



MAKING CHANGE HAPPEN

Supporting you to unpick and tackle issues in a system or culture.

Why commission change-making support?

Public sector systems and cultures are immensely complex; change is difficult and slow. Gathering reliable data, aligning different perspectives and balancing competing policies and priorities takes determined and sustained effort.

Lots of public sector organisations already have change groups, process reengineering objectives and KPIs to try to support change. But sometimes it's useful to commission a skilled independent partner when:

- A coproduced and shared action plan for system and culture change is needed.
- There's been tensions or disagreements and neutrality is called for.
- You recognise you're too close to the issues and risk not seeing the wood for the trees.

We call our change-making support Shared Perspectives.

The approach

Shared Perspectives is a flexible approach that builds on our strong history and extensive experience of exploratory, action planning and culture change work. It helps organisations and citizens tackle many different issues in a system or culture.

The focus of a Shared Perspectives project may be thematic, such as asset-based working or prevention - or more task focused, like reshaping commissioning strategies to enable self-directed support.

We deliver Shared Perspectives using a consultancy partnership approach, learning from and building on what already works.

It's worth thinking about:

- **Before a Shared Perspectives project** - do you need some engagement, insights and coproduction work as a first step?
- **After a Shared Perspectives project** - do you need to commission local care and support options that increase choice and personalisation?

How we will work with you

We will start by having conversations to learn about the systems, processes and culture that underpin care, health or wellbeing approaches in a locality.

The focus of the work to be undertaken together with the scale and scope of activity governs the duration of a Shared Perspectives project and its cost.

We work on a day rate so can always give an accurate projection of costs. If you have a fixed budget, we can tell you what's possible for that amount. We work both remotely and in-person, depending on the project stage and tasks and what works best for the people involved.

One of the key issues for us to discuss and agree is how to frame confidentiality to support a climate of trust and honesty.

What are the outcomes?

We know from experience that the outcomes from our change-making work can be:

- Participating colleagues understand each other better, fostering closer working in the future.
- Decisions are informed by a wider range of perspectives than in the day to day. Buy-in can be higher and solutions more enduring.
- Commissioning organisations feel more informed and confident to move forward with actions.

What working together needs from you

To make a Shared Perspectives project successful, commissioning organisations need to consider four things:

- **Sufficient time** - to build clarity, trust and to explore complex issues.
- **Clear leadership** - a single point of contact is most helpful for decision making (especially when we are working to a consortium or partnership of commissioning organisations).
- **Climate of honesty** - to truly unpick issues in a system or culture honest reflections are essential. How senior managers welcome and speak about that imperative makes a significant difference. Without a climate of honesty and positive strengths-based enquiry we're unlikely to get to the real issues and therefore enduring solutions.
- **Budget for participation** - to involve people who draw on care and support in events/workshops, needs such as transport, interpreting and extra care costs must be considered.

Quality assurance

To quality-assure our Shared Perspectives work we:

- Build relationships and a shared brief with commissioners.
- Form a Shared Perspectives project group of staff responsible for the work - headed by a Community Catalysts Director.
- Nominate our CEO as overall quality controller.
- Set out clearly which stakeholders we aim to involve and how we will do so.
- Have project resources checked for ambiguity and bias by others outside of the project group.
- Communicate well and sense-check emerging findings; benchmarking those to other Shared Perspectives projects we've run.

To extend the legacy of a Shared Perspectives project we're always interested in:

- How we can share the learning with others facing the same or similar issues – supporting organisations who commission Shared Perspectives to shine and lead the way.
- How organisations can maintain a climate of honesty and build systems of positive strength-based enquiry.

Our track record

Our Shared Perspectives work has been commissioned by several public sector organisations.

Examples include:

- Equipment Matters is a partnership with national community equipment provider, Medequip, to develop the Equipment Matters coproduction group.
- Growing Personal Health Budget take up and impact. This exploration and report were commissioned by NHS England North West.

Contact us

To talk to us about Shared Perspectives contact:

info@communitycatalysts.co.uk

communitycatalysts®
unlocking potential effecting change

www.communitycatalysts.co.uk