

time to change

let's end mental health discrimination

Time to Change Hubs Information paper 2018

This document sets out the objectives and model of Time to Change Hubs. It provides practical detail to help potential applicants understand the offer and expectations associated with running a Hub.

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1. Introduction

We are Time to Change, a growing movement of people changing how we all think and act about mental health problems.

Our voice is stronger and louder thanks to funding by the Department of Health, Comic Relief and the Big Lottery Fund. Our campaign is run by Mind and Rethink Mental Illness, and thousands more organisations have joined us to make change happen.

Too many people with mental health problems are made to feel isolated, ashamed and worthless. But with the right support from those around them, people can recover and have equal opportunities in all areas of life. So we support communities, schools and workplaces to open up to mental health; to talk and to listen. Everyone's attitude makes a difference. Your attitude makes a difference.

Since we began in 2007, the success of Time to Change in creating major changes in national attitudes and behaviours and raising the profile of mental health has been the result of our commitment to our strategy of targeting people through three interrelated activities: Lived Experience Leadership and Social Contact (both explained in section 8 of this document) and Social Marketing (using our network of Champions and supporters to spread the word, online and offline).

We are increasingly looking to embed anti-stigma work within local communities and ensure that our Champions (people, usually with Lived Experience of mental health problems, who have signed up online) can use their skills and talents to campaign on their doorstep with the unity and support of a local collective movement. Our aim is to empower communities to lead and embed local change together by setting up a number of 'Time to Change Hubs'.

In these Hubs we will support partnerships of local organisations and individuals to work with people with experience of mental health problems to convene and coordinate local action. By working in this way we hope to support local partners to reduce mental health stigma and discrimination in their area as well as to embed mental health practices and objectives in relevant local strategies.

2. Time to Change Hubs

What is a Time to Change Hub?

A Time to Change Hub is a partnership of local organisations and people who are committed to ending mental health stigma and discrimination. Collectively and independently they initiate and run regular local activities to challenge mental health prejudice, coming together to align and maximise the impact of their combined activity. They provide encouragement, support and tools to those that are already campaigning locally and to those that aspire to join the campaign, as well as seeking to encourage anti-stigma and discrimination policies and best practice within their own organisations and in relevant local strategies.

This document sets out the components, functions and activity we expect to form the basis of local Time to Change Hubs. Ultimately Hubs need to be owned by and reflect their local area and partners and so, in practice, we are expecting a range of tailored models and activity plans; this paper simply sets out the basic approach to help potential applicants to get a feel for the kind of model we are looking for.

A Hub is organised and sustained by local organisations and individuals, supported by Time to Change. Hub areas are geographically defined by agreed postcode areas (e.g. aligned to a Local Authorities jurisdiction or similar) to ensure optimum focus and impact for the campaign locally.

Time to Change Hubs are not organisations in their own right or part of a franchised network.

How many Hubs are there?

Between 2016 and 2021, we are helping to establish 16 'funded' Hubs in three tranches across the eight Time to Change regions, with initial, one-off funding from us for the first 18 months of each Hub.

Tranche	Funding period	Location of funded Hubs
One	1/3/17 - 31/8/18	Four Hubs: North West, North East, East of England, South East
Two	1/3/18 - 31/8/19	Four Hubs: West Midlands, East Midlands, South West, London
Three	1/3/19 - 31/8/20	Eight Hubs: One per Time to Change region

What are 'Organic' Hubs?

As of July 2018 we actually have 32 Hubs. As well as the eight funded Hubs from Tranches One and Two, there are 24 'Organic' Hubs. These applied to be funded Hubs, were not selected, but were strong enough to be given Hub status. They don't get funding, but they do get the same suite of support, although to a lighter degree. Some Organic Hubs get funding from other sources as they progress, even exceeding the funding that Time to Change offers to funded Hubs. But experience shows that commitment, enthusiasm and a strong local partnership are almost more important. There are still high standards to meet to be an Organic Hub, so applicants who miss out on our funding and want to be an Organic Hub *must* meet these criteria in order to be awarded Organic Hub status:

- Commit to focusing primarily on mental health stigma and discrimination; not wellbeing, prevention or awareness. We realise that these are related and may be brought in as the Hub develops, but initially we ask that Hubs focus on the stigma and discrimination around mental health issues.
- Commit to practice genuine Lived Experience Leadership (explained in sections 6 and 8 of this document).
- Be a workable partnership with capable partners fulfilling the roles detailed in section 3 of this document (minus the Champions Fund, although some Organic Hubs run their own Fund with money from other sources).
- Receive feedback on their application and agree with us a revised plan of activity if required, given that they will receive no Time to Change funding for a Champions Fund or for Hub administration costs.
- Attend all the induction and training sessions detailed in section 9 of this document.
- Submit light-touch activity reports to us every four months.

What do Hubs do?

The Hubs' overarching objectives mirror those of the national Time to Change campaign:

- Change behaviour and attitudes towards people with mental health problems.

- Reduce the levels of reported mental health stigma and discrimination in the local area.
- Empower people with experience of mental health problems to be at the heart of all our activity.

To achieve this, Hubs are expected to focus on two main areas of activity:

- **Campaigning and Social Contact:** A programme of social contact and campaigning activities planned and delivered by local partnerships, typically using World Mental Health Day (10 October) and Time to Talk Day (the first Thursday in February) as key focal points. Activities can range from community and Time to Change Champion-led social contact events to tailored local social marketing campaigns, supported by Time to Change (see examples of social contact events in section 8 of this document).
- **Embedding mental health anti-stigma work in local strategies and organisational policy:** Hub partners will be expected to promote and embed anti-stigma work internally through reviewing their own working practices as well as working to ensure that key locally owned strategies and action plans include anti-stigma and discrimination objectives.

How do Hubs work within local areas?

Hub activity and campaigns should align with and complement existing local mental health and related priorities, particularly those around mental health stigma and discrimination.

Whilst the higher-level objectives of Time to Change Hubs will mirror the national campaign, they also need to be rooted in local agendas and priorities; this is *your* Hub after all. Aside from ensuring local ownership and relevance, this should help to enrich and increase the impact of Hub activity and ensure that commitment to this work is sustained long after our direct support ends.

To support this, areas considering hosting a Hub are encouraged to think about:

- The relevant, key local organisations operating in their area and how they will be engaged in the work of the Hub.
- What existing, related local activity needs to be supported by or link in to the creation of a Hub.
- The key issues faced by their local communities and how the Hub will link to and respond to them.

How long do Hubs run for?

All Hubs, both funded and organic, will receive 18 months support from Time to Change to help them become established. For funded Hubs, the money received from Time to Change is expected to cover this initial 18 month period. This is the minimum amount of time we expect Hubs to operate for. Following the initial 18 months of support, Hubs will continue to receive light-touch support from Time to Change as well as being able to access our growing regional and national networks of Hubs to share learning and best practice.

The 18 months of direct support from Time to Change is roughly broken down into two stages; set-up and delivery.

- The set-up phase covers the first 6 months following the appointment of a Hub. Time to Change will support the Hub's core members to set up an effective, wider local partnership which represents the local community and set up a governing body which has people with experience of mental health problems at its heart. The set-up stage ends with the production of a Hub Action Plan which sets out the anti-stigma and discrimination events, campaigns and activity which the Hub intends to deliver over the remaining 12 months.
- The delivery stage covers the final 12 months of direct support from Time to Change. In this period the Hub will implement its Action Plan, as well as seeking to influencing local mental health and wider strategies to combat mental health stigma and discrimination.

We hope that most Hubs will continue mental health anti-stigma and discrimination work for a minimum of two years beyond our initial funding and support to ensure that local changes in attitudes and behaviour are sustained. But we understand that Hubs may need to broaden their focus beyond stigma and discrimination at that point in order to remain viable and stay relevant to local priorities.

How do I apply to be a Time to Change Hub?

All details of how to apply can be found on the Hubs pages of our website at; <https://www.time-to-change.org.uk/get-involved/become-time-change-hub>

3. Time to Change Hubs structure

Time to Change Hubs consist of a broad partnership of organisations across all sectors, working together with people with experience of mental health problems to maximise the collective impact of local mental health anti-stigma work.

Each Hub consists of five main elements;

- **Hub host** (anticipated as being the Local Authority or Health and Wellbeing Board)
- **Hub coordinator** (anticipated as being a local third sector community organisation, ideally with a focus on mental health)
- **Local Authority** (if not nominated as the Hub Host)
- **Champions**
- **Wider Hub partnership**

The 'host' and 'coordinator' organisations make up the 'core members' of Hub partnerships, together with the relevant Local Authority. If you are selected for funding we will require the 'Host' partner to sign a Memorandum of Understanding and the 'Co-ordinator' partner to sign a Contract (both with Time to Change). The role and expectations of each element are explained below.

Hub Host

Hub hosts must be able to bring together the organisations likely to be engaged in local partnerships and own, or be able to influence, long-term local strategies relevant to mental health and wellbeing. For this reason, we anticipate either Local Authorities or Health and Wellbeing Boards to be best placed to fulfil the role of Hub host. However, any organisation

able to meet the requirements of the role may apply to fulfil the Host role, and such applications will be assessed on a case-by-case basis.

The Hub host holds the overall partnership agreement with Time to Change. Supported by the other core members and Time to Change, the host is responsible for setting up and establishing the Hub partnership, including engaging relevant local partners and establishing the partnership's terms of reference.

It is ultimately the host's responsibility for overseeing the local Hub partnership, holding other partners to account and ensuring that they fulfil their roles in the Hub. If high level issues arise it is the Hub host who will be primarily responsible for ensuring they are effectively resolved, working alongside Time to Change.

Together with the two other core members, the Hub host is expected to:

- Oversee and endorse the Time to Change Hub application.
- Ensure the collective production and ownership of the local Hub Action Plan.
- Ensure mental health anti-stigma and discrimination work and policies are embedded within their own organisation, including signing the Time to Change employer's pledge, by the end of the 18 month period of support.
- Commit to ensuring sufficient staff-time, including the necessary level of senior management buy-in, is available to effectively facilitate delivery of the Hubs objectives.
- Enact the core principle of Lived Experience Leadership at the heart of Hub governance and programme planning and delivery.

Other responsibilities of Hub hosts include:

- Using their position and influence to ensure both public-facing and local strategic prioritisation of mental health anti-stigma and discrimination work remains a longer-term objective for the local area.
- Nominate and endorse the organisation proposed to fulfil the role of Hub coordinator.
- Identify appropriate local organisations to form the wider Hub partnership, working alongside the other core members.
- Ensuring the Hub partnership reflects the local community, including the engagement of minority and marginalised groups.
- Ensuring people with experience of mental health are at the heart of Hub activity, including through the active representation of local Champions in Hub governance.
- Attend and contribute to all Hub partnership meetings.
- Support, promote and attend local Time to Change events.

Hub Coordinator

The Hub Coordinator's main function is to provide day-to-day support for the Hub and ensure actions are taken forward by the wider partnership. A large part of the coordinator's role is to provide the drive to ensure that local momentum and enthusiasm is maintained.

The organisation acting as Hub coordinator will receive:

- £15,000 contribution from Time to Change towards the staff time required to coordinate and support the Hub partnership, including the administration of a

Champions Fund to support local activity. Of this, £2,000 should be ring-fenced for travel expenses and other costs required to ensure that Champions, especially in rural areas, are able to get to Hub Steering Group meetings. Hubs are also encouraged to consider whether they should pay what we call a Participation and Engagement Fee to Champions who serve on Steering Groups, in recognition that no-one's time is free. Time to Change can provide example rates, but it is up to the Hub to decide whether such fees are possible, given other administration costs. Some Hubs have resolved this by securing other funds to pay these fees.

- £10,000 Champions Fund pot.

Any organisation can be nominated to fulfil the role of Hub coordinator providing they meet the following criteria:

- Mental health anti-stigma and discrimination work is relevant to the organisation's core mission.
- There are clear and demonstrable benefits to the organisation in being Hub coordinator (for example: relative importance of Time to Change financial contribution, reputational benefits, providing a catalyst for further mental health / anti-stigma activity, etc).
- The organisation can make available a nominated officer who acts as the first point of contact for the Hub, with day-to-day responsibility for coordinating Hub partnership activity (expected to be the equivalent of two days per week during the period of direct Time to Change support).
- The organisation is able to effectively administer the £10,000 Champions Fund to local individuals.

Together with the other two core Hub members, the Hub coordinator is expected to:

- Develop and submit the Time to Change Hub application.
- Ensure mental health anti-stigma and discrimination work and policies are embedded within their own organisation, including signing the Time to Change employer's pledge, by the end of the 18 month period of support.
- Commit to ensuring sufficient staff-time, including the necessary level of senior management buy-in, is available to enable the effective delivery of the Hub's objectives.
- Enact the core principle of mental health Lived Experience Leadership at the heart of Hub governance and programme planning and delivery.

Other responsibilities of Hub coordinators include:

- Holding partnership members to account on agreed actions and deadlines, supported by the Hub host.
- Managing communications across the Hub.
- Arrange and support Hub partnership meetings, including identifying meeting facilities.
- Light-touch, regular reporting to Time to Change.
- Facilitating engagement and involvement at community level.

Due to the nature of the role it is anticipated that the Hub coordinator is likely to be a third sector, community-focused organization, able to administer the Champions Fund to local

Champions and effectively engage other groups and organisations representative of the entire local community.

Local Authority

Due to their remit, reach, local leverage and ability to embed mental health anti-stigma work within longer-term local strategies, the active engagement of the Local Authority is key to the success of a Hub. We therefore expect applications to show a clear, ongoing commitment from the Local Authority to support and engage with the Hub.

Together with the other two core members, the local authority is expected to:

- Develop and submit the Time to Change Hub application.
- Ensure mental health anti-stigma and discrimination work and policies are embedded within their own organisation, including signing the Time to Change employer's pledge, by the end of the 18 month period of support.
- Commit to ensuring sufficient staff-time, including the necessary level of senior management buy-in, is available to enable the effective delivery of the Hubs objectives.
- Enact the core principle of mental health Lived Experience Leadership at the heart of Hub governance and programme planning and delivery.
- Support, promote and attend local Time to Change events.

Other responsibilities of Local Authorities include:

- Seeking to embed mental health anti-stigma and discrimination activity within relevant local strategies, particularly those that they own or have influence over.
- Ensuring public-facing mental health anti-stigma and discrimination activity remains a priority for a substantial period after Time to Change's direct support comes to an end.
- Enable the Hub partnership to access relevant local networks with which the Local Authority is engaged.
- Nominate an internal lead for Hub partnership meetings.
- Engage wider Local Authority colleagues and other departments where required (e.g. Communications) to support the planning and delivery of local events and campaigns.
- Where possible make resources available for the Hub (meeting rooms, transport and parking for events, storage, insurance, etc).

Champions

Time to Change Champions are ordinary people based across the country who organise and deliver local anti-stigma and discrimination events, activities and campaigning on their own time. Personal Lived Experience of mental health problems is essential for Champions who sit on Hub Steering Groups, run Social Contact events funded by the Champions Fund and perform other roles where that experience is vital (see section 8 for definitions). TTC also has Workplace Champions and Young Champions who do not have to have experience of mental health problems.

Champions provide huge amounts of energy and drive, working alongside the other Hub partners to deliver activity. Living locally, they are also likely to remain involved despite changes in staffing or priorities in local organisations. This helps to make the Hub sustainable. We therefore expect that local Time to Change Champions with Lived Experience of mental health are strongly represented on the Hub Steering Group and have parity with the three Hub core partners in terms of shaping local activity.

Time to Change has a Community Equalities Coordinator based in each region who will be able to directly support local areas to establish Champions groups and effectively engage them in the Hub partnership. That person also provides training to local Champions to support them to engage effectively with the Hub partnership and deliver local activity.

Roles and responsibilities of Time to Change Champions include:

- To represent the views of people with experience of mental health problems on the Steering Group and during activity planning.
- To help identify and organise localised anti-stigma and discrimination activity. In particular social contact events, social media and media work / campaigns.
- To be ambassadors for Time to Change and the local Hub partnership.

Hubs need to ring-fence around £2,000 of the administration funding which they receive from TTC in order to pay travel expenses and other costs required to ensure that Champions, especially in rural areas, are able to get to Hub Steering Group meetings. Hubs are also encouraged to consider whether they should pay what we call a Participation and Engagement Fee to Champions who serve on Hub Steering Groups, in recognition that no-one's time is free. Time to Change can provide example rates, but it is up to the Hub to decide whether such fees are possible, given other administration costs. Some Hubs have resolved this by securing other funds to pay these fees.

Wider Hub partnership

The Hub partnership consists of the three core partners, Time to Change Champions and wider Hub partners such as local organisations with an interest in mental health anti-stigma work. Collectively the Hub partnership is responsible for developing and delivering the local activity plan relating to mental health anti-stigma and discrimination work.

The Hub host is responsible for establishing the wider Hub partnership and engaging members, supported by the other core partners. Hub partnerships should be representative of the local community and marginalised groups. It is suggested that Hubs are likely to operate most effectively with between 5 and 12 member organisations. Experience has shown that it is most effective if the Steering Group for the Hub meets monthly but in some cases an additional wider consultative group also meets less frequently.

Wider Hub partners might come from:

- NHS
- Local third sector
- Emergency services
- Youth space organisations
- Major employers

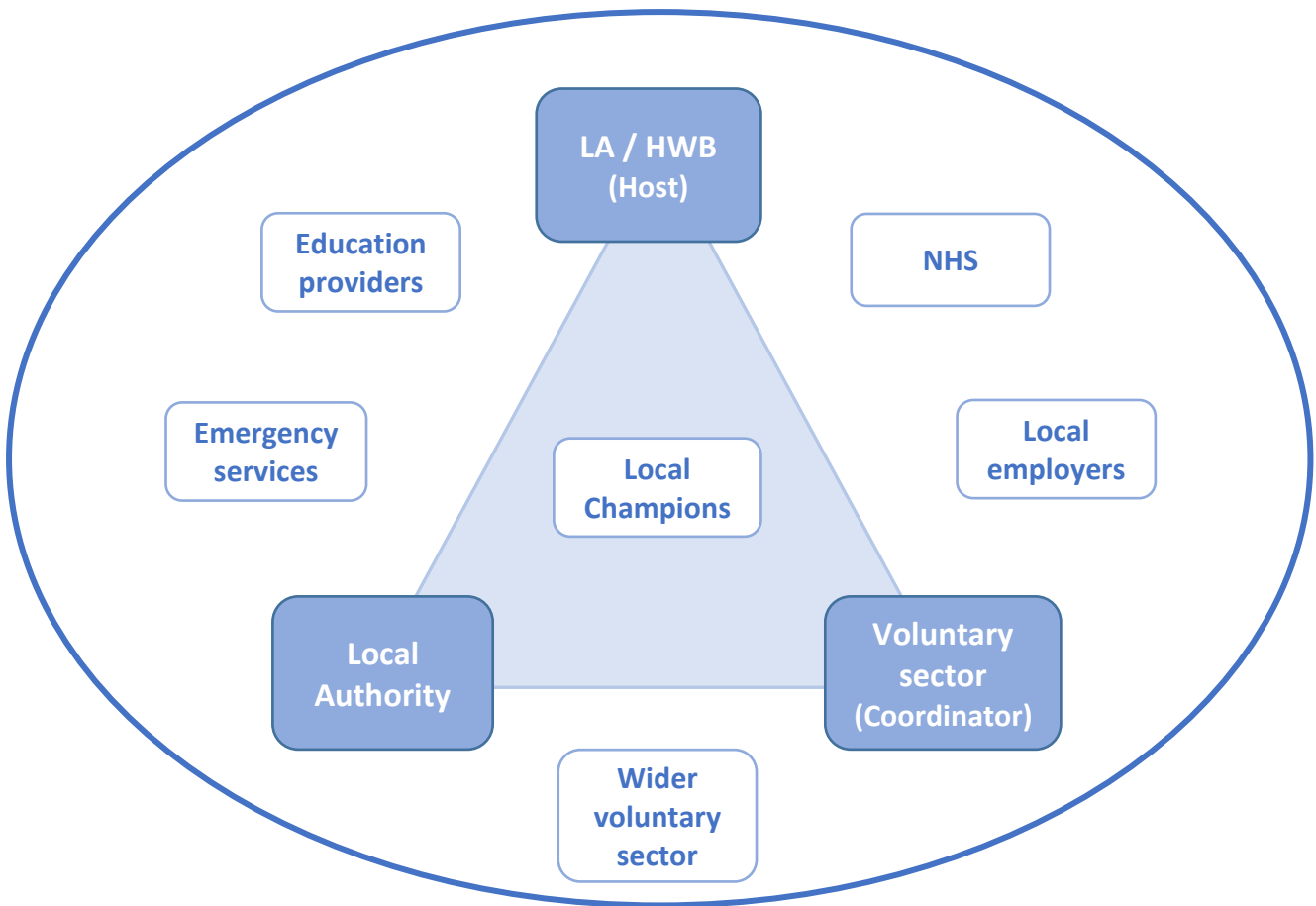
The role of supporting and facilitating Hub meetings is largely expected to be carried out by the organisation acting as the Hub coordinator. The Hub coordinator should be empowered

by the partnership to hold members to account on agreed actions and deadlines, ensure communications are managed and that Hub activity is effectively coordinated.

Time to Change’s Community Equalities Coordinator based in the region will attend and contribute to Hub Steering Group meetings, providing support and guidance where required. When and if required, specialist Time to Change teams or senior management may be able to attend Steering Group meetings to support the development of specific areas of work.

As we are looking for genuine local ownership, Time to Change will not itself organise meetings, provide administrative support, chair meetings or drive activity.

Diagram of a typical Hub structure:



4. Support available for Time to Change to Hubs

Type of support	Details
Funding <i>(Funded Hubs only)</i>	<ul style="list-style-type: none"> • £10,000 'Champions Fund' • £15,000 contribution towards staff time / costs incurred in administering the Champions Fund and Hub partnership. Of this, £2,000 should be ring-fenced for travel expenses and other costs required to ensure that Champions, especially in rural areas, are able to get to Hub Steering Group meetings.
Specialist support	<p>Community Leadership Team</p> <ul style="list-style-type: none"> • Dedicated regional Community Equalities Coordinator to support with: <ul style="list-style-type: none"> - Establishing the Hub partnership. - Linking new and existing local Champions with the Hub. - Local activity planning. • Training (see the full list at the end of this document) and signposting to resources. <p>Children and Young People Team (CYP)</p> <ul style="list-style-type: none"> • Where not already in place, creation of local schools and / or head-teacher networks and their engagement with Time to Change Hubs. • CYP Regional Coordinator input into local activity planning. • Train the Trainers sessions for schools and youth professionals. • Recruitment of CYP Champions in local Hub areas. • Supporting Hub partners to promote national CYP mental health initiatives. <p>Employers</p> <ul style="list-style-type: none"> • Support to the Hub Host, Coordinator and Local Authority in completing the Time to Change Employer Pledge. • Support to other Hub partnership members in completing the Time to Change Employer Pledge, subject to capacity. • Training to partnership members and local Champions on how to support organisations to implement the Time to Change Employer Pledge. • Online guidance and resources on how to develop an anti-stigma and discrimination action plan. <p>Marketing and Communications</p>

	<ul style="list-style-type: none"> • Light touch guidance with setting up social media accounts, branded email templates and Hub internet pages, social marketing etc, if required. • Details of all Time to Change activities and campaigns, enabling Hubs to plan their own aligned activity and benefit from our national profile and coverage. • Input into the development of future national and local Time to Change campaigns and coverage. • Access to Time to Change insights work and substantial knowledge on how to run effective anti-stigma social marketing campaigns. • Marketing and communications guidance and resources, including; campaign materials, media resources, Time to Change communications pack, media lists for each area, etc. • Access to the Time to Change brand management portal.
Wider support & networks	<ul style="list-style-type: none"> • Networking opportunities, including Time to Change Hub network events. • Online Hubs peer support forum. • Promotion and visibility of your Hub on the Time to Change website and social media. • Time to Change Schools and Head Teacher networks. • Time to Change employers networks (regional and sector specific). • Blue Light programme and network (emergency services).
Evaluation	<ul style="list-style-type: none"> • Learning from other Hubs. • Guidance for any other evaluation activities undertaken by the Hub. • Access to Time to Change evaluation tools, resources and methodologies.

5. Time to Change's expectations of Hubs

Activity

Time to Change Hubs are asked to develop an Action Plan over the course of their first six months which outline Hub's planned activity for the remaining 12 months of direct TTC support. We expect Action Plans to be based on these principles:

- Local people with Lived Experience of mental health problems are involved from the start in planning and delivering activity (see Lived Experience Leadership below).
- Time to Change's Social Contact methodology (see section 8 for a definition and examples) is central to the way that the Hub addresses stigma and discrimination.

- Larger activities are planned on or around World Mental Health Day (10th October) and Time to Talk Day (first Thursday in February) so that they synergise with Time to Change's national campaigning at those times for maximum effect.

Hubs are asked to deliver a minimum of three larger-scale public facing events during the period of direct support from Time to Change. Each event should aim to reach at least 500 people.

Other activities that Hubs are encouraged to undertake as part of a wider, joined-up local programme aimed at reducing mental health stigma and discrimination might include:

- Local media campaigns highlighting personal stories, awareness-raising or factual pieces in local papers, radio and television.
- Online activity, including blogs by people with experience of mental health problems, awareness-raising on social media, discussion forums and personal stories, discussions or factual pieces on appropriate websites.
- Social marketing campaigns, including film screenings and public television, poster and leaflet campaigns, awareness-raising via local billboard, bus stop and train station advertising.
- Public-facing local Hub website / pages to promote activity, including the Champions Fund.
- Bespoke events in public or enclosed spaces, such as parks, places of work, youth spaces, shopping centres, places of worship, etc.
- Presence at local events such as festivals, shows, conferences, etc.
- Events organised by local Time to Change Champions through the Champions Fund.

It is the responsibility of Hubs to ensure that appropriate insurance (including Public Liability Insurance cover) and / or licenses for events produced by local organisations or individual Champions are provided. Local Authorities, voluntary sector organisations and other Hub partners will usually have relevant insurance already. Time to Change has its own Public Liability Insurance which covers Champions who have registered with Time to Change, as long as they have received Social Contact training and have also registered their event on our website.

Lived Experience Leadership

Lived Experience Leadership by people with direct personal experience of their own mental health problems is a core value of Time to Change. We therefore expect Hubs to have people with Lived Experience at the heart of their work, from governance through to delivering activity, as equals, not volunteers or sounding boards. For more information see the definition in section 8 of this document, also <http://www.time-to-change.org.uk/about-us/who-are-we/lived-experience/about-leadership>, and the guidance for applicants in section C1.b of the 'Time to Change Hubs Application Form 2018: Guidance'.

Successful applicants will have demonstrated a strong commitment to Lived Experience Leadership. Our formal agreement with Hubs therefore sets out clear expectations that Hubs follow through on these promises. As a minimum, this will involve the establishment of a local Champions Group to feed into and be directly represented on the Hub Steering Group as an equal partner. We supply support to form such a Champions Group, and training for people with Lived Experience and other Hub partners about how to work together as equals to make the Hub a success.

Engaging disadvantaged and marginalised groups

Successful applicants to be a Hub will have demonstrated in their application how they will engage and support disadvantaged or marginalised groups. During delivery, Hubs will be expected to follow through on these promises, ensuring that relevant local groups, organisations or representatives of all local communities are engaged with the Hub and reached via appropriately tailored activity.

Reporting

Every four months, Hubs send light touch reports to Time to Change. Report templates and expectations will be explained in detail in the kick-off meetings with successful applicants, but cover:

- Progress against the Hub's Action Plan.
- Events and activity delivered.
- Delivery of the Champions Fund.
- Successes / risks / lessons learnt.

6. Sustainability

Successful applicants will have demonstrated their long-term commitment to working on stigma and discrimination as part of the application process. This will be assessed based on evidence of the inclusion (or planned inclusion) of relevant mental health priorities in longer term local strategies, the passion and commitment to the Hub evidenced by the core members and key local stakeholders, and the part of the application form where applicants explain how they plan to sustain their Hub.

We hope that most Hubs will continue mental health anti-stigma and discrimination work for a minimum of two years beyond our initial 18 months of funding and support, to ensure that local changes in attitudes and behaviour are sustained. But we understand that Hubs may need to broaden their focus beyond stigma and discrimination at that point in order to remain viable and stay relevant to local priorities.

7. Evaluation

Time to Change has three evaluation objectives with Hubs:

- Measure the level of attitudinal and behavioural change within the general public across a Hub area, including in comparison to non-Hub areas.
- Assess the effectiveness of each Hub partnership and structure.
- Capture qualitative data and case study examples of the impact of Time to Change / local Hubs on key stakeholders and groups in the Hub area.

Time to Change may therefore ask Hub partners to participate in short interviews or complete surveys to support our learning of what works for you. Champions in Hub areas may also be involved in Time to Change-wide evaluation of how being a Champion affects them.

8. What are 'Lived Experience' and 'Social Contact'?

What is Lived Experience?

Those of us with mental health problems can feel disempowered and excluded from our society as a result of the stigma and discrimination we face.

In response to this, within Time to Change, we define 'Lived Experience Leadership' as people with experience of mental health problems shaping and delivering the programme at every stage and at every level. This is at the very heart of our work and that of the organisations we work in partnership with; all we do is in adherence to this principle.

People with experience of mental health problems are at the forefront of our movement to end mental health discrimination. They work at every level of Time to Change, as senior board members, consultants, advisors, Champions and members of staff. This is not just a principle we adhere to, but it is also how we will achieve our mission – empowering and nurturing leadership talents that will help drive wider social change. See more on Lived Experience leadership in section 6 of this document.

What is Social Contact?

Effective Social Contact is a meaningful, equal and reciprocal conversation where someone with experience of mental health problems shares their experiences with another person in order to positively influence their understanding, attitudes and behaviours about mental health.

Social Contact often takes place in a neutral setting where the participants can get to know each other on a personal level before discussing mental health.

Because much of its strength comes from humanising the impact of mental health stigma and discrimination, Social Contact is generally most effective when it is done face-to-face, although it can also be used effectively in online conversations.

There is a toolkit to help Champions plan and run social contact activities at:

<http://www.time-to-change.org.uk/sites/default/files/260%20TTC%20Social%20Contact%20Event%20Toolkit%20v10%20Interactive.pdf>

Examples of Social Contact / Champions Fund activities

In the 2015 pilot Hubs in Bristol and Liverpool, the Champions Fund provided awards ranging between £100 and £500 for a variety of creative activities to encourage people to talk about mental health in different and unusual settings.

This involved Champions organising their own event at which they chatted to members of the public over an activity, sharing a little of their own experience of living with a mental health problem.

Over 50 Social Contact activities took place across a variety of public spaces including a supermarket, a shopping mall, railway station, theatre and a leisure centre.

A short film showing some examples of Champions Fund activities in the pilot Liverpool and Bristol hubs can be found here: <https://youtu.be/K0KeRTi5Dzo>

Other activities where Champions had conversations were also held with people in targeted groups. For example, LGBTQ, Somali and Czech/Slovak groups, young BAME people, several women's events and activities at local Universities.

One Champion worked with service users at St Mungo's who gave statements on what they would like to say to counter stigma. The statements were then inserted into fortune cookies to be distributed at various events coinciding with Chinese New Year celebrations, to be used as conversation starters. As people broke into their fortune cookie they were asked to read out the quotation which then promoted further conversation about mental health issues.

At a Tesco supermarket next door to a mental health hospital, a Champion had conversations with members of the public about his own experiences in order to dispel myths about mental health. The area manager was so impressed that he asked the Champion to hold events in other Tesco stores across the city.

"Thank you for encouraging me to speak out, and for the opportunity to create and run my own event. It has given me the confidence to run further events and feel more comfortable with friends and in the workplace."

Case Study: Inner City Bristol

This Champions Fund event was attended by 38 young people from Inner City Bristol, who support young people to empower themselves through the provision of mental health services, promote positive mental health and resilience and challenge the wider social and structural inequalities that lead to poorer mental health and life chances.

The aim of the event was to encourage young people to talk about their mental health, destigmatise it and provide information about where to go for help and support.

Champions facilitated mental health workshops sharing experiences about living with a mental health problem. There were fun activities, trust games, eating together, and other conversation starters.

Karen Black, Services Manager for Off the Record (a mental health support and information provider), said that the event 'was fun and productive'.

Case Study: 'Inside Out'

This Champions Fund event was delivered with the Somali Education Project and included a showing of the Disney cartoon Inside Out in which different feelings are personified in a fun adventure. It attracted 10 Somali mums and two dads, plus another four adults and 35 primary and secondary age children. A discussion after the film was based on questions such as: what makes us happy/sad? What do we do when we are happy/sad? When do we need to talk to someone about our sadness? Who do we talk to? Is it ok to be sad?

"There was one big conversation with parents and children engaging and laughing together as they talked about mental health."

Case Study: Winter Warmer

In midwinter, this welcoming event invited lonely or isolated people to do creative art together.

"Saturday's 'Winter Warmer' at the Shirehampton Tithe barn was a lovely, intimate and moving event. It was a grassroots event with open access to the whole community. Participants included elderly women who engaged in art making, conversation and origami,

an autistic child who made drawings and had soup under a table and a Hungarian national who had recently arrived in the UK.

Many interactions and conversations took place verbally and creatively. We raised awareness of mental health issues by talking of our own experiences and inviting others to share theirs. Many thanks for helping us make this special day happen!" Annelies and Anna, Champions

This 2018 film shows the Champions Fund in Leeds: https://youtu.be/pYb-A_URto4

9. Timetable for Applications, Interviews, Inductions and Training

The application form and guidance can be downloaded from our website at <https://www.time-to-change.org.uk/get-involved/become-time-change-hub>

Completed applications must be sent to localhubs@time-to-change.org.uk by 5pm on Friday 16 November 2018 with the subject header 'Time to Change Hub application: [Your Area Name]'

Applicants will hear whether they have been selected for interview to be a funded Time to Change Hub in the week ending Friday 7 December 2018. Interviews for each region will take place on the dates in the table below at Mind's London office, or via video-conference. Applicants can bring up to five people to the interview. We expect that at least representatives of both the proposed Hub Host and Coordinator organisations attend, ideally with people with Lived Experience of mental ill health.

Applicants will be told the outcome of interviews and offered feedback in the week ending 1 February 2019.

Applicants to whom we award funding, plus those strong enough to be unfunded Hubs (what we call 'Organic Hubs' – see earlier in this documents for criteria), will have 'kick-off meetings' between TTC and key partners before Hubs start work on 1 March.

All applicants should put the Induction and training dates for their region (listed below) in their diaries now. Sending appropriate representatives to these is a condition of becoming a Hub. We use 'Champion' to mean people with Lived Experience of mental ill health who sign up to be part of a Time to Change Hub. Applicants who are successful in securing Time to Change funding will be expected to book venues as soon as their success has been confirmed so that they can host the Induction and trainings in their region, with space for representatives of any Organic Hubs in their region.

In addition to the dates below, there will be a national event in June, date tbc, for new Hubs to meet existing Hubs and each other.

Timetable for Applications, Interviews, Inductions and Training (all dates are in 2019 unless otherwise stated)

Region	Interviews	Induction training: for Hub partners	Champions Introduction/ Open Meetings: for Champions	Good practice in working with Champions in Hubs: for partners	Challenging Mental Health stigma & discrimination: for partners & Champions	Social Contact: for partners & Champions	How to influence & participate in Hubs: for Champions	Champions Fund: information for Hub coordinators (funded Hubs only)	Event in June, date tbc, to meet Hubs from earlier Tranches and other regions.	Time to Change Employers Pledge: for partners & Champions
	1 hour	All day	TBC	3.5 hours	3.5 hours	3.5 hours	3.5 hours	3.5 hours	All day	3 hours
West Midlands	15 Jan	5 March	2 April & 5 April	8 May	16 May	21 May	3 June	6 June	TBC	3 July
East Midlands	15 Jan	7 March	2 April to 4 April tbc	7 May	16 May	21 May	4 June	12 June	TBC	26 June
East of England	17 Jan	19 March	1 May	8 May	16 May	23 May	6 June	17 June	TBC	9 July
South West	17 Jan	19 March	1 May	8 May	16 May	23 May	6 June	1 July	TBC	11 July
North East	22 Jan	26 March	2 May	9 May	14 May	23 May	5 June	20 June	TBC	25 June
North West	22 Jan	28 March	April, tbc	29 April	9 May	16 May	23 May	29 May	TBC	2 July
South East	24 Jan	2 April	2 May & 7 May	14 May	23 May	4 June	13 June	25 June	TBC	20 June
London	24 Jan	4 April	3 May	9 May	14 May	20 May	4 June	19 June	TBC	18 June