



champions of change

End of year report 2009-2010

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Champions of Change dedicated team

- Lisa Jackson – Senior Support Champion and project lead
- Simon Morley – Support Champion
- Helen Bates – Network Coordinator (and Bright Ideas Research and Evaluation Coordinator)
- Kathleen McKay – Project Assistant
- Andy Hart – Team Administrator in year one

Bright Ideas Nottingham support team

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- Liam Proctor – Media Design Specialist
- Tanimola Martins – Research and Evaluation Associate
- Peter Darling - of pdproof

Bright Ideas wider team members

who have supported the team through trading activities and through volunteering and encouraging volunteering:

- Shazia Khan – Lead Researcher and Project Manager
- Audrian Smith – Project Manager
- Nadia Mir – Project Assistant
- Christopher Cope – Outreach Team Facilitator
- Jane Hartley – Outreach Team Facilitator

Funding body

NHS Nottingham City has commissioned Bright Ideas Nottingham to deliver Champions of Change from September 2010 to September 2011.

Note: The main body of this report makes a number of references to the Joint Commissioning Group (JCG). Since writing this report Group's name was changed to the Nottingham Mental Health Steering Group.

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1. Introduction

Champions of Change is a service for people who are passionate about improving mental health services in Nottingham. This service, which is currently funded from September 2009 to September 2011, is provided by Bright Ideas Nottingham and was commissioned by NHS Nottingham City. Bright Ideas Nottingham is a vibrant local community business committed to and passionate about engaging and involving local people. The company has been in operation since 1996 and has led on a number of successful community engagement and involvement projects in Nottingham, often with a health focus.

The Champions of Change service is building a network of local people who can be consulted, engaged and involved in decision-making relating to mental health services. It searches out and recruits local people who are registered with a Nottingham City GP and who use or have used experience of using mental health services in Nottingham. The network can include people who may face /have faced mental health problems or issues but who have not have accessed services for their mental health – for a variety of reasons. The network is also inclusive of carers.

Champions of Change develops and supports these individuals to become ‘Champions’. Champions are consulted and engaged in a variety of ways, both informal and formal, so that they can give feedback on mental health and related services in Nottingham City. Some Champions take a more active role in the network and are directly involved in influencing decisions made in relation to improved service provision. In particular, Champions of Change ensures that ‘local voices’ are heard at meetings of the Mental Health Joint Commissioning Group, by supporting selected Champions to represent the views of the network and provide viewpoints from the angle of people who are eligible to use services and their carers.

Lots of people, both Champions and others, have fantastic ideas and suggestions about how to advance the services they use. Champions of Change takes these ideas and uses them to influence change that will make a real difference.

This report reports on activities in the first year of the Service, from September 2009 to September 2010. It includes details of the Launch, which took place at the start of year two.

2: Aims and Objectives of Champions of Change

The purpose of the Service is to ensure real involvement of adults who use or have used mental health services and their carers in the strategic levels of planning and commissioning in the City of Nottingham. In this way the target group can contribute meaningfully to the planning and delivery of services. Champions of Change strives to ensure that the needs of Nottingham's diverse population are reflected in this process. The aim is to ensure that people who use mental health services and their carers are involved in influencing service delivery and service development. As the service specification for Champions of Change indicates, a key activity is to ensure that "service user and carer representation will be constituted as an equal partner" at the Joint Commissioning Group.

The Champions of Change team conducts outreach and 'in-reach' activities with many different sectors of Nottingham's diverse community in order to meet people who have experience of using voluntary, primary and secondary mental health services. These activities take place in community and inpatient settings. The team uses a range of methods to engage and involve the target group by using existing communication channels and developing new communication channels where these do not exist. The objectives of the Champions of Change service are outlined in the service specification. The objectives are to

- *"Ensure that the views of service users and carers are fed into commissioning plans and that these lead to the proposal of ideas for future commissioning through the mental health strategic commissioning group*
- *Elect people to attend the Strategic Commissioning Group (now called the Joint Commissioning Group) and ensure they have adequate training prior to their attendance*
- *Facilitate the review of current service provision and ensure that service users and carers have a key decision-making role in developing and shaping new services*
- *Collect and disseminate feedback from surveys and other service user/carers feedback, web-based discussion forums and meetings*
- *... Identify creative ways of ensuring meaningful service user and carer engagement throughout the City."*

(Note: The term “service users” is the language of the NHS specification. Champions of Change, after receiving feedback from Champions, has consciously tried to avoid this terminology in its literature. However, Bright Ideas recognises that the struggle to find language that everyone finds acceptable is difficult and many people would even like to see an alternative to the term ‘mental health’.)

In year one the planned key areas of activity were to

- 1 build a network of Champions and support individuals on the Champions Network
- 2 support and develop selected Champions to attend and meaningfully engage in JCG meetings
- 3 conduct outreach and in-reach activities to consult and engage with people from the target group
- 4 develop a rapid response function to feed back suggestions directly to the relevant services.

Champions of Change is an organic project which responds to the outcomes of evaluation activity and to the results of consultation and engagement activities with its stakeholders. This report focuses on the first three areas of activity. The term ‘rapid response’ has been dropped from the Service since it is redundant. The aim of the Service is to ensure consultation and engagement and to feed back collective voices. Very few issues arose that might have been raised through a rapid response function. Where rapid response issues were raised we have fed back to relevant services. For example, when a Support Champion conducted in-reach on one of the hospital wards, patients mentioned the lack of hot water. This information was relayed directly to staff. On another occasion, we received feedback about patients being unclear about who their ‘key-worker’ was when they were first admitted. Support workers then discussed this with staff and patients as part of a group discussion and solutions were proposed. Where appropriate we will continue to ensure that information and views are fed back directly to services; however, ‘rapid response’ is not a main area of activity for the Service.

3. Resources

3.1 Bright Ideas team

In the first year, the project was staffed by:

- Lead Support Champion, Lisa Jackson (on average 12 days a month, working flexibly)
- Support Champion, Simon Morley (6-8 days a month, working flexibly)
- Network Co-ordinator, Helen Bates (6 days a month, working flexibly)
- Administration support (working approximately 2.5 days a week – subsidised by Bright Ideas)
- Project Assistant, Kathleen Mckay (who joined the team towards the end of year one, working approximately 25 hours a week. This post is supplied by Bright Ideas.)

The overall management and contractual responsibility lie with the Director of Bright Ideas. She has also identified additional resources for the project through partnership work and has raised funds for additional staff time. The Director has allocated other human resources to the project as required, and Champions of Change has benefited from the input of our Event Organiser and Web, Media and Social Networking Coordinator and other support staff. The staffing time for the Service has therefore been more than doubled, enabling Champions to achieve ambitious targets, and giving NHS Nottingham excellent value for money.



Some of Bright Ideas Team at the Champions of Change Launch September 2010

3.2 Other resources

In addition to staff, Champions of Change has a modest budget for

- publicity materials
- expenses for network members and other volunteers
- telephone costs
- office accommodation and overheads
- meeting space
- management time.

The project is run from the Bright Ideas offices and has access to a meeting room. The Champions of Change project has its own dedicated office space as a number of Champions wanted to come to the base but needed a private place where they could discuss confidential matters. However, the majority of engagement work is through in-reach and outreach work in the community and in-patient settings.

The Champions of Change service utilises a web-based online project management tool. All the project files and data (unless containing confidential information about network members) are uploaded to this system on a daily basis. It is a collaborative tool which allows project workers to share files, meet deadlines and assign tasks. This enables relevant people (including key NHS commissioners) to check and share information about the project online and keep up to date with the latest developments.

4. Key Activities of the Service

The key activities of the service in year one were

- 1 to build a network of Champions and support individuals on the network
- 2 to support and develop selected Champions to attend and meaningfully engage in JCG (Joint Commissioning Group) meetings
- 3 to conduct outreach and in-reach activities to consult and engage with people who use or have used services and their carers.

This section of the report provides a summary of what was achieved in the first year in relation to these activities.

4.1 Champions of Change Network

4.1.1 Profile of the network

The most important element of the Champions of Change service is the network members. Without their help, support and enthusiasm the Champions of Change project could not function. In an attempt to reflect the diverse profile of Nottingham, Champions are recruited from across the city and at a variety of community, in-patient and other settings. A significant number are from cultural backgrounds which might not traditionally enter into consultation processes. Many Champions, regardless of background, have never before been given the opportunity to give feedback on their views and opinions about mental health services - quite simply because no one has ever asked them. As a result of requests we have also allowed groups to become network members. The criterion for these groups is that they must be led by people who use/have used services or their carers. Group members in year one were:

- Clifton Mental Health Forum
- Souper Sundays.

We also regularly visit

- patients in the A43 ward at the QMC
- patients in the A44 ward at the QMC.

Some people do not want to be consulted as individuals but feel more comfortable as part of a group. Having groups on the network will also enable Champions of Change to diversify the network further.

At the end of year one and start of year two the individual membership of the network stood at 65. Analysis of the monitoring data reveals the following:

Figure 1
Gender

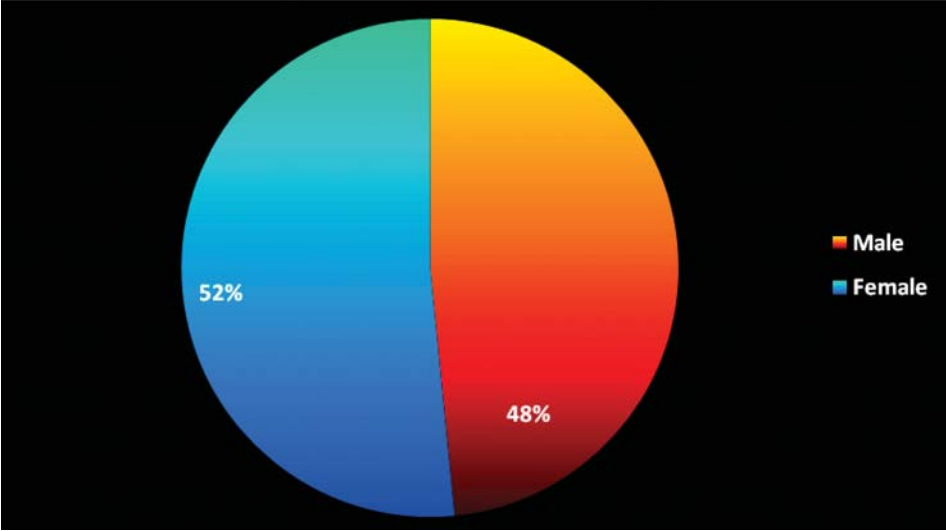


Figure 2
Age Group

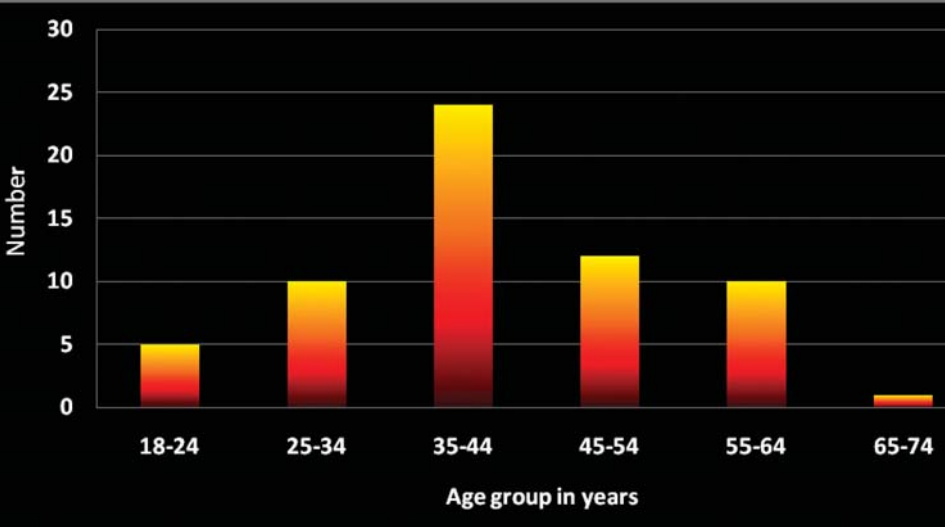


Figure 3
Disability

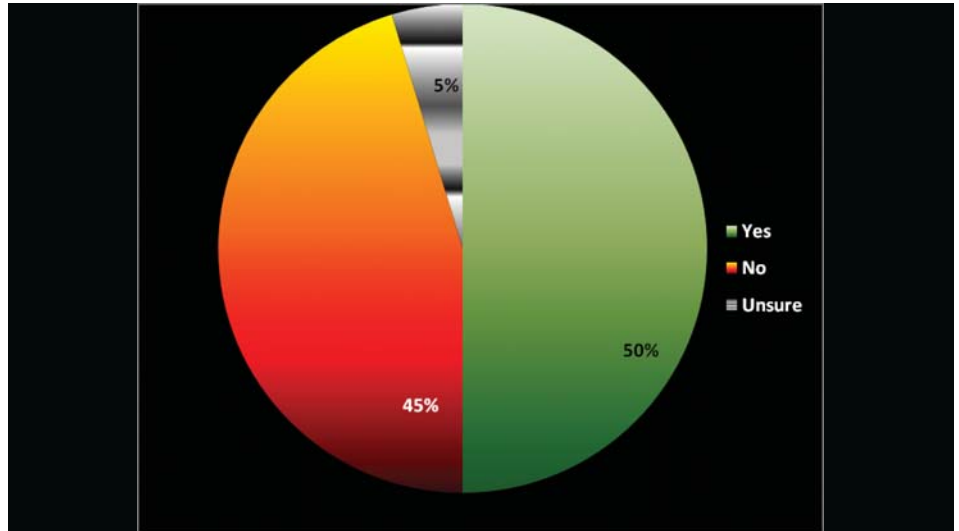


Figure 4
Employment Status

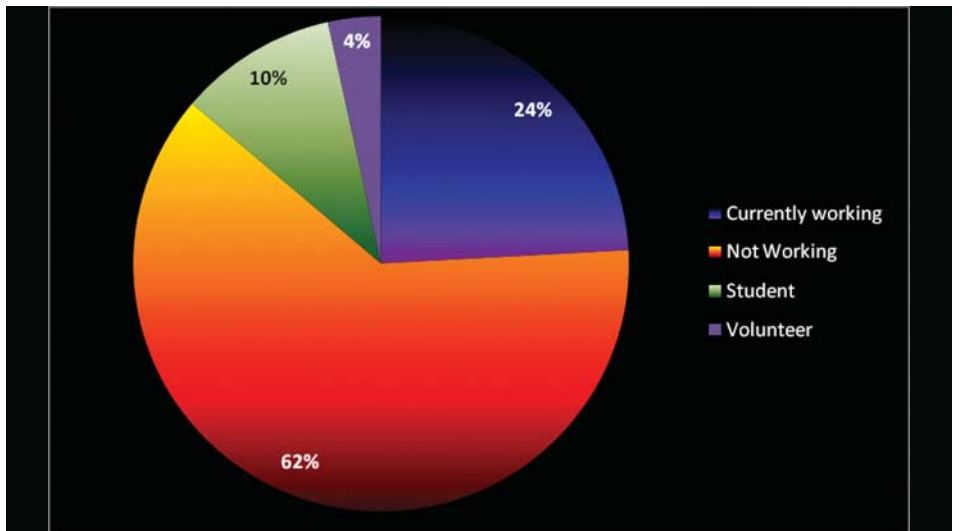


Figure 5
Sexual
Orientation

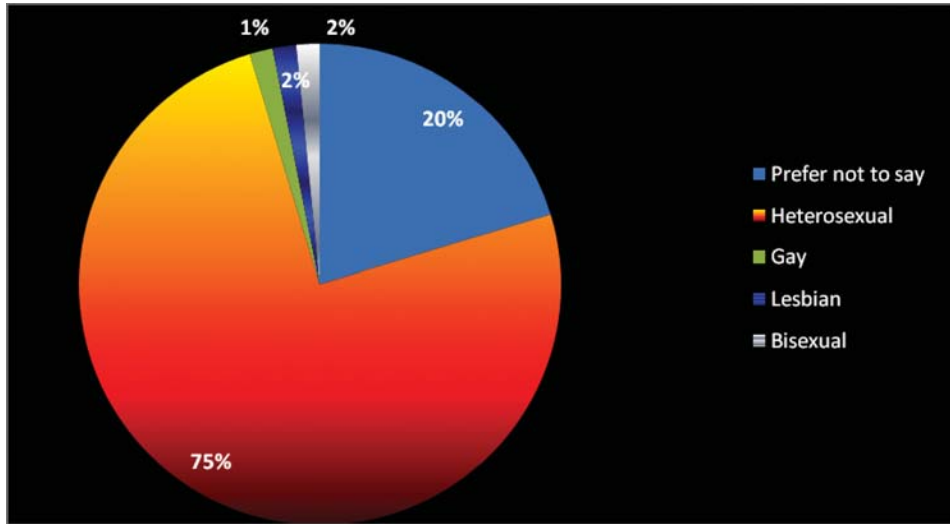


Figure 6
Access to
Services

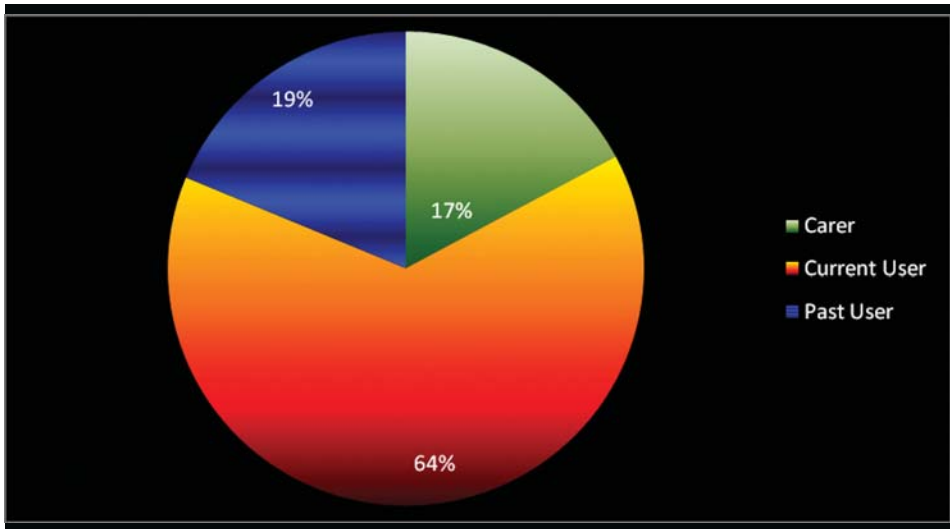


Figure 7
Ethnicity

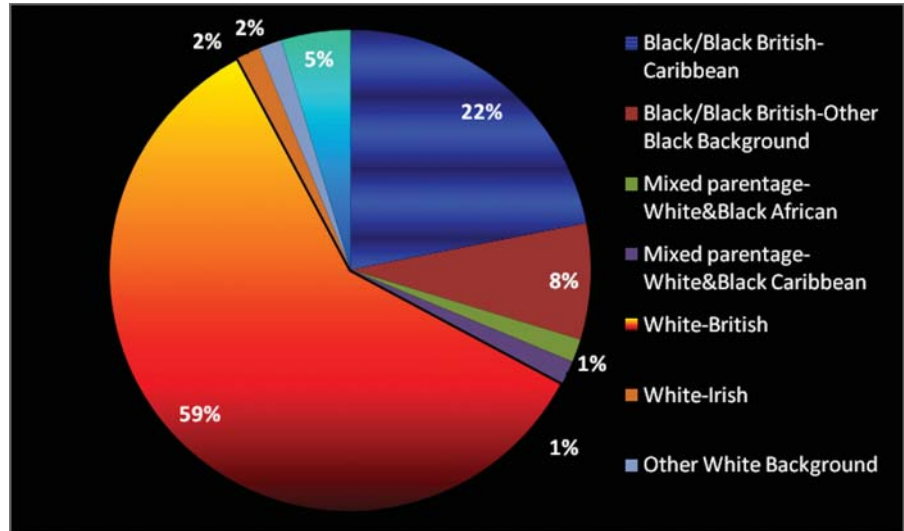
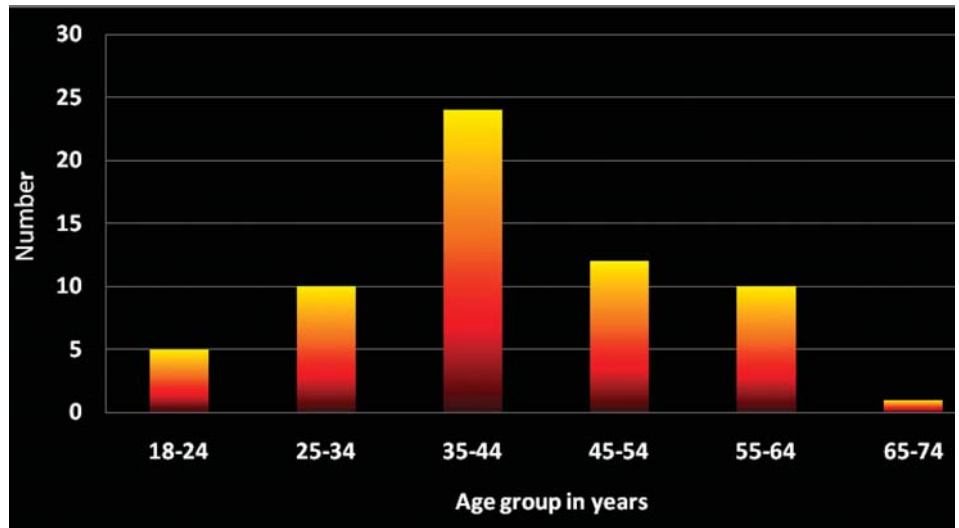


Figure 8
Areas of Location



4.1.2 Engaging with and supporting network members

One-to-ones with Champions

When a person asks to join the network a Support Champion will arrange an appointment to visit the potential Champion at a venue which suits them. We never sign up people when we first meet them as it is important that individuals fully understand the commitment they are making. In other words, we offer a 'cooling off' period. The Support Champion fully explains the project to the individual. If the person still wishes to join the network the Support Champion will assist them (where necessary) to complete the joining form. Joining forms for the Champions' Network were designed and then improved by asking Champions what they thought should be included on the form and how it should be worded. This process was important in order to ensure the right questions were being asked so that the team could gain a clear picture of the mental health interests and experiences of the potential volunteer. Data for monitoring purposes are collected for each person recruited on the network. On joining, a network member's personal details are treated with utmost confidentiality.

During this initial meeting many Champions discuss their personal journey through the mental health services. This information is noted and their story is written up for further analysis. The benefit of the recruitment process is that it allows staff to spend time with Champions as individuals and to build up trust and meaningful relationships.

Many Champions request further one-to-one meetings and telephone conversations if the need arises. In most cases, the one-to-one will be for the Champion to provide their views in relation to a consultation/engagement activity. Champions have requested meetings to discuss their views on, for example, the local NHS Review of Voluntary Sector Services. From time to time Champions also require clarification about the network or about volunteering. Many have also contacted the Support Champions to have further conversations about their experiences of mental health services. In addition, where we feel we can help an individual overcome a problem we will offer advice. For example, a Champion was upset that he was unable to see his medical notes. We were able to inform him of the correct procedure he should follow to obtain permission to see them, which alleviated his distress. It is appropriate for Champions of Change to be able to tell people how they can influence decisions in services which directly affect them as individuals.

We have also frequently signposted Champions (and others) to services which they did not know about. For example, we have given individuals information about Health in Mind when they have complained that their GP does not take their mental health problems seriously and refuses to refer them for counselling. We have also suggested people explore therapeutic activities offered by Amity Wellbeing Centre or the walking

programme Best Foot Forward of which they were previously unaware. In addition we have told people about Focusline when they have told us there have been times when they really needed someone to talk to out of hours but there was no one available. To enable us to offer such services, Bright Ideas has built up a database of service provision in Nottingham. This database is still in development and will change and develop as our Service evolves, but we believe that Champions of Change has a good overview of service provision in the city.

Visiting 'group' members

The Support Champions also regularly visit patients at the QMC and have visited wards A42, A43 and A44. Two such visits were at the request of a patient. Champions of Change visits the wards to promote and inform people about the Service, although if individuals are interested in joining the network they would not be signed up until after they have been discharged. Several people have joined Champions as a result of meeting workers on the wards. Champions of Change also collects information from patients' on the following:

- their experience of being admitted onto the ward
- their experience of their time on the ward and relationships with staff
- their experiences of other mental health services
- their views and suggestions for improvements.

The information gleaned feeds into consultation activities; for example, they are fed into the work on 'Headliners' mentioned elsewhere in this research.

Champions' newsletter

A newsletter is sent out once a month by post to all Champions. This informs them of forthcoming events which they might like to attend, including relevant community and voluntary sector events. The newsletter plays a big part in raising awareness of forthcoming consultation and engagement activities; for example, it played an important part in making Champions aware of the importance of the NHS Third Sector Review event and ensuring a good rate of attendance.

Text reminders and emails

Many of the network Champions do not have access to the Internet. Thirty per cent do not have email addresses. A further twenty per cent only periodically check mail, when they can get access at a family member's house or at the library. This means that these Champions cannot access the Bright Ideas website which gives updates on the project, and sending out information to them by email is not an option. This indicates that it is important not to rely on the Internet as a means of communication to the target group, as many people, through low income, lack of training, or housing issues, do not have Internet access in their homes. Some Champions do not access the Internet as their medication means that they struggle to concentrate.

The need for training in this area is vital. The argument that people can access the Internet in the library or other public places has to be treated with caution, as many people would not know how to go about this, or how to use the technology once they are there. Champions of Change is looking at ways to support Champions around IT use and Internet access with the aim that Champions will empower themselves to search out mental health information online and to use electronic means to provide feedback on mental health matters. Champions of Change is exploring how it can facilitate access for Champions to services like the libraries and the WEA's Digital Activity Inclusion Network (DAIN) project.

In contrast, Champions of Change has found that text messaging works very well as a means of communication. Many Champions do not have landlines and rely on mobile phones. Champions have expressed how welcome the text messages are from the team, as is any personal contact. Text reminders are sent before any event takes place to reassure Champions that it is still going ahead and that Support Champions are looking forward to seeing them. We also send a text out before we send the newsletter to remind people it is on its way. Sometimes, however, a Champion's credit runs out and they do not have the means to 'top up' so might not be able to respond to messages immediately.

4.1.3 Launching the Network

In September 2010 the Champions of Change Launch was held. The purpose of the Launch was to:

- provide a space for Champions of Change to meet each other (at the request of Champions)
- celebrate the successes of year one
- hear the views of network members in relation to year two activities for Champions of Change.

The Launch was an opportunity for members to get an update on what the Champions of Change service had achieved in year one. Lisa Jackson and Simon Morley explained what activities Champions of Change had been involved in and the different methods by which they had obtained feedback. There was an excellent response from the network, with the majority of members attending - some took time off work to attend, demonstrating the level of commitment the network members have to Champions of Change. Almost all non-attendees gave their apologies, which were mostly due to work commitments or state of health and wellbeing.

In order to ensure this event suited the needs of the Champions, a Launch planning team which involved network members was formed. Three meetings took place with the group to gain feedback on what was needed. Thanks to the input and advice of network members, the Launch was a very successful event. A short programme with lively, upbeat and entertaining content was provided to ensure that delegates remained engaged throughout the event. It was noted that only two people left the event early, one of whom had previously given warning that they had to do this. The other Champion who left gave us feedback about his reasons for leaving (see Section 6 of this report).

Some Champions told support workers prior to the start that they would be unlikely to stay throughout the whole event as they found social interaction overwhelming, and yet they felt comfortable enough to stay right to the end. This demonstrated that the Launch planning team had made a valuable contribution in making sure that the event was enjoyable and less daunting for Champions. Many participants praised the Bright Ideas friendly outreach team for making them feel so at ease. In contrast the grand surroundings of the Council House made delegates feel special and valued, and positive feedback was received about this.



Some of the participants at the Champions' Launch

The Launch was an incredible opportunity to gather the network under one roof, provide feedback to them, and listen to their views on the best way this feedback could be gained. There was also the opportunity for Champions to listen to an explanation of what the JCG does by Nick Judge, a key member of NHS commissioning staff involved with the JCG, and to put questions to him.

This was important as many Champions (especially those new to the network) were still trying to understand exactly what it is the JCG does. There was then ample opportunity to discuss how Champions would like to see representatives from the network elected or selected to represent the views of the network on the JCG.

Table discussions were facilitated and recorded by Bright Ideas staff. Champions provided a lot of feedback. Once we had analysed this information, the following conclusions were made:

- Champions believed that anyone who wanted to become a JCG representative must be committed, passionate and pro-active. They should be able to put forward the views of other people and not just focus on their own views.

- In order to give more than three people the chance to serve on the JCG there was strong consensus that a group of suitable people should be built up who could then work on a rota. This group should represent the diverse communities of Nottingham so that all needs could be put forward. It was also suggested that this pool of people should, if possible, be representative of the different wards in Nottingham.
- This group of people should be in close communication with each other and be able to communicate feedback to the rest of the network. They should be willing to carry out research into mental health services in Nottingham in order to assess what is currently provided and what is lacking. They should be available to visit community events and groups to talk about mental health services.
- There was an understanding that if too many people were interested in doing this work elections would be necessary. The network would have to vote for their preferred representatives, although there was the worry that elections might deter some people from getting involved.
- The Champions were extremely positive about having carer involvement on the JCG, and felt that carers' voices must be heard, especially as they experience the services in their role, and the role can affect their own mental health.

The event finished with one of the Champions singing a song she had written about Champions of Change and getting all the event participants to join in and sing along. The fact that she felt inspired to do this demonstrates how network members are really passionate about being part of Champions of Change and making a difference. The first verse follows:

It's alright, It's OK

We are Champions every day

It's alright, It's OK

Change is coming your way

4.2 Involvement in the Joint Commissioning Group

4.2.1 What is the JCG?

The NHS commissioned a service that would ensure that relevant people are meaningfully engaged and involved in the Joint Commissioning Group (JCG). Simply put, the JCG is a strategic group that involves both NHS and City Council professionals. It makes recommendations, based on evidence, about commissioning decisions. The Group is currently chaired by Maria Principe (Assistant Director of Mental Health and Practice Based Commissioning) and is attended by commissioners and the staff responsible for writing the mental health chapter of the Joint Strategic Needs Assessment – the governing document which sets out commissioning priorities for the forthcoming year.

4.2.2 Champions' involvement in the JCG

In the first year of the Champions of Change service, Support Champions selected a number of Champions to sit on the JCG. Prior to Champions of Change, only one carer sat on the JCG, and, whilst their input was highly valued, it was felt that the NHS needed a direct input from people who have experience of using services, as well as carers' issues. Furthermore, there was no structure in place for gathering feedback on the views of other people who have experience of using services or who care for somebody that uses services.

Commissioners requested that two or three Champions attended JCG meetings. The selection of these representatives was initially based on encouraging those who had the ability or the potential to engage meaningfully with the JCG members to step forward to take on this role. In addition, the Champions selected varied in age range, gender and ethnicity.

Champions of Change soon decided to widen the pool of people who could attend the JCG on behalf of the network as health and wellbeing had an effect on the availability of individuals. The pool of JCG Champions has been trained by Support Champions. JCG Champions understand the role of the JCG and how it works, what happens at meetings and what is expected of them. They also have an understanding of the function of the Joint Strategic Needs Assessment (JSNA) and the importance of this document in how services are planned and commissioned. Initially, support workers held a team briefing session to brief them on meeting papers, minutes and so forth. However, after consulting with the JCG Champions, they decided that, even though it was more time consuming, it would be more effective to meet them on a one-to-one basis before meetings took place.

Following meetings, Champions also receive a debriefing from the Support Champions to ensure they understood all that took place. Finally, Champions are introduced to key documents such as New Horizons to widen their knowledge and understanding of some of the policy and strategy documents underpinning mental health service provision in the UK.

Champions of Change has attended and engaged in the JCG meetings that have been held over the last year. However, Support Champions attended the first JCG meeting without Champions so that they were able to prepare and develop JCG Champions appropriately. As mentioned in the next section of this report, Champions have influenced how the JCG now operates, making it a more accessible forum for present and future Champions.

4.3 Consultation and Engagement

4.3.1 Consultation and engagement exercises

In the first year Champions of Change has engaged Champions and others in the following consultation and engagement exercises:

- Champions' HEADLINERS
- Champions of Change - service design
- Respite services for carers
- Third Sector Review
- A fit-for-purpose JCG
- Developing a regional toolkit for engaging BME service users and carers.

Champions' HEADLINERS

In the original tender Bright Ideas intended to carry out a service review in year one of the service. However, there were changes in the commissioners and the commissioning arrangements, and for a significant number of months the Service did not have any meaningful contact with commissioners. No decision, therefore, was ever made about what the service review would focus on. It was agreed, however, in the early months that Champions would not review specific services as it did not have the role of an external evaluator. Champions of Change therefore undertook a more general consultation and engagement activity to identify local people's priorities for mental health services in Nottingham. From January 2010 to October 2010 the focus was on gathering information from individual Champions in one-to-one sessions, to record their general experiences of accessing mental health services. In addition, support workers visited a variety of

events, some of which did not have a specific mental health focus. Individual members of the community approached support workers and many agreed to have their pathways and journeys into and through mental health services recorded. Many welcomed the opportunity to do this, remarking how grateful they were to talk to someone about their experiences.

A separate report is available which gives more detail about the Headliners from year one. Over one thousand contacts (ranging from the one-to-ones with Champions to discussions through the general community engagement, 168 individual 'stories' and conversations about local people's experiences of accessing mental health services were generated, and a record was made of each of these. When these case studies and conversations were analysed, themes began to emerge. These common themes, or 'Headliners', are presented in more detail in the Champions of Change Headliners Report which is available on the Bright Ideas website. Examples of Headliners, in brief, are:

- relationship with the GP
- inadequate or wrong public information
- limited treatment options
- poor staff attitudes
- poor or non-existent consultation.

The Headliners report will be fed into the review of the Joint Strategic Needs Assessment.

Another key issue that has emerged is that the division between carers' issues and issues affecting people with mental health problems/issues is sometimes blurred, as carers have their own mental health concerns. In year one, Bright Ideas has agreed for a Masters student who is also a Champion to undertake her placement with Champions of Change. Whilst it is inappropriate for her to be able to access confidential information about other network members, she will undertake consultation activities in relation to the mental health needs of unpaid carers who work for Nottingham City Council.

Champions of Change – service design

Champions have been consulted about and engaged in the design of the Champions of Change service. Champions have worked with us to:

- design the consultation about the respite needs of carers
- design and improve the induction process and forms for Champions
- plan the Launch
- agree the ways they want to be engaged
- design the leaflet for the Service

- decide how JCG Champions are prepared for meetings
- identify the priorities for the Service in year two.

They have also suggested activities which were not among Bright Ideas' original plans. Most notably these were:

- events for mental health awareness week
- an event that would bring all Champions together (hence the launch event for the Service)
- chat room sessions (year two activity)
- some of the visits (e.g. to Clifton Mental Health Forum and Amity Wellbeing Centre).

At the Launch, Champions were also consulted on how they would like to elect or select people to 'represent' them at JCG meetings.

Respite services for carers

In summer 2010 Bright Ideas Nottingham successfully entered an expression of interest for a modest sum of £500 for Champions of Change to explore the respite needs of carers. The work, entitled 'Carer Engagement in NHS Nottingham City', was commissioned by NHS Nottingham City. The questionnaire for the interviews was designed in consultation with one of the carers to enable Champions of Change to include appropriate questions. Bright Ideas could not have undertaken this work without the Champions of Change service being in place.

Champions of Change carried out seven qualitative interviews with unpaid carers of people who use or are eligible to use mental health services, resulting in case studies that thoroughly illustrated each carer's needs around respite care. Four other carers on the network were keen to be interviewed but were unavailable or cancelled interviews during the six weeks when the study was conducted. The information gathered will be used to give feedback on mental health services in Nottingham. The Service has also begun to make a short film about carers' needs. A separate report is available about this piece of work.

Third Sector Review

The Champions of Change project was asked to input feedback from the network into the Nottingham City NHS Third Sector Review. Twenty-nine Champions agreed to do the survey, twenty-one Champions attended the NHS consultation event and two Champions attended the 'interview' held by commissioners with staff from Bright Ideas. The feedback and views of Champions are captured in a separate report, 'Champions' Response to the Third Sector Review'. The NHS has asked us to pass on their thanks to Champions for their involvement in the Third Sector Review.

A fit-for-purpose JCG

Some aspects of the way that JCG meetings have been conducted in the past have made it difficult to ensure that the JCG can engage meaningfully with Champions. In particular, agendas and minutes were being sent out before the next meeting without enough notice. Following negotiation, a period of two weeks was agreed so that enough time is given prior to meetings for Champions to receive the paperwork so that they can read it and interpret it, facilitated by a support worker. Furthermore, in order to make meetings more accessible to Champions, it is strongly recommended that language in meetings should be kept plain and simple, and jargon and acronyms should be avoided. In addition, Champions felt that some meetings should be held in accessible community-based venues rather than at possibly intimidating NHS headquarters. Furthermore, meeting times should be readjusted. Meeting times of 2-4 pm may exclude any involvement of Champions who have children of school age. Consequently JCG meetings have been held at the John Folman Business Centre in St Ann's and meeting times have been adjusted to 1-3 pm.

In addition, a feedback slot, to report on activities and developments of the Service and Headliners from consultation and engagement activities, has recently been included on each agenda.

It was also suggested that there needs to be more focus on why Champions were attending the JCG meetings, and what their role was from an NHS point of view, so that their attendance was meaningful and not just ticking consultation boxes. Therefore it has been suggested that the JCG should pose a question to the Champions attending the meeting and that this question is fed back to the Champions Network. The views of the network can then be reported back to the next JCG meeting. It is hoped that Champions of Change will be told if any action is taken following the consultation. The Service will ensure that appropriate feedback is given to the network to demonstrate that consultation and engagement with the network have been worthwhile and meaningful.

It is important that the JCG finds ways of reassuring Champions that their involvement in the consultation process on the JCG is vital, that they will be listened to, and that, where necessary, changes will be made.

Developing a Regional Toolkit for Engaging BME (Black and Minority Ethnic) service users and carers

We accompanied a Champion to a focus group to enable him to feed into this consultation exercise led by the Mental Health Trust. Unfortunately health and wellbeing issues prevented three other interested Champions from attending this.

4.3.2 Closing the engagement loop

As well as gathering feedback from the network and from the community of Nottingham, the Champions of Change project ensures that information on the outcomes of the project is regularly fed back to the network. This is a two-way street as the more information they receive about the project and the more contact that is established, the more willing they are to be involved. Bright Ideas as a company is passionate about meaningful engagement. It recognises that people are tired of being ‘consultation fodder’ and most importantly want to know that something tangible will come from any consultation or engagement activity that has taken place.

Champions of Change has now fed back on the outcomes of consultation activities at the Launch
how the network has influenced the design of the Champions of Change service
how the network influences the JCG.

The Service is also keeping Champions up to date with the progress of the Third Sector Review.

In the second year it will be important for the Service to find out and feed back about the NHS consultation on respite care and the Trust’s consultation about the BME toolkit. It will also report on action taken as a result of feedback to the JCG and on how the Champions of Change Network has influenced the JSNA, and it will keep the network up to date with the results of relevant consultation, engagement and involvement activities.

4.3.3 Outreach and In-reach

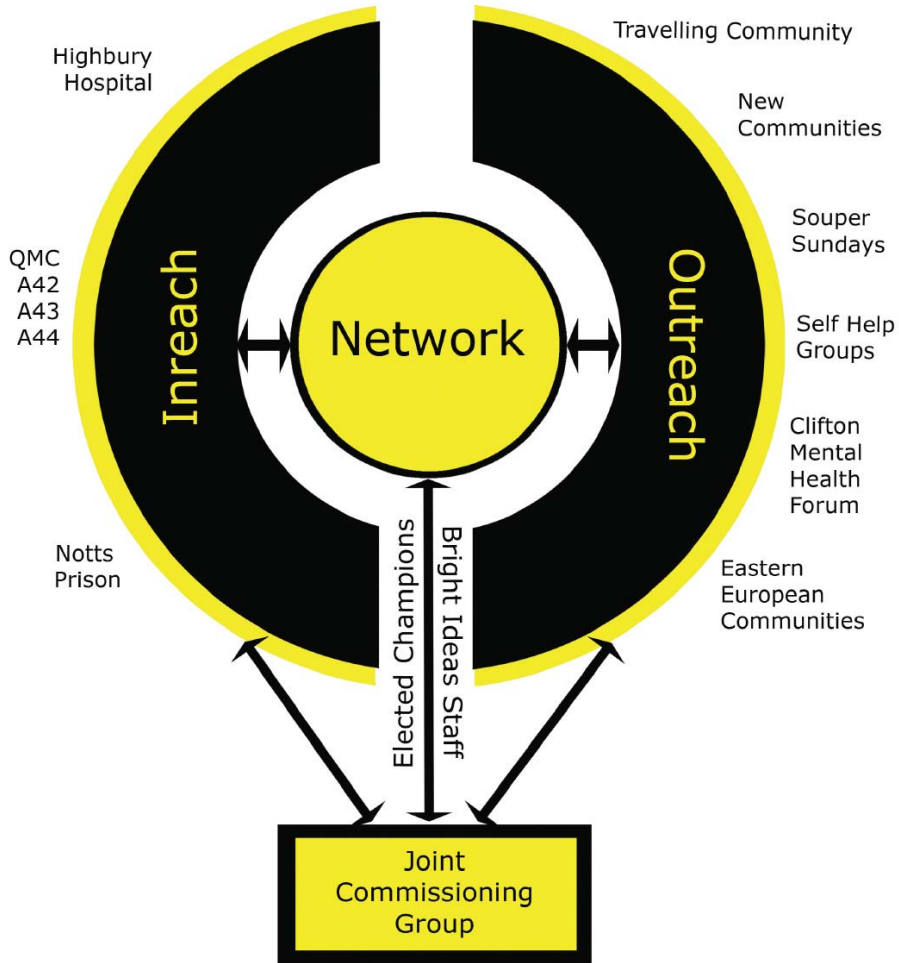


Figure 9: Champions of Change balloon model of engagement

The above model, which is in development, provides a visual image using the Champions of Change logo. It shows how the Champions of Change service enables the Joint Commissioning Group to gain feedback about service provision from network members and other local people.

Over the winter of 2009 and into the summer of 2010 a lot of groundwork was carried out that has facilitated the service's outreach and in-reach activities. A database was collated (and is constantly being updated and added to) with details of all self-help and special interest groups attended by mental health service users in Nottingham. These groups were sent information about the Champions of Change project. This was followed by contact from a Champions of Change Support Champion to arrange to visit the group and discuss Champions of Change with them, answer their queries and talk to their members. Many groups and individuals have been visited more than once and good relationships have been formed. For example, Champions of Change have held coffee mornings at Amity Wellbeing Centre, and attended Souper Sundays at All Ours on a regular basis. The Service also supported the Roads to Recovery Conference. Roads to Recovery is a peer-led project, and Champions of Change offered practical help at the event. Over the day team members registered participants and assisted with getting feedback and comments from participants. The event also provided an excellent opportunity to meet potential Champions.



*Bright Ideas Staff and Volunteer
at the Roads to Recovery Conference May 2010*

In addition, a number of community events and groups were visited, not always with a specific mental health focus. Here the Champions' team met people who were from cultures and communities that may traditionally not enter into engagement dialogues. For example, visiting the Wellbeing event at Bulwell Market led to the recruitment of two Champions and the opportunity to talk to many people about their experience of accessing mental health services. Some of the comments from conversations are presented overleaf.

'I would be reluctant to see my GP because they don't have time to listen to you. Having a stall like this to come to and pick up information and talk to somebody who can signpost me is welcome.'

Indian female, aged 34, Bulwell

'It took me a long time to go to my GP. The main reason was that I didn't want it on my record. I thought that if my employers found out that I was suffering mental health it would impact on my job. I left it for 10 weeks before I went to see my GP. What started off as a small problem became big. The sessions I had with a counsellor really helped. Psychotherapy should be more readily available when it is needed.'

White British female, aged 37, Wollaton

'I had to wait too long to get an appointment. I had to wait for 3 months to be told that I was on a waiting list. Having somebody or somewhere to go to so as to talk face to face ASAP is needed - somewhere local.'

White British female, aged 42, Bulwell

The first place I went to was my GP. Medication is not the answer for all. I don't want to be on anti-depressants for the rest of my life. Now I don't bother my GP with mental health. There are too many GPs telling me different things around my physical and mental health. Now I have given up. I sort things by myself.'

Black British female, aged 40, Bulwell

Visiting events like this and meeting people can provide a 'snapshot' of the community's experience of accessing and using mental health and related services.

On some occasions Bright Ideas' 'Travelling Sofa Show' goes to outreach events. The 'show' is simply a stand set up to resemble a front room with an 'interactive' TV using 'human media'. The 'Champions TV' went out to events like the Nottingham City Volunteers Event in the Market Square. This is a cardboard 'old style' TV, into which a Support Worker can put their head so as to appear 'on screen'. The Support Worker or 'presenter' talks about the Champions of Change service and asks the onlookers what their views on mental health services are. It is a more relaxed and fun way of talking to people about mental health and has proved to be a most engaging approach to speaking about mental health issues.

Champions of Change records conversations and stories as it works with Champions and meets other individuals at community events and in community and outreach settings, as well as groups with specialist mental health interests. The Research and Evaluation Associate periodically analyses the recorded information in order to identify strong themes and patterns in relation to people's experiences of mental health service provision in Nottingham. These themes and patterns have been presented in a Headliner report.



*Support Champion, Lisa Jackson
engaging with a potential Champion*



*Champion TV in the Volunteers Event
in Old Market Square, Nottingham*

Between December 2009 and September 2010, the following groups, events and individuals were visited by the Champions of Change project team. Champions of Change staff were sometimes supported by volunteers from the Champions' Network at these events and meetings.

Groups visited

- BME Involvement Group, Wells Road
- POW, Independent Street, Radford
- Independent Living/Mental Health Group, Mary Potter
- All Hours (Making Waves), Sneinton (more than one occasion)
- Carers Federation
- Clifton Mental Health Forum, Cornerstone, Clifton
- Aspire Mentoring, Talbot Street
- Aspect House Resource Centre
- On the Ball, Football Mental Health Project, Nottinghamshire County Football Ground
- Advocacy Plus, Forest Fields

- Bridge Centre, Meadows (more than one occasion)
- East Midlands Mental Health Research Network
- Framework, Nottingham
- Red Cross, Phoenix Parkway
- Forest Fields Community Centre
- Mental Health Awareness Week Group
- 97.5 Kemet fm (Community Radio Station)
- Manic Depressive Support Group
- Souper Sundays, Sneinton
- Dual Diagnosis Forum
- Wards A42, A43, A44, QMC (more than one occasion)
- NCVS, Leon Hayward
- Young Diverse Minds
- Mental Health Providers Forum
- Health in Mind
- Arts in Mind
- Dual Diagnosis
- Stonebridge City Farm
- Amity Wellbeing Centre
- Double Impact
- BME Homelessness Forum
- Self Help Nottingham
- Meerkats – Mindset Music Therapy
- Nottingham Evening Post
- Nottingham Mental Health Awareness Weeks
- Manic Depressive Support Group
- Highbury Hospital – Rowan wards
- Rethink Group
- Focusline

Events attended

- Get on Up – BME conference on Best Practice in Consultation and Engagement
- BECONN Carers Celebration event, Sherwood
- Learning Revolutionaries, Indian Community Centre
- Over 50s Wellbeing Event, Aspley
- Roads to Recovery, Nottingham City
- Wellbeing Event, Bulwell Market Place
- Putting Communities First, Colwick

- Progressing the Personalisation Agenda in Mental Health - NHS
- BME Carers and Service Users Event, Indian Community Centre
- Travellers' Wellbeing Event, Bulwell
- Amity Wellbeing Centre Launch
- Clifton Volunteers Day
- Nottingham Volunteers Event, Market Square
- NHS Nottingham City Third Sector Review Event
- Champions of Change Launch
- Dual Diagnosis Conference
- Parklife, Clifton

One-to-one meetings

- Greg Payne, Commissioning Officer of Offender Health
- Iffat Iqbal, Neighbourhood Renewal Team
- Ansel Clinic Low Secure Provision
- Kuda, Milo Services, Bestwood
- Lead Clinical Nurse for BME Communities
- Health in Mind, Sindani Mkhweli
- Julie Bernstein, Senior Occupational Therapist, SPAN
- Jonathan Wright, Human Libraries
- CPNs – Cedar House
- Mervin Goring, Experts by Experience
- John Illingworth, Nottingham NUT – mental health in teaching specialist
- Mike Worth from Advocacy Plus

Importantly, Champions of Change also conducts in-reach by visiting wards at the Queens Medical Centre. This involves Support Champions attending these wards regularly in order to gain feedback from patients. Some patients have wanted to sign up as Champions. However, we explain why it is important that they make the decision once they have left the in-patient setting. Some Champions on the network are people that Support Champions have met on these wards. Champions of Change has borrowed a strong brand image from previous work around mental health undertaken by Bright Ideas and the African-Caribbean and Asian Forum. It is important for both paid staff and volunteers could associated with a brand that the mental health community in Nottingham could recognise but which did not carry any stigma.

5. Promoting the Service

Champions of Change has borrowed a strong brand image from previous work around mental health undertaken by Bright Ideas and the African-Caribbean and Asian Forum. It is important for both paid staff and volunteers could associated with a brand that the mental health community in Nottingham could recognise but which did not carry any stigma.



Leaflets explaining what the project is about, t-shirts, badges, pop-up stands, sashes and other promotional items have been produced so that Champions of Change has a strong visual presence at events (see list of events attended) and in publicity (for example, Champions has written two articles for the Partnership Press, a publication that goes out to over 5,000 people). By the end of year one, many services, and increasing numbers of local people, know about Champions of Change. At an event at the Muslim Community Organisation in Sneinton, The Chief Executive of One Nottingham (the local strategic partnership) congratulated us on the brand. The Parliamentary Outreach Worker who met with Bright Ideas staff earlier in the year was also highly impressed. However, what matters most is that we have had wonderful feedback from Champions and other members of the public who have confirmed that it was a good decision to stick with an established brand.

On joining Champions of Change, network members are given a badge and a t-shirt. Over the last year many Champions have chosen to wear their t-shirts to the Champions' Launch, one-to-one meetings and outreach work.



Lisa Jackson and Simon Morley attending an event with the Champions stand

The Champions of Change project has a web page sited at:
<http://www.brightideasnottingham.co.uk/champions-of-change/>



the Champions web page

All the most recent information about the project is captured on the site, and reports on events, together with newsletters, photographs and meeting updates, are posted there. Champions of Change recognises that the use of social media is ever-expanding, and many of the Champions enjoy engaging with social networking tools like Facebook and Twitter, so pages have been set up with these applications to cater for their needs. However, we also recognise that approximately fifty per cent of people on the network have no Internet access, or if they have access it is limited, most often because they have no connection in their own homes. Therefore traditional means of communication such as telephone and printed newsletters sent through the post are always used to contact the network first and foremost.

6. Evaluation of the Service

The Champions of Change service is thoroughly evaluated and we collect feedback through a range of mechanisms. Feedback is discussed at monthly team meetings and is constantly used to inform the work we do and measures we take to improve the Service. In year two of the Service we will have a working evaluation protocol which will build on and improve the evaluation plan used for year one.

Champions have

- provided oral feedback to support workers in one-to-one communications, e.g. meetings and telephone conversations
- provided oral feedback to support workers in group settings
- placed comments in electronic format e.g. email and Facebook
- written in to the Champions' team or the director
- texted the Champions' team.

Members of the wider public can also use any of the above ways of giving feedback about the Service. However, most usually, feedback is provided at the point of engagement and comments are recorded appropriately.

JCG Champions have also provided feedback immediately after JCG meetings in debrief sessions.

The Service has also

- collected and recorded oral feedback from the wider public and any other partners about the work we are doing
- offered to conduct exit interviews with two Champions who chose to leave the network prematurely.

In the past year, two network members have left Champions of Change. In one case this was caused by dissatisfaction with the speed at which change could be effected and the fact that he was not being involved as much as he would have liked. This Champion had been involved in most of the consultation activities and had been an active member of the network. The second departure was due to disappointment with what the Service was offering and an expectation that staff should offer a more personal service (far more home visits, lifts to personal appointments, help in sorting out social care, etc). The service has thanked both Champions for their time and important contributions to the network. Some of the more active network members have also expressed their fears that Champions of Change is just a box-ticking consultation exercise for the NHS. They expect to see changes in services as an outcome from this project and will not settle for anything less.

Whilst they understand that meaningful and sustainable change takes time, they hold the Service accountable, which is a healthy sign of a network that is functioning well. Another healthy sign is that Champions feel free to question the Service about budget decisions (e.g. holding the Launch at the Council House). The service is happy for Champions to challenge such decisions as they affect many aspects of its service delivery.

We have also had feedback from many disappointed people who want to join the network but who do not qualify to join under the NHS's criterion that they live in the County and/or have a GP in the County.

Other feedback from evaluation activities has been extremely positive. For example, someone who rang the Bright Ideas office enquiring about the Service said:

“Are you a nurse? No? Really? It’s so nice to be able to talk to someone who understands and listens.”

This person went on to become a Champion. At the Bulwell Market Wellbeing event, a member of the public spoke to Lisa Jackson about her experience of using mental health services:

“It’s so great to have something like this (the Champions stand): where else can you go and talk about this?”

Another person said:

“I want to get involved with this project because I’m really passionate about mental health. I help a friend with mental health problems. I think what you are trying to achieve is really good.”

7. Reporting

The Champions of Change service is directly accountable to the Champions Network and the commissioning body, NHS Nottingham City. As a service that is funded with public money it is also accountable to a wider audience.

In year one the project produced the following reports:

	Champions	Commissioners	General
Monthly newsletters	■		■
Updates by phone and in person as appropriate	■		
Updates on the website	■	■	
Updates on the project management site (24 hour access)		■	
Written monthly reports		■	
Written monthly newsletters	■	■	■
Oral reports at the JCG (scheduled every 2 months)		■	
Written six monthly report		■	
Oral report and slide show at the Launch on year one activities and achievements	■	■	
Oral report at the end-of-year Service Review		■	
Written reports on: <ul style="list-style-type: none"> • carers consultation • Champions' Response to the Third Sector Review • Champions' Headliners 	■	■	■

Figure 9
Reporting and audience

8. Champions of Change: The Future

8.1 Year two preview

At the time of writing this report, Champions of Change is two months into year two, and we are able to give a preview of some of the work the Service is undertaking and expects to undertake. A detailed action plan has been developed for year two. However, Champions of Change is an evolving service which is highly responsive to feedback from its constituents and stakeholders – and, most importantly, the members of the Champions of Change Network. Therefore some of the activities may change.

In year two the activity areas have been amended to take account of evaluation, consultation and engagement activities in year one, and further amended after the Launch on 30th September when we consulted and engaged network members. The four areas of activity are:

- 1 Continue to recruit to the network but concentrate on developing and supporting existing individuals and groups on the Champions' Network
- 2 Support and develop self- selected Champions to attend and meaningfully engage in JCG meetings
- 3 Undertake consultation and engagement activities that reflect the priorities identified in year one and the information needs of the JCG
- 4 Undertake activities to promote engagement and involvement in mental health services.

We believe that undertaking these activities will enable the Service to achieve the following outcomes:

Outcomes

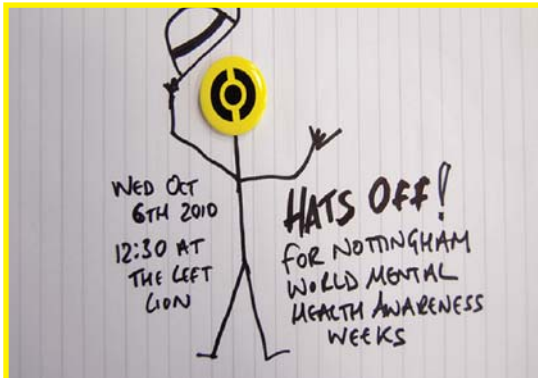
In year two, the project will lead to:

- a network which feels that it has had appropriate opportunities for engagement and involvement and whose members are able to influence decisions about the network
- a network that is more knowledgeable about how to affect decisions in local mental health services and the NHS. (In the second year the Service proposes to develop a series of workshops and development opportunities to address this.)
- Champions who will self-select and put themselves forward to serve on the JCG
- JCG Champions who will be supported to feel they can engage meaningfully in the JCG

- a set of findings and recommendations about mental health services in Nottingham which are relevant to the JCG and the JSNA
- evidence of improved knowledge on how to affect decisions in Nottingham City mental health and related services
- a proposal for how Champions of Change will continue once the current funding period is at an end. This proposal will be fed into and decided by the network.

Champions' Walk

Network members asked staff what Champions of Change would be doing to mark Nottingham Mental Health Awareness Weeks in October 2010. It was a good opportunity to get involved in this campaign and so raise awareness of the Champions of Change service. It was decided that we would do a walk which we called “Hats Off for Nottingham World Mental Health Awareness Weeks”.



Advert for Nottingham Mental Health Awareness Week website



Photograph from Nottingham Evening Post Saturday 9th October 2010

Network members supported by members of Bright Ideas outreach team, Champions of Change support staff and staff from Making Waves donned silly hats and sang silly songs to draw attention to themselves and walked around the centre of Nottingham led by walk leader Colin Fry from Best Foot Forward. Radio Kemet promoted the walk to their listeners, with Bright Ideas' Director doing a live interview a few days before the Walk. The Nottingham Evening Post photographed the walkers outside the Council House. This was a low budget but fun event which provided network members and staff with an opportunity to meet up over lunchtime. Champions who attended were also able to find out about the Best Foot Forward service.

Champions of Change also supported the Souper Sundays event, 10/10/10, for World Mental Health Awareness Week. This was an event for members of All Ours, and was one of the venues for Run Dance, who carried out ten activities for ten minutes in ten destinations on the day.

Champions' Chat Room

As part of the more focused work in year two of the project to gain feedback on specific elements of mental health services in Nottingham, the Champions' Chat Room has been introduced.

Champions have the opportunity to meet twice a month in an informal setting. Support Champions hold a themed session which all Champions on the network are invited to attend. The purpose of the Chat Room is to provide a comfortable and supportive environment where Champions can meet with other members of the network to discuss specific aspects of mental health services in Nottingham. Each meeting has a nominated subject for discussion. Discussion topics include:

- **Crisis Intervention**
what experience have Champions had of using this service?
- **GPs**
how supportive are Nottingham City GPs when dealing with our mental health?
- **The Joint Commissioning Group**
how does this work, and what is its purpose?

Empowered network members

We are actively seeking ways to create the necessary conditions so that individuals' power as members of the public and as patients can be released. We want to create a network of people who feel increasingly confident about giving feedback on mental health services in Nottingham, whether it be attending JCG meetings, talking to a Support Champion about their experiences, or speaking directly to a service.

We are therefore organising three pilot workshops or learning experiences that can help people feel more able to:

- talk to health professionals
- pitch their ideas to services
- use electronic means to feed back to services (including Champions of Change).

These pilots will start with a collaborative venture with the WEA (Workers' Educational Association). A workshop called 'How to Talk to your Doctor and other health professionals' will be offered to Champions. Those attending it will have the opportunity to evaluate it, and shape it for future use with Champions and others in the Champions of Change target groups. The WEA is the largest voluntary sector provider of adult education in the UK, and we will discuss and explore any future opportunities for offering this workshop more widely.

The Service hopes to work with a BBC radio presenter on ways to put ideas across effectively and persuasively. This workshop will be piloted and evaluated with Champions.

Champions of Change is also seeking ways to encourage more network members to acquire and improve their IT skills so they can access the Internet and learn more about mental health services. To this end, Champions of Change will work in partnership with Nottingham Central Library and the Digital Activists Inclusion Network (DAIN) – the latter being a WEA project.

Carers' consultation and engagement project

As previously mentioned, Bright Ideas now has a student doing a Masters degree in Community Health working alongside Champions of Change. She is on a placement for three months. She is also a carer on the Champions of Change Network and will be carrying out a study on the mental health needs of unpaid carers working for Nottingham City Council. Her work will also be used to give feedback on mental health services in Nottingham.

Volunteering

In year two Champions of Change will be moving forward with wider volunteering opportunities both for network members and for other people who are interested in working with the mental health community. Many people on the network want to get involved in far more than just giving feedback. They want to attend events, go out into the community and talk about how the public and patients can influence mental health services. We will therefore be developing a range of opportunities and training for those network members who want to do more, and have been successful in securing a volunteer coordinator post that can help with this activity.

8.2 Beyond September 2011

The Champions of Change service has discovered that there are a significant number of individuals in Nottingham City (and County) who are passionate about their mental health services and who are keen to give feedback on them and to go that extra mile. NHS has invested two years of funding into developing what is proving to be an objective, effective and meaningful way of consulting, engaging and involving its constituents.

Bright Ideas believes it would be a step backwards to dissolve the network, and the Service will need to explore how it can support the continuation of the network once the current funding of Champions of Change ends. Bright Ideas will explore the options for sustaining the service beyond September 2011.

9. Conclusion

The Champions of Change service is not a mental health service and it strives to provide a model in which any service users (without fear of restriction or withdrawal of service) can feel free to feed back information as part of a confidential, anonymous and objective process. The Service is able to provide a wide variety of methods whereby individuals are consulted, engaged and involved, and network members have a tailor-made package which informs the way that Champions of Change enables them to influence important commissioning decisions and service improvements. Whilst it is a continually evolving service that is responsive to its constituents' and stakeholders' needs, Champions of Change is already proving that it has an effective model. The Service is capable of engaging people who have not been previously consulted, engaged or involved by the services they use. It is a service model that embraces and attracts diversity. Champions of Change gathers information about the mental health community in Nottingham, shares information about that community and encourages take-up of appropriate services in Nottingham. It is a service that is accountable to its network members and ensures that network members are informed about results of consultation and engagement activities. Whilst the Service offers its membership anonymity, its branding is loud and proud. Champions of Change consciously works to reduce stigma around mental health so that more and more Champions want to 'come out' and declare themselves Champions of Change.

Champions of Change looks forward to a second year which is already proving to build on the creativity and dynamism of staff, volunteers and Champions in year one. Bright Ideas is proud to be facilitating this groundbreaking model for NHS Nottingham City and looks forward to sharing this practice locally, regionally and nationally.

About Bright Ideas Nottingham

Bright Ideas is a community business based in Nottingham. Our vision is to act in a consultative role both as a community advocate and as a broker that will assist policy makers, commissioners and service providers in increasing the active strategic engagement and involvement of local people and communities within Nottingham and Nottinghamshire and further afield.

Bright Ideas staff engage in continuous professional and personal growth to develop:

awareness of

- their own identity and its impact on other individuals
- the diversity of communities in Nottingham and Nottinghamshire
- the social, political and economic factors affecting diverse communities within cultural (in the widest sense) and other contexts

knowledge of

- The values, beliefs and practices of the communities they work with

skills to

- communicate in cross-cultural contexts
- advocate with and on behalf of diverse communities
- mediate and manage reputation issues between services and diverse communities
- challenge injustice, prejudice and discrimination where appropriate.

Bright Ideas core values are:

- embracing peer-led or peer-driven partnership working
- creating a culturally competent ethos
- promoting intergenerational practices
- developing a leadership that is both inspired and credible.



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champions of change