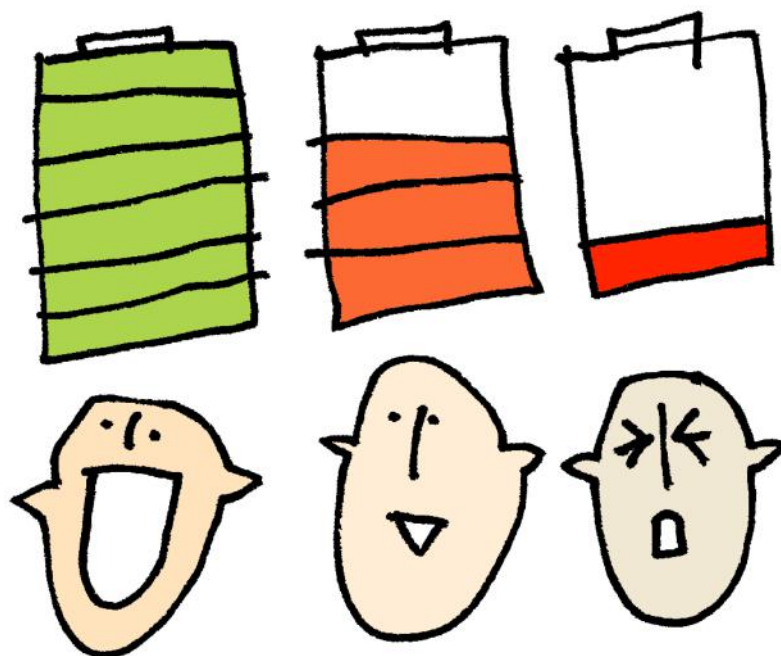


Welcome back! How are we feeling?!

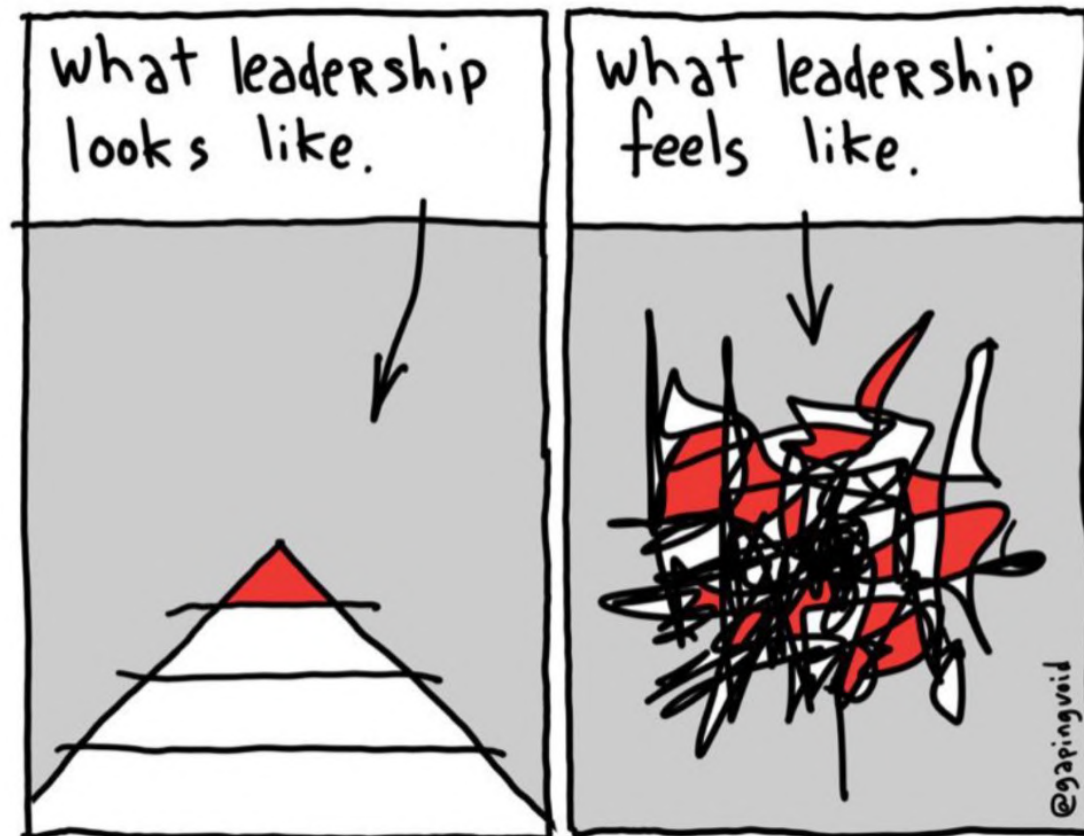


Overview of today

- **Reflections and developing your plans**
- **Leading collaborative, strengths-based change**
- **Brave and authentic leadership**



What does Leadership *feel* like to you?



Community Leadership Support
an NDTi Programme



What are you mostly – a manager or a leader?

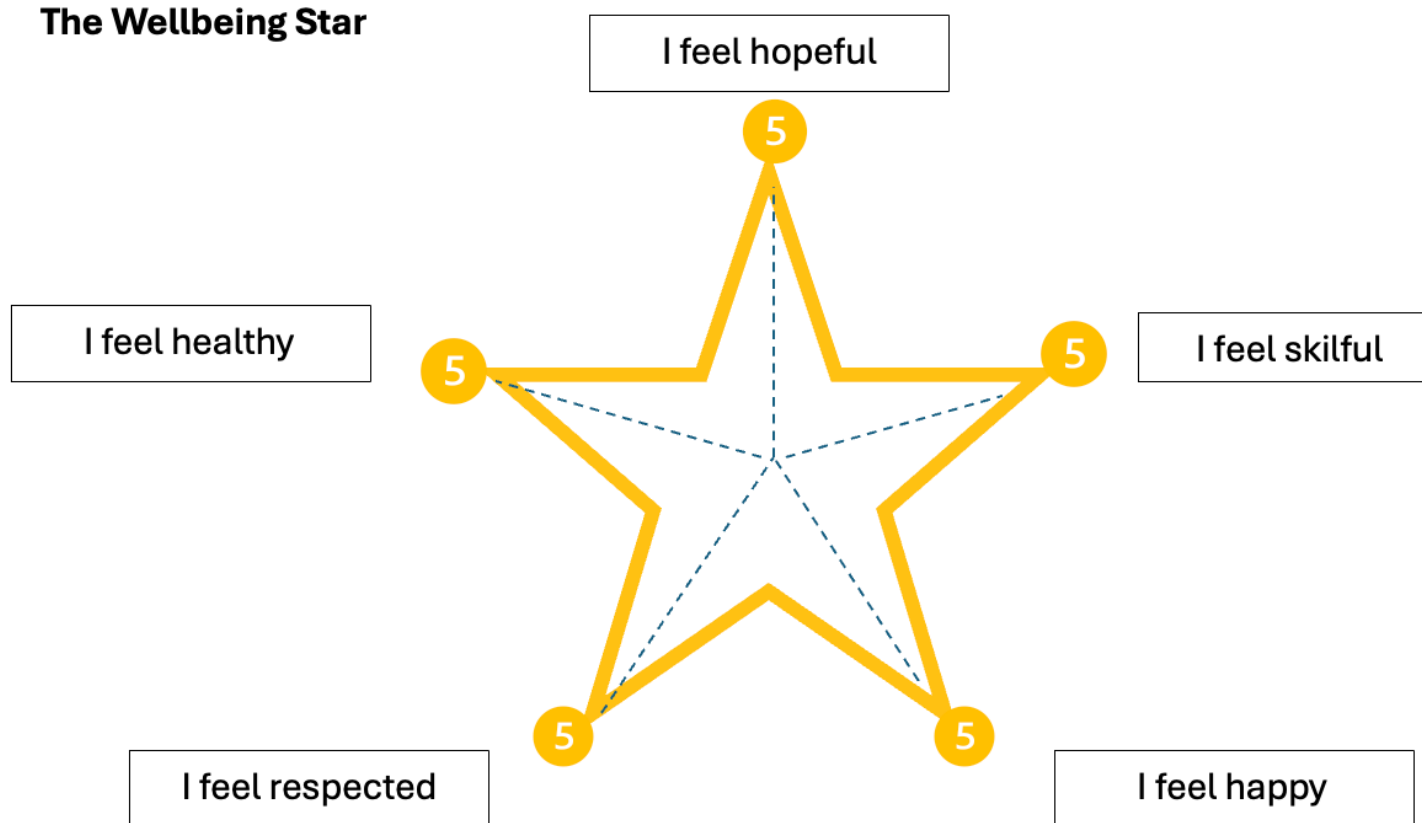
“While management maintains order and structure, leadership fosters innovation and change”

(Dublin University Business School”

- The **manager** does things right; the **leader** does the right thing
- The **manager** organizes and coordinates; the **leader** inspires and motivates
- The **manager** asks how and when; the **leader** asks what and why
- The **manager** accepts the way things are; the **leader** challenges it
- The **manager** administers; the **leader** innovates

Think about your own Wellbeing Star

The Wellbeing Star



Purpose and vision

The Golden Circle

WHAT

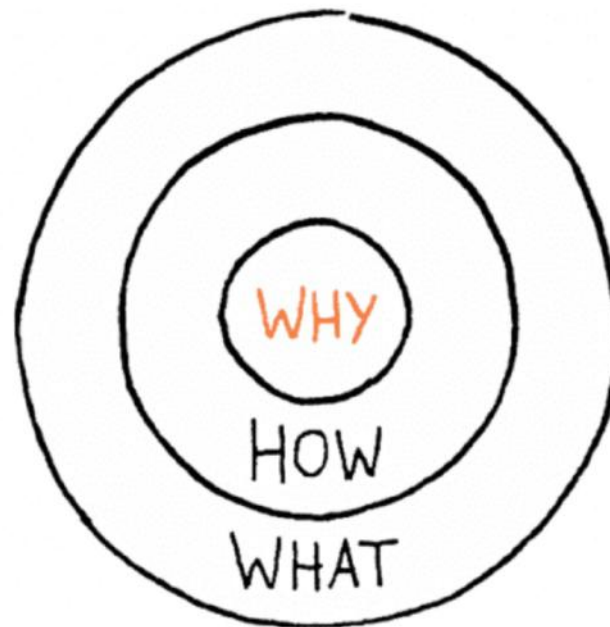
Every organization on the planet knows WHAT they do. These are products they sell or the services

HOW

Some organizations know HOW they do it. These are the things that make them special or set them apart from their competition.

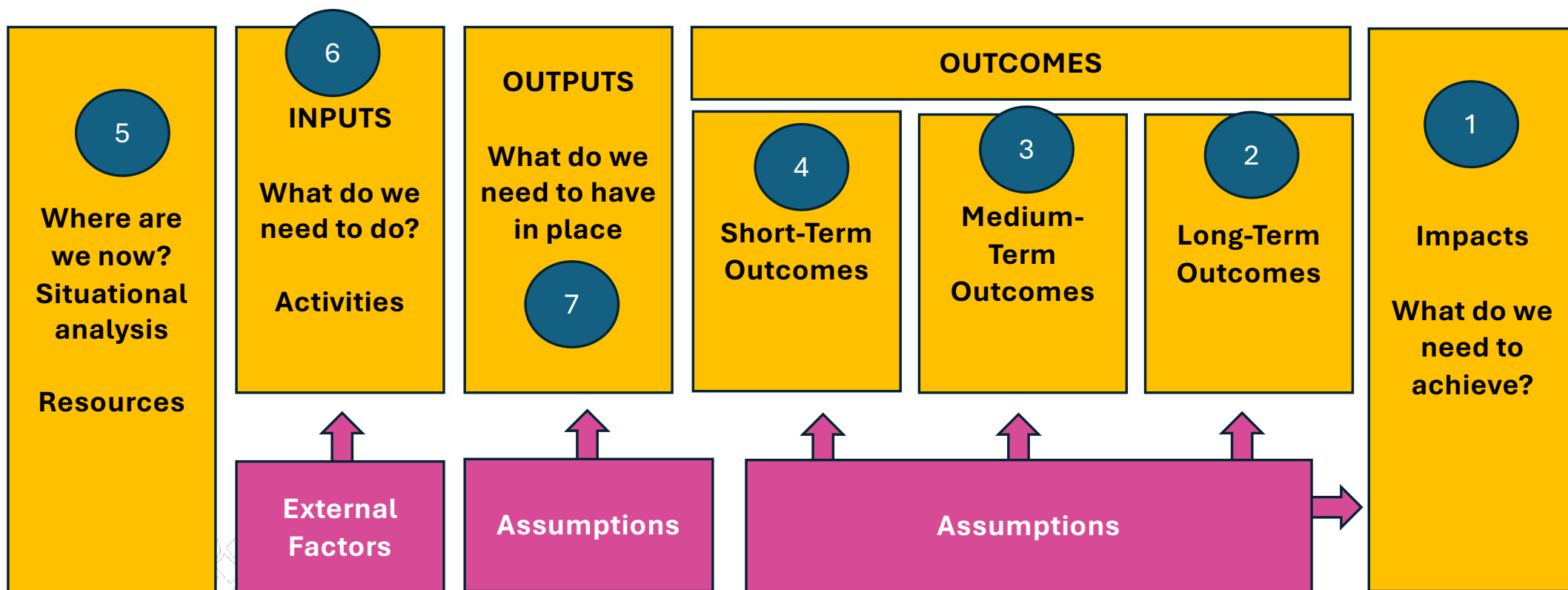
WHY

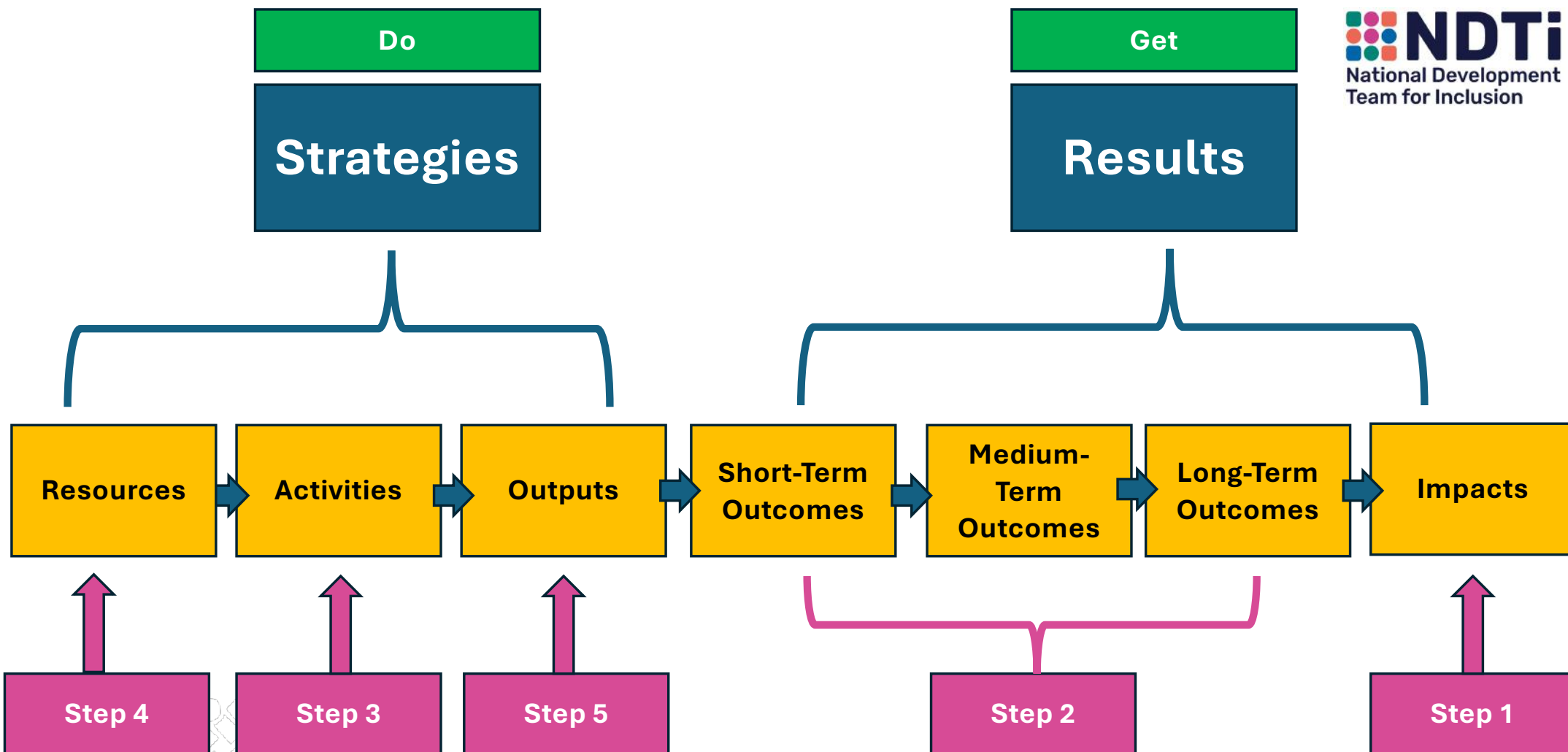
Very few organizations know WHY they do what they do. WHY is not about making money. That's a result. WHY is a purpose, cause or belief. It's the very reason your organization exists.



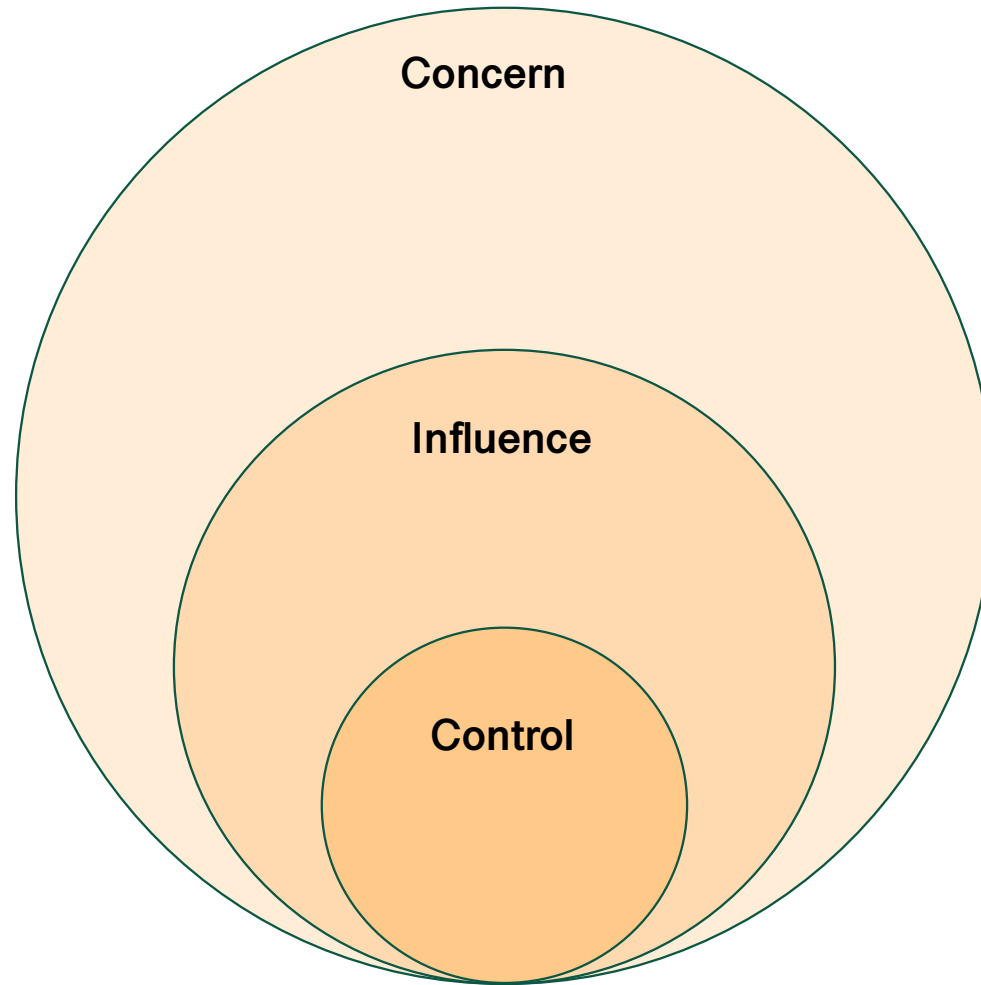
Simon Sinek 'Know Your Why'

Logic Modeling as a Planning Tool



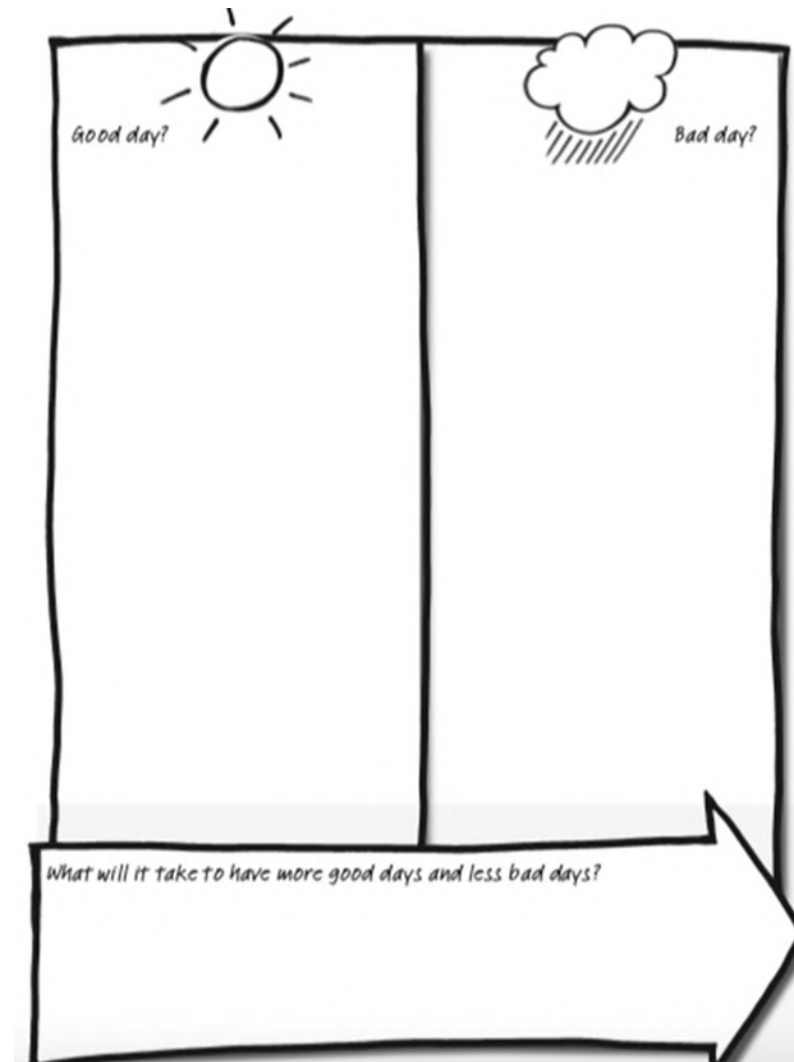


Circle of control



- Helps people or teams regain control
- Focuses on what they can change
- Helps let go of what they can do nothing about

Good day/ Bad day



- Easy concept for people to relate to
- Great way to discover other issues or opportunities that may not have surfaced otherwise

Working / not working

What's working?

What's not working?

People we support

The staff team

me

What needs to happen next to build on what's working and change what's not working?

- Captures different perspectives.
- Makes sure everyone's views are heard
- Draws out the positives as well as the negatives

What do we mean by 'strengths'?



hand

- What we can do
- Strength and agility
- Practical hobbies



head

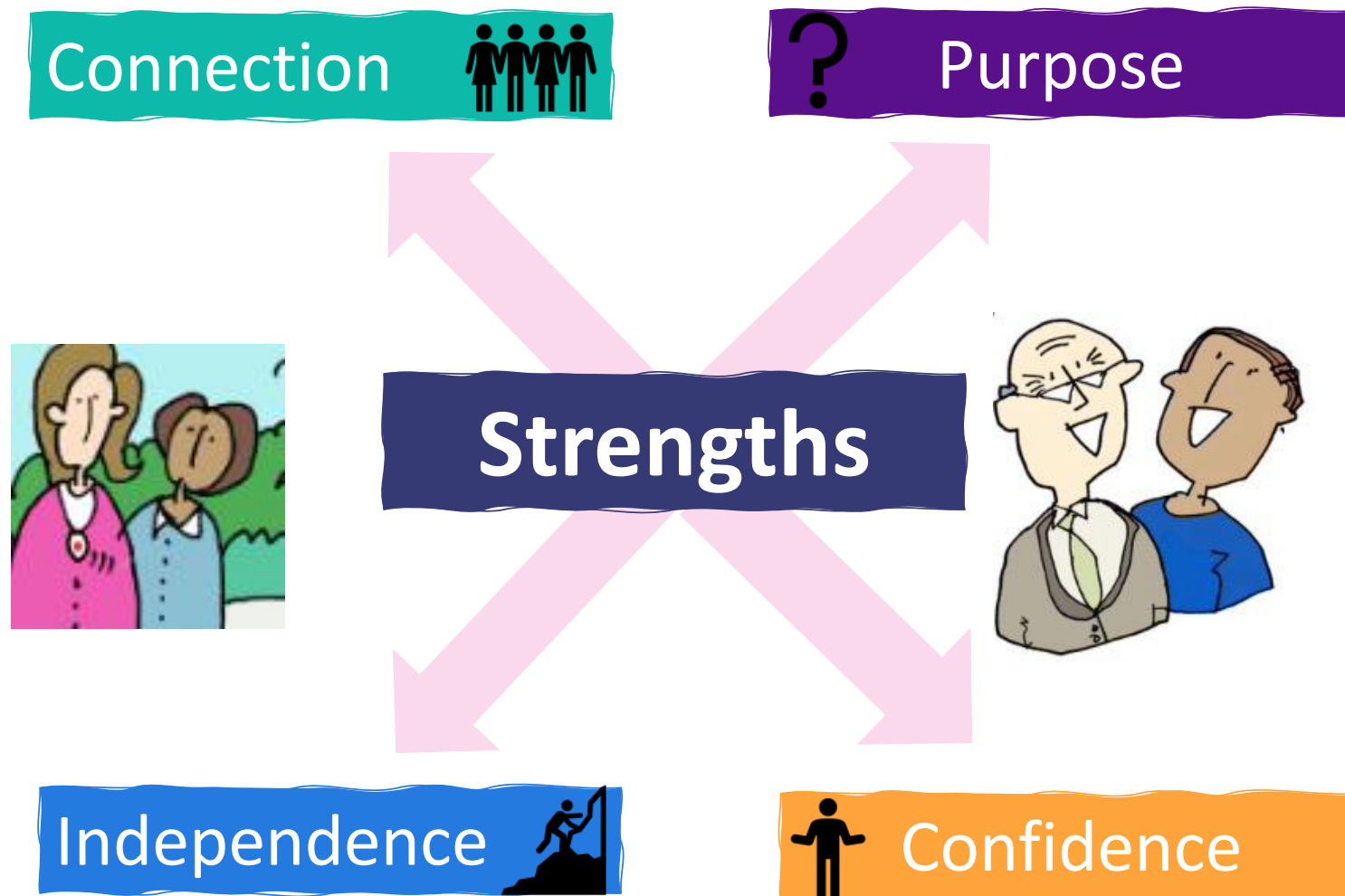
- What we know
- Memory / experience
- Ability to work things out



heart

- What we love
- Causes that energise us
- Personality/ warmth

How building
on strengths
can achieve
outcomes for
people



Important 'to' and Important 'for'

What's important to me?

- ~ The daily/ weekly routines
- ~ Pets and people
- ~ Keeping in touch with family/ friends
- ~ My appearance, how I'm addressed
- ~ What lights my fire! – hobbies, passions, causes, sport, music etc.
- ~ What makes me want to get out of bed in the morning

What's important for me?

- ~ What keeps me healthy and safe
- ~ What must happen in my daily/ weekly routine to stay well
- ~ What are things I must or must not eat?
- ~ What check ups must I have
- ~ What support do I need to get out of bed in the morning



Think of one or two things that are important to you – and one or two things that are important to you.

Share what you feel comfortable sharing in groups of 2 or 3.

Now describe how you feel if you can't do or can't have those things that are important to you.

Leading Collaborative Strengths Based Change:

Lessons from the NDTi Community Led Support Programme

Jenny Pitts, Programme Director
National Development Team for Inclusion



Community Led Support
an NDTi Programme



**"THE TIME IS
ALWAYS RIGHT
TO DO WHAT
IS RIGHT."**

Dr. Martin Luther King Jr.



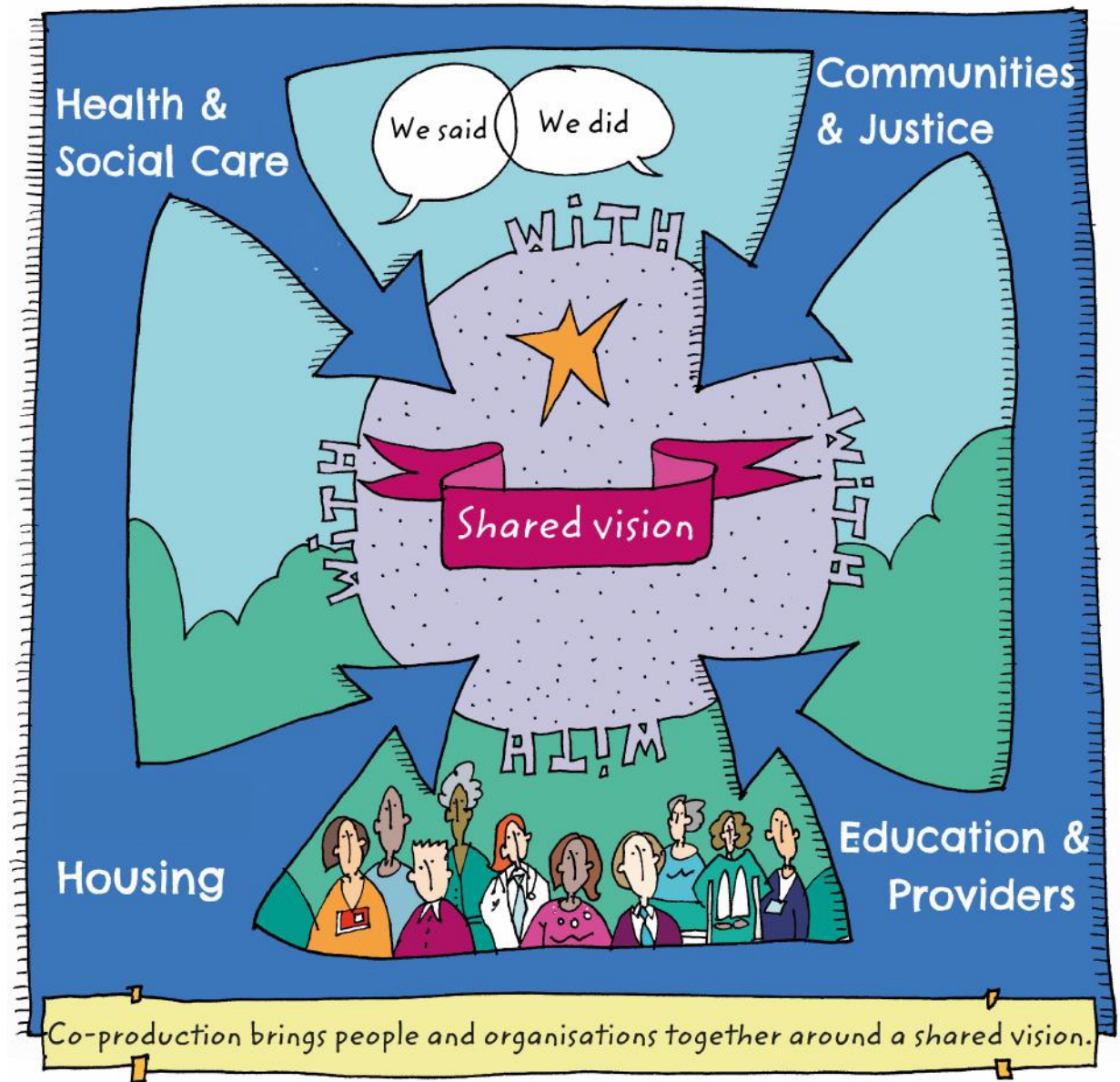
“All of our social problems arise out of doing the wrong thing righter. The more efficient you are at doing the wrong thing, the wronger you become. It is much better to do the right thing wronger than the wrong thing righter! If you do the right thing wrong and correct it, you get better!” (Daniel Pink)



Coproduction
brings people
and
organisations
together around
a shared vision



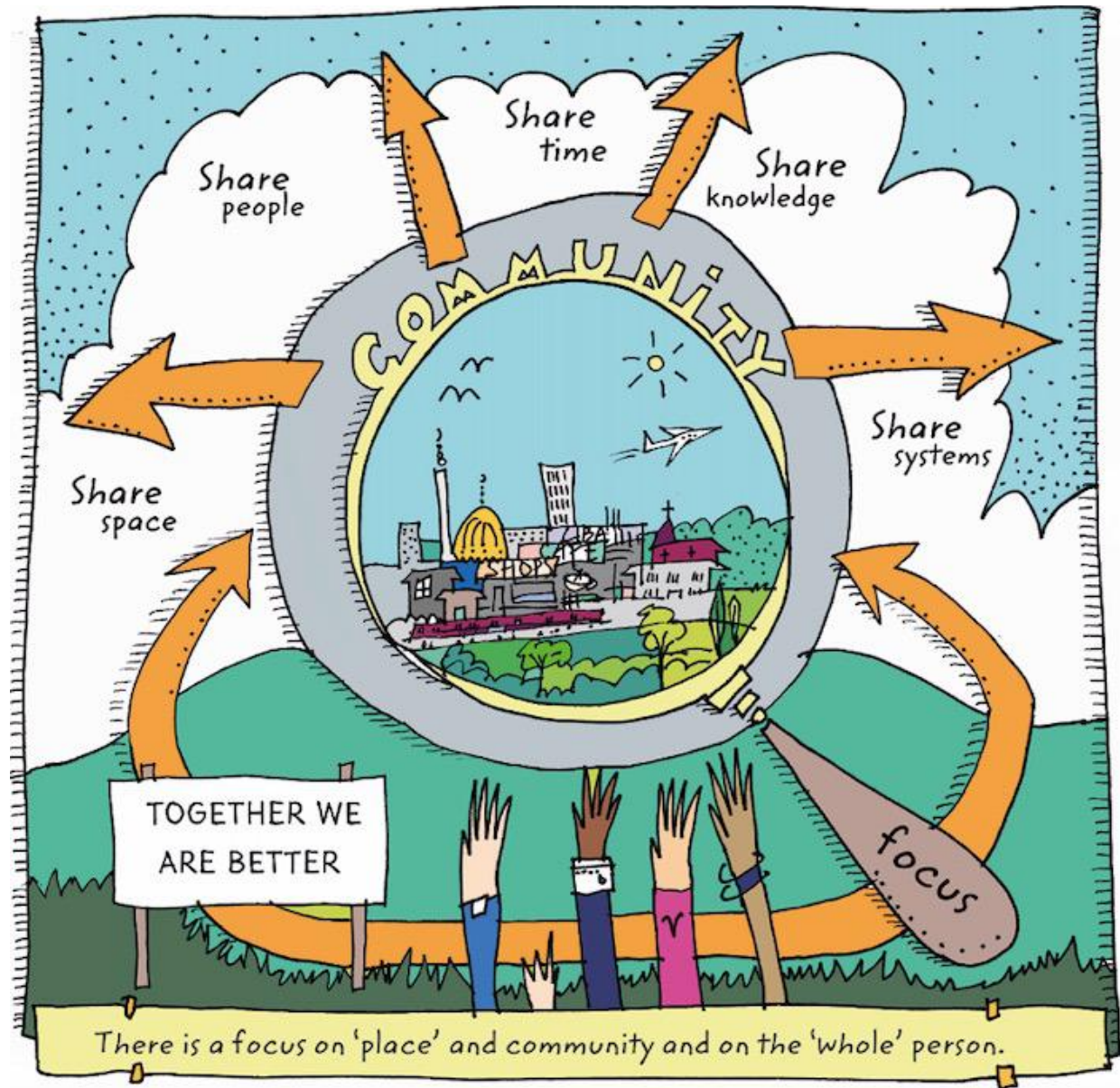
Community Led Support
an NDTI Programme



There is a focus
on 'place', on
community and
on the 'whole'
person



Community Led Support
an NDTI Programme



People can get support and advice easily, when they need it, so that crises are avoided



Community Led Support
an NDTI Programme



The culture is based on trust, empowerment and shared values within and across teams and organisations



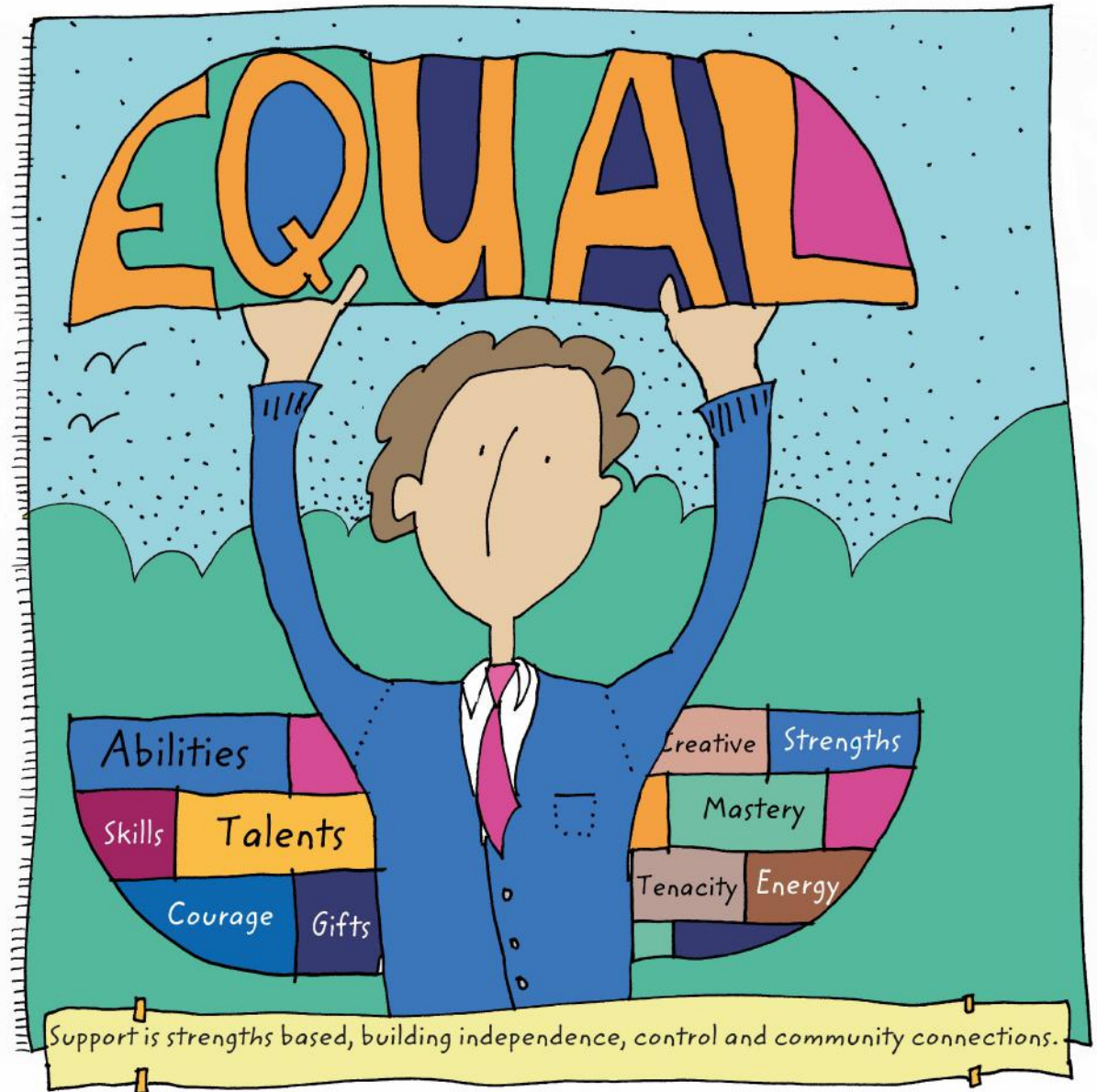
Community Led Support
an NDTI Programme



Support is
strengths
based, building
independence,
control and
community
connections



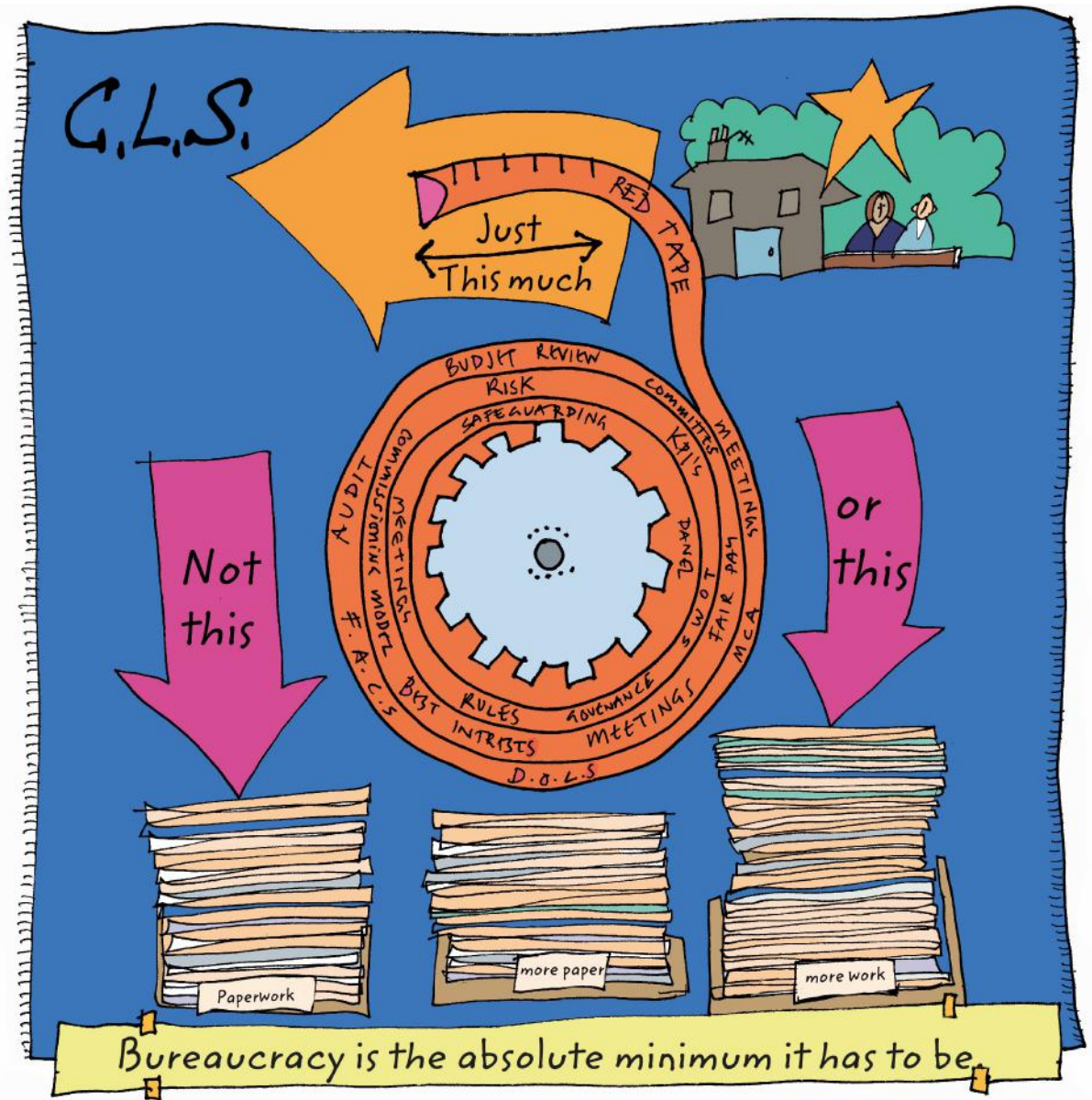
Community Led Support
an NDTI Programme



Bureaucracy is
the absolute
minimum it has
to be



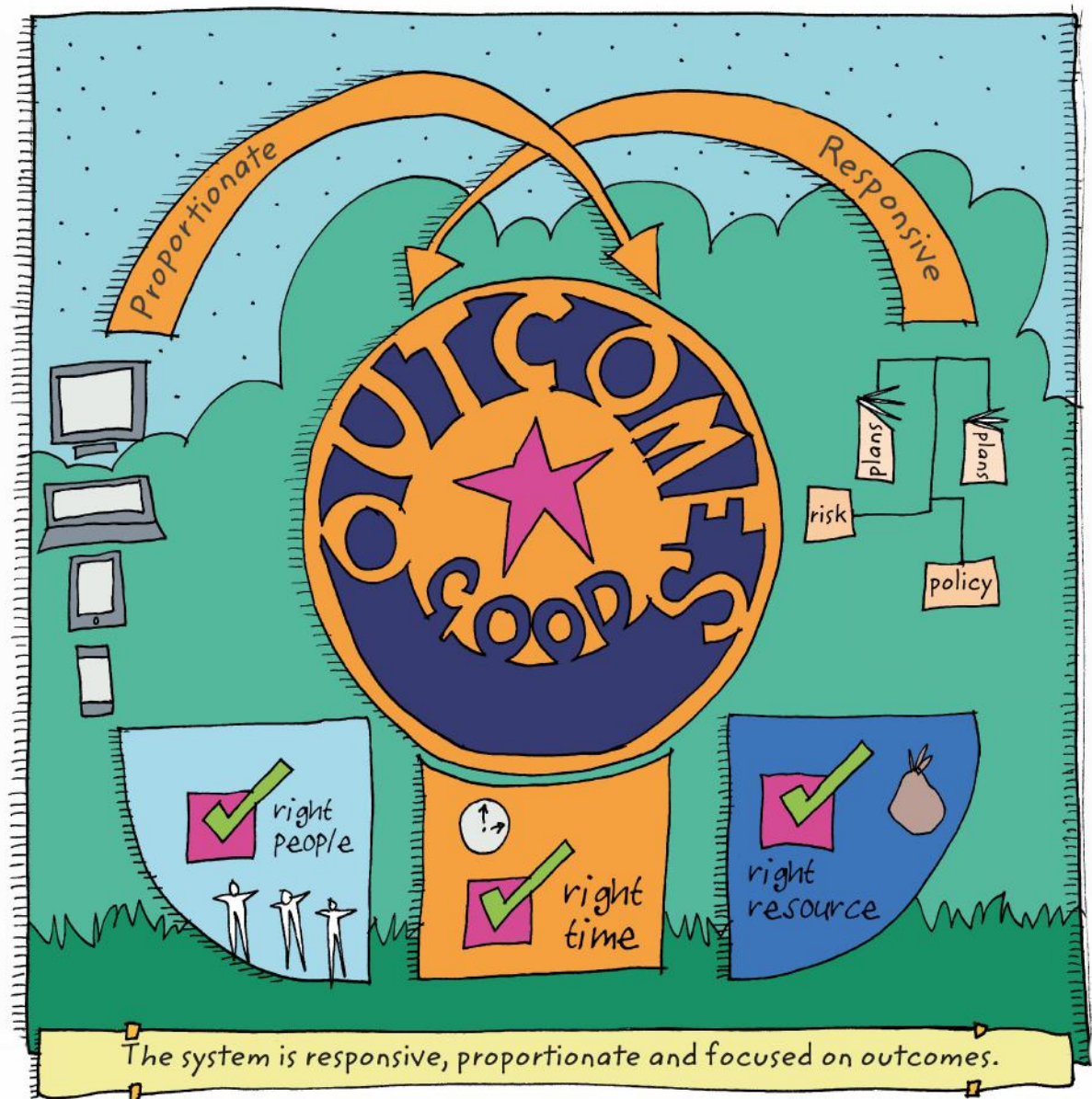
Community Led Support
an NDTI Programme



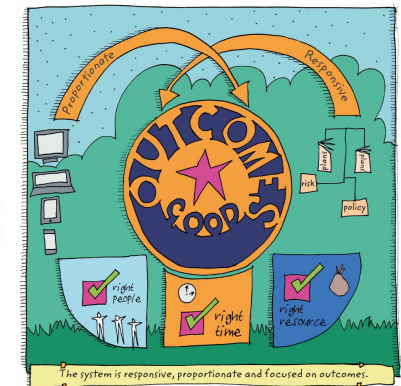
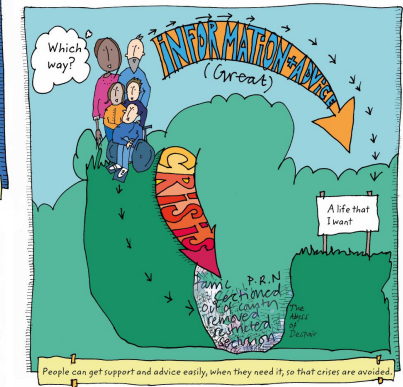
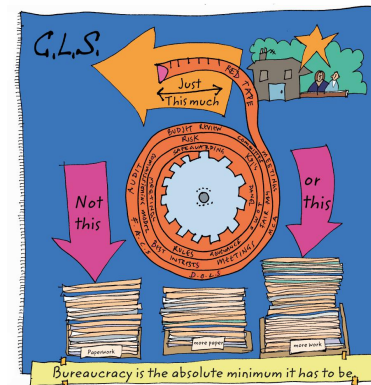
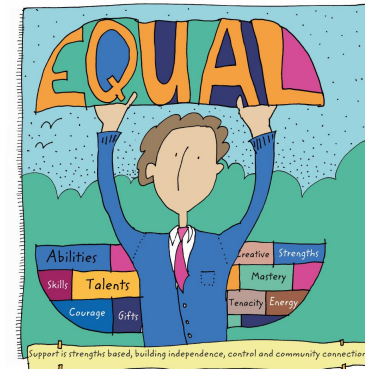
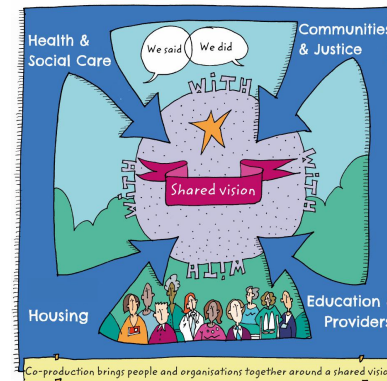
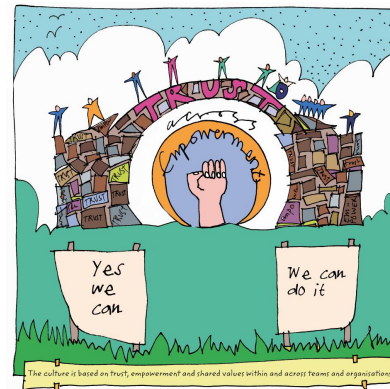
The system is
responsive,
proportionate
and focused on
outcomes

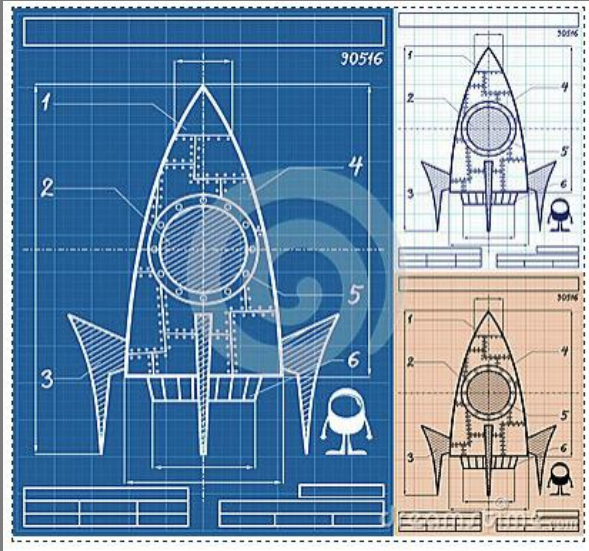


Community Led Support
an NDTI Programme



There is a focus on 'place' and community and on the 'whole' person.





There is no blueprint.

It is shaped by each local area,
building on what is already going
well and responding to local
priorities.

But **it's not rocket science.**

It's everything that we know we
should be doing.



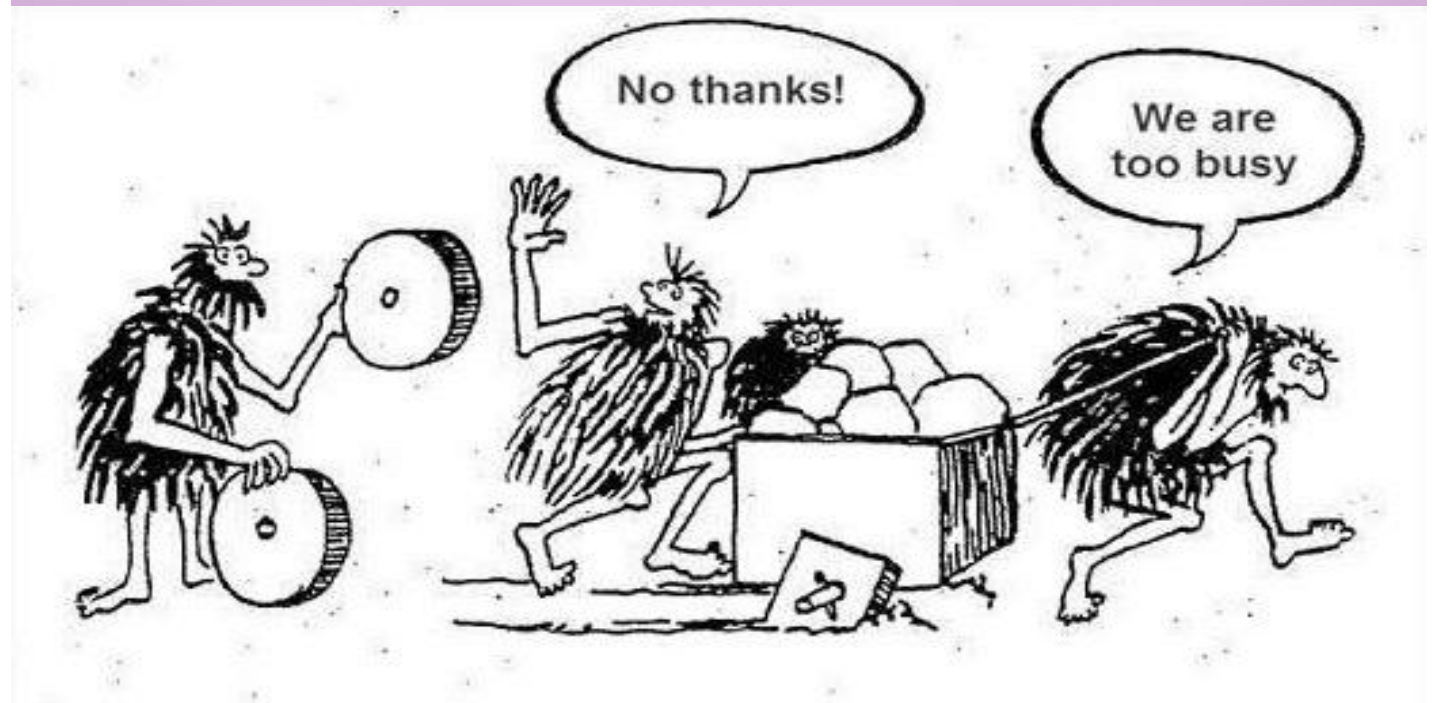
Community Led Support
an NDTI Programme

Working together
to explore
whether there is
a better way of
doing things



Community Led Support
an NDTI Programme

If you always do what you've
always done, then you will
always get what you've
always got.



The Community Led Support 'Rules'



Community Led Support
an NDTI Programme



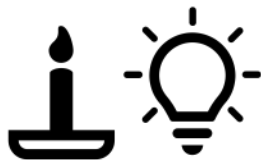
1. Don't break the law



2. Don't break the bank



3. Do no harm



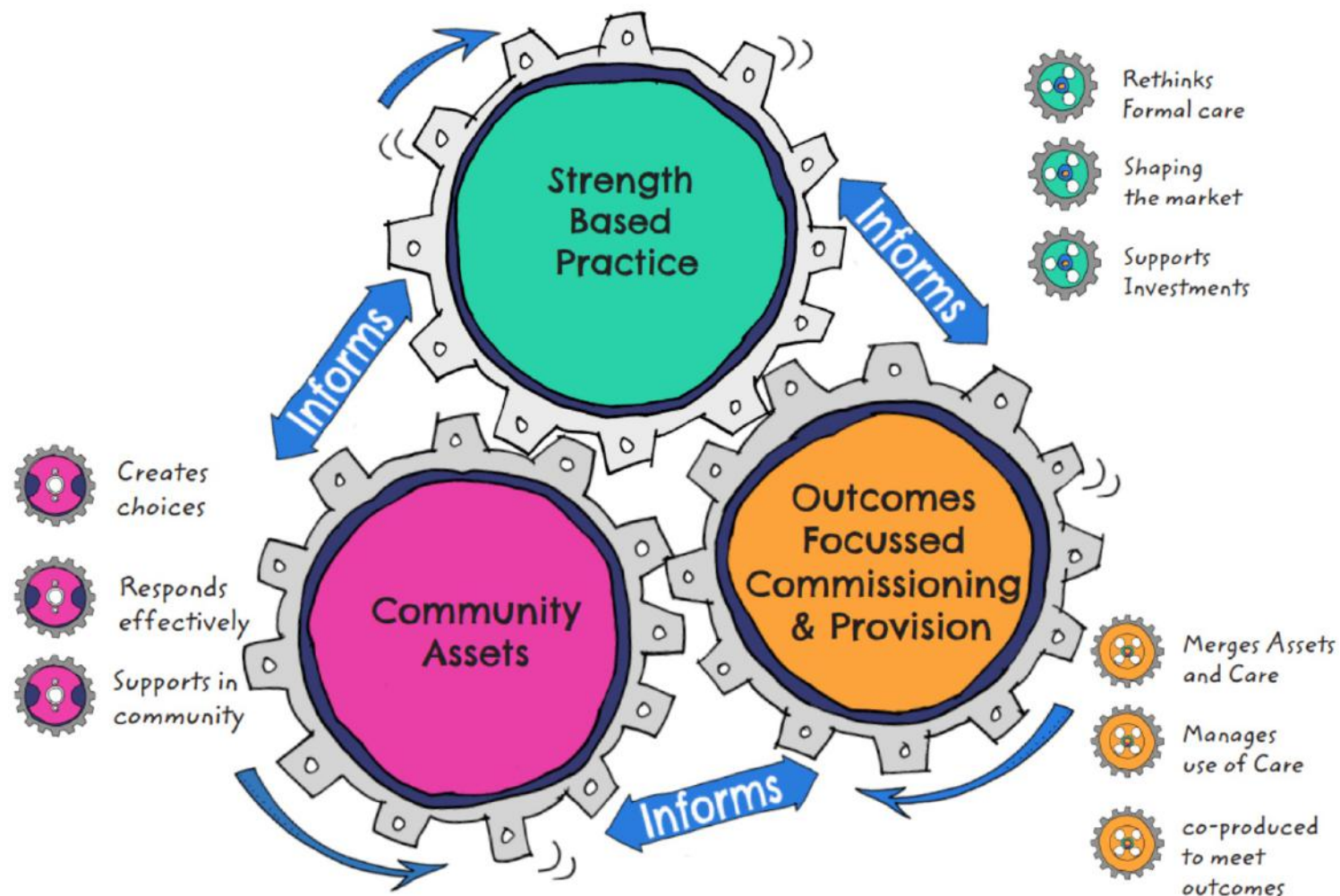
But do break the mould!

An engine for
change...

The CLS 'cogs'



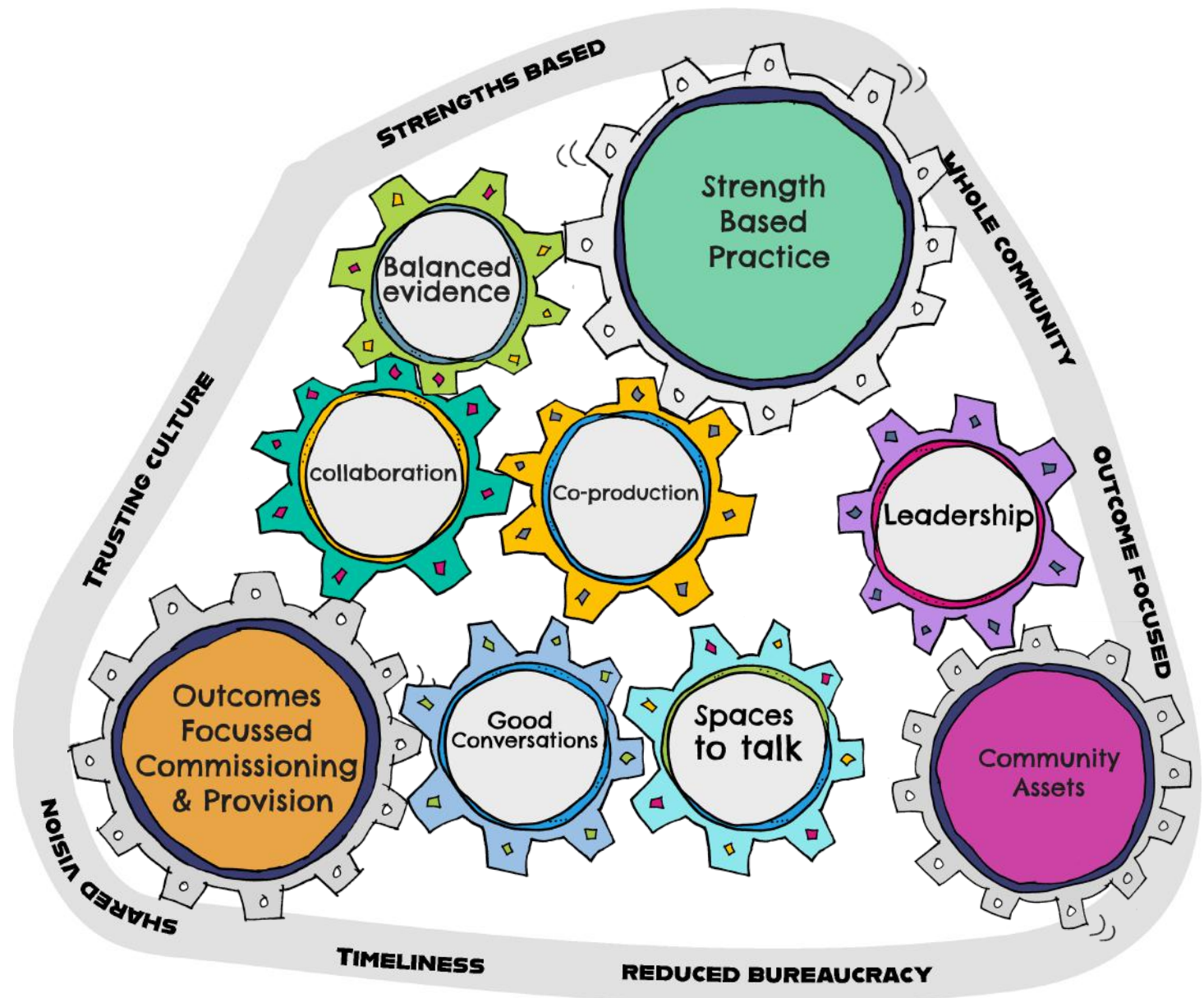
Community Led Support
an NDTI Programme



The essential 'enabling' cogs



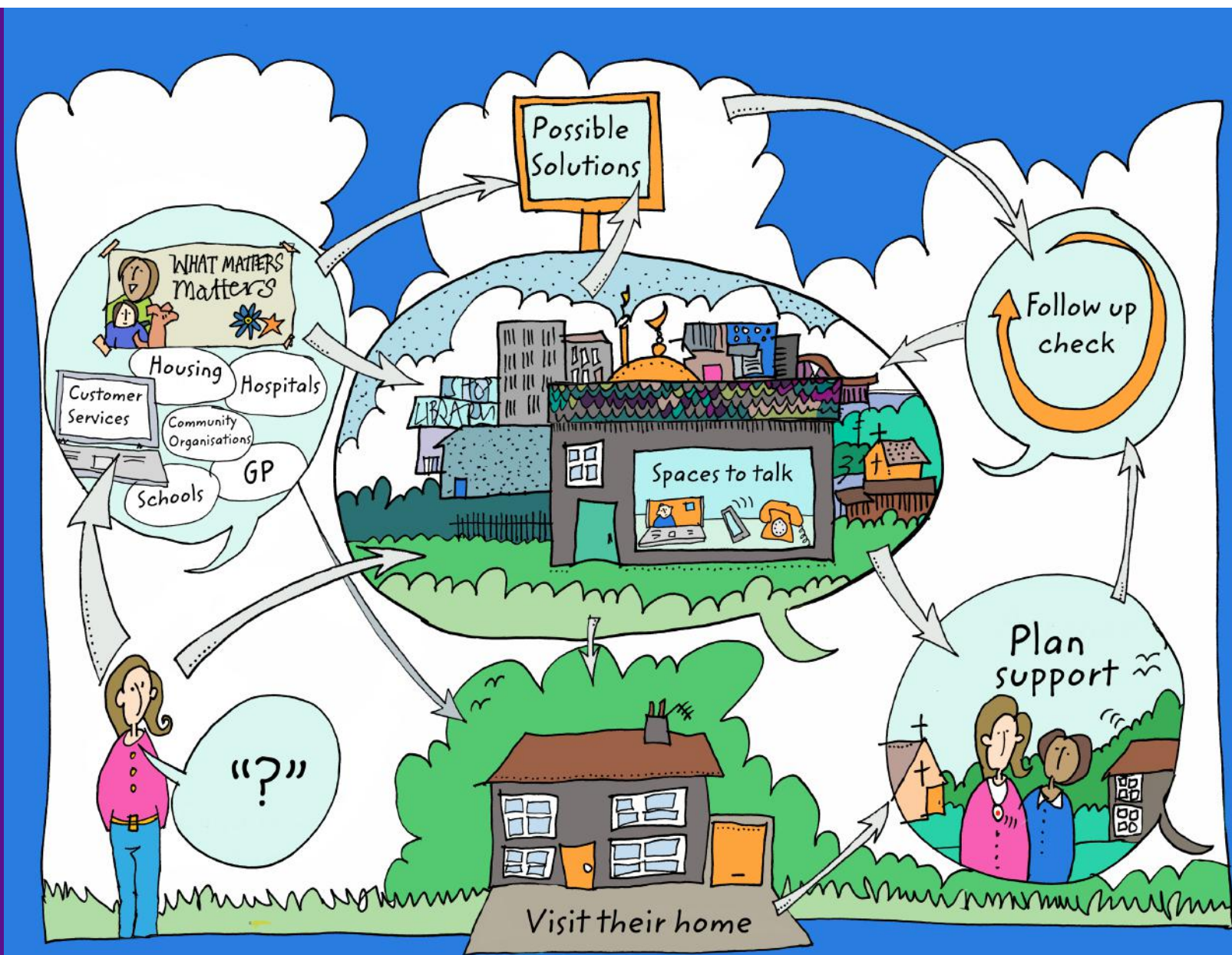
Community Led Support
an NDTi Programme

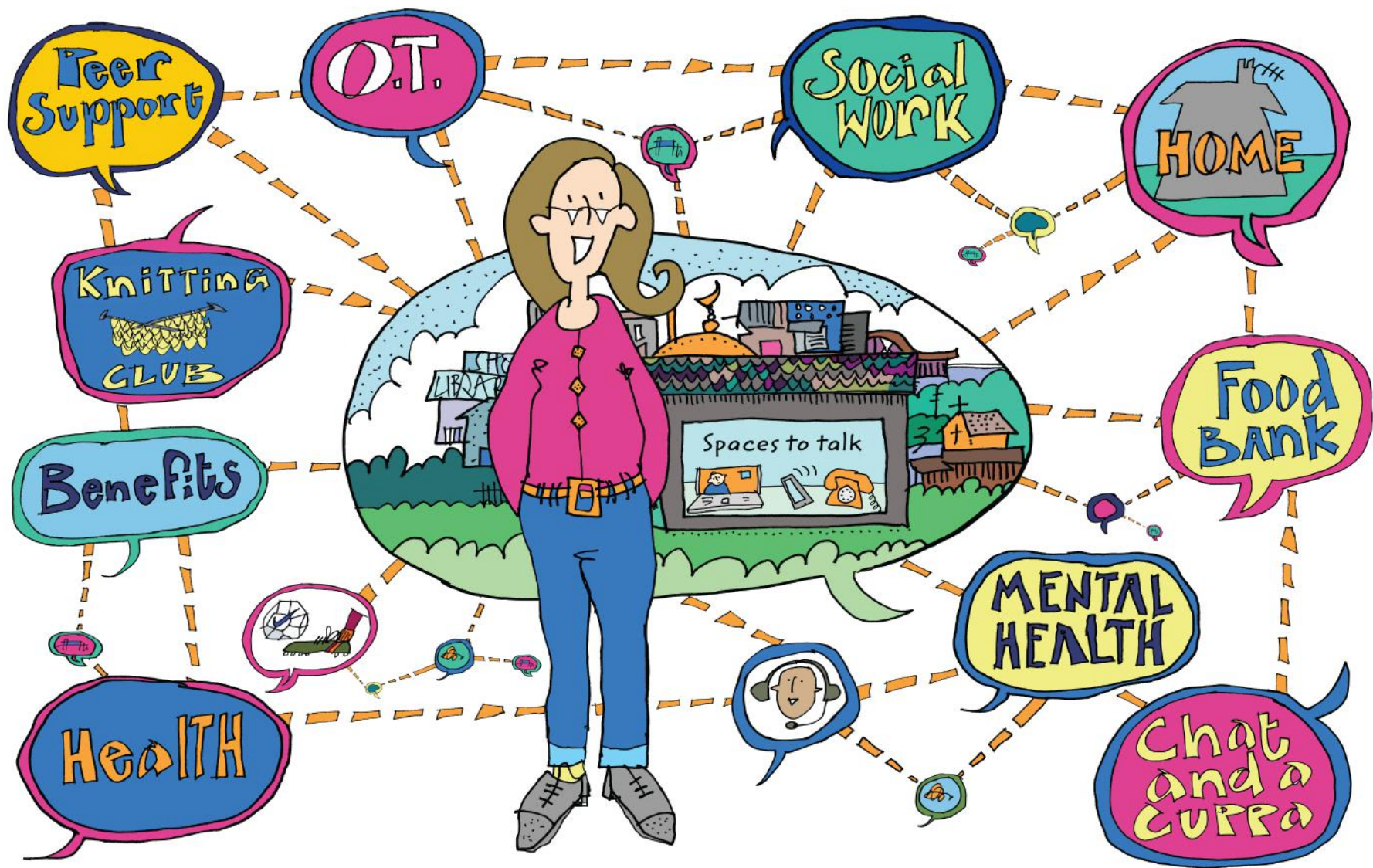


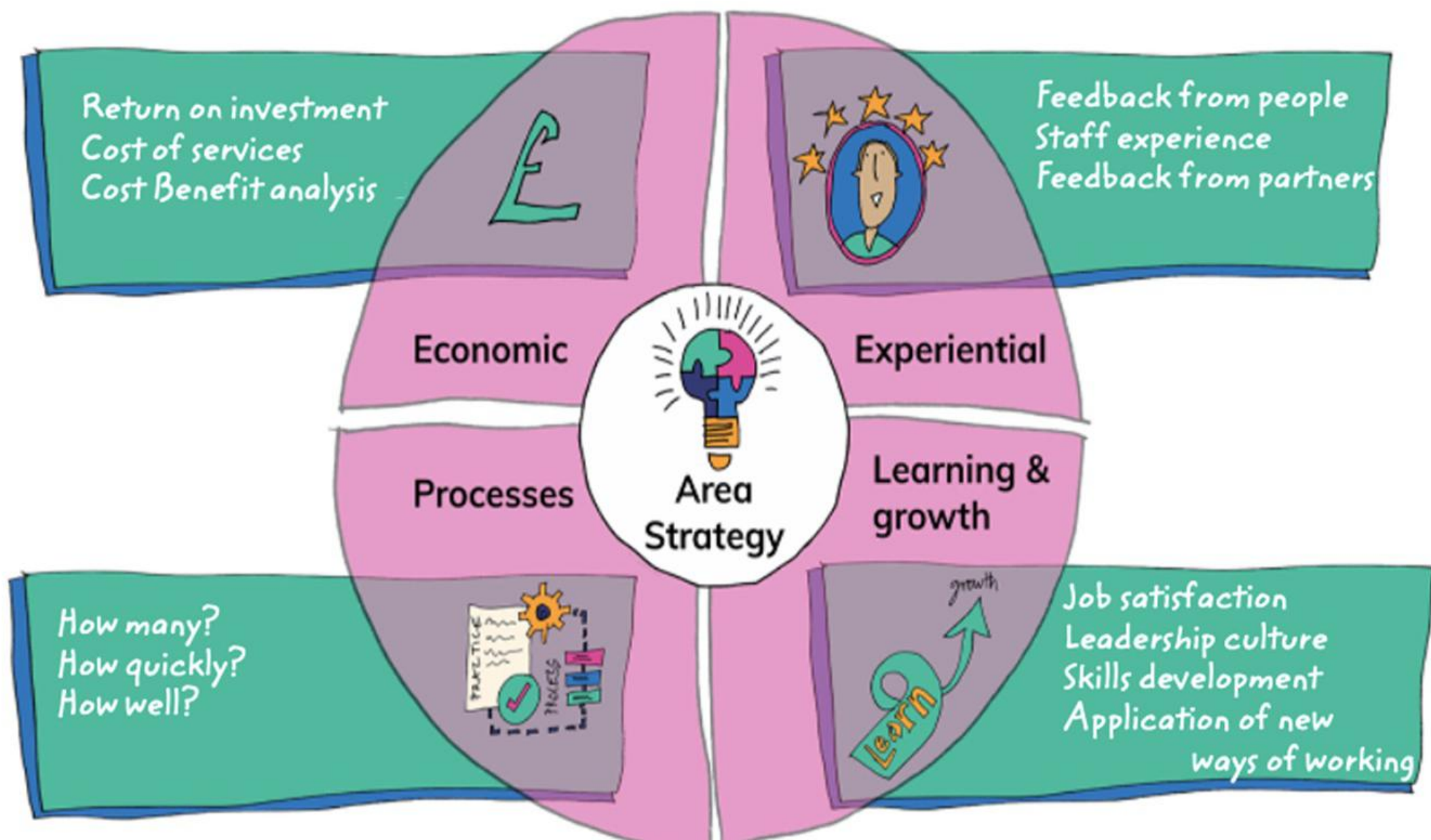
A different experience for people



Community Led Support
an NDTI Programme







The difference
this approach is
making



Community Led Support
an NDTi Programme

- Significantly reduced waiting lists
- Fewer people needing formal assessments
- Fewer crisis responses
- Improved self-reported wellbeing
- Great use of community-based and mainstream supports
- Customer service teams able to resolve more issues more effectively
- Higher staff morale
- Strong locality communication and peer support
- Fewer residential care admissions
- Fewer complaints
- Fewer hospital readmissions

Research findings

"the quantitative component of the research found that implementation of CLS is correlated with local authorities seeing a reduction in the levels of people who require funded care provision and that this is maintained over time.

Furthermore, there were no indications of increased expenditure suggesting that the improvements were achieved within the same resource envelope."



**Changing culture
not just process:
Community led
support in action**



We strengthen
We activate
birmingham.ac.uk

Research findings

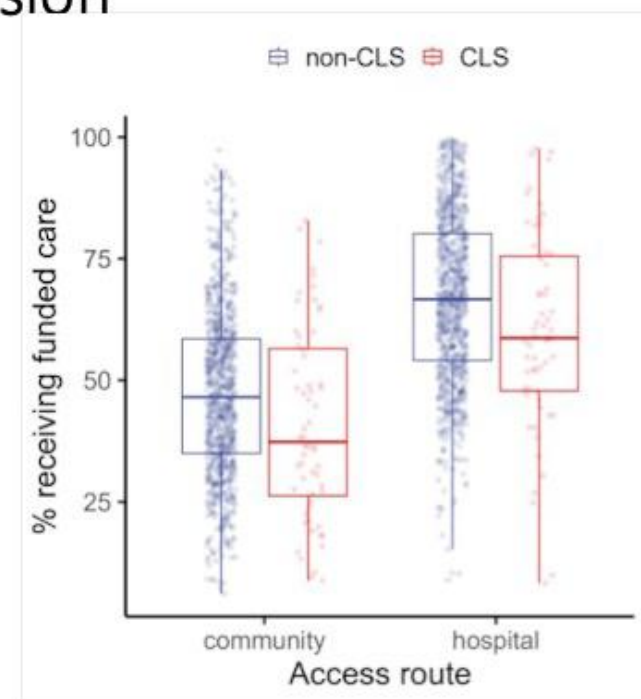


**Changing culture
not just process:
Community led
support in action**

We strengthen
We activate
birmingham.ac.uk

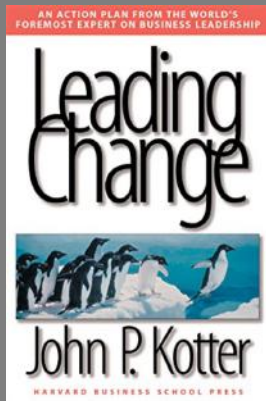
Findings: Impact on provision

- CLS reduced the percentage of care requests that received funded care ($p = .005$)
- Average difference of 7%
- Similar effect for community and hospital requests
- Stronger effect of CLS within small-scale sites



Prunty et al., (in prep)

Back to basics: JP Kotter's 8 steps



Climate

Engagement

Implementation

01

Create a sense of urgency

02

Form a powerful coalition

03

Create a vision for change

04

Communicate the vision

05

Empower action

06

Create quick wins

07

Sustain acceleration

08

Embed in culture

What we've learned is required of leaders



Community Led Support
an NDTi Programme

- Presence is paramount
- Articulate it and model the principles and behaviours
- Collaborate/ coproduce – don't try and do it on your own! Seek collective ownership.
- Don't seek security in programme management – this is scary!
- Learn from others/ connect and share
- TRUST others: develop positive and supportive cultures
- Be brave – it's OK to say “I don't know” or “let's find out”
- Embrace learning from experience. Make data everybody's friend – use it to improve and learn.
- Continually communicate - and celebrate the wins
- Keep going – it's a marathon not a sprint!



Leading Change, Collaborative Working & Joined Up Community Based Approaches

Lisa Healings

Chief Executive - VAST



About VAST

Established in 1920, VAST is a registered charity, providing specialist services to the Voluntary, Community and Social Enterprise (VCSE) Sector in Stoke on Trent and North Staffordshire, supporting them to deliver high quality services to local communities.

As a Local Infrastructure Organisation for the voluntary, community & social enterprise (VCSE) sector, VAST's role is to provide leadership, advocacy, representation, and support to not-for-profit organisations as well as supporting collaborative cross-sector work with both the public and health sectors. As well as providing back-office services and bespoke capacity building and volunteering support to enable VCSE organisations to flourish – a 'One Stop Support Shop for VCSE'.

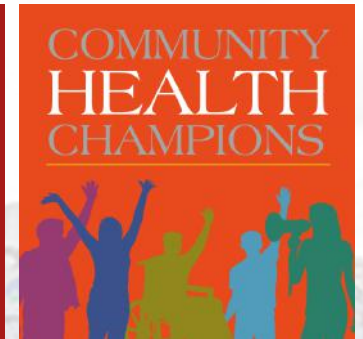
In 2024 VAST become one of the first Local Infrastructure Organisations to Successfully Achieves the new Local Infrastructure Quality Accreditation



The Four Functions of Infrastructure



VAST services





The Value of the VCSE Sector

What do VCSE sector organisations bring?

- >> Community Engagement & Empowerment**
- >> Innovative Solutions**
- >> Collaborative working**
- >> Role in Addressing Health Inequalities**
- >> Economic & Social Value**





The Value of the VCSE Sector

What impact can this have?

- »» **Driving Change**
- »» **Building Capacity**
- »» **Promoting Collaboration**

The VCSE sector is indispensable in creating a more inclusive, responsive, and sustainable social care system. By championing community-based approaches and collaborative working, VCSE organisations drive meaningful change and improve outcomes for all residents.



Local Example

VCSE City Alliance



The VCSE City Alliance: What is it? Who is it for?

“...a written understanding between the voluntary, community and social enterprise (VCSE) sector in Stoke-on-Trent and Stoke-on-Trent City Council which sets out how they will co-operate to create resilient, thriving communities for the citizens of Stoke-on-Trent.”

Co-produced with the help of the **Voluntary Sector Chief Officers' Group (VSCOG)**

Stoke-on-Trent VCSE City Alliance Agreement

This document is a written understanding between the voluntary, community and social enterprise (VCSE) sector in Stoke-on-Trent and Stoke-on-Trent City Council and sets out how they will co-operate to create resilient, thriving communities for the citizens of Stoke-on-Trent.

Ratification date: *late 2024*

Date of review: *late 2025*

Page 1 of 8
**#STOKEONTRENT
TOGETHER**

Council pledge to work with charities to 'help people of Stoke-on-Trent'

Stoke-on-Trent City Council has approved a new City Alliance agreement with the voluntary and community sector



Want Stoke-on-Trent news emailed to you direct from our journalists? Sign up to our newsletter

Enter your email...

Under the agreement, the city council will ensure that VCSE organisations are included in finding solutions to problems, and that they are not excluded by overly complex processes. The council also pledges to make communications clear, concise, open and honest, and to listen to any feedback given.



Indeed
Sponsor your job posts to fill your most important roles even faster.

TOP STORIES



Live fire updates as police close off road as crews tackle blaze

Blaze at school surrounded by school after evening lessons for kids



Asset Based Approaches

What is Asset Based Community Development?

Asset-Based Community Development is a powerful approach that harnesses the inherent strengths of communities to drive sustainable and inclusive development. By focusing on what is right within a community, ABCD fosters resilience, ownership, and collaboration, leading to meaningful and lasting change.

Focus on what is strong not what is wrong!





Asset Based Approaches

Principles of Asset Based Community Development

- » **Everyone has gifts**
- » **Relationships build a community**
- » **Citizens at the centre**
- » **Local leadership**



Example

Middleport Matters

Tea and Toast (ADD INFORMATION)

Quote/important statement
Quote/important statement
Quote/important statement
Quote/important statement



Discussion

What role can the Social Care Sector
Play in enabling and supporting
Asset Based Approaches?



The Value of Collaboration

Partnerships and Collaborations: creating accessible and inclusive opportunities and driving effective collaborative working through the building of networks and partnerships between local organisations and strategic partners.

Partnerships – Building relationships and working together to develop a community's Strengths

Collaborative working – Joint working in order to fulfil organisations purposes, while remaining separate.



The Value of Collaboration

Why is it important?

Potential	Benefits
New or improved services	Sharing of risk
More integrated or coordinated approach to addressing need	Capacity to replicate success
Wider reach	Stronger, united voice
Financial savings and better use of resources	Better coordination of activities
Knowledge, good practice and information sharing	Reduce negative power dynamics



The Value of Collaboration

Why is it important?

Statutory partners bring the power and Resources, but have to place trust in the communities themselves.

COMMUNITIES KNOW COMMUNITIES BEST!



Discussion

What are the opportunities for Social Care Leaders outside the Statutory Sector?





Commissioning Differently

What are the Opportunities?

By commissioning differently from the VCSE sector, statutory agencies can enhance service delivery, promote innovation, and achieve better social and economic outcomes. This collaborative approach ensures that services are responsive to community needs and contribute to a more inclusive and equitable social care system.





Commissioning Differently

What are the Opportunities?

- » Enhance social value
- » Flexibility and innovation
- » Community engagement
- » Cost effectiveness
- » Addressing health inequalities





Commissioning Differently

What are the Opportunities?

- »» Collaborative planning
- »» Transparent processes
- »» Outcomes based commissioning



Discussion

What does genuine market engagement and coproduction look like?



Contact Details

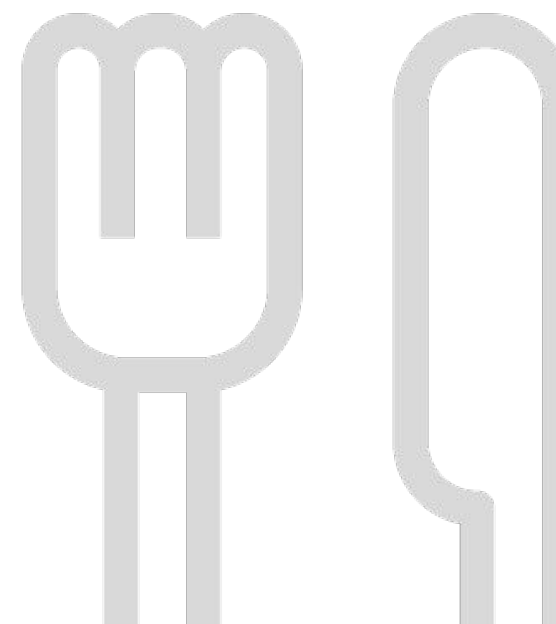
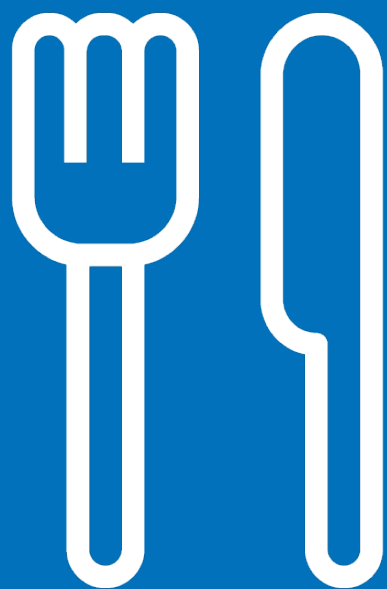
Lisa Healings

lisa.healings@vast.org.uk

01782 683030

vast.org.uk





Leading with courage and authenticity

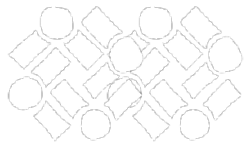
What does this mean to you?

When did you last do something which was brave?

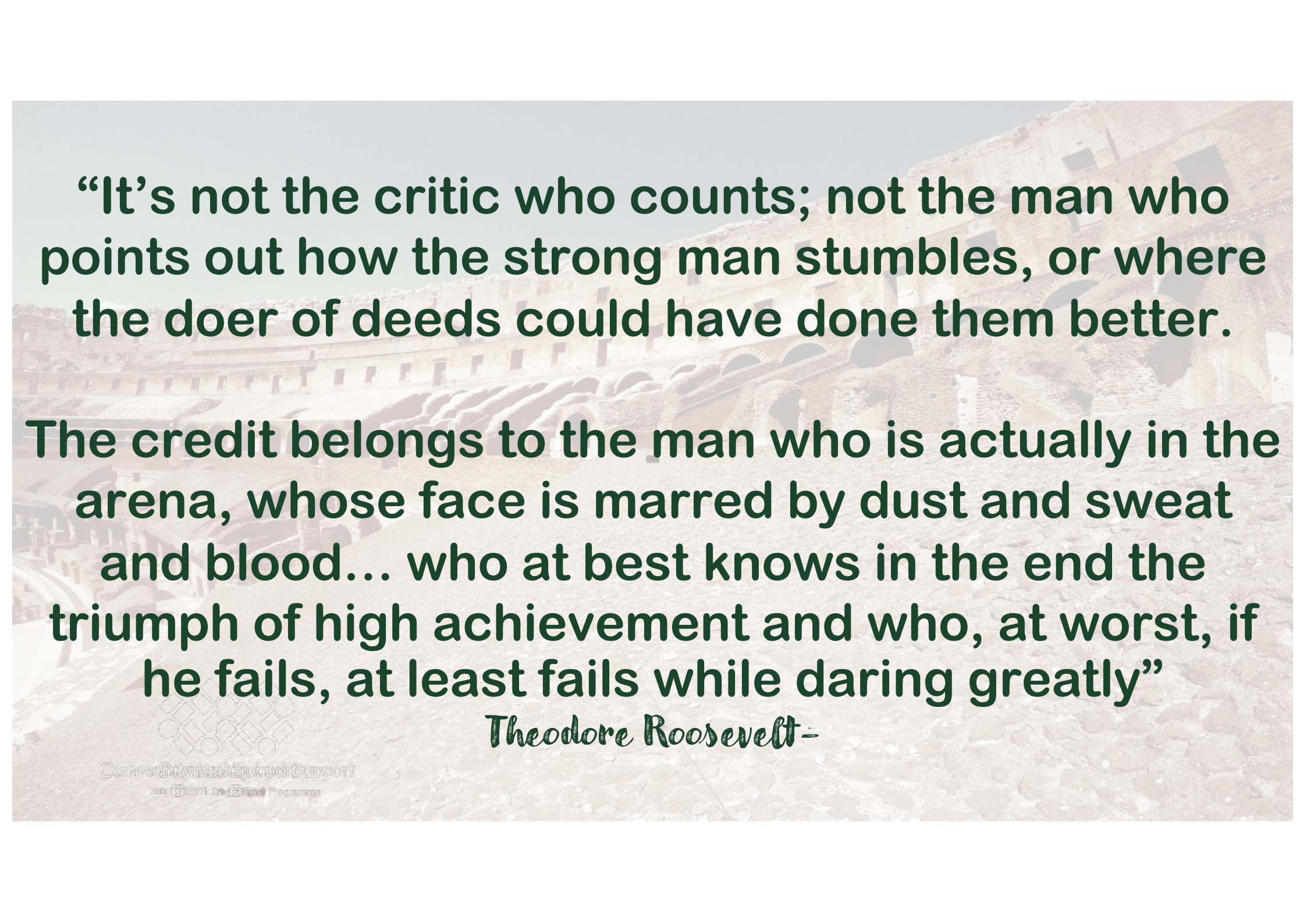
How did you feel?

Or

When did you last see someone do something that was brave?



Community Led Support Support
an NDTi Programme



“It’s not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better.

The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood... who at best knows in the end the triumph of high achievement and who, at worst, if he fails, at least fails while daring greatly”

Theodore Roosevelt-

The Cheap Seats

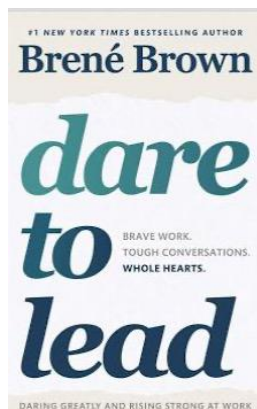
Reserved for those who give advice, judgement and criticism.

The Season Ticket Holders

Comparison and shame.

The Support Section

The two most important seats in the arena are empathy and self-compassion

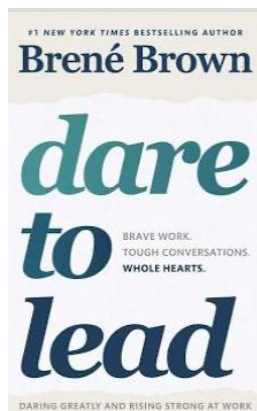



Taken from Brené Brown Dare to Lead

Courage is contagious.

Do you lead with courage?

What helps? and what gets in the way?



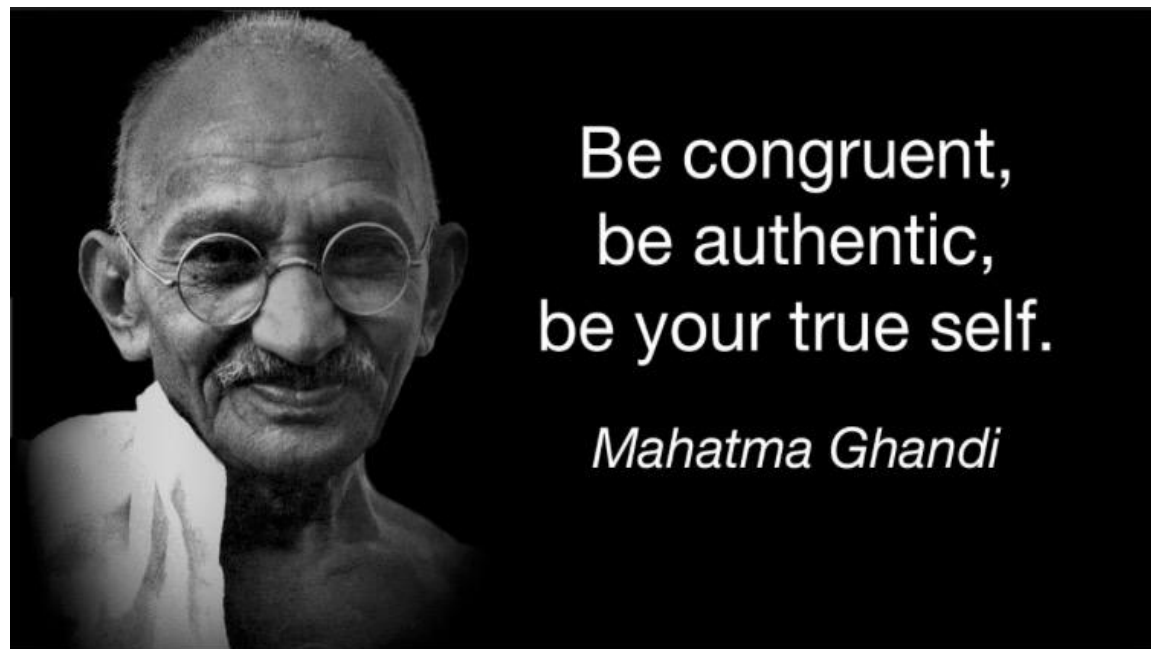


Authenticity is more than
speaking; Authenticity is also about
doing. Every decision we make
says something about who we are.

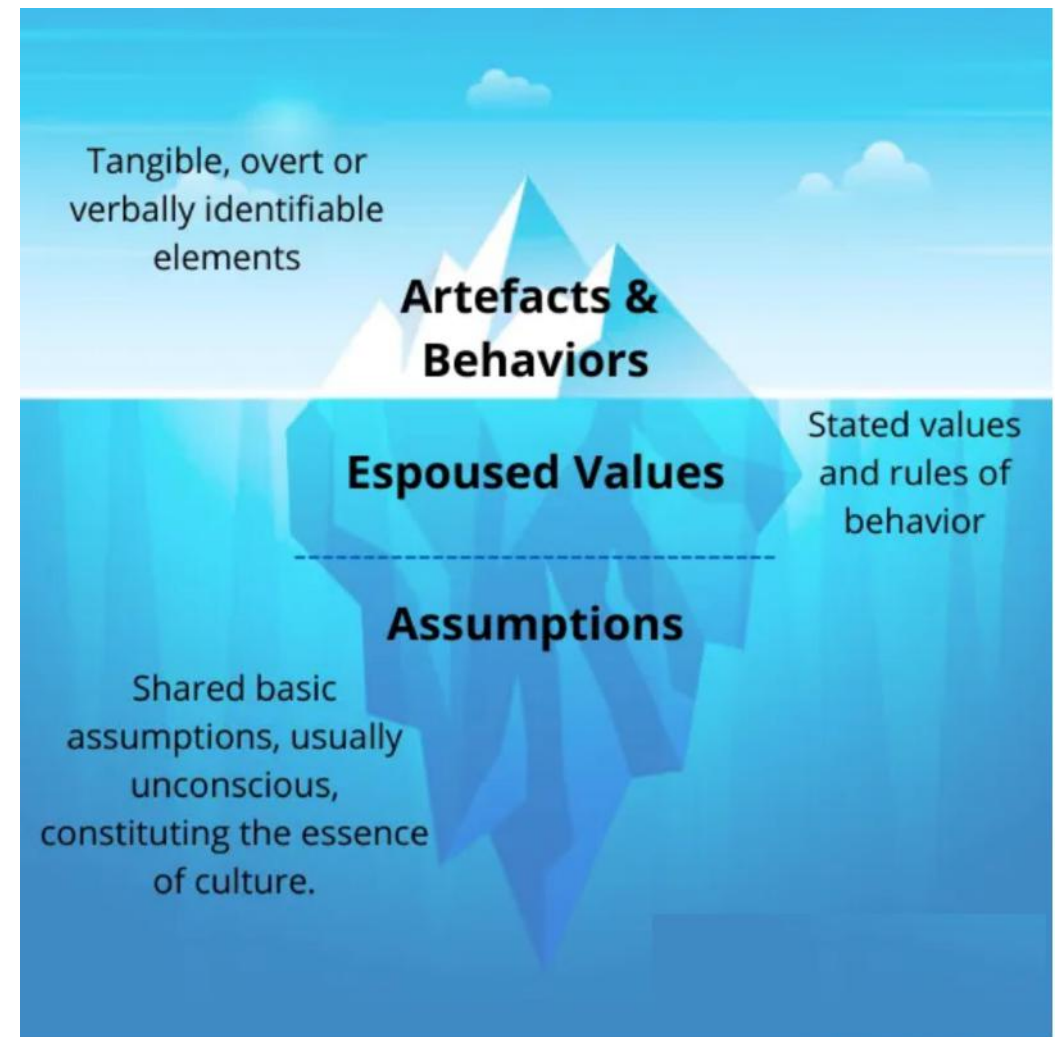
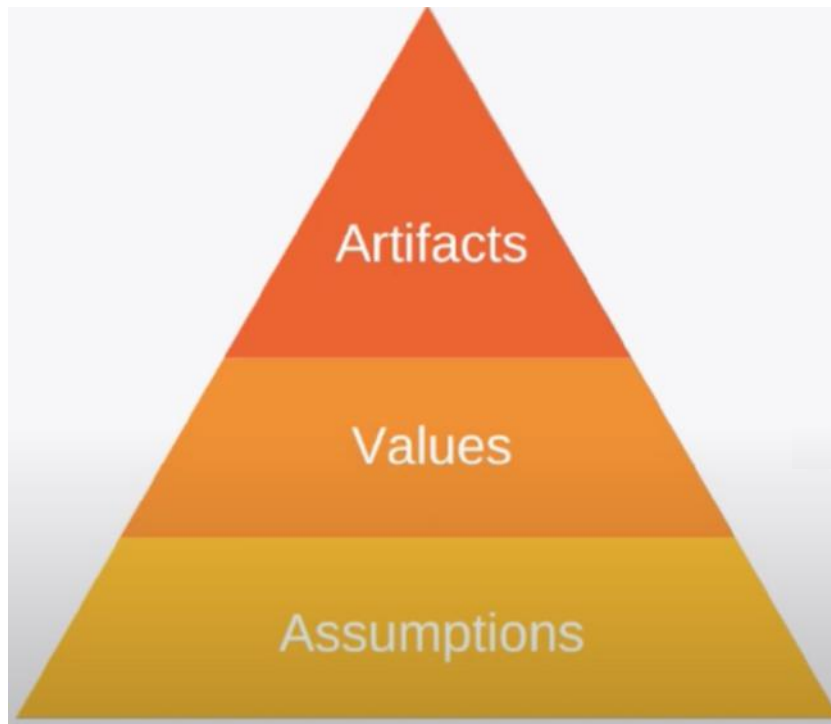
Simon Sinek

 quote fancy

What does being authentic mean to you?



On a scale of 1 – 10 how authentic do you feel you are in your role?



Think about the culture of your organisation

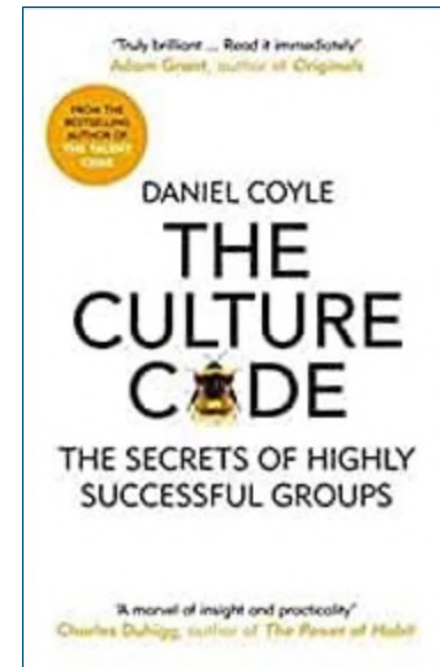
What are the visible artefacts?

What are the values?

What are the underlying assumptions?

Psychological safety

- Small signals of caring and belonging have a huge effect;
- But belonging needs to be continually refreshed and reinforced;
- Our brains are constantly looking for danger – but as soon as we are part of a group, when we experience positive cues our amygdala tunes in to social interactions to build positive bonds;



Our brains ask:

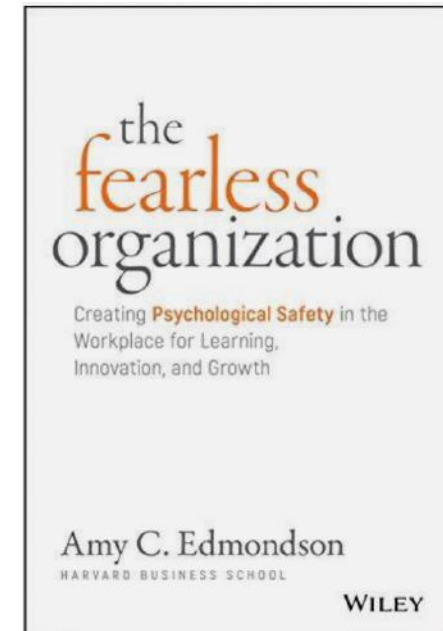
- Are we connected?
- Do we share a future?
- Are we safe?



- “Given that our sense of danger is so natural and so automatic, organisations have to do some pretty special things to overcome that natural trigger”

Team Psychological Safety

“Team psychological safety is a shared belief held by members of a team that it’s OK to take risks, to express their ideas and concerns, to speak up with questions, and to admit mistakes — all without fear of negative consequences.”



How do you currently to strengthen psychological safety within your teams?

What cues, what messages (overt and covert) are sent?