

Tackling Scotland's Health Inequalities:
Working with Communities



Routes to Sustainability

Funding, ideas, evidence, contacts...
guidance for community-led health organisations
to help growth and development



- Second Edition -

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Background

The building of social capital and development of community resilience are currently high on the agenda of some national policy-makers (e.g. the Chief Medical Officer in his Annual Report 'Time for Change', 2009) and, more than ever, there is an appetite for new models of practice in supporting community-led health approaches to health improvement.

Despite this welcome validation, the current funding environment is creating ever-greater challenges for community-led health organisations to negotiate and secure long term sustainability. Consequently, CHEX has produced a second edition of our 'Routes to Sustainability' publication. The first edition (2007) was a pack which included individual pull-out sections, each of which highlighted a different aspect of the support services and resources, both national and local, which could help community-led health initiatives with securing long term sustainability. For the second edition, the format has been streamlined and the content has been comprehensively revised to take account of new and essential resources which have appeared in the interim, while retaining material which we believe to still be of relevance.

We hope that the publication will continue to be an invaluable resource, particularly in these challenging times.

How to use this resource

This resource highlights sources of advice, information, toolkits etc to help your community-led health initiative plan its long term sustainability. It contains information on business planning, monitoring and evaluation, addressing health inequalities, working with communities, influencing policy and practice, marketing, partnership working, advocating your agenda and, of course, funding.

Under each topic heading, we pose a number of questions to consider and then signpost you to relevant resources that can help with long term planning and action for sustainability. Please note that resources have been listed alphabetically for ease of use.

While the CHEX staff team and advisory committee have brought this resource together, we would welcome any additional information that you may have found to be useful and which you think would be of help to others. If you would like to offer any feedback on your use of this resource, please contact us by e-mailing chexadmin@scdc.org.uk.

I. FUNDING

Securing adequate funding for long term sustainability is a tough nut to crack for the majority of CHIs. As work is primarily funded through fixed term grants/ contracts from Health Boards, Local Authorities or trusts and grant giving bodies like the BIG Lottery Fund, the constant pressure to ‘chase’ funding can become a dominant feature of existence.

Resisting the urge to simply chase the money without fully considering our core aims and purpose can lead us into uncharted territory. In business, this is often referred to as ‘strategic drift’. When funding is tight, resisting this pressure is a challenge in itself.

Questions to consider

- If your core funding is fixed term, do you have a funding strategy built into your Business Plan that addresses possible continuation of service?
- If your core funding is based on short-term annual grants, have you approached funders to negotiate and establish a ‘Service Level Agreement’ for at least three years?
- If your core funding was previously provided by Health Board and Local Authorities, but has now been remitted to Community Health Partnership or Community Planning Partnership, have you approached key people in these partnerships to highlight the CHI’s work and prepare for future funding negotiations?
- Do you know who the key decision makers are?
- Do they know what you do and why they benefit from your work?
- What are the processes for allocating funding?
- How will you know when to bid for different funds?
- Are there clear reporting structures for existing funds?
- Have you undertaken any economic analysis of the benefits of your work?
- Has your CHI considered reconfiguration of services by identifying
 - certain services that could be delivered by mainstream services
 - others that you want to continue to deliver yourselves?
- Have you identified clear measures of success for the work you do?
- What planning and evaluation tools do you use? Do they adequately demonstrate the impact your work has? Is your work measured against appropriate indicators? e.g. do you include qualitative information?
- Should you consider working co-operatively with other community or voluntary sector organisations through a local ‘network’ or ‘alliance’ to highlight the work that you all undertake locally? (see HLC Alliance overleaf)
- Has your CHI explored consortium bids with a range of partners from the community, voluntary, public and business sector?
- Are you sharing resources with other organisations or is a merger a viable option?
- Has your CHI considered different models of income generation? e.g. developing a social enterprise or contracting services for the statutory sector (see the ‘Strategic Planning’ section of this document)

Resources

The **Big Lottery Fund** has several grant programmes available to organisations in Scotland. Visit <http://www.biglotteryfund.org.uk/scotland.htm>.

‘CHEX-Point Snippets’, the fortnightly e-bulletin produced by CHEX, contains funding information and is sent to the CHEX network every fortnight. You can register for Snippets via the CHEX website at <http://www.chex.org.uk>.

Commissioning in England - information about commissioning in England can provide interesting comparisons.

- <http://www.idea.gov.uk/idk/core/page.do?pagelId=6583598>
- <http://www.audit-commission.gov.uk/>

Consultants/Business advisers - If your existing funding allows, it can be beneficial to hire independent consultants or advisers for business planning and projecting your funding needs. It may be worthwhile building in a budget heading for this specific purpose.

The **Directory of Social Change** is an English site which provides information about training and funding for the voluntary sector. Visit <http://www.dsc.org.uk>.

Economic Evidence - An Economic Evaluation Reference Group was established in which CHEX has worked with NHS Health Scotland, University of Glasgow, Community, Voluntary Health Scotland, Community Food and Health (Scotland) and other partners including funders and local authority representatives to explore how evidence of economic impact might best be presented. For latest information and reports of this work, visit <http://www.healthscotland.com/topics/settings/community-voluntary/economic-evidence.aspx>.

Fairer Scotland Fund - The Scottish Government website provides ongoing information on this fund. It also has links to other strategic and policy information related to the use of the fund. Visit <http://www.scotland.gov.uk/Topics/Built-Environment/regeneration/fairer-scotland-fund>.

Funder Finder develops and distributes software for individuals and not-for-profit organisations in the UK to identify funding sources. It includes guidance called ‘Apply Yourself’ for writing grant applications. Their website <http://www.funderfinder.org.uk> also has direct links to an alphabetical list of ‘Charitable Trusts’.

Grants from Government - The link below provides a guide to grants from Scottish Government. Some are made available through local government or community planning partnerships. <http://www.scotland.gov.uk/Topics/People/15300/funding/SG-fund/guide>.

‘Harmonising Reporting’ - this report (published in August 2010) sets out practical guidelines, templates and tips for funders and funded organisations to make reporting less burdensome and more useful to both. The report is available to download at <http://scotlandfundersforum.files.wordpress.com/2010/09/harmonising-reporting-working-group-report.pdf>.

'How To Raise Funds – A Guide for Scottish Voluntary Organisations'

SCVO's Guide to Fundraising was produced specifically for small and medium sized organisations working in Scotland. For ordering details, visit <http://www.scvo.org.uk/information/publications/>.

'Jargon Buster' - This document demystifies jargon terminology often used in funding applications and is available to download at <http://www.ces-vol.org.uk/downloads/jargonbuster-164-171.pdf>.

Joint Statement of the Relationship at Local Level between Government and the Third Sector

See 'Strategic Planning' page for details.

Local Representatives elected to Health Boards: this is being piloted in selected areas. Keep yourself informed of what, if anything is happening in your area. It may be that members of your Board or users of your services should consider being elected as locally elected representatives on the Health Board in your area if that is an option. For more information, visit <http://www.scotland.gov.uk/News/Releases/2010/06/11133243>.

Long Term Conditions Alliance Scotland (LTCAS)

See 'Strategic Planning' page for details.

'Preparing for cuts: How funders should support charities in a world of government cuts and changing funding structures' - This report from New Philanthropy Capital (NPC) looks at how funders can respond to changing circumstances in the current climate and support charities through the challenging times ahead. The report is available at http://www.philanthropycapital.org/publications/improving_the_sector/grantmaking/preparing_for_cuts.aspx (Please note that access to this document, along with other NPC reports, requires registration to the NPC site).

Responsible Purchasing - This site includes information about the Scottish Government's Responsible Purchasing strategy. Its principles and standards may be of use particularly when considering engagement with Government procurement processes. Visit <http://www.scottish.parliament.uk/corporate/procurement/responsible.htm>.

Creative Scotland has inherited the funding commitments and investment strands of the Scottish Arts Council and Scottish Screen. For up-to-date information on Creative Scotland's investment opportunities for the arts, screen and creative industries, visit <http://www.creativescotland.com/investment>.

SCVO (Scottish Council for Voluntary Organisations) is the national body representing the voluntary sector. Visit <http://www.scvo.org.uk>. The SCVO information helpline is FREE. Call 0800 169 0022.

- The English equivalent of SCVO is **NCVO (National Council for Voluntary Organisations)** and they also have a range of resources available on their website which can equally be applied in Scotland. The link below will take you to a page about their 'Sustainable Funding Project' where you will find a link to their 'Introductory Pack on Funding and Finance': <http://www.ncvo-vol.org.uk/sfp/>.

SCVO's 'Scottish Directory of Funding for Third Sector Organisations 2011' is an essential directory of potential funding sources for your third sector organisation with over 250 sources of funding available in Scotland. Indexed by main subject area, it also includes a section on sources of free funding information and support across Scotland, listed by local authority area. Price: £20.00 for SCVO Members (£25.00 for non-members) - includes postage and packing. For information on ordering, visit <http://www.scvo.org.uk/information/publications/>.

Scottish Funders Forum have a good practice guide on reporting to funders available at <http://www.evaluationsupportscotland.org.uk/downloads/Guidanceforselfassessmenttoolfinal.pdf>.

Scottish Healthy Living Centre Alliance (SHLCA) successfully negotiated direct support from Scottish Government for Healthy Living Centres across Scotland in 2008/9 and 2009/10 by presenting a collective case for support. More information is available at <http://www.chex.org.uk/healthy-living-centres/hlc-alliance/>.

Service Level Agreements/contracts with statutory partners - These agreements can provide clear contractual agreements for both partners. However, the legislation covering contractual agreements is wide-ranging and it can be a complicated matter to understand all the implications for a small organisation. If you are in any doubt about undertaking a SLA or contract, seek advice from your local Council for Voluntary Service or Interface.

Social Firms Scotland exists to promote and develop new social firms throughout Scotland, and to help existing ones develop their capacity. Visit <http://www.socialfirms.org.uk/>.

Social Return on Investment (SROI) - The Scottish Government website states that "SROI is a way in which an organisation can look at what it does, measure the difference that activity makes to people's lives, and tell a robust story about that difference or impact. It uses financial comparators or 'proxies' to report on the impact made". Visit <http://www.scotland.gov.uk/Topics/People/15300/SROI>.

'Surviving the recession' - Glasgow Council for the Voluntary Sector (GCVS) has put together a page on their website entitled 'recession resources'. Visit the page at http://www.gcvsvol.org.uk/learning_and_development/learning_resources/recession_resources.

Third Sector - Voluntary Issues - This section of the Scottish Government website provides information on resilience in the third sector and other issues. For more information, visit <http://www.scotland.gov.uk/Topics/People/15300>.

The **Wider Role Fund** supports Registered Social Landlords (RSLs) to undertake projects in their local communities, beyond their principal role as landlords, which make life better for the people living there. RSLs often work in partnership with other organisations to deliver wider role projects.

In 2009-10 and 2010-11 the priorities for wider role projects have been:

- investment to address the causes of poverty, community decline and worklessness;

- making early interventions for vulnerable individuals, families and disadvantaged communities; and
- improving employability as a key means of tackling poverty.

Applications for the fund are accepted throughout the year. There are no deadlines. Before projects are developed they should be discussed with a member of the Wider Role team to assess their eligibility.

Information on the Wider Role Fund can be found on the Scottish Government website at <http://www.scotland.gov.uk/Topics/Built-Environment/regeneration/widerrole>.

2. INFLUENCING POLICY

Local and national strategic priorities, together with the allocation of resources are usually determined by government departments and agencies. Identifying and acting on the health priorities of importance to communities is often challenging and potentially frustrating for CHIs. Therefore, CHIs constantly have to exploit every available opportunity to highlight their community's priorities and support them in influencing local and sometimes national decision-making structures.

Questions to consider

- How does your CHI communicate the evidence gathered from your work to a range of audiences such as local people and key decision makers?
- Have your management committee and staff been involved in training and capacity building to develop skills in 'Effective Negotiation'?
- How does your CHI convey the health priorities of your service users to wider audiences interested in health improvement and health inequalities?
- How does your CHI make use of local decision making structures such as Community Health Partnerships to influence the health priorities expressed by your service users?
- How does your CHI make use of national networks such as CHEx, Community Food and Health (Scotland) and Voluntary Health Scotland to highlight the health priorities expressed by your service users?
- How does your CHI use district-wide and national networks to assist you in advocating your health priorities?

Resources

CHEx Network - CHEx is a network of community health initiatives across Scotland, comprising Community Health Projects, Healthy Living Centres and community groups with a health focus. It comes together around policy and practice issues, which can directly help raise community health priorities with national and local decision makers. See Seminar Reports on policy and practice on the CHEx website at http://www.chex.org.uk/publication/seminar_reports/.

Communities for Health Advisory Group (CHAG) is a group of practitioners working in community and voluntary sector health organisations. It became an independently constituted group following the Community Health Exchange conference in 2009 which identified the need to have a representative voice at a national level. It supports the case for a more strategic and central position for community-led approaches to health improvement strategies and in the allocation of resources to community-led health improvement and reducing health inequalities. The group have been working on several major projects including the compilation of 'The Journal for Community-led Health' and the production of a 'Community-led Health Improvement Manifesto'. Both will shortly be available on the CHEx website www.chex.org.uk. For further information on CHAG, contact Emma Balfour emma@drumchapellife.co.uk or Bobby Sturgeon fchh@dialstart.net.

Community Health Partnerships (CHPs)

See 'Partnership Working' page for details

The **Councils for Voluntary Service Network** provides development and support services to voluntary organisations across Scotland. Many local CVSs are supporting the Community Health Partnership's Public Partnership Forums and are therefore a good point of contact to raise issues and concerns on local health priorities.

<http://microsites.scvo.org.uk/cvsnetwork/Home/Home.aspx>.

Glasgow Centre for Population Health is a research and development centre working across the boundaries of research, policy, implementation and community life to shape a healthier future for Scotland. Based in Glasgow, the Centre has a focus on the particular characteristics of West of Scotland – in particular, health inequalities – and believes that their approaches and learning have implications for other cities and regions. Visit <http://www.gcph.co.uk>.

GoWell is a planned ten-year research and learning programme that aims to investigate the impact of investment in housing, regeneration and neighbourhood renewal on the health and wellbeing of individuals, families and communities. Visit <http://www.gowellonline.com/>.

Joint Statement of the Relationship at Local Level between Government and the Third Sector

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'Lobbying politicians and policy makers' - Voluntary Arts Network has produced a very helpful briefing, 'Lobbying politicians and policy makers – an introduction to influencing', which outlines the thinking and doing around effective lobbying. Although focusing on the arts, and published in 2006 this is a briefing that can be used for any activity or issue. Download it from <http://www.voluntaryarts.org/uploaded/map4160.pdf>.

Lothian Community Health Initiatives Forum is a registered charity, which supports the work of Community Health Initiatives across Lothian. The Forum works to encourage community participation, collective action, and collaborative inter-agency working in addressing inequalities in health. It advocates that the needs of communities should drive the agendas in partnership working at all levels. More information on the Forum is available at <http://www.edinburghcompact.org.uk/localOrganisations/showOrg.asp?orgID=155>.

Miniature Glasgow - The Glasgow Centre for Population Health presents data relating to Glasgow's health based on the concept that Glasgow comprises 100 people. Visit http://www.gcph.co.uk/work_programmes/understanding_glasgows_health/miniature_glasgow_and_further_development_of_miniature.

The **Poverty Alliance** seeks to influence policies at local and national level that will have an impact on poverty through a range of activities: campaigns, lobbying, networking, project work. They work alongside people experiencing poverty ensuring that their voices are heard on issues related to poverty and social exclusion. e.g. EPIC project. Visit <http://www.povertyalliance.org/>.

Scottish Council for Voluntary Organisations (SCVO) Policy and Parliamentary Service provides an extensive range of information and parliamentary advice related to the voluntary sector. Policy Issues provides links to policy documents produced by SCVO, consultation responses, Policy Committee papers, and briefings prepared for Parliament.

For more information on the service, visit <http://www.scvo.org/scvo/PolicyAndParliament/PolicyAndParliament.aspx>.

Scottish Healthy Living Centre Alliance (SHLCA) has consistently engaged in dialogue with Scottish Government presenting the collective case for HLCs in Scotland. For more information, visit <http://www.chex.org.uk/healthy-living-centres/hlc-alliance/>.

Single Outcome Agreements (SOAs) etc

See 'Strategic Planning' page for details.

Voluntary Action Scotland

See 'Strategic Planning' section.

Voluntary Health Scotland (VHS) is a national intermediary with a membership of voluntary health organisations, which complement and support the work of the NHS and other public bodies. VHS focuses on strategic approaches to support and maximising the role of voluntary organisations in health improvement and health care. VHS produces briefings on Government policy and supports its members to influence the shaping and implementing of policies at a national level. Visit www.vhscotland.org.uk.

3. MARKETING

In a world of competing demands on health budgets and the use by many agencies of sophisticated methods for marketing their services more than ever, CHIs must devise marketing strategies for the promotion of their unique role and remit in health improvement.

Questions to consider

- What do you want to achieve by marketing your organisation?
 - What are the key ‘messages’ you want to convey?
 - Who do you want to convey marketing information to?
 - What information do they need to have about your organisation?
- Will the methods you have chosen deliver what you hope to achieve?
- How have you translated these messages into tackling health improvement and tackling health inequalities?
- What are the channels/mediums you have considered/used to communicate your message?
- Where are the opportunities to market the organisation?
- When is the best time to market your organisation?
- What resources do you need to market effectively?
- Do you have a marketing strategy?
- Does someone in your organisation have a responsibility for marketing?
- If you don’t have somebody within the organisation who knows about marketing, do you have access to someone else who knows about marketing who can advise your organisation about it?
- Have your staff had media training? Dealing with highly trained journalists can present an array of challenges for small organisations.
 - Do you have a media policy?
 - Is it clear who would deal with enquiries from press and media?

Resources

‘Getting the message across’ - The not-for-profit think-tank nfpSynergy has teamed up with The ImpACT Coalition to produce a free, short, practical report and guide that will empower charities/ voluntary sector organisations to formulate and communicate simple messages and dispel misperceptions their stakeholders may have, both about themselves and the wider third sector. Download from http://www.nfpsynergy.net/includes/documents/cm_docs/2008/o/oct06_getting_the_message_across_final.pdf.

‘The New DIY Guide to Marketing’ is a practical, no-nonsense guide for the not-for-profit sector examines the essentials of marketing from understanding your market, product/s and branding, through to strategy and costs, and a whole range of promotional techniques – from advertising and direct mail to publicity and the media. The revision also includes new chapters on the internet and printed promotional materials and more on cause related marketing and public relations. The Guide contains useful tips, real-life true stories and checklists. (ISBN 1 860721 35 4 - 2nd edition, 2001). Visit <http://www.dsc.org.uk> – see under ‘DCS publications’.

Volresource - This website sets out marketing concepts and how they can be applied to voluntary organisations, whether it is for campaigning, increasing membership or fundraising. More of a quick dip rather than an in-depth treatment. Visit <http://www.volresource.org.uk/briefing/market.htm>.

Voluntary Arts Network (VAN) provides a guide to good marketing. Marketing is about communicating with people who are interested in what you are doing, giving them access to something they want, and building a closer relationship with them. The site offers a host of useful material about getting your message across from developing a marketing campaign to ideas on working with the press. Visit <http://www.voluntaryarts.org/> – see under 'running your group' then 'marketing and publicity'.

Voluntary Matters 1 + 2 – Exploring Marketing - This useful website advises that marketing does not have to be expensive and glossy - many successful and dynamic charities use marketing and branding strategies adapted from the corporate sector. The site provides resources and case studies for effective marketing. Visit <http://www.voluntarymatters1and2.org/message/marketing/index.html>.

4. ADVOCATING YOUR AGENDA

‘Politicking with a small p’ is something that is rarely articulated, but tends to be done by all CHIs in advancing their agenda on either tackling health inequalities or making a case for further funding. Most organisations tend to pick up knowledge and skills for this on the job. Within the context of partnership working, it should be informed by use of outcomes from evidence, understanding of how best to communicate an argument, honed negotiating skills and experience of working with allies.

Questions to consider

- How does your CHI use the experience, expertise and skills required in advocating your own agenda?
- Does your CHI have an informed analysis of the power structures, which influence its ability and capacity to operate?
- Does your CHI have an analysis of the nature and extent of its influence on health improvement and tackling health inequalities in your area?
- How does your CHI identify and support people who are best equipped to advocate your agenda?
- Do you have access to and use robust evidence, which demonstrates and advances the work of your CHI?
- Does your CHI share ideas and network with other CHIs that have successfully influenced the agenda of local decision-making structures?
- Does your organisation have on-going good relationships with influential decision makers (e.g. senior managers / budget holders in NHS and Local Authorities, local councillors, MSPs and MPs etc) so that they are well informed and up-to-date with what your organisation achieves and is delivering locally?
- Do you approach ‘lobbying’ in a positive manner – demonstrating what you do and why your organisation is needed by statutory and other partners?
- Is your organisation perceived as collaborative and involved in constructive engagement with others or are you perceived as protectionist, combative and likely to engender adverse publicity for partner organisations?

Resources

Case Studies - two editions of the CHEX publication ‘Breaking Through’ are available at <http://www.chex.org.uk/publication/briefing-sheets/>. The first edition contains six case studies of Scottish Healthy Living Centres while the second contains a similar number of case studies on community-led health organisations. Available on the CHEX website shortly will be a Community-led Health Improvement Journal, compiled by the Communities for Health Advisory Group, with over 20 organisations listed.

‘Celebrating Outcomes: celebrating the contribution of community food initiatives towards meeting national outcomes for Scotland’

This Community Food and Health (Scotland) publication highlights the important contribution that community food initiatives are making towards achieving Scotland’s national outcomes. Download from the CFHS website at <http://www.communityfoodandhealth.org.uk/fileuploads/cfhscelebratingoutcomes-8255.pdf>.

Community action research: SCARF case study - The Scottish Community Action Research Fund (SCARF) ran from 2002-2009 and provided support to community groups to carry out research in their community into issues of concern to them. The purpose was to provide communities with the support they needed to evidence the need for change. From 2002 till 2006, Scottish Community Development Centre (SCDC) supported groups from application stage through to the completion of their research plans with the research phase itself being supported by Communities Scotland.

- A case study document on SCARF is available at <http://www.scotland.gov.uk/Resource/Doc/1031/0102373.pdf>.
- More information on SCARF and the projects involved in the fund is available on the SCDC website <http://www.scdc.org.uk/what/community-led-action-research/scarf/>.

Community Mediation - Increasingly, Community Mediation services are being used to assist conflict resolution within and between organisations. Issues that can be addressed include: interpersonal conflict in committees and governing bodies, interpersonal conflict within staff or volunteer groups, conflict between organisations over issues such as competition, working relationships or practice. Depending on the nature of the organisation/dispute and the geographical location, SACRO provide community mediation guidance. Further information at http://www.sacro.org.uk/html/community_mediation.html.

Economic Evidence - CHEX has worked with NHS Health Scotland, University of Glasgow, Voluntary Health Scotland, Community Food and Health (Scotland) and other partners including funders and local authority representatives in an Economic Evaluation Reference Group to explore how evidence of economic impact might best be presented. For the latest information, visit <http://www.healthscotland.com/topics/settings/community-voluntary/economic-evidence.aspx>.

Case studies: <http://www.healthscotland.com/documents/3698.aspx>.

Evidence which helps advocate your case e.g. the 'Healthy Living Centre Evidence Summary paper', which illustrates how the work of HLCs complements the national policy agenda with appropriate indicators and is downloadable from <http://www.chex.org.uk/healthy-living-centres/HLC-reports/>.

Healthy Living Centres Alliance

See 'Partnership Working' page.

Lobbying/Campaigning - Identify programmes/models on campaigning and lobbying by entering the words 'how to campaign' into Google. This will bring up a variety of sites including trade unions, churches and campaigning organisations like Friends of the Earth. Choose the one that suits you best e.g. Friends of the Earth: Community: Resource: How to Campaign...A set of concise campaign guides written for community activists. Visit http://community.foe.co.uk/resource/how_tos/.

'Promoting mental health and preventing mental illness: the economic case for investment in Wales' - This report, written by Lynne Friedli and Michael Parsonage and undertaken for the All Wales Mental Health Promotion Network Advisory Board, provides compelling evidence that investment in mental health promotion is money well spent. The report is a valuable resource for those arguing the case for investment in mental health interventions and is available at

<http://www.publicmentalhealth.org/Documents/749/Promoting%20Mental%20Health%20Report%20%28English%29.pdf>.

Scottish Community Development Centre (SCDC) delivered the Scottish Government programme 'Healthy Communities: Meeting the Shared Challenge'. This has generated many resources including Engage magazine and case studies, all of which are available on the SCDC website at <http://www.scdc.org.uk/what/shared-challenge/>. Earlier case studies which predated this programme are also available. Download the document 'Changing Lives: The Impact Of Community-Based Activities On Health Improvement' at http://www.chex.org.uk/uploads/changinglives_pdf.pdf.

SCVO have a host of training courses to assist with building skills for people in voluntary organisations both staff and board or committee members, including contract negotiation training. Visit the home page of <http://www.scvo.org.uk> and click on either 'services & membership benefits' which has a 'training courses' option or 'training & employability' which has an 'scvo training' option.

Social Return on Investment (SROI)

See 'Monitoring & Evaluation' page for details.

5. PARTNERSHIP WORKING

As no one organisation or agency can tackle health inequalities on its own, partnership working has been at the centre of community health work for many years. The evidence shows that the quality of partnership working varies greatly. Consequently, the partnership process requires investment of time, energy and resources.

Questions to consider

- Has your Management Committee/Board ‘bought into’ the added value that partnership working brings to your CHI?
- Has your Management Committee/Board undertaken an analysis of the benefits partnership working would bring to the organisation and used that analysis to progress your work?
- How has your CHI invested in processes which improve thinking and approaches to partnership working? e.g. stakeholder meetings
- How has your CHI identified and conveyed to others the added value from partnership working on health improvement and tackling health inequalities?
- How have you identified and quantified the use of working with others that increases your ability and capacity to impact on health improvement and tackle health inequalities?
- How do you build the capacity and strength of your Management Committee/Board and Staff Members to engage in high quality Partnership Working?
- How is your organisation perceived by potential or existing partners?
- Do partners understand the effectiveness and quality of your work?
- What is the ongoing basis of your relationship with partner organisations? Do you have regular constructive dialogue with partners or do they only hear from you at times of crisis?

Resources

‘Building healthy communities’ is a practical guide to empowerment, produced by Community Development Foundation, for anyone working in the health sector, especially those responsible for dealing with the public and setting service delivery strategy. The guide is available free in pdf format at <http://www.cdf.org.uk/web/guest/publication?id=329618>.

Community Health Partnerships (CHPs) - Lists of all Scotland’s CHPs and guidance documents relating to them are available at <http://www.sehd.scot.nhs.uk/chp/>.

‘Compacts’ National and Local - The over-arching compact between Scottish Government and the Voluntary Sector can be read at <http://www.scotland.gov.uk/Publications/2004/02/18723/31451>.

- Information relating to local compacts may also be available e.g. Edinburgh on EVOC site <http://www.edinburghcompact.org.uk/>.
- <http://www.thecomcompact.org.uk/> is an English website around local compacts.

‘Engaging with Councillors’ is a handy guide for groups engaging with local councillors. Developed by a membership organisation using the experience of community activists in

England, it offers easy-to-follow practical advice and can be downloaded at <http://www.bassac.org.uk/node/925>.

‘Getting Our Act Together..... in Community Development and health’ is a local training handbook, which provides a starting point for health practitioners to develop training opportunities with colleagues from other sectors. The handbook will help readers build up their understanding of community development and explains how to introduce or develop these approaches with colleagues and partners across other sectors. For further information on use of the training handbook, contact David Allan, SCDC Head of Programmes: Community Capacity and Engagement - david@scdc.org.uk.

The **Improvement Service** is dedicated to improving the quality and accountability of public services in Scotland and has some useful web links to resources that translate well into the community and voluntary sectors. Visit <http://www.improvementservice.org.uk/>.

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Joseph Rowntree Foundation supports a wide programme of research and development projects in social policy, and the site provides summaries of findings on community partnership working on regeneration and social development projects. Visit <http://www.jrf.org.uk>.

Managing to Collaborate is a book on the added value and advantage to be gained from collaborating with other organisations. It deals with both the theory and practice of collaborative advantage and contains a number of case studies, including a health promotion partnership and local health care co-op. Authors Chis Huxham and Siv Vangen, published by Routledge (2005) ISBN 0-33919-7 (hbk).

The **National Standards for Community Engagement** set out best practice guidance for engagement between communities and public agencies. They provide a positive framework for strengthening partnership working between communities and public sector agencies. See ‘Community Engagement’ section for more information and a web link.

Partnerships Online - Although some of the material is slightly dated, this is a useful website for accessing a range of material on partnership working that focuses on involving communities. Visit <http://www.partnerships.org.uk>.

‘Partners in Health – A toolkit for building successful partnerships’ is a toolkit which covers both key principles and practical steps to successful partnership working. It also contains training exercises, and addresses issues such as dealing with power and influence and how to best manage partnership working. Copies can be downloaded from NHS Health Scotland’s website. Go to <http://www.healthscotland.com>, then into ‘resources’, then search ‘publications’.

Scottish HLC Alliance

See ‘Influencing Policy’ and ‘Funding’ sections of this document. For additional information, visit <http://www.chex.org.uk/healthy-living-centres/>.

- The **Healthy Living Alliance (HLA)** is the equivalent organisation in England. Visit <http://www.healthylivingalliance.org/>.
- **Northern Ireland HLC Alliance** - A booklet describing all the HLCs in N. Ireland with their contact details and collective description of the work they do is available to download at http://www.healthpromotionagency.org.uk/Resources/alliances/pdfs/HLC_booklet08.pdf.

‘The Third Sector – a key role in delivering a healthier Scotland’ - The result of collaboration between Voluntary Health Scotland and SCVO, this report demonstrates opportunities for the NHS, and national and local government to work more efficiently with the third sector to maximise effectiveness. The report is available at http://www.vhscotland.org.uk/library/vol/Third_Sector_A_Key_Role_in_Delivering_a_Healthier_Scotland_2010.pdf?dm_i=2V4,AWRC,5CH5P,UABY,I.

6. MONITORING AND EVALUATION

Establishing effective systems to demonstrate outcomes and convey them to appropriate parties can be challenging but, in the long term, extremely valuable in showing your unique contributions to health improvement and tackling health inequalities.

Questions to consider

- Are you clear about setting out what your organisation hopes to achieve in terms of improving health and reducing health inequalities?
- Are these achievements expressed as outcomes of your work? e.g. Parents are better supported and enabled to secure a healthier future for their children.
- Has your CHI set and clarified the outcomes that will contribute to the intended impact? e.g. outcomes are the changes and differences you hope to make such as increase participation of service users in Public Partnership Forums and Community Health Partnerships.
- Has your CHI established how it will evaluate the work activities that will contribute to meeting these outcomes? e.g. ask questions, gather evidence, analyse evidence and act on the results.
- Are there opportunities to gather a mixture of qualitative and quantitative evidence and how would your CHI gather this evidence? e.g. feedback from service users through questionnaires, anecdotal experiences from service users, interviews with funders and local decision makers, photographs from events, numbers and patterns of accessing services, longitudinal tracking of sample of participants and records of use of resources etc.
- How do staff and volunteers record and analyse the results of their work activities? e.g. reports to funders, inputs to databases linked planning and evaluation, use of support and supervision sessions.
- Have all key stakeholders in your CHI e.g. management committee, funders, staff, volunteers, service users – clarified how outcomes will be conveyed to funders, decision makers, service users and the wider community? e.g. through written reports, DVD, presentation at meetings, drama sketches at local events, letters to elected representatives, use of national and local networks, newsletters, websites etc.
- Are you clear how these different audiences use the information you provide to them on outcomes and do they then use it to inform and influence their own work?

Resources

ASH Scotland's 'The Evaluation Journey: An Evaluation Resource for Community Groups' is an extremely practical step-by-step guide to evaluating projects. The toolkit is free of charge (apart from post & packing if ordering more than one copy). Copies are available from ASH Scotland Information Services on 0131 225 4725 or e-mail ashscotland@ashscotland.org.uk.

Dundee Healthy Living Initiative's 'The Road to Health' DVD explores the impact of Dundee HLI's work with individuals and communities in Dundee. If you are interested in borrowing a copy of this resource, please contact the Healthy Living Initiative on 01382 435824.

Economic Evidence – Compiling and Using

This useful resource, entitled ‘Exploring the use of economic evidence to support the health improvement contribution of the third sector’, has been produced by NHS Health Scotland with support from CHEX and Community Food and Health (Scotland), Voluntary Health Scotland and Glasgow University. It is aimed at community and voluntary organisations with a health improvement role, but will be of interest to a range of public sector agencies interested in compiling economic evidence.

It is intended to raise awareness about collecting economic evidence, rather than provide a training resource or a ‘how to’ guide. This resource will not be enough, on its own, to implement the approaches it describes and we strongly encourage readers to follow the signposts to recommended sources of further help and information. Download from <http://www.healthscotland.com/uploads/documents/15422-EconomicEvidenceReport.pdf>.

Evaluation Support Scotland is a charity that provides specialist support across Scotland to voluntary organisations and their funders to help them to evaluate and learn. They help voluntary organisations access evaluation tools and expertise (including a downloadable monitoring and evaluation pathway assessment tool). They can be contacted on 0870 850 1378 or by email at info@evaluationsupportscotland.org.uk. Website: <http://www.evaluationsupportscotland.org.uk>.

Healthy Organisations brought together a tailored package of Glasgow Council for the Voluntary Sector (GCVS) organisational support and development services to meet the needs of health-oriented organisations in Glasgow. The emphasis of Healthy Organisations is on joined-up support based on a thorough, independent analysis of member organisations needs. This includes planning, operational/ structural support and monitoring/evaluation. For more information, visit http://www.gcv.org.uk/services/healthy_organisations or contact GCVS by telephoning 0141 332 2444.

Health Scotland’s Observatory Function - This collaboration brings together key national organisations involved in public health intelligence in Scotland. The site includes access to community health profiles. Visit <http://www.scotpho.co.uk>.

Insight – Case Studies in Community Development and Health in Scotland & ‘Getting our Act Together’ in Community Development and Health (GoAT)

Both of these publications give clear and concise explanations of why community development approaches are important in tackling health inequalities and achieving health improvement (Insight – page 3-11 Getting Our Act Together – page 19-20). Both publications also include very informative case studies of community development in health in action. Copies of Insight are available are downloadable from <http://www.healthscotland.com/documents/133.aspx>.

For information on GoAT, contact David Allan at SCDC - david@scdc.org.uk.

LEAP (Learning, Evaluation and Planning) is a learning-based planning and evaluation framework designed to be a useful tool in all aspects of project, programme and policy planning and development. There is a generic LEAP model as well as a specific model for planning and evaluating community health and well-being ‘LEAP for Health’. Information about LEAP can be found at <http://www.scdc.org.uk/what/LEAP/> or by contacting SCDC on 0141 248 1964.

Skye and Lochalsh community toolkit is a very useful resource which was developed for and with the help of community groups to help improve skills and knowledge and brings benefits to voluntary organisations and local communities. There are guidelines on a range of topics, including setting up and running a community group, legal requirements and good practice, planning and fundraising for a particular project and where to obtain useful statistical data on the local area. To view the toolkit, visit <http://www.slcv.org.uk/ctoolkit?PageName=toolkit-home.htm>.

Social Audit Network promotes the use of Social Accounting and Audit as an accessible tool to prove the value of activities carried out by organisations in the social economy. Visit <http://www.socialauditnetwork.org.uk>.

Social Return on Investment (SROI)

See 'Funding' section.

7. STRATEGIC PLANNING

As the needs of communities are constantly changing - together with changes in the health and social policy arena - there is an ongoing requirement for Community Health Initiatives to regularly review their role and remit and ensure plans and work activities continue to meet the priorities of service users and funders.

Questions to consider

- Do you have a Business Plan which clearly sets out your anticipated outcomes, work programmes, methods and funding proposals for an identified period?
- Does your Business Plan clearly state the contribution you will make to local and national planning priorities?
- Is your organisation mentioned within the Single Outcome Agreement (SOA) for your area? Or within the Health Improvement Plan of your local Community Health Partnership (CHP) or Health Board?
- Do you actively participate in the strategic planning structures locally? e.g. SOA thematic groups – Health, Community Safety, Addiction, Mental Health, Environmental or Lifelong Learning themes.
- How does your CHI know that it is meeting its stated aims and objectives? e.g. Do you review implementation of your Business Plan and collect evidence to show the impact of your services?
- What type of planning does your CHI do to ensure your work activities continue to be relevant to the needs of service users and funders? e.g. the production of a Strategic Plan, which outlines your agreed direction and priorities for the next three years.
- The CHI has produced a Strategic Plan, is it shared with other stakeholders who have an interest in your work? Do you have feedback mechanisms from stakeholders?
- Do you regularly produce a progress report to funders, partners and the wider community? e.g. quarterly reports not just of numbers but including qualitative information of the impact on people's lives.
- Do you highlight your work activities and its impact to other local organisations and agencies, emphasising where you complement their work and 'fit' into strategic planning for the wider community?

Resources

Appreciative Inquiry and Community Development - The website of the International Institute of Sustainable Development (IISD) looks in some detail at appreciative inquiry in action. The site has some useful resources and documents the experience of workers and community members with appreciative inquiry. Most development projects are designed and delivered using a combination of participatory techniques - these approaches encourage participation, emphasise the importance of local knowledge and address real problems to sustain community participation after the implementing organisation withdraws. Visit <http://www.iisd.org/ai/default.htm>.

Better Health Better Care is an important strategic document for NHS development: "This Action Plan sets out the Government's programme to deliver a healthier Scotland by helping people to sustain and improve their health, especially in disadvantaged communities,

ensuring better, local and faster access to health care”. It focuses around working “Towards a mutual NHS” with the objectives of:

- Strengthening public ownership of the NHS by improving rights to participation
- Embedding patient experience information in the performance management of the NHS
- Further strengthening the collaborative and integrated approach to service improvement

Visit <http://www.scotland.gov.uk/Publications/2007/12/11103453/0>.

Community Business Scotland Network is a non-governmental organisation which aims to promote, encourage and support the principles and practice of community owned and controlled enterprises, enabling local communities to become more self reliant and sustainable. The organisation is committed to economic devolution to local people and provides information and support on social auditing, social enterprise and economic profiling. The site also offers a large number of reports and articles on social capital and community development. Visit <http://www.cbs-network.org.uk/index.htm>.

Community Enterprise in Strathclyde (CEIS) helps social economy organisations create sustainable enterprises and develop innovative employability programmes to assist individuals, who are hard to reach and hard to help, move towards employment. The website offers a range of publications on the social economy and highlights a range of services offered by the organisation. While they primarily work in the west coast, they will also operate in other areas. For more information, visit <http://www.ceis.org.uk/>.

Community Health Exchange (CHEX) has a host of tools to help you work with stakeholders and develop your CHI's business plan. The CHEX website has downloadable documents which include information on developing a social enterprise, business plan examples (particularly community health project business plans) and information on National policies. Visit <http://www.chex.org.uk>.

CVSs / Third Sector Interfaces - What were previously Councils for Voluntary Organisations (CVSs) across Scotland are now Third Sector Interfaces – see VAS entry below – and are a vital resource for community and voluntary sector organisations. They assist with organisational development from the basics of helping with constitutions and committee training to negotiating local ‘Compacts’ with local authorities and other statutory providers which lay out roles and responsibilities of all sectors. They are often instrumental in ensuring that representation of local organisations is secured within community planning processes and other strategic groups. Many will provide payroll and legal advice for member organisations. A list of all the CVSs in the country is available on SCVO website at <http://www.scvo.org.uk/cvsnetwork/Home/Home.aspx>.

Health Improvement Performance Management Framework - NHS Health Scotland is working with the Scottish Government to develop outcome-focused approaches for planning and managing performance for Health Improvement. For information on a glossary of terms, toolkits and other developments, visit <http://www.healthscotland.com/understanding/evaluation/planning/hi-performancemanagement-nhs.aspx>.

Joint Statement of the Relationship at Local Level between Government and the Third Sector - This document, jointly signed by Scottish Government, SOLACE, COSLA and SCVO, sets out the intentions of all parties in relation to joint working and decision-making in Community Planning Partnerships (CPPs). It also states that, in “general

circumstances”, funding should be for a 3 year period and that Local Authorities “recognise and respect the need for third sector providers to make appropriate provision for operating surpluses and the generation of reasonable and realistic reserves.” Within the document, there are other links to further information on Tendering for Public Sector Contracts, maximising Community Benefit and Govt contract advertising portal “Public Contracts Scotland”. Download from <http://www.scotland.gov.uk/Resource/Doc/1036/0087048.pdf>.

The **Learning Evaluation and Planning (LEAP)** framework is designed to be a useful tool in all aspects of project, programme and policy planning and development. It encourages us to ask critical questions about our work and to ensure that all those with a stake in what we are doing are involved and are working to a shared agenda. For more details, visit <http://www.scdc.org.uk/what/LEAP/>.

Long Term Conditions Alliance Scotland (LTCAS) worked with Scottish Government to produce the Government strategy for supporting increased self-management of long term conditions. The strategic document published in 2008 is available at http://www.ltcas.org.uk/self_man_gaun.html.

They also administer a self management fund available to voluntary sector organisations – details at http://www.ltcas.org.uk/self_basics.html.

They hold regular networking events for their membership and news and information can be found on their home page at <http://www.ltcas.org.uk/>

Scottish Council for Voluntary Organisations (SCVO) provide a wide array of advice and information on their website, including a ‘frequently asked questions’ (FAQ) section with questions like ‘Where do we go for legal advice?’ Visit <http://www.scvo.org.uk>.

Senscot was established to support social entrepreneurs - individuals who believe passionately in something which will benefit the community and businesses which trade to achieve social aims. Senscot believes that social entrepreneurs and their enterprises have the potential to transform society for the better. The site offers: a directory of social enterprises throughout Scotland, a vast array of useful tools and templates and practical documentation around business growth and development, quality issues and legal compliance. Visit <http://www.senscot.net>.

‘Setting up for Success’ is a practical handbook shows community organisations how to develop and grow from strength to strength. It covers getting members and keeping them, working with management committees, managing budgets and finance, planning, promoting projects and activities, developing policies, getting involved in decision making, and how to be sustainable. ‘Setting up for Success’ is inspired by the experience of hundreds of projects and organisations who have all achieved great results in their communities. To order a copy, go to: <http://www.cdf.org.uk> – publications section ISBN 1-901974-75-8 / Published Feb 2007 / PB / £9.95.

Single Outcome Agreements (SOAs) etc - The Improvement Service is the National Agency set up to “help improve the efficiency, quality and accountability of local public services in Scotland by providing advice, consultancy and programme support to councils and their partners”.

- At <http://www.improvementservice.org.uk/single-outcome-agreements/>, you will find a useful page containing a plethora of useful links and information e.g. Latest SOA guidance, Concordat information (also at

<http://www.cosla.gov.uk/attachments/aboutcosla/concordatnov07.pdf>), National Outcomes, National Performance Framework, SOA Self Assessment Toolkit and actual SOAs from around the country and any reports of previous SOAs.

- Also, <http://www.improvementservice.org.uk/health-improvement/> contains health improvement information as it relates to local authorities and information about procurement from a local authority perspective.
- The **Scottish Government** site holds similar information - <http://www.scotland.gov.uk/Topics/Government/local-government/SOA>.

Social Return on Investment (SROI)

See 'Monitoring & Evaluation' page for details.

SPARRA data is a way of identifying those people at greatest risk of emergency admission to hospital over the next year. The SPARRA tool was developed by Information Services Division (ISD). It identifies people who have entered a cycle of repeat admissions to hospital in the previous 3 years and predicts their risk of future hospitalisation. After January 2009, SPARRA data was enhanced to provide risk scores for people of all ages. This data is often referred to in connection with management of long-term conditions and an awareness of it, and the importance placed on it by health and social care professionals can be useful. A guide to SPARRA called 'SPARRA made easy' is available at <http://www.scotland.gov.uk/Publications/2010/04/13104303/1>.

Voluntary Action Scotland (VAS) was created in May 2009 (as the voice of the local third sector) as a new umbrella organisation, providing support to CVSs in Scotland. Discussions are ongoing about including Volunteer Centres in the membership. This is at differing stages in different parts of the country. The new organisations are being called **Third Sector Interfaces**. For more on VAS, visit <http://www.voluntaryactionsotland.org.uk>.

Volunteer Centre Network Scotland - Volunteering Scotland is the website where information about volunteering across Scotland is hosted. Visit <http://www.volunteersotland.org.uk/>.

8. COMMUNITY ENGAGEMENT

Engaging with community members is central to the work of CHIs. Approaches vary greatly across the country, from working alongside community members in developing partnership working to involving service users in the shaping and delivering of CHI's services. CHEX advocates and helps community development approaches, which build on people's own experience of health and help communities to have greater control and influence on the structures which affect their lives. The evidence shows that this can help to bring about a more lasting, and sustained quality of life for all people.

Questions to consider

- How do you involve people in your organisation's activities?
- What approaches and methods has your CHI used to work with community members e.g. 'Health Issues in the Community' or Participatory Appraisal?
- How does your CHI reach out to and involve community members who are more excluded from mainstream services e.g. young homeless people, older people with mental health problems, minority ethnic groups, and people with disabilities?
- How does your CHI involve community members in shaping and delivering your work? e.g. members of Board of Directors, Advisory or Reference Group to help take forward CHI's role and remit?
- How does your CHI promote and demonstrate the value of your work with community members to key decision-makers? e.g. promotion of case studies, which reflect the unique contribution, that community members bring to affecting local service delivery.
- How does your CHI ensure that working with community members ensures the long-term sustainability and local ownership of its work? e.g. constantly finding new ways of reaching out to, involving and working alongside community members who have not previously been in touch with your organisation. [see 'reaching new people' covered above]

Resources

Appreciative Inquiry and Community Development

See 'Strategic Planning' section.

Community Development Alliance Scotland (CDAS) brings together networks and organisations to promote policy and practice that support community development. It would be of interest to all CHIs and health improvement workers that are keen to promote and support community development approaches. For further information, visit <http://www.communitydevelopmentalliancescotland.org/>.

Community Food and Health (Scotland) (formerly known as Scottish Community Diet Project) supports initiatives in low-income communities which help people to take up a healthy diet. It provides a range of services around community food and health including events, newsletters, networking, a database of community food initiatives and a small grants scheme. For more information, visit <http://www.communityfoodandhealth.org.uk/> or e-mail cfh@scotconsumer.org.uk.

'Health Issues in the Community' Training Initiative is a national cascade training initiative developed by CHEX, NHS Health Scotland and Edinburgh University. It aims to help people at local level develop an understanding of the issues that affect their health and the health of their communities. The course supports individuals in devising strategies for taking action on these issues in their own lives and at a wider community level. It has been proven to effectively engage community members in issues affecting health with wide impacts on individual confidence and self-esteem, community engagement and involvement, and community action on health. For further information, visit the HIIC page of the CHEX website at <http://www.chex.org.uk/hiic/>.

'Insight - case studies in Community Development and Health' (CHEX)

See 'Monitoring and Evaluation' section.

Making an Impact: CLD Case Studies - In November 2008, the Scottish Government and COSLA launched "Building on Working and Learning Together to Build Stronger Communities". This joint statement on community learning and development (CLD) including adult literacy and numeracy (ALN) highlights the vital role of CLD in achieving many of the outcomes set out in our National Performance Framework. The Scottish Government made a commitment to produce a range of illustrative case studies to support local partners in rising to the challenges set out in the joint statement. The case studies are available from the Scottish Government website at <http://www.scotland.gov.uk/Resource/Doc/309017/0097292.pdf>.

The **National Standards for Community Engagement** set out best practice guidance for engagement between communities and public agencies. The Standards were commissioned by Communities Scotland and developed by SCDC. They are informed by the experience of communities and agencies with extensive participation of over 500 community and agency representatives and endorsed by most major national agencies in Scotland. To help people use the Standards, various resources have been produced: the Standards booklet itself, illustrations and case studies from the pilot projects, a User's Guide, a Toolkit, and a Reference Manual. All these resources are available to download from the SCDC website at <http://www.scdc.org.uk/what/national-standards/support-materials/>.

Participation Standard for Health Boards – NHS Quality Improvement Scotland and the Scottish Health Council have been leading in the development of this Standard designed to measure Health Board performance towards 'our mutual NHS', as described in 'Better Health Better Care: Action Plan' 2007: which can be downloaded at <http://www.scotland.gov.uk/Publications/2007/12/11103453/0>.

Find out more about the Participation Standard at

http://www.scottishhealthcouncil.org/shc/pfpi/standard/Participation_Standard.

Participatory Appraisal (PA) is a family of tools and approaches that facilitate a process of individual and community reflection, analysis, decision making and action planning. Many of the tools are common to those seen in other 'methodologies', and are based on visual diagrams and semi-structured interviews. Through these, the agenda is laid open for participants to take a lead (in contrast to more classic 'consultations' when questions are restricted to what the 'professional' wants to know), information is gathered and shared in a visual way that does not exclude those who cannot read or write, and local knowledge and expression is respected and valued. For more information about Participatory Appraisal

including useful contacts of organisations using PA, visit the website of the Oxfam UK Poverty Programme at www.oxfamgb.org/ukpp/sid/browse_s_participation_tools.htm.

Planning advice note PAN 3/2010 - This current planning advice note on community engagement in planning is published by the Scottish Government. This replaces PAN 81. The advice note (which replaces the previous note, PAN 81) builds on the National Standards for Community Engagement and sets out guidance for planning authorities on how to meaningfully involve local people in planning decisions. PAN 3/2010 is available at <http://www.scotland.gov.uk/Publications/2010/08/30094454/0>.

Public Partnership Forum (PPF) - Each Community Health Partnership was encouraged to establish a PPF. The Scottish Health Council has a concise description and contact details for each at <http://www.scottishhealthcouncil.org/shc/pfpi/PPFs/Introduction>.

Scottish Community Development Network (SCDN) provides a forum for community development practitioners to share experiences, exchange information, discuss and debate practice and policy issues within a framework which seeks to empower communities. It supports its members through:

- the organisation of seminars,
- production of information,
- opportunities to comment on consultations, and
- forums for discussion and debate on practice issues.

Visit <http://www.scdn.org.uk/index.html> for more information and details of how to join.

Story Dialogue has proven to be an excellent method in enabling inquiry into different experiences/ways of working, sharing values, lessons and creating the opportunity to validate approaches. It is used by audiences such as Health Boards, Health Agencies and community and voluntary organisations demonstrates the method's versatility and accessibility, as well as its popularity in a range of contexts and disciplines. More information on story dialogue is available in the CHEX briefing 'Beyond the Anecdote – Story Dialogue in Action' available at <http://www.chex.org.uk/publication/briefing-sheets>.

Tools of the Trade – Community Development and Health Network (Northern Ireland). This useful toolkit is aimed primarily at those coming from a range of backgrounds in health and social services as well as from the community and voluntary sectors who use community development approaches for improving the health of their communities. The toolkit suggests ways of responding to common problems and aims to guide people towards sources of information that will help them focus their practice. The toolkit adopts a broad definition of health, which recognises that people's health is determined by their social, economic and environmental experience, as well as by individual factors, and that community development methods are appropriate for addressing these social determinants of health. For further information, visit CDHN's website at <http://www.cdhn.org>.

VOiCE and LEAP

- VOiCE is a database planning and recording tool designed to assist individuals and organisations to design and deliver effective community engagement. VOiCE is now available online and is accessible at <http://www.voicescotland.org.uk/>. Information on VOiCE is also available on the SCDC website at <http://www.scdc.org.uk/what/voice/>.

- LEAP is designed to be a useful tool in all aspects of project, programme and policy development, planning, management and evaluation. More information on LEAP is available at
- <http://www.scdc.org.uk/what/LEAP/>.

9. TACKLING HEALTH INEQUALITIES

Health inequalities remain a high priority for Scottish Government and both local and national health agencies alike. Community Health Initiatives using a community-led approach to local issues supported by good community development practice are well placed to make an impact on health inequalities locally.

Funders may, however, have high expectations that you will be able to demonstrate the impact your organisation will have on the most disadvantaged groups in your community so that they, in turn, can show that your organisation is worthy of their investment for the purpose of addressing health inequalities.

Questions to consider

- Do you have an accurate picture of who is most disadvantaged in terms of health in your area – geographic or thematic and how your CHI contributes to their health improving?
- Do you know if funders and local decision-makers have a good understanding of health inequalities in your area? If not, do you provide them with helpful information e.g. Community Health Profile for your area, Small Area Statistics
- How do you communicate your work on health inequalities to funders and key decision-makers? e.g. Do you provide statistics on numbers and patterns of groups using your services or case study of work with groups experiencing exclusion from services?
- Can you show how your CHI complements the role and remit of other agencies and organisations in tackling health inequalities in your area? e.g. how your work contributes to the Joint Health Improvement Plan, CHP Health Improvement Plan or related themes within community planning
- Have you undertaken any action/research on health inequalities in your area? e.g. investigated, analysed and reported on the needs of a particularly disadvantaged or excluded group in your area?
- If yes, how has your CHI promoted the results from this action/research to key decision makers? e.g. presentations at local conferences; sent copies of reports to Directors of Community Health Partnerships; used local and national networks to highlight key findings.

Resources

BEMIS (Black and Ethnic Minority Infrastructure in Scotland) - The role of BEMIS is to support organisations or individuals who face discrimination because of race, culture, colour, language or faith and their activities include capacity building, co-ordination and strategic influence, identifying and addressing areas for targeted support and development. For more details, visit <http://www.bemis.org.uk/>.

Council of Ethnic Minority Voluntary Sector Organisations (CEMVO Scotland) - CEMVO Scotland was set up in April 2003, with the aim of building the capacity of Scotland's minority ethnic voluntary and community sector. CEMVO Scotland is a strategic partner of the Scottish Government with a network of over 600 ethnic minority voluntary sector organisations and community groups throughout the country. Visit <http://www.cemvoscotland.org.uk/>.

Deafblind Scotland raises awareness of both the needs and potential of deafblind people in Scotland and works in a range of ways to ensure that deafblind people can fully participate in society and have access to appropriate services. For more information, visit <http://www.deafblindscotland.org.uk/>.

ENABLE Scotland supports those with learning difficulties and their families. Visit <http://www.enable.org.uk/>.

Equalities and Human Rights Commission, EHRC - the Equality act 2010 replaced pre-existing legislation on discrimination and the Equality and Human Rights Commission combined and replaced agencies dealing with single aspects of discrimination. Visit <http://www.equalityhumanrights.com/>.

Equalities Directorate – Health Scotland helps deliver a health service that ensures groups which continue to be disadvantaged or discriminated against have equal access to and experience in the NHS. For details, visit <http://www.healthscotland.com/about/equalities/index.aspx>.

Equally Well was the original name of a Scottish Government report on a Task Force set up to look at NHS responses to health inequalities. Resources were subsequently allocated to a range of initiatives across Scotland under this name including test sites focusing on different themes. A review of the programme was published in June 2010. Fuller details are available at <http://www.scotland.gov.uk/Topics/Health/health/Inequalities/inequalitiestaskforce>.

‘Health Issues in the Community’ Training Initiative
See ‘Community Engagement’ Section

Keep Well is an example of anticipatory care in practice. It was developed as part of plans to tackle health inequalities in Scotland in 2006. The Keep Well model aims to increase the rate of health improvement in 45-64 year olds in areas of greatest need and focuses on cardiovascular disease and the main associated risk factors - in particular, blood pressure, cholesterol, smoking and diabetes. The programme operated in four waves, beginning with Wave One in 2006/2007 and continuing till Wave Four in 2009/2010. More information and evaluation material on Wave One is available at <http://www.healthscotland.com/understanding/evaluation/programme/evaluation-%20KeepWell.aspx>.

LGBT Youth Scotland works “to improve the health and wellbeing of LGBT youth and LGBT communities in Scotland” through a range of services including advice and information services and national initiatives. Visit <http://www.lgbtyouth.org.uk/>.

New Economic Foundation is an independent think tank. It aims to improve quality of life by promoting innovative solutions that challenge mainstream thinking on economic, environment and social issues. It has established a new research centre for well-being which, amongst other things develops activity around: measuring well-being and the factors that influence; providing the tools to assess and positively influence well-being; delivering training to develop and enhance an understanding of well-being. For further information, visit <http://www.neweconomics.org/gen/>.

NHS Health Scotland is the national agency for improving the health of Scotland's population and is a Special Health Board within NHS Scotland. NHS Health Scotland's work covers every aspect of health improvement, from gathering evidence, to planning, delivery and evaluation, and spans the range of health topics, settings and life stages. For more information, visit <http://www.healthscotland.com/>.

The **Poverty Alliance** covers the whole of Scotland and aims to combat poverty by affecting change in the policies, practices and beliefs of communities, policy-makers, professionals and the general public. They provide a range of services including poverty awareness training, support to community groups to develop community profiles, production of briefings and undertaking consultations. They also produce a range of useful resources on poverty including reports, toolkits and videos/DVDs. More information can be found on the Poverty Alliance website at <http://www.povertyalliance.org>.

Relative poverty across Scottish local authorities - These statistics published by the Scottish Government Income and Poverty Statistics team present official estimates for the proportion of households in relative poverty at local authority level across Scotland. The full report can be viewed at <http://www.scotland.gov.uk/Publications/2010/07/30132551/41>.

Report on life expectancy - This report on life expectancy in Scottish Council and NHS Board areas was published by the Registrar General for Scotland and shows that, based on the period 2007-2009, life expectancy at birth for Scotland has improved over the last 10 years - from 72.7 years to 75.4 years for men and from 78.2 years to 80.1 years for women. The report is available at <http://www.gro-scotland.gov.uk/statistics/theme/life-expectancy/admin-area/2007-2009/index.html>.

Scottish Public Health Observatory Website

This is an extremely useful website which, along with summary data and statistics, provides background information, interpretation, policy notes, commentaries on data sources, references and links to further information for a wide range of topics relating to the health of the Scottish population. The site also has a useful page on the policy context in relation to health inequalities. Of particular use are the Constituency Health and Well-Being Profiles and the Community Health and Well-Being Profiles which are found in the Comparative Health section of the site at <http://www.scotpho.org.uk/web/site/home/home.asp>. For further information on the profiles or on data/statistics about population health/ health inequalities, contact the Observatory on 0141 300 1015 or scotpho@isd.csa.scot.nhs.uk.

Sense Scotland works with children and adults who have communication support needs because of deafblindness, sensory impairment, learning and physical disabilities. They also work in the field of communication and innovative support services for people who are marginalised because of challenging behaviour, health care issues and the complexity of their support needs. For details, visit <http://www.sensescotland.org.uk/>.

The **Tool Box** provides over 6,000 pages of practical information to support your work in promoting community health and development. This web site is created and maintained by the Work Group on Health Promotion and Community Development at the University of Kansas in Lawrence, Kansas (U.S.A). Developed in collaboration with AHEC/Community Partners in Amherst, Massachusetts, the site has been live since 1995, and it continues to grow on a weekly basis.

The core of the Tool Box is the "topic sections" that include practical guidance for the different tasks necessary to promote community health and development. For instance, there are sections on leadership, strategic planning, community assessment, grant writing, and evaluation to give just a few examples. Each section includes a description of the task, advantages of doing it, step-by-step guidelines, examples, checklists of points to review, and training materials. For further information, visit <http://ctb.ku.edu/index.jsp>.

UKPHA (UK Public Health Association) - the UKPHA website contains a lot of useful information regarding current health inequality issues. There are also useful articles within the 'Report' magazine featured on the site. Visit <http://www.ukpha.org.uk/default.aspx>.

ROUTES TO SUSTAINABILITY – GLOSSARY

Community Health Initiatives (CHIs)

CHIs work closely with communities and local partnerships to identify and tackle health inequalities. They promote the right to good health for all and work to reduce the barriers to participation and increase the confidence and skills of local people. CHIs seek to challenge life circumstances and behaviours while working with communities to address the underlying determinants of poor health.

Community Health Exchange (CHEX)

CHEX is the leading agency in Scotland's health sector that provides a resource in supporting community development approaches to health improvement and challenging health inequalities. The organisation facilitates a network of community health initiatives and supports them in developing good practice and influencing health and social policies.

Scottish Community Development Centre (SCDC)

SCDC is the designated National Development Centre for community development in Scotland. It supports best practice in community development throughout Scotland with the aim of building stronger and healthier communities.

Community Development

Community Development is about building active and sustainable communities based on social justice and mutual respect. It is about changing power structures to remove the barriers that prevent people from participating in the issues that affect their lives.

Community development workers support individuals, groups and organisations in this process based on the values of social justice, participation, equality, learning and co-operation (Scottish Community Development Network Definition).

Health Inequalities

Although particular aspects of health status are improving in Scotland, it is increasingly clear that these improvements are restricted to particular social groups in certain parts of the country. There is a widening gap in Scotland where low income groups and certain communities experience greater risk of ill health. Health inequalities operate and impact at many levels including the incidence of ill health both mental and physical, material deprivation, inadequate income, discrimination, lack of social status, unequal access to health care, poor housing, limited access to affordable food – the list is long.

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