



Engagement Strategy

2023-2026

For many years Response has been recognised as one of the largest charities in the Thames Valley, working to support adults with mental health issues through supported accommodation. In more recent years, we have utilised the scale and resources available to Response to begin to make a real difference within children, young people and families (CYP&F) mental health and wellbeing services through our young person's supported accommodation service, social prescribing youth work and transitional support for 16-25 year olds (Reframe).

Working closely with statutory organisations and partners, we acknowledge the demand for our adult and CYP&F services will far exceed the supply. As an organisation, we see it as our responsibility to help deliver support models that will allow individuals to get help as and when they need it, as well as positively impact their future through early intervention and preventative community support. To achieve this, we need to provide opportunities for our stakeholders to understand and be involved in the development, planning, design and delivery of services.

Our key stakeholders include people supported by our services, carers, colleagues, trustees, community and corporate sponsors, commissioners and sector partners, donors, and local businesses of social value. To reach our wide-ranging stakeholder groups, as well as ensure we access a diverse range of perspectives, we must generate and champion a breadth of engagement activities across the organisation and our work.



We want our stakeholders to:

- Have a meaningful connection to Response
- Feel a sense of belonging and ownership of Response's services
- Use their experience to make personal expression
- Actively contribute and influence the shaping of services

What is 'Engagement'?

'Engagement' is about becoming increasingly involved in a cause you care about. But what does it look like?

We strive to create a culture that is fully accepting and celebratory of all our differences and uniqueness, providing opportunities to learn from each other. We are committed to equity, diversity and inclusion and recognise that we will need to adapt and improve our engagement methods to better enable our broad range of stakeholders to be more consistently involved and influence quality improvements.

The primary goal of this engagement strategy is to foster active engagement, build relationships, gather valuable input, and encourage participation in various activities, decisions, or initiatives. This includes gathering feedback on experience, improvement, suggestions and viewpoints, the co-production of content and ideas, as well as involvement in governance structures and decision-making.



Our Vision

To enable people experiencing mental health challenges and complex needs live their lives to the full.



Our Mission

Response provides a range of mental health support services to young people and adults across the Thames Valley, from early intervention and prevention through to supported housing. Our Mission is:

- To support adults with serious mental illness and complex needs live as independently as possible by providing recovery-focused support within the community and our supported housing properties.
- To work with children, young people, and their families to help them have a healthy approach to their well-being and mental health, and to live in a safe and supportive environment.



Our Values

Our values are what make us unique. They represent how we define ourselves, our conduct, and our organisational priorities.

Caring Safe Creative Aspirational

The human connections we build at Response are what sets us apart from the crowd. We believe in the power of people, and they are at the heart of everything we do. We are one team of compassionate people working towards one goal, providing person-centred support that enables people to live their lives to the full.

Honest and open relationships help the people we support to feel safe. We work hard as a team to develop mutual trust with people that are being supported through our services, to empower them to exceed their goals. Whether you live with us, work with us or use our services, we are always available and easy to interact with.

We continuously seek opportunities to improve our services by listening and collaborating with those who use them and deliver them. People's needs change constantly, and our colleagues are empowered to continuously improve how we do things for the better.

We're constantly curious and always looking for ways to improve in all aspects of our work. We strive to support people being supported within our services in the best way we can.

Stakeholder Analysis

Response recognises that it needs to focus its engagement activities on a broad range of stakeholders and that stakeholders will have different motivations, interests and needs. When planning our engagement activities, we will offer stakeholders opportunities to:

Be involved in decision making

Have a say in services that affect them

Know what difference their views and ideas have made ('you said, we did' approach)

Be listened to and know what they say will be taken seriously

Promote independence by using a you said, we did, you did approach.

Tailored Communication and Engagement Methods



We will ensure that our website remains up to date and offers clear information about Response and the services we provide. The website offers increased functionality to be used as a more interactive tool with our stakeholders including:

- Sign up to our newsletter
- Volunteering opportunities
- Fundraising toolkit
- Donation button
- Ways to get in touch
- Wellbeing toolkits
- Job searches and applications

We will develop a communication plan which engages stakeholders effectively, using a variety of channels, including word of mouth, social media, podcast, newsletters and meetings (face to face and virtual).

Response has an **ENGAGEMENT AND FUNDRAISING TEAM** who will drive forward this strategy and hold accountability for delivery. There is the expectation that wider Response colleagues will bring additional capacity to engagement activities, with dedicated involvement and support through the Adult Services Client Participation Lead, as well as the department Engagement Champions and frontline workers.

We aim for our broad range of stakeholders to be engaged with Response through the following means:

1. People supported by our services

WE WILL ENGAGE PEOPLE SUPPORTED BY OUR SERVICES THROUGH:

- Feedback:** Implement user-friendly online feedback forms on the charity's website, to provide input, suggestions, and concerns conveniently. We also want to provide an option to give offline digital feedback.
- In-Person Verbal or Written Feedback:** Encourage in-person feedback during interactions with colleagues; provide designated suggestion boxes in communal areas or notice boards, collate emails/text message/ WhatsApp messages/ recordings-audio or visual. Utilise feedback opportunities during informal contact.
- Provide workshops and support:** to enable individuals to be involved with the recruitment of employees and reverse mentoring.
- Creative and art-based activities:** provide alternative ways for individuals to communicate/ express views.
- Score progress made through an outcome measurement tool:** share views on progress made through a standardised scoring tool.
- Attending or supporting community fundraising events:** provide opportunities to be involved in community activities, with key worker support where needed. This will foster connections with other stakeholders.
- Involvement in internal communications:** Provide individuals with opportunities to share their individual journeys with colleagues, giving them a chance to express themselves and feel a connection to the wider Response community.
- Paper Feedback:** Offer paper-based feedback forms for those who prefer traditional methods; ensure easy accessibility within the premises and with colleagues support where required.
- House meetings:** use this forum to encourage individual and group feedback opportunities.
- Focus Groups:** facilitate opportunities for group discussion on specific initiatives or topics.
- Care/ Pathway Plan review meetings:** input into care plan or provide advisory support if required.
- Input or feedback within key worker sessions:** offer different channels to provide feedback, including social media.
- Establish a peer support network-** provide workshops and support to recruit individuals that are able to connect and support others to share their views, as well as feed into service design and development.
- Creating paid peer support roles and joining the Oxford Health Training Program.**
- Story Sharing:** Individuals can share their journeys and mental health tips to an external audience through our website, podcast and email marketing, enabling the people we work alongside to feel heard and have an impact on commissioning and shaping of services.

2. Carers, Family and Friends

WE WILL ENGAGE CARERS THROUGH:

- Carers forums: Facilitate carers forums to allow caregivers to share experiences, challenges, and insights. Encourage carers to take the lead in discussions, ensuring their voices are heard and valued. We will seek collaboration with carers supported by partnered organisations.
- Carers Feedback: gather feedback in a variety of accessible formats including via online feedback form, paper-based forms, in-person verbal or written feedback, and feedback forms which are accessible without internet access.
- Carers to co-produce carers awareness workshops, which will show colleagues how to understand the carer role better, with the overarching aim of providing better support to individuals we work with.
- Include information about how to engage with carers in our colleague onboarding information.
- Create a monthly newsletter which is specifically for carers and target communities that are typically hard to engage.
- Care/ Pathway Plan review meetings: identify opportunities for carers, with consent, to input into this process and share their views.
- Attending or supporting community fundraising events: provide opportunities to be involved in community activities and foster connections with other stakeholders.
- Seasonal newsletter: Provide updates of achievements and impact, as well as news on key changes or upcoming engagement opportunities.
- Involvement in internal communications: Provide carers with opportunities to share their experience with colleagues, giving them a chance to express themselves and feel a connection to the wider Response community.



Story Sharing: Carers will be able to share their stories to an external audience through our website, podcast and email marketing, enabling carers to feel heard and have an impact on commissioning and shaping of services.

3. Colleagues

WE WILL ENGAGE COLLEAGUES IN RESPONSE THROUGH:

- Anonymous surveys or suggestion boxes: Gather input on workplace improvements.
- Have a robust peer mentoring onboarding in co-production with learning and development that includes: toolkits for colleagues that can be used as aids: advice on lending money, smoking, meaningful activities
- Employee Resource Groups: Encourage the formation of affinity groups to foster inclusivity and address specific employee concerns, as well as support and influence service design and development.
- Learning and Development Programmes: Offer workshops, webinars, qualifications and learning sessions to enhance skills and career growth.
- Create peer support roles that work alongside contracted staff, adding skills to enhance the cooperative support.
- Create an options paper to trial a new internal digital communication tool. The chosen tool will be used in future to help staff build connections and share information.
- Develop our employee network and encourage new members to join. The group will allow employees to connect across departments, share wellbeing tips, influence codes of practice at Response and have a say in organising staff events.
- Create letters addressed to candidates who are unsuccessful in selection process that encourage them to develop skills and reapply so they can work with us in the future.
- Talking Response: encourage attendance at fortnightly information webinars to stay connected and up to date with all things Response.
- Attending or supporting community fundraising events: encourage attendance or to be involved in community activities, as well as supporting individuals within our services to also attend or be involved.
- Seasonal newsletter: Provide updates of achievements and impact, as well as news on key changes or upcoming engagement opportunities.
- Incorporating the values and activities discussed within the Response well-being group into our roles.
- Support staff to champion positive attitudes towards recovery through peer support. This will enable staff to break down barriers between 'Us' and 'Them'.
- Support communication between management and employees. For example, encourage managers to take part in a 'Day in the life' programme where they will gain insight and feedback from our employees working in frontline services.



4. Trustees

We will engage Trustees through:

- In-Person Verbal or Written Feedback:** Encourage in-person feedback during interactions with colleagues or committee/board meetings.
- Seasonal newsletter:** Provide updates of achievements and impact, as well as news on key changes or upcoming engagement opportunities through email and printed format.
- In-person visits:** Offer facilitated tours/ visits to show transparency in operations. Use this forum to encourage individual and group feedback opportunities with colleagues and people being supported by Response services.
- Website:** Share their personal and professional experiences through written biographies on our website.
- Community fundraising events:** encourage attendance or to be involved in community activities.
- To repost Response's social media posts on their own accounts,** sharing with personal and professional networks to grow awareness of Response and its work, as well as promoting fundraising events.

5. Community and corporate supporters (including volunteers and donors)



- Attend or support community fundraising events: encourage attendance or to be involved in community activities.
- Seasonal newsletter: Provide updates of achievements and impact, as well as news on key changes or upcoming engagement opportunities.
- Community/Neighbourhood Meetings: Organise meetings to discuss the company's impact on the local community/ neighbouring properties.
- Community Service Initiatives: Promote and encourage opportunities to engage in volunteer work and support local fundraising events or online campaigns.
- Media Interviews: Offer interviews and statements to address public concerns.
- Social Media Engagement: Share news, achievements and updates using creative and interactive approaches, as well as manage and respond to comments and enquiries via these platforms. Make sure to create posts which are in line with EDI values.
- Engage supporters in wider discussions around mental health via our podcast 'Real Life Response' through listening or taking part themselves.
- Public Events: Participate in or sponsor events to raise awareness and interact with the public.
- Donation acknowledgement: Provide thoughtful and personalised gratitude to donors, through written, verbal or face to face interaction.
- Communication of impact: Spotlight how donors' contributions are making a difference to all stakeholders, using social media channels, in person meetings, press releases, newsletters, website news. We will segment this information to different audiences, making sure we thank our donors personally.

Guidance: Provide instructions and resources to volunteers, enabling them to effectively communicate our charity's mission and fundraising needs.

Peer-to-Peer Fundraising Campaigns: Encourage supporters to create their own fundraising campaigns on behalf of our charity. We will provide tools and guidance for successful peer-to-peer fundraising.

6. Commissioners and Sector Partners

WE WILL ENGAGE WITH COMMISSIONERS AND SECTOR PARTNERS THROUGH:

- Online Feedback: Implement user-friendly online feedback forms on the charity's website, to provide input, suggestions, and concerns conveniently.
- Forums: Hold regular meetings to discuss mutual goals, challenges, and improvements.
- Collaborative Projects: Work together on projects or initiatives to strengthen the partnership.
- Performance Reviews: Provide feedback and discuss ways to enhance performance or relationship.
- Seasonal newsletter: Provide updates of achievements and impact, as well as news on key changes or upcoming engagement opportunities.
- Website: Our website will be a hub for Response updates, impact data, opportunities for partnership work and will display meaningful activity occurring in our services for commissioners to easily access.
- Joint Marketing Efforts: Co-promote services to reach a broader audience.
- In-person visits: Offer facilitated tours/ visits will provide transparency in operations. Use this forum to encourage individual and group feedback opportunities with colleagues and people being supported by Response services.

Engagement Principles

- Transparency
- Relevance
- Voluntary
- Respectful
- Inclusive

Facilitated with user-friendly environments and working methods: using the 'Ladder of Co-production' to support us to engage in a meaningful way with our stakeholders, as well as challenge ourselves to grasp opportunities for co-design and co-production.



SCAN THE BARCODE TO FIND OUT MORE ABOUT THE LADDER OF CO-PRODUCTION

How will we do this?

Response will incorporate awareness-building and advocacy of mental health and wellbeing into our engagement efforts:

- Educational Content: We will develop and spotlight informative content about mental health and wellbeing, its challenges and the work our charity does. We will use our website, social media, our podcast (Real Life Response) and newsletters to share valuable information.
- Collaborations: We will partner with mental health professionals, other third sector charities, influencers and sector organisations to amplify our message and increase our reach.
- Advocacy Campaigns: We will engage in advocacy efforts to influence policy changes related to mental health and service development, as well as on behalf of third sector community services. We will encourage supporters to write to policymakers, attend relevant meetings and elevate their voices.

Awareness and Advocacy

We will nurture our stakeholder relationships and maintaining their trust and connection with Response and its work.

Connection and Recognition

- Personalised Communication: We will recognise and appreciate the contributions of our stakeholders through awards, thank you cards, acknowledgments, or other forms of recognition.
- Regular Updates: We will provide regular updates on our charity's progress and impact. We will show how donors' contributions are making a difference in the lives of individuals and communities.
- Feedback Loop: We will encourage stakeholders to provide feedback on our programmes and initiatives. We will use their insights to refine our strategies.

Response will engage volunteers from across our stakeholder groups to support our engagement and fundraising efforts:

- Guidance: We will provide detailed instructions and resources to volunteers, enabling them to effectively communicate our charity's mission and fundraising needs or for those who wish to participate in decision-making processes. We will ensure they understand their roles and responsibilities.
- Peer-to-Peer Fundraising: We will encourage supporters to create their own fundraising campaigns on behalf of our charity. We will provide tools and guidance for successful peer-to-peer fundraising.

Empowering Volunteers

Data- Driven Decision Making

Response will regularly track and analyse its engagement data to refine our strategy:

- Stakeholder Analytics: We will divide our stakeholder database into different segments based on donation history, interests and engagement level. We will tailor our communication and approach for each segment to maximise effectiveness. We will keep thorough records of engagement activities, feedback, and outcomes. We will adjust our approach based on these insights.
- Campaign/Initiative Performance: We will evaluate the success of different engagement campaigns or initiatives. We will identify what resonates with different stakeholders and optimise future efforts.

We will ensure that our engagement strategy complies with legal and ethical standards, including data protection and confidentiality.

Legal and Ethical Considerations

We will analyse and evaluate the feedback received from our stakeholders and use this feedback to drive up the quality of our services. We will be transparent about how feedback is used to inform decisions and improvements, with the executive team and trustees, holding the organisation accountable for acting on the feedback in a timely manner.

Accountability and Transparency

By implementing these strategies, Response can raise awareness, foster engagement, generate revenue and drive positive change in the field of mental health. We will regularly evaluate and adapt our strategy to ensure its effectiveness and alignment with our organisation's evolving goals.

This will involve regularly analysing and evaluating the feedback received from our stakeholders and using this feedback to make improvements to services. We will report on progress and outcomes regularly to the executive team.

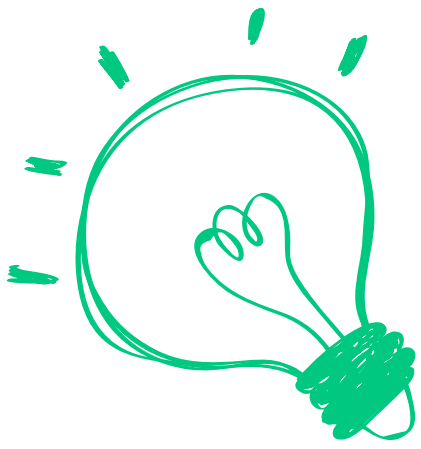
Engagement Goals

Year 1 Objectives

2023-2024

1. Have established a minimum of one user network for people being supported by adult services.
2. Have 25% of our interview processes involving somebody with lived experience of our services at the heart of the decision-making process, with a trained pool of people to approach for involvement.
3. Secure a group of people with lived experience of Response's services who can be approached for involvement in focus groups around topical issues or service development in line with EDI values and guidelines.
4. Co-produce carer awareness training and deliver sessions to carers who have a loved one being supported through Response's services.
5. Co-produce training and toolkits with engagement champions for Response colleagues, to familiarise them with the 'Ladder of Participation' and generating opportunities for full co-production to support service improvement.
6. Spotlight at Talking Response good practice and creativity around engagement activities across the organisation to embed awareness and strengthen practice.
7. Have at least 1 representative with lived experience of mental health services involved in the organisation's corporate governance.
8. Have established and implemented a performance framework which measures feedback on the quality of our services across the organisation. This includes an accessible data dashboard and resource directory of impact-based quotes and individual testimonials from all stakeholder groups. Feedback forms to be accessible offline to encourage all stakeholders to provide feedback.
9. Create peer support networks (project or locality area level) of people being supported through Response adult services.
10. Have an engagement champion pool with representation across every department which is actively co-ordinating and providing content to support engagement activities, to capacity build beyond engagement team direct resources.
11. Establish a self-managing employee group which focuses on activity which fosters connection and wellbeing between colleagues and across departments
12. Target our email marketing campaign to regularly contact those who have consented to email contact, resulting in donations and attracting volunteers for events.
13. Maintain a website which acts as an accurate hub for stakeholder information, a useful platform for sharing feedback, stakeholder story sharing, also promoting our organisation keeping in line with EDI values.
14. Secure a Charity of the Year partnership for 2024 with a corporate business with aligned values.
15. Use social media to drive and increase traffic to our website and foster interest in the Response brand and services.
16. Foster good relationships with 3 local businesses of social value, who will offer their spaces as venues, engage and promote us on their social media and also through paper promotional materials, and put Response collection buckets on display in their businesses.
17. Co-produce with engagement champions and roll out a system for colleagues to offer feedback on key communications, e.g, the newsletter and what they would like to see more of.
18. Create an inclusive and accessible 'We are Response' video in collaboration with various stakeholder to display the work of current stakeholders and engage new stakeholders.
19. Launch and embed the 'Real Life Response' podcast to break down the stigma of mental health and share people's mental health journeys and strategies which work for them.
20. Co-produce high quality materials (i.e. welcome packs) which are accessible and in line with EDI values for the people we work with and their carers to provide adequate information about services which are supporting them or a loved one.
21. Co-produce toolkits about Response with engagement champions, which provide detail on our services including images/information about Response's properties and the work of different departments to help new colleagues and trustees develop meaningful connections to Response and be united in the way they talk about Response.

Over The Next 3 Years



2023-2026

We will:

- Be recognised as one of the leading providers of high-quality mental health and wellbeing services in the Thames Valley and beyond within the local communities we serve, with a large pool of regular and loyal supporters.
- Have established a minimum of one user network for people being supported by CYPF services.
- Have trusted and effective systems for measuring impact, as well as the resources to meet target requirements of maintaining and building upon our supporter base.
- Have robust data collection, collation and analysis across Response to measure impact at all levels of all programmes. This includes an accessible data dashboard and resource directory of impact-based quotes and individual testimonials from all stakeholder groups.
- Have developed a broad and active community of interest with individuals (colleagues and community members) who undertake their own fundraising activities, encourage others in their network to do the same, as well as support Response- led events.
- Grow and utilise a pool of trusted volunteers to support key areas of the charity, to bring efficiency, diversity and increased activity to achieve greater outputs and quality for the community we serve.
- Develop a pool of Response Ambassadors with lived experience of Response services and can support events, as well as Response's campaigning efforts.
- Grow our Response brand via social media and the website, which is recognised beyond Oxfordshire.
- Co-produce in-depth toolkits and information about properties and the work of different departments which helps colleagues and trustees (including information about properties, 3d tours, videos) foster a meaningful connection to response and feel equipped to talk about the Response mission.



Summary of our Goals

| | 1 year target by April 2024 (per annum) | 2 year target by April 2025 (per annum) | 3 year target by April 2026 (per annum) |
|---|---|---|---|
| Community and peer to peer fundraising income | 20k | 40k | 75k |
| % of interviews with people with lived experience of Response's services involved | 25% | 50% | 75% |
| No. of networks for people with lived experience of Response's services | 2 | 3 | 4 |
| No. of carers who have attended carer awareness sessions | 5 | 10 | 20 |
| No. of Response supporters registered on our data system receiving news/updates | 120 | 300 | 500 |
| No. of views and engagements on posts across all social media platforms | 6000 | 7500 | 9000 |
| No. of website traffic | 10,000 | 17,500 | 25,000 |
| No. of active volunteers | 10 | 50 | 75 |