</u> <u>onshealth.gov.u</u> <u>k/well_london.ht</u> <u>m</u>
The Solid Facts (2 nd edition)	Very good WHO report on the social determinants of health.	www.who.dk/d ocument/e8138
Eds Richard Wilkinson and Michael Marmot	Has lots of good photos, graphs, etc and whilst long is very easy to read. It seems to cover all the key issues and would	<u>4.pdf</u>
WHO 2003	be good background reading.	
A Well-being Manifesto for a Flourishing Society, New Economics, Foundation.	A very interesting perspective	Find at <u>www.newecon</u> <u>omics.org</u> then click on the Well-being "hot topic", then on the Manifesto under Publications.
Developing Healthier Communities"	An introductory course for people using Community Development Approached to improve health and tackle health inequalities	http://www.nic e.org.uk/page.r edirect?o=5026 69
Why won't the NHS do as it is told – and what might we do about it – Paul Plesk Leading Edge 1 - NHS Confederation Briefing Paper October 2001 –	Provides an excellent working understanding of complexity.	Download from: http://www.mod ern.nhs.uk/critic alcare /4747/5097/Lea ding_Edge_No. _01.pdf



The ABCD Handbook London : ABCD Barr and Hashagen	Model of evaluating community development clearly covered in the next item.	Details of how to order the Trainers Resource Pack from author on: http://www.cdf.o rg.uk/POOLED/ articles/ bf_docart/view.a sp?Q=bf_docart _124549 £27.00 A4 110pp In ring- binder ISBN 1 901974 22 7 Published 2000
The ABCD Model of evaluating community development. (Achieving Better Community Development) Scottish Community Development Centre:CDF publication	This defines the purpose of community engagement and quality of life as being core purposes of community development . It breaks down each of these core purposes in to dimensions. The latter section entitled "Using the Model" show this model can be used to evaluate the community development elements of your projects	www.scdc.org. uk/abcd_model .htm http://www.scd c.org.uk/abcd_ summary.htm
Terms of engagement – Richard Axelrod 2000 2002 Pub Berrett-Koehler Publisers Inc	Thoroughly uncovers how to engage people for change. It presents a 4 point model which this course will be using alongside the ABCD model of Community development.	Takes 6 weeks through Amazon. From USA
The World Café – Shaping our future through conversations that matter – Juanita Brown and David Issacs – 2005	Brilliant book depicting the Why and the How of this quite brilliant technique of engagement for change. Increasingly being used in regeneration.	Amazon
Getting on Brilliantly-	A book of tools – some applicable to meetings with the community. Governance structures boards-	Annette Zera's Website, NIACE



Recipes for managing successful meetings Annette Zera & Susan Murray 2004 ISBN 0- 9546874-1-8	Accompanying CD rom with all templates in – good on evaluation tools following a meeting etc – when to use focus groups when not to etc- Based loosely on Participatory approaches – but fitted to meetings	
Social Marketing Pocket Guide first edition 2005 Department of Health with National Consumer Council	Comprehensive guide to the type of marketing that can lead to behaviour change. Support Choosing Health – Marketing Health and healthy lifestyles	National Social Marketing Centre for Excellence www.nsms.org .uk
Healthy Settings _ healthy communities collaborative Scottish Collaborative power point		http://www.uclan .ac.uk/facs/healt h/hsdu/settings/ areabased/com munities.htm http://www.sdhi. ac.uk/Past_Eve nts/LandD_days
How to be happy - Making Slough Happy – Happiness Manifesto	Uses a variety of techniques to engage – groups and events – but. Good public health document and good individual lifestyle guide- cleaverly spans the two modes – which a lot of health professionals need to do who have a public health role. One of the boldest social experiments ever undertaken, this unique television event brings happiness experts from all fields and gives them just four months to make the town of Slough happy.	/Doe_Wilson.ppt Amazon
Co-production	'Co-production' has emerged as a general description of the process whereby clients work alongside professionals as partners in the delivery of services. This research, from the New Economics Foundation, examines 'co-production', its definition, effects and prospects. It looks at how public service institutions and government might better recognise the contribution to their neighbourhoods played by people outside paid work and the relationship between such activities and welfare and public services.	http://www.jrf.or g.uk/Knowledge /findings/socialp olicy/0356.asp



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2. Common Sense – "a virtuous circle of investment and prosperity"

Frazer, H

Common Sense – "a virtuous circle of investment and prosperity", Scope (September 1999) pp. 12–13

Common Sense – "a virtuous circle of investment and prosperity"

All developed societies are currently experiencing extraordinary and rapid economic, technological, social and demographic changes. The challenge they face is how to cope with and adapt to all these changes, and to respond to the globalisation of the world economy in ways that will both enhance economic competitiveness and preserve social cohesion. This means working to build a successful and inclusive society as well as a successful economy. Hugh Frazer, Director of the Combat Poverty Agency in Dublin, looks at some of the factors making up 'social capital'.

Building a successful and competitive economy without giving due attention to the social and community infrastructure will almost inevitably result in an increasingly divided and unequal society lacking in cohesion and social solidarity. It is now widely recognised that one of the key elements in ensuring that societies achieve a balanced development is investment in 'social capital'. The level of social capital is a key factor in both building successful communities, overcoming social exclusion and marginalisation and in providing the underpinning for long-term and sustainable economic development.

Robert Putnam has described 'social capital' as "the networks, norms and trust that facilitate co-ordination and co-operation for mutual benefit". If one asks what distinguishes successful from unsuccessful communities and why it is that some communities facing similar economic, social and demographic issues cope better than others, it soon becomes apparent that the more successful communities have greater levels of such social capital.

Strong communities have strong networks of neighbours and extended families, whereas unsuccessful communities are often characterised by weak family and informal networks. Successful communities have a strong community infrastructure ranging from community and voluntary groups to religious organisations, local businesses to local public services, youth clubs to parent/teacher associations, playgroups to police on the beat.

Unsuccessful communities lack such an infrastructure and the networks and interdependence that they foster. Linked to this one finds in successful communities much higher levels of participation and community involvement than in unsuccessful communities. There is more community involvement in community and voluntary groups, in service delivery, in estate management, in managing community resources such as credit unions and community centres.

High levels of involvement lead on to another feature of successful as compared to weak communities. That is good communication. In successful communities there tend to be opportunities to talk about problems and accepted ways of resolving conflicts. Community involvement also leads to a positive self-image and sense of being able to change and improve things. Small successes create a virtuous circle of success. In less successful communities there is often



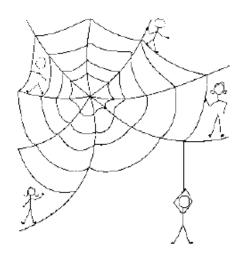
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a lack of confidence or belief in the ability to change anything, leading to a negative circle of decline.

A further feature of social capital is that individual communities or groups are not isolated and marginalised but have good external links and interactions with people beyond their immediate community or group. Indeed, having a narrow social network where, for instance, most of one's friends, neighbours and family are marginalised, unemployed or poor, narrows opportunities, reinforces doubts about one's ability to exist and can, over time, breed a culture of fatalism. Such communities tend to suffer from a negative external image and this in turn can make it more difficult to network with the wider society.

These social characteristics of successful communities are really common sense. They reflect what people living in disadvantaged communities know instinctively. In a recent study in the Republic, commissioned jointly by the Combat Poverty Agency and the Howard Foundation, a number of different disadvantaged public housing estates were studied by a group of prominent academics. Tony Fahy, the editor of their report (Social Housing, Oak Tree Press, 1999), concluded: 'The social quality of an estate is a more important determinant of its desirability than its physical quality - sound communities are more important than sound buildings in drawing people to an estate. As a general rule, people will live in poor buildings if the quality of community/neighbourhood life is good, but they will not live in good buildings if they consider the quality of the community/neighbourhood to be poor.'

Academic research has also demonstrated that the greater the interaction, mutual trust and solidarity among people in a community, the greater their social cohesion and their willingness to intervene on behalf of the common good. This 'collective efficacy' increases the capacity of communities to deal with problems. For example, a study of 343 neighbourhoods in Chicago showed that high levels of 'collective efficacy' are a 'robust predictor of lower rates of violence'.



The importance of social capital in building successful communities is not a new discovery. It has been at the heart of community development practice for several decades. However, its significance received important recognition with the report of the Commission on Social Justice in the United Kingdom in 1994.

This pointed out that 'social capital enhances quality of life, extends social networks and builds institutions to strengthen the reputation of an area. This means that investment in economic and human capital is attracted and retained because stocks of "community collateral" offer insurance against failure. This in turn creates conditions for "bottom up" job creation, through new small businesses, not-for-profit intermediary labour markets and micro entrepreneurs. These flowerings of economic activity connect

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individuals to each other and disadvantaged communities to the outside world: a virtuous circle of investment and prosperity is created and can be maintained.'

As well as stressing the importance of social capital, the Commission of Social Justice reached the somewhat damning conclusion that 'one reason for the repeated disappointment of policy initiatives over the last fifteen years is that they have failed to understand the importance of social capital'. It is vital in both Northern Ireland and the Republic, that we do not mirror this mistake over the coming years. In particular, it is essential that over the next few months policy makers in both parts of Ireland make investing in building social capital a key priority in their national plans for the next round of EU Structural Funds. The lesson is there for all to see. Investment in the economic and physical infrastructure that is not backed up by investment in the social dimension will yield a much less effective and more short-term benefit.

Many things go to building social capital. However, the most important that the state can actively encourage and support is local community development activity. Community development is about building the social capital and social relations that are so central to the effective development and regeneration of local communities. There are seven particular ways that community development contributes to building social capital:

 Community development is about empowering individuals. It is about helping them to develop their confidence and skills, and it fosters and liberates their creativity and imagination. All this is a first step in building community involvement.

- Community development, by emphasising collective action, brings people together to work for change and development through processes of social animation, capacity building and facilitation.
- Community development accentuates the positive and the inherent resources and skills within a community. It shifts the emphasis from servicing the deficits of low income communities, ie treating the poor as clients, to emphasising the need to invest in their strengths as colleagues, neighbours and citizens. It starts with where people are at and builds on their strengths. It puts people at the centre of the development process.
- Community development is based on a belief in the fundamental rights of all people and their right to respect and dignity. It thus promotes organisations that are open and accessible to all. It is particularly concerned to promote the rights and participation of minorities. Its processes also assist people to come to terms with and find ways of resolving differences and conflict that are inclusive and not exclusive.
- Community development helps to improve the moral and self-image of an area.
 Small successes achieved by people acting collectively together, such as establishing a playgroup or organising a football team, creates a virtuous circle of development and bigger changes become possible.
- Community development encourages different groups and interests to network and plan together. It improves the flow of information and advice within communities (eg community newspapers, community radio, local advice projects). It also builds bridges and partnerships between the

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3. Capacity Building

As a group – read the article – pull out key points together with your knowledge and experience – feed back key points to the large group – 20 minutes prepare – 5 minutes to feed back

Capacity Building

The term capacity building has become inseparable from the policy and practice of regeneration, and has been incorporated into European, government and local authority funding regimes. The term is applied to individuals and groups, taking a systematic approach to helping people play a major part in the regeneration of their neighbourhood.

Capacity building is: 'Development work that strengthens the ability of community organisations and groups to build their *structures, systems, people and skills* so that they are better able to define and achieve their objectives and engage in *consultation and planning*, manage community projects and take part in partnerships and community enterprises' (Skinner, 1997, pp1-2).

The idea of capacity building originated in the USA, where it was associated with the Community Investment Act, which the community-based investment schemes with capacity building programmes. Accordingly, capacity building has a strong association with business skills and economic development. There are two critical points which are sometimes made about capacity building:

- 1. It tends to be used in a very functional way by, for example, equipping people with knowledge, skills and techniques for particular tasks and jobs. There is emphasis on targets and measurable outcomes.
- 2. There in an assumption that people targeted for capacity building are 'empty vessels'. And do not themselves have recognised experiences, knowledge and skills that can be used.

Thus, the link between capacity building and community development is less clear than that between social capital and community development. The case is sometimes made for a redefinition of capacity building so that it does not assume a 'deficit model' (for example: 'what skills does this sector need to join or rejoin the labour market?), but rather opts for more participatory model, such as: 'what does this group have to contribute to a common agenda?' **Assets based community development**

Links with community development

However, the essence of capacity building connects with the **educative strand** within community development very clearly. This is sometimes referred to as the process of change and learning within a community group, which community development is keen to encourage. Not only does community development support people's efforts to achieve specific outcomes – a new pedestrian crossing on a dangerous road; a local advice service' a community arts festival. It also supports the training and education of those people who are active in achieving these outcomes. It is no accident that there has always been a strong link between community development and adult education. And professionals supporting community development place a high priority on training and



education courses being easily available. The idea of 'progression routes' for members of community groups who wish to build on their experiences of community development is particularly important. There is a national Vocational Qualification in Community Work, and there are a number of regional training centres. For example, the Bradford- based Community Work Training Company provided a range of training opportunities and is linked to Leeds University, encouraging the idea of progression.

Capacity building and education are a vital part of sustainable regeneration and other programmes. It is also important to provide opportunities for exploring alternative approaches to working with communities. This perspective reflects the influence of Paulo Freire (1972) on adult education and community development, especially his argument that crucial reflection on action taken is not a luxury but essential for meaningful action. Teaching skills through neighbourhood learning centres and other forms of outreach, within a framework of lifelong learning, are central to regeneration programmes. We can see how the idea of capacity building links to good community development practice – developing the confidence and skills of local people, especially those who are most discriminated against such as members of ethnic minority groups, women and people with disabilities.

Links with health improvement and reducing health inequalities

Capacity building is an important mechanism for reducing health inequalities because it develops the skills and uses the assets of the most marginalized communities. It helps them to articulate their concerns and find practical ways of addressing their concerns about health. It is often as important for an organisation to engage more with communities as it is for communities to engage more with organisations.



4. Social Inclusion

As a group - read the article - pull out key points together with your knowledge and experience - feed back key points to the large group –20 mins prepare – 5 mins to feed back

Social Inclusion

The theme of social inclusion is strong within community development, which is determined to counter assumptions that poor people must depend on services from welfare agencies and that they lack the motivation and skills to do things for themselves. This is illustrated by an example from Ireland, where a government-funded national organisation, Combat Poverty Agency, takes community development as an essential part of its strategy. The Agency suggests that here are two distinct but related arguments for a community development approach to tackling poverty: 'The first is concerned with greater social inclusion ... The argument for community development, from a social inclusion perspective, is rooted in a broad understanding of citizenship that sees people as having a right to influence and participate in the decisions that affect them and to have views and experiences listened to and acted on. Community development is potentially a means or process whereby people can achieve this right. Policies, programmes and services intended to reduce poverty or disadvantage are much more likely to be efficient and effective if those with direct experience of the problems, or those who live in communities affected by these problems, are involved in the design and implementation of solutions.' (Combat Poverty Agency, 2000, p.5). We see here both an inprinciple reason for linking social inclusion with community development, and a practical one. Social inclusion programmes will not succeed unless there is effective community development.

'Some of community development's potential to contribute to struggles for social inclusion is to be found in its methods, skills and knowledge base – the process of building confidence and mutual trust; the skills of working with people who are angry, depressed, and often alienated from mainstream society; the knowledge of how particular communities work – the leaders, opinion-makers and informal networks.' (Henderson and Salmon, 2001, p.36.)

Community development can also initiate and support schemes that provide specific benefits and services:

- · Food cooperatives to provide good quality food at affordable prices
- Community enterprises that employ local people and provide services for communities.

The key point is that social inclusion avoids pigeonholing people and therefore fits with the community development aim to avoid labelling people and to work with their strengths and capacities, however oppressed and marginalised they may be. 'Inclusion' implies people joining in activities, debates and decision making by enabling those with little or no experience of participation, or who are disillusioned with what they have experienced, to join community groups and become part of informal networks.



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Links with health improvement and reducing health inequalities

Health Development Agency 2004. Developing healthier communities - an introductory course for people using community development approaches to improve health and tackle health inequalities.



5. Social Capital

As a group - read the article - pull out key points together with your knowledge and experience - feed back key points to the large group –20 mins prepare – 5 mins to feed back

Social capital

Robert Putnam's research (1993; 1995) in Italy and the USA showed a relationship between the social and community infrastructure of a society and its economic development. The term social capital refers to networks and trust between people, which can be highly significant in building strong communities, combating social exclusion and providing a basis for long- term economic development.

Putman (1993, pp. 109 – 115) found that the traditional village and town communities of southern Italy were mostly characterised by hierarchal, authoritarian, social and political relations and an 'amoral individualism' among mutually distrustful citizens. In northern Italy, on the other hand, social and political relations were more egalitarian and were associated with more voluntary civic participation based on personal freedom.

Trust and cooperation are crucial elements of social capital. In the USA, Putman refers to earlier research on social capital and exclusion showing that very poor people living in inner-city areas who have a relatively small number of intense family and neighbourhood gang ties and loyalties are trapped in their poverty. Those with a wider network of 'weaker' ties are the key indicator of social capital: people are more able to open up channels of communication with a large number of people inside and outside their neighbourhood – unlike those with a set of 'strong, intensive and binding ties' (Putman, 1995)

Putman suggests that there are two types of social capital. One that brings together people who already know each other; the other brings together people or groups who did not know each other previously.

Links with community development

It is only possible to initiate and support community development if members of communities give their time and energy voluntarily. It is very difficult to do effective community development work where there is a high level of distrust and a lack of cooperation. There has to be a minimal level of mutual trust and potential for cooperation. Social capital connects with community development in several ways:

- Community development builds on weak or neglected notions of social capital: While a lot of work is done with individuals, the main interest is in *bringing people* together in informal groups and more formal organisations. The words 'enable', 'facilitate', 'encourage', 'self-help' and 'community action' constantly recur as we look for ways of getting people to plan and act together – collective rather than individual action.
- Community development projects depend on individuals who may become community leaders and who can explain what a project aims to achieve and convince people to give the project a chance. These people are often key members of local informal *networks*.

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Community development has to be highly active within neighbourhoods and communities; it is here that it will attract people's interest commitment and willingness to join an organisation. However, it also has to operate within and between the major organisations and agencies whose policies and programmes have a powerful impact on communities. Community development needs simultaneously to be outward-looking, engaging with the local authority, primary care trust and voluntary organisations. Social capital is of fundamental significance for community development. *It pinpoints key ideas that touch the essence of community development* – above all, the need to listen to what local people are saying.

Links with health improvements and reducing health inequalities

Social capital connects with health improvements and reducing health inequalities in several ways:

- The type and number of informal networks people belong to influence their health. (Campbell et al. 1999)
- Building links within communities strengthens their ability to identify and realise their health potential.
- Strengthening connection between communities, and extending those connection outside existing community and organisational boundaries, reduces health inequalities between communities because they gain power and control over decisions that affect their lives. *Well being*

6. Executive Summary

EXECUTIVE SUMMARY

THE NATIONAL SOCIAL INCLUSION PROGRAMME HAS ALWAYS SOUGHT TO ENSURE THAT THE SOCIAL INCLUSION AGENDA FOR PEOPLE WITH MENTAL HEALTH PROBLEMS TAKES ACCOUNT OF THE MANY AREAS OF LIFE ON WHICH EXCLUSION IMPACTS. In 2004, the Social Exclusion Unit's report set out what needed to be done to address mental health and social exclusion. This Vision and Progress report takes stock of the progress we have made and addresses new and future challenges in seven key areas.

COMMUNITY ENGAGEMENT

Social inclusion is not just about having access to mainstream services but about active participation in the community, as employees, students, volunteers, teachers, carers, parents, advisors and residents. We have:

- Encouraged day services to be ambitious, to act not just as a window on to mainstream communities but as a bridge, whilst still providing a place for people to feel safe and be mutually supportive.
- Helped increase the number of people using Direct Payments in lieu of mental health services, resulting in more people now having greater choice and control over the way in which they receive services and support.
- Highlighted the importance of adult mental health services recognising people's parenting roles and that young people can be carers too. Joint working across children's and adults' mental health services has helped build the impetus to support joined-up thinking and approaches at a national level.
- Established the 'Communities of Influence' programme which enables Foundation Trusts to engage and lead their governors and members to build the community capacity needed to strengthen socially inclusive outcomes for people using their services.

EMPLOYMENT

Welfare systems can act as an enabler or be a barrier to inclusion, and stress, depression and anxiety are the cause of more lost working days than any other work-related illness. Workplaces and employers should support good mental health by providing an accommodating environment and showing a positive and enabling attitude. We have:

 Helped to increase employment opportunities for people with mental health problems. This includes the publication of commissioning guidance on vocational rehabilitation and feeding in to 'Reaching Out: An Action Plan on Social Exclusion' which led to the establishing of nine Regional Employment Teams (RETs).



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VISION

People need to engage with the wide range of communities that they rely on for their incomes, social support, selfexpression and sense of continuity; these include communities of place (neighbourhoods), common interest, and the major life domains such as employment, education and housing. For this to be successful, services and opportunities need to be accessible, well organised, stable and secure. Our vision is that:

- Everyone is supported to access the opportunities available within the many communities to which they belong.
- Everyone understands and appreciates the mutual benefits of contributions made by people with mental health problems towards creating and sustaining a positive community.
- Mental health services will work with individuals and communities to promote active civic participation and effective social support.
- There will be equal opportunities for active citizenship, increased social capital and less unwanted service dependency.



7. Worksheet 7a: Assessing community empowerment

Note the ways in which your community development initiative addresses the community empowerment dimensions.

Personal empowerment

Positive action

Community organisation

Participation and involvement

