



THE ENABLING STATE CHALLENGE

MEET THE WINNERS



change your drinking



Parchu • Diogelu • Galluogi
Respect • Safeguard • Enable

communitycatalysts®

unlocking potential effecting change



SYHA
South Yorkshire
Housing Association





The winners



To find out more about our winners visit their website or follow them on twitter.





DURHAM COUNTY COUNCIL

 www.durham.gov.uk
 @DurhamCouncil



SOUTH YORKSHIRE HOUSING ASSOCIATION

 www.syha.co.uk
 @SYorksHA



COMMUNITY CATALYSTS

 www.communitycatalysts.co.uk
 @CommCats

CLUB SODA

 www.joinclubsoda.co.uk
 @joinclubsoda

ENVISION

 www.envision.org.uk
 @envisionUK

CARTREFI CYMRU

 www.cartrefi.org
 @CartrefiCymru



Foreword

FOR OVER 100 YEARS THE CARNEGIE UK TRUST HAS BEEN SUPPORTING AND ADVOCATING FOR COMMUNITY-LED AND 'BOTTOM-UP' APPROACHES TO DECISION MAKING AND DEVELOPMENT.

Our Enabling State journey started in 2012 with the aim of describing the shift that we were beginning to see in the delivery of public services: a shift from a welfare state to an emerging enabling state. This shift is characterised by a recognition that traditional 'top down' approaches can no longer solve the complex social problems that we face as a society and that the state needs to play a more facilitative and enabling role which empowers individuals and communities to have more control in order to improve their own and our collective wellbeing.



Progress towards this shift is occurring in a piecemeal way which reduces the potential for transformative change and increases the risks that we leave behind the most vulnerable in our society. The 8 steps set out in our *Route Map to an Enabling State* provide a guiding set of principles by which this shift can be accelerated whilst mitigating against some of the risks.

The Enabling State Challenge was our contribution to moving the rhetoric into a more practical reality by highlighting and showcasing the enabling approaches already being adopted and practiced across the UK. We were pleasantly surprised at not only the number of applications we received but at the high quality of the projects and the impact they've had which left us with the challenging but enjoyable job of short-listing and then selecting the winners.

We were delighted to come together on 25th November, the birthday of Andrew Carnegie, to celebrate the excellent work and passion of our winners in empowering individuals and communities to have more control over improving their wellbeing.

JENNIFER WALLACE

Head of Policy, Carnegie UK Trust

The Enabling State Challenge **Process**



3 minute video



Demonstrates 1 or more of the 8 steps



Innovative



Partnership working



Learning and transferability potential





Club Soda

CLUB SODA



Club Soda is a social business and healthy lifestyle brand created to help people change their drinking whether they want to cut down, stop for a bit, quit or stick. It is based on behavioural change science.

Club Soda aimed at the 1.8m people in the UK who drink above the recommended amount, and want to change their drinking. Excessive drinking is not an easy issue to talk about with close friends or work colleagues as there can be huge stigma and embarrassment. Moreover, there was limited availability of appropriate support and services to help people undertake a self-guided journey to change their drinking was limited. There were a number of services and support aimed at dependent

“PEOPLE CHOOSE THEIR OWN GOAL. IT’S REALLY IMPORTANT TO US, BECAUSE TELLING PEOPLE THAT THE ONLY WAY IS QUITTING IS ACTUALLY A BARRIER TO PEOPLE MAKING ANY CHANGES.”

Team Member, Club Soda

“PEOPLE WANT TO STICK AROUND A COMMUNITY THAT WILL SUPPORT THEM IN THE LONG TERM AND SHARE WITH OTHER PEOPLE ADVICE AND IDEAS AS PART OF THEM KEEPING TO THEIR GOAL.”

Team Member, Club Soda

drinkers but no support for those who weren’t dependent and didn’t identify with the label ‘alcoholic’.

It launched in January 2015, with the help of a Cabinet Office start-up loan and since then has gained over 3000 members across the UK as well as internationally.

Club Soda is about empowering people to choose their own goals in relation to their drinking and bringing people together to support each other in achieving their goals. It does so through providing online (community rooms to chat, buddy matching, connecting individuals with experts and perks) and also friendly socials, supportive workshops, and inspiring events.

“IT DOESN’T TELL ME WHAT I HAVE TO DO, IT GIVES ME A SPACE TO WORK OUT WHAT WOULD BE GOOD FOR ME TO DO. IT HELPS ME WORK THROUGH HOW I’M GOING TO GO AND DO IT.”

Member, Club Soda

The approach of bringing people together is based on evidence which shows that individuals are more likely to succeed in their drink related goals if they use more than one behaviour change technique at a time. Their success is further improved if they have access to social support (both practical and emotional) and the ability to compare their drinking (both current and hoped for) with others and practice their new behaviours in normal social situations.

After all, we get drunk together, so why should we have to get sober alone?

“WE’RE COLLABORATIVE, WE’VE WORKED WITH OTHER PEOPLE IN THE SECTOR AND WE’RE NOT ANTI-ALCOHOL AND WE’RE PRO-PUB.”

Team Member, Club Soda



change your drinking

“I REALISED THAT IF WE WERE COMMISSIONED, THEY SHAPE THE SERVICE RATHER THAN OUR MEMBERS SHAPE THE SERVICE, WHICH I WASN’T REALLY HAPPY ABOUT, BECAUSE THEY WOULD WANT IT SHAPED AROUND WHAT THEY THINK THE OUTCOME SHOULD BE, RATHER THAN THE OUTCOMES OF INDIVIDUALS.”

Club Soda team

Good practice example of Enabling State steps



Step 3

Helping people to help each other



Step 8

A focus on wellbeing

Cartrefi Cymru

FLOATING SUPPORT SERVICE

Cartrefi Cymru is a not-for-profit organisation established in 1989 by a group of parents and activists. It aims to support people in Wales living with disabilities, autism, challenging behaviour and older people to live their lives at home and in their community.

Cartrefi Cymru's Floating Support Service supports people with learning disabilities in the rural area of Brecon in Wales. Previously, the floating support service had been delivered in a traditional top down way via a set number of hours governed by care plans i.e. specific tasks, on certain days within set amount of hours. At the time the service was providing a set 200 hours of care a week, supporting approximately 38 people in Brecon.

Faced with funding cuts from the Government in 2013, the organisation decided that rather than reduce its service and therefore the number of people it supports, it would review its approach. Greatly supported by the Supporting People Team at Powys Council and working closely with service users and other stakeholders, Cartrefi Cymru designed a more person-centred, bottom up approach.



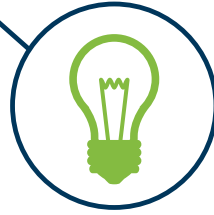
“(OUR APPROACH) ALLOWS PEOPLE TO LIVE THE LIVES THEY WANT TO LEAD.”

Support Worker, Cartrefi Cymru

This new approach moves away from the previous model of set hour care plans and adopts a more flexible model of care which is focused on the desired outcome of the service user. Care and support are tailored to the requirements of each individual, as requested by them in their own words, when they need it. This new way of working has enabled people to move from a dependency on the floating support service to become more independent, have a better understanding of their rights to decide what support they want and

“I’VE GOT MORE INDEPENDENCE, I DON’T PHONE ALL THE TIME.”

Service user



“I THINK THE PENNY DROPPED WITH ME ABOUT OH, FOUR WEEKS INTO OUR RECORDING DEMANDS AND I THOUGHT ‘MY GOODNESS, WE’VE HELD PEOPLE BACK FOR SUCH A LONG TIME’. AND I FEEL QUITE PASSIONATE ABOUT IT BECAUSE I CAN SEE NOW HOW PEOPLE ARE REALLY DOING THINGS.”

Manager, Cartrefi Cymru

when, and become more involved in the local community. In addition to this, opportunities created by Cartrefi Cymru have enabled service users to support one another in a way that they weren't doing in the previous top down approach. Not only did the state play a supportive role in the design of this new approach but it has also created the space for this new flexible and preventative way of working. This new approach led to an increase in the number of service users from 38 to 60 – whilst absorbing a reduction in support hours.

“THEY (POWYS COUNCIL) WERE OUR MENTORS IF YOU LIKE... THEY WORKED VERY CLOSELY WITH US ALL THE WAY THROUGH.”

Manager, Cartrefi Cymru

Good practice example of Enabling State steps



Step 1

Getting out of the way



Step 2

Give permission



Step 3

Helping people to help each other



Step 4

Giving people help to do more



Step 5

Giving people rights



Step 6

Making enabling the 'new normal'



Step 7

Investing in disadvantaged communities



Step 8

A focus on wellbeing

Community Catalysts

WORCESTERSHIRE MICRO-ENTERPRISE PROJECT

Community Catalysts is a Social Enterprise and Community Interest Company established by, and working in close partnership with, the charity Shared Lives Plus.

The Worcestershire Micro-enterprise Project is a partnership between Community Catalysts, Worcestershire County Council and local people. It started in 2013 as a small pilot with a focus on Evesham, Pershore and Upton and since 2014 has been extended to cover the whole county.

The project aims to help local people to support other local people on a very small and human scale and is underpinned by 2 core beliefs:

1. People who need help to live their lives (e.g. people who are older, disabled or have a health condition) should have a choice of small, local, high quality services and supports.
2. With the right help, local people have the skills and motivation to establish new enterprises and ventures that can offer these services and supports.

“WE DON'T WANT TO BE A LONG-TERM SOLUTION... WE WANT SOMETHING LEFT BEHIND WHERE PEOPLE CAN SUPPORT THEMSELVES.”

Team Member, Community Catalysts

“LOCAL IS KEY TO US IN THESE PROJECTS...LOCAL KNOWLEDGE IS ABSOLUTELY KEY TO THEM BEING SUCCESSFUL.”

Team Member, Community Catalysts

The project is run by community catalyst Chris Clarke who is supported by an advisory group of representatives from the council, local agencies and the community. Chris has two main roles:

- Providing help, advice and information to people with good ideas for a new venture or enterprise. Helping them to understand the care world, link with statutory agencies and think about the quality and sustainability of their venture.
- Working with the council to help them to understand and address the barriers faced by community 'care' ventures and to create new systems for the future.

“IT'S BEEN A REALLY POSITIVE PARTNERSHIP. IT'S BEEN THIS JOINT AMBITION, THIS JOINT PASSION, EXPECTATION, THIS TRUST TO WORK TOGETHER ON PROBLEMS. I THINK THAT'S ITS SUCCESS, IS MOVING FORWARD TOGETHER.”

Team Member, Worcestershire County Council

“I REMEMBER READING ONE OF THE CASE STUDIES WE’VE HAD AND I THOUGH OH GOODNESS, THAT’S THE REAL IMPACT, THAT’S REALLY WORTH IT WHEN PEOPLE COME BACK AND SAY I WAS AT HOME AND I WASN’T DOING MUCH AND THEN I WENT TO THIS ORGANISATION AND IT CHANGED MY LIFE. THAT’S THE STUFF WE’RE DOING IT FOR, FOR THOSE PEOPLE.”

Team Member, Community Catalysts

The community enterprises and ventures offer support in really flexible (and often unusual) ways and with an emphasis on putting people first. Examples include enterprises that support older or disabled people to socialise, learn skills, keep fit or get a break from their caring responsibilities.

Since the project was launched Chris has nurtured 68 community micro-enterprises and ventures. Between them they have capacity to support 1,712 people. They have also created 98 jobs and 175 volunteering opportunities.

Good practice example of Enabling State steps



Step 1

Getting out of the way



Step 3

Helping people to help each other



Step 4

Giving people help to do more



Step 6

Making enabling the ‘new normal’



Step 8

A focus on wellbeing

“WITH A BIT OF SUPPORT AND ENCOURAGEMENT IT’S AMAZING WHAT CAN HAPPEN. IT’S NOT ALL ABOUT MONEY OR ANYTHING LIKE THAT, IT’S ABOUT SOMEONE BELIEVING IN YOU AND SOMEONE GIVING YOU SOME TIME WITH YOUR IDEA.”

Team Member, Community Catalysts

Durham County Council

MACRAE HOUSE COMMUNITY CENTRE

Between April 2012 and March 2015 Durham County Council (DCC) carried out one of the largest asset transfer programmes in England. The programme has supported a network of sustainable community buildings, put control into the hands of local people and enabled communities to find solutions to local and individual needs.

With support from the Council, local groups have built capacity, strengthened governance and developed robust business plans, cash-flow forecasts, policies and procedures to ensure they can be viable and fit-for-purpose to support their communities in the future. A key feature of the programme has been the hands-on help and mentoring provided by council officers and partner organisations.

“IF YOU LOOK AT THE SUMMER, OBVIOUSLY WE HAD ALL THE KIDS IN, BUT EVERYTHING WE’VE GOT FROM SEPTEMBER IS WHAT THE MAMS, THE KIDS, AND EVERYBODY ELSE HAS DECIDED THEY WOULD LIKE TO SEE RUNNING.”

Volunteer Manager, Macrae House

“IT’S NOT JUST US DECIDING IF WE’RE GOING TO LET YOU TAKE THE BUILDING ON, IT’S YOU DECIDING IF YOU WANT TO TAKE IT ON.”

Support Team, Durham County Council

The Macrae House Community Centre, in Murton, has been highlighted by the Council as a stand-out building within the programme. Prior to asset transfer, the building was only used by 6 people for a weekly bingo session. In 2013, a group of local people requested to take on the building on a 30 year full repairing lease. The group worked with DCC, Durham Community Action, East Durham Area Action Partnership, East Durham Trust, East Durham Homes, Locality, Cranfield Trust and other community centres, to gain advice, guidance, mentoring and learn from best practice in order to run a relevant and enabling community centre.



The centre now has over 150 people using it weekly and successfully runs many projects that fully engage the community. The men's CREE – a men's health and wellbeing project similar to Men's Sheds – attracts previously 'hard to reach' individuals who often fall between the gaps of other service provision. They take part in various activities and socialise with others reducing isolation. 'Murton Mams' has provided opportunities for women to come together for a range of activities which have increased their skills, confidence and helped some to secure employment. The personal journeys of those involved in the centre have, in many cases, been life changing. New skills have been learnt, self-confidence raised, an increased sense of well being enjoyed and many people actively engaged in numerous social and fitness activities.

“I MEAN, AS MUCH AS THERE'S BEEN MONEY FOR INVESTING IN BUILDINGS THAT'S ALMOST AN ASIDE. THAT'S JUST LIKE HOUSEKEEPING ALMOST. I THINK IT'S BEEN ALL THOSE OTHER THINGS AND THE GROWING BIT. HAVING PEOPLE THERE TO HELP GROW THE GROUPS AND TO HELP THEM TAKE IT ON AND BE SUSTAINABLE.”

Support Team, Durham County Council

“I THINK HAVING A COUNCIL THAT'S WILLING TO BE INNOVATIVE AND LEARN AND FIND SOLUTIONS TO WHAT IS COMING UP HAS BEEN QUITE CRUCIAL.”

Support Team, Durham County Council

Good practice example of Enabling State steps



Step 1

Getting out of the way



Step 3

Helping people to help each other



Step 4

Giving people help to do more



Step 5

Giving people rights



Step 6

Making enabling the 'new normal'



Step 7

Investing in disadvantaged communities



Step 8

A focus on wellbeing

Envision

COMMUNITY APPRENTICE

Envision is a charity established in 2003 by four young people with the aim to inspire and enable young people to solve social and environmental problems. It's based on the belief that all young people have their own potential to make an impact.

Envision's Community Apprentice programme is an interschool competition for 16-18 year olds operating in Birmingham, Bristol and London. The programme is based loosely on The Apprentice TV series and challenges teams of young people in schools to identify problems in their local communities and make the biggest impact possible in solving them. During this process the young people are developing and demonstrating that they have the qualities which mark them out as change-makers.

"WE FIND THAT SOME OF THE LARGE COMPANIES, ESPECIALLY WE'VE FOUND CONSTRUCTION COMPANIES AND THOSE WHICH ARE QUITE VISIBLE IN THE COMMUNITY, THEY'RE REALLY KEEN TO HELP COMMUNITY FOCUSED PROJECTS LIKE OURS."

Staff Member, Envision

"THEY (ENVISION) ALLOWED US TO DO WHAT WE WANTED TO DO, AND THEY HELPED US. THEY DIDN'T CARRY US ALONG, BUT THEY HELPED US FIND OUR OWN WAY ALONG. SO I THINK THEY FOUND THE PERFECT BALANCE OF NOT CARRYING YOU, BUT HELPING YOU FIND YOUR OWN WAY."

Community Apprentice Participant

The Birmingham programme partnered with 20 schools to identify the students who would benefit most from this volunteering opportunity.

The young people themselves decide what they want to change and how they want to change it. Over 10-months they are guided and supported by the team at Envision and organisations and business within the local community to develop and implement a successful change project. Throughout the programme young people develop a portfolio of employability skills including communication, resilience, planning, problem solving, leadership and empathy. They graduate with a competencies

profile setting out examples from the programme to demonstrate these qualities in the future.

All of these competencies are developed through the practical challenge of tackling problems young people identify in the local community. Projects range from developing healthy eating classes for primary school children to renovating the grounds in an old people's care centre.

The programme not only aims to enhance young people's employability potential, but it also builds a culture of participation, equipping the next generation to build a better society for all of us.

The programme was the subject of a rigorous Randomised Control Trial carried out by the Behavioural Insights Team at the Cabinet Office who stated there is, "compelling and robust evidence that young people who take part in Community-Apprentice develop some of the most critical skills for employment and adulthood."



"FROM THE CABINET OFFICE SIDE, I THINK BECAUSE OF THE YOUTH SOCIAL ACTION FUND, IT WAS QUITE IMPRESSIVE FOR THEM... I THINK THEY WERE QUITE DRAWN TO THE FACT THAT ACTUALLY IT WAS YOUNG PEOPLE WHO ACTUALLY IDENTIFIED A NEED IN THE COMMUNITY, AND THEN IDENTIFIED HOW CAN THEY MAKE AN IMPACT, WHO WERE THEY GOING TO REACH IN THEIR COMMUNITY..."

Staff Member, Envision

Good practice example of Enabling State steps



Step 2

Giving permission



Step 3

Helping people to help each other



Step 4

Giving people help to do more



Step 7

Investing in disadvantaged communities

South Yorkshire Housing Association

EATWELL

The South Yorkshire Housing Association (SYHA) works with its customers to settle at home, live well and realise their potential.

In October 2014 they ran a 5 month, customer-led, healthy eating project EatWell funded by Public Health England. The project is centred on the New Economics Foundation's '5 Ways to Wellbeing' framework and aimed to support people to develop healthy eating habits, improve their diets and reduce the number of takeaway and ready meals eaten in areas of Sheffield with the greatest need.

“WITH CO-DESIGN, NURTURING ALL SPARKS OF INTEREST, AND INVESTING TIME, MAKING PEOPLE FEEL CONFIDENT AND VALUED ENOUGH TO PARTICIPATE.”

Staff member, SYHA

“WE PRIDE OURSELVES ON OUR ETHOS, OUR VALUES, OF WORKING WITH LOCAL PEOPLE, AND HELPING THEM LIVE WELL, REALISE THEIR POTENTIAL, AND SETTLE AT HOME AND EATING WELL GOES PART AND PARCEL WITH THAT.”

Staff member, SYHA

“WE FOUND THAT OUR APPROACH TO EATWELL REALLY CAPTURED THE HEARTS AND MINDS OF OUR STAFF, AND THROUGH THAT, THEY WERE ABLE THEN TO WORK WITH OUR CUSTOMERS.”

Staff member, SYHA

Central to the EatWell project was SYHA's innovative approach to co-production. The project has been coproduced at every level with its intended beneficiaries, from working with participants to co-design all elements of the project to working with participants to facilitate their role in co-delivering the project. The project also used a scaled model of coproduction to ensure the project achieved influence at an individual, community, city-wide and regional level. Handing the lead over to customers resulted in a health and wellbeing project that had a fundamentally different look and feel.

The project brought together an innovative partnership between SYHA staff teams, customers, communities and the public and private sector. The partnership with restaurant chain, Nourish, allowed SYHA to utilise Nourish's public sector links and expertise in nutrition to help develop



elements of the programme. The partnership was based on a skills and resource exchange rather than on financial transaction; pioneering an innovative approach to collaboration across different sectors.

The team at SYHA are now looking to grow the EatWell project by facilitating more community-led public health improvement. For example, they want to build on their existing network of 'Shop and Share' groups which support people to shop together and share food; encouraging community cohesion, healthier eating, and waste reduction.

An evaluation from Sheffield Hallam University on the short-term outcomes and impacts has proven the positive effect of the project on the wellbeing and health choices of those who took part.

“THERE’S A CULTURE WHICH IS AN OLD FASHIONED CULTURE OF CARE DELIVERY THAT WE WANTED TO CHANGE. AND WE THOUGHT THAT BY HAVING THE FIVE WAYS TO WELLBEING, AS THE OVERARCHING CONCEPT JUST KIND OF HUMANISES THE APPROACH.”

Staff member, SYHA

“WE’RE REALLY PRAGMATIC IN OUR APPROACH TO COPRODUCTION... PAIRING OUR EXPERTISE IN WHAT WE DO, WITH THEIR EXPERTISE IN WHAT’S GOING TO WORK FOR THEM, TO CREATE AN END PRODUCT THAT’S GOING TO BE MUTUALLY BENEFICIAL.”

Staff member, SYHA

Good practice example of Enabling State steps



Step 1

Getting out of the way



Step 2

Giving permission



Step 3

Helping people to help each other



Step 4

Giving people help to do more



Step 6

Making enabling the 'new normal'



Step 7

Investing in disadvantaged communities



Step 8

A focus on wellbeing

Expert Panel

THE 6 WINNERS WERE SELECTED BY AN EXPERT PANEL MADE UP OF KEY FIGURES FROM THE PUBLIC, THIRD AND PRIVATE SECTORS ACROSS THE UK.



Jennifer Wallace
Head of Policy,
Carnegie UK Trust
(Chair)



Sir John Elvidge
Carnegie UK Trust
Trustee & Former
Permanent Secretary
of the Scottish
Government



Will Haire
JRF Trustee & Former
Permanent Secretary
in the Department of
Social Development in
the Northern Ireland
Executive



Jackie Killeen
Director for Scotland,
BIG Lottery Fund



Susan Love
Policy Manager,
Federation of Small
Businesses Scotland



Ruth Marks
Chief Executive,
Wales Council for
Voluntary Action



Paul Nowack
Assistant General
Secretary,
Trade Unions Congress



Simon Parker
Director, New Local
Government Network



**Professor
Sir Adrian Webb**
Chair, BIG Lottery Fund
Wales Committee



Karl Wilding
Director of Public
Policy, National
Council of Voluntary
Organisations



Steve Wyler
Independent
consultant & former
Chief Executive of
Locality

8 steps to an enabling state



THE ENABLING STATE



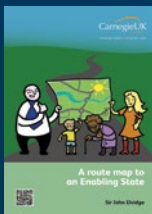
The Carnegie UK Trust works to improve the lives of people throughout the UK and Ireland, by changing minds through influencing policy, and by changing lives through innovative practice and partnership work. The Carnegie UK Trust was established by Scots-American philanthropist Andrew Carnegie in 1913.

Andrew Carnegie House
Pittencrieff Street
Dunfermline
KY12 8AW
Tel: +44 (0)1383 721445
Fax: +44 (0)1383 749799
Email: info@carnegieuk.org

www.carnegieuktrust.org.uk
@CarnegieUKTrust

www.enablingstate.co.uk
@enablingstate

Reports in the Enabling State series



A Route map to an Enabling State



The Rise of the Enabling State



The Enabling State from Rhetoric to Reality



The Enabling State: A Discussion Paper



Weathering the Storm? A look at small countries' public services at times of austerity



CHANGING MINDS • CHANGING LIVES

Carnegie United Kingdom Trust
Scottish charity SC 012799 operating in the UK and Ireland. Incorporated by Royal Charter 1917