

people know  
**How**  
Unlocking Your Ideas

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People Know How

**"COMMUNITY SPACE"**

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# STRATEGIC PLAN 2016-2020

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**How**  
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People Know How

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**How**

*Innovating positive change  
by believing in people*

We value people's potential

We invest in creative and economic products and services that have the potential to mean a better life for people.

We strive for innovative solutions

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OUR MISSION, VISION & VALUES

**Our Mission:**  
 Innovating positive change by  
 believing in people.

**Our Vision:**  
 Our vision is a world where people  
 have the opportunity to reach their full  
 potential using their strengths and  
 assets.

**Our Values:**  
 We value people’s potential  
 We invest in creative and dynamic processes  
 We commit to meaningful action  
 We strive for innovative solutions



## INTRODUCTION

We are pleased to present our Strategic Plan to 2020.

We believe that *people know how* to identify their needs, strengths and assets to find solutions that will help them fulfil their potential and solve social issues. Often, people don't realise that they *know how* and that's where we come in - unlocking ideas for a better future, today. We call this process social innovation. We aim to support and empower people to mobilise their assets, get organised and fulfil their potential.

We have organised our work into four themes:

1. LEARNING FOR CHANGE
2. CONNECTING CULTURES
3. CONSULTING COMMUNITIES
4. TRANSFORMING LIVES

We are committed to exploring and addressing challenges and opportunities through community research, partnership working, community development and social innovation. We will continue to approach this challenge involving all people; including the general public, service users, community groups, charities (large and small), the statutory sector, business and enterprise; and local, national and international government.

Finally, please do not hesitate to contact us as everything we do is in partnership and we believe that the best results come from working together.



Glenn Liddall, Head & Founder, People Know How  
October 2016



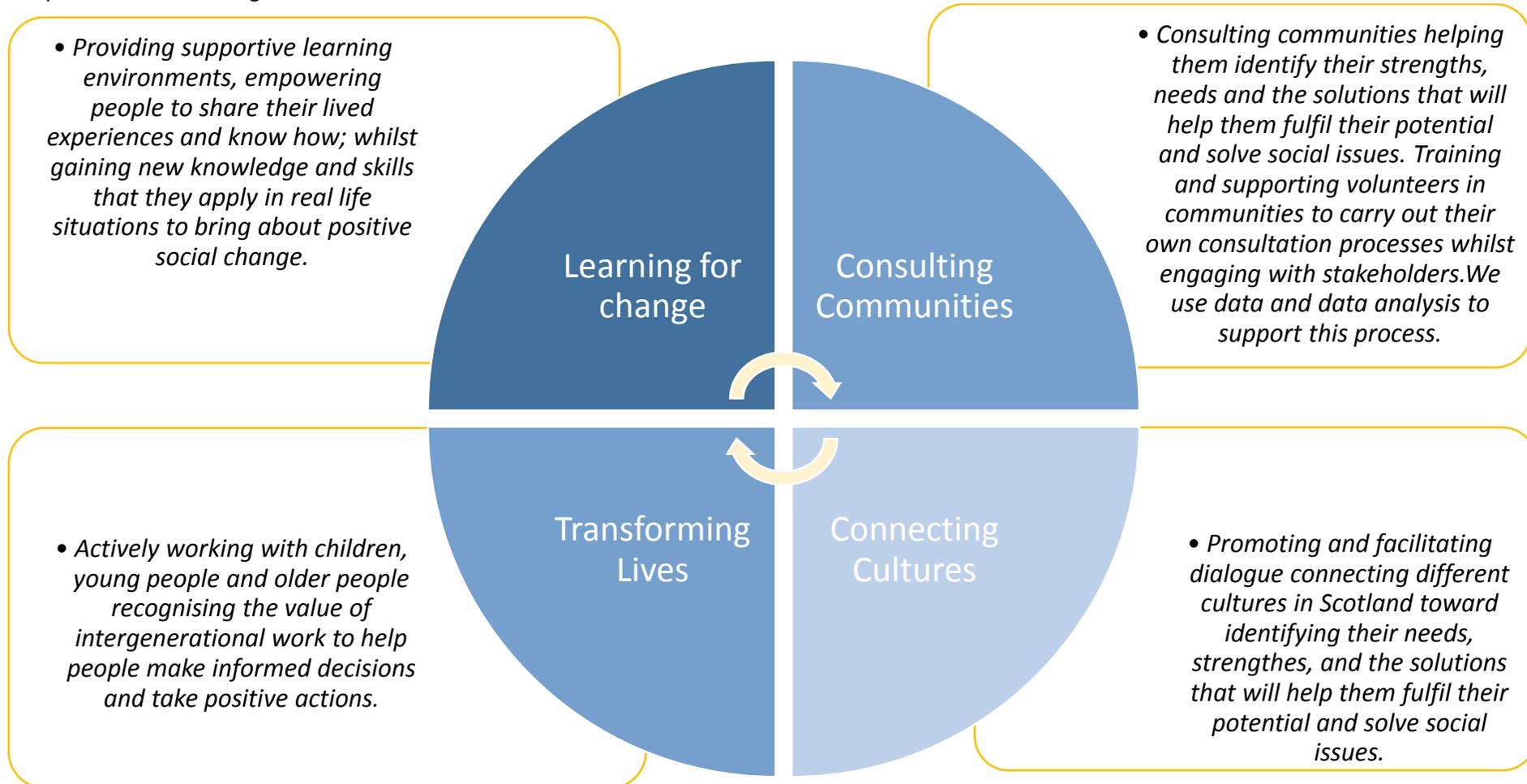
Glenn Liddall, Head & Founder

After over twenty years in the third sector in Scotland, Glenn Liddall has established a new kind of organisation in the field of Social Innovation – People Know How.

He has qualifications in counselling (AdDip Coun), fundraising (MInstF) and is working toward a degree in Leadership and Management. Previously, he worked for CrossReach in various roles across areas including; substance misuse, homelessness, mental health, criminal justice, counselling and; children and families. Most recently, he was Head of Service - Implementation & Change (GIRFEC).

OUR WORK

People Know How has organised its work into four themes:



OUR PROJECTS 2016/2017

Learning for Change

**The Social Innovation Academy** supports people of all ages and backgrounds including young people not in education, employment or training to work on a real life project. We provide training, mentoring and access to free educational resources. We successfully piloted the academy in March 2016, and will run three academies annually, commencing this autumn.

**Re:Connect** provides support to people who are considered to be socially isolated by improving their digital literacy and enabling them to make use of the internet. We aim to reduce social isolation and associated effects such as loss of confidence, loneliness and low self-esteem. We are developing this project with two partner organisations; Ragged University and VIE – Value, Involve, and Evolve.

**Research Briefings** is a volunteer led programme which aims to make social research more accessible. We recruit volunteers from universities and provide them with the skills to create a research briefing on a social topic of their choice.

Connecting Cultures

**Shared Heritage - Shared Future** recognises the unprecedented increase in the Spanish speaking population in Edinburgh and the opportunity for integration with the local population. Working with Scottish and Spanish speaking volunteers we are consulting Scottish people to gain their impressions of Spanish speaking people; including our shared heritage, culture and history. Likewise, we are asking Spanish speaking people about their experiences of living in Scotland. We will use this information as a basis to build bridges and develop even stronger connections and integration between both communities.

Consulting Communities

**Consulting Communities:** The Scottish Government has been talking to different groups of people across Scotland to find out what is needed to make Scotland a much better place. We contributed to this process through consulting with people and feeding back the findings. We attend the launch of the resulting; Fairer Scotland - Action Plan pledging our support as it is consistent with our mission.

**Children and Young People:** We consulted 151 young people in 2014/15 to hear their experiences of growing up in Scotland and their suggestions on how to make it better. This has informed our future work including our **Positive Transitions** project.

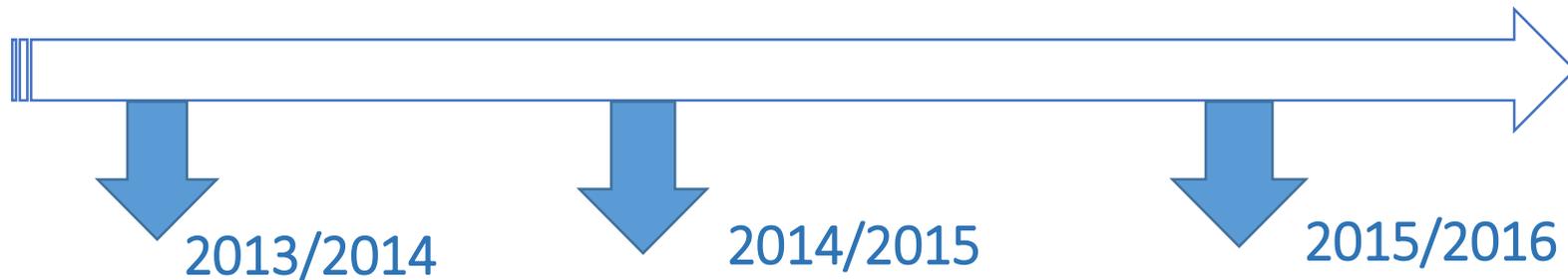
**BIG Data and Data Analysis:** We are working with a number of stakeholders including the City of Edinburgh Council to determine and pilot the use of Big Data and Data Analysis to shine a spotlight on specific social issues and challenges.

Transforming Lives

**Positive Transitions** works with S1 pupils supporting them to settle into secondary school. We have engaged with 860 young people; running a series of interactive workshops. A Youth Board of 12 young people steer the project and are working with us and other stakeholders to plan; action research days bringing all the schools together to share their findings and suggestions. This will lead to them presenting their findings and suggestions to teachers, professionals, community leaders and parents / carers.

**Learning Together – Growing Together** has developed from Positive Transitions and will support 15 families resident in Edinburgh’s 20% most deprived data zones by supporting them with Family and Community Learning. The project works closely with Education Scotland to meet the needs of young people and their families.

OUR JOURNEY 2013/2014 - 2015/2016



**March:** Registered with the OSCR as a SCIO  
**April:** Funding and support from Third Sector Internships Scotland  
**June:** Our first Intern  
**July – August:** Initial policies and procedures developed  
**December:** BIG Lottery “Investing in Ideas” funding to consult children & young people.

1 intern

**April – June:** Design and develop the first consultation process with 12 volunteers and the Project Coordinator.  
**June:** Review and develop our Mission, Vision and Values.  
**July - March:** Conduct consultation with 151 young people.  
**September:** Settling into our first office  
**October:** Board of Trustees reviewed and new members recruited and inducted  
**January:** Website and social media established  
**March:** Funding secured from One City Trust and the Voluntary Action Fund to pilot the Social Innovation Academy. Planning and development days under taken.

14 Volunteers  
 3 interns  
 1 Part time staff member

**April - October:** Developed the training course for the Social Innovation Academy  
**July – September:** Recruit volunteers and participants.  
**November - March:** Social Innovation Academy goes live, 14 volunteers join the pilot programme  
**November:** Move to a larger office with shared training facilities  
**January – March:** Delivery projects with community partners as part of the Social Innovation Academy:  
 - Scottish Adoption  
 - The Broomhouse Centre  
 - Cockburn Association  
 - The Living Memory Association

33 Volunteers  
 5 interns  
 1 Full-time staff member  
 1 part-time staff member

OUR JOURNEY 2016/2017



**July –October:** work begins on Big Data and Data Analysis project in collaboration with City of Edinburgh Council and third sector partners

**August:** Positive Transitions begins work in 5 Edinburgh secondary schools. 17 volunteers, recruited and trained to deliver the project

**September:** Re:Connect volunteer training underway in collaboration with VIE and Ragged University

**November:** official opening of the Community Space with the involvement of many community groups and charities

**May - September:** Funding secured to run Positive Transitions, Re:Connect and Shared Heritage - Shared Future and our Research Briefings programme

**September:** Learning Together – Growing Together developed from Positive Transitions

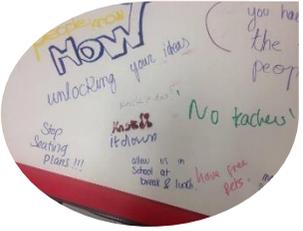


**June:** Community Space launched at Ocean Terminal, offering free use of the space to local charities and community organisations

**October:** move to a new, larger space offering increased support to community groups

**April :** move to a 4000 sq ft double fronted unit within Ocean Terminal establishing the Community Space

**September:** recruitment for the next Social Innovation Academy begins



Anticipated numbers for 2016/17

Volunteers	98
Interns	4
Students on Placement	3
Staff	2.4 FTE

## STRATEGIC AIMS AND ACTIONS

## Strategic Aim One:

*Positive social change*

**We will continually improve and implement our approach to social innovation to achieve positive social change toward a fairer Scotland for all, ending child poverty, a strong start for all young people, fairer working lives and a thriving third age.**

## Actions:

1. Further develop and embed the Social Innovation Academy with participants, community partners and contributors to achieve the greatest impact
2. Expand and maintain the Community Space with individuals, community groups and charities, providing space, resources and support to facilitate and enable the best use of collective strengths, assets and potential
3. Continually build the skills, capacity and effectiveness of the team to develop best practice and maximum positive impact embracing creativity and social innovation
4. Focus work within the four themes: Learning For Change, Consulting Communities, Connecting Cultures and Transforming Lives

## Strategic Aim Two:

*Mutual benefits*

**We will work in collaboration and partnership across all of our projects to achieve maximum impact.**

## Actions:

1. Ensure that as an organisation we are open to ideas from all sources; internal and external to the organisation and fully consider them on merit
2. Ensure that the benefits to our volunteers, interns, students on placement and people on work experience are of equal value and importance to that of our service users and organisational objectives
3. Expand our approach toward a systematic approach to recruitment, induction, training, management, work flow, support and supervision through developing the People Pledge and inspiring people to be creative and innovative in shaping their role
4. Work collaboratively with all stakeholders including the general public, people using our services, the team, community groups; charities large and small; academia, statutory provision, local and national government and its agencies
5. Use and develop our approach to social innovation to build social capital and foster positive community development

**Strategic Aim Three:***Share learning*

**We will share our learning widely and proactively to empower others to achieve positive social change toward a fairer Scotland for all.**

**Actions:**

1. Share and promote our learning widely, to positively impact on policy, practice and social change
2. Develop our networks and create a structured, strategic approach to information sharing through creating a team to attend events, contact relevant organisations and work with interested parties
3. Develop opportunities for discussion and debate across sectors to support evidence based policy making
4. Improve our Research Briefings initiative, building on the database of reviews and increasing the publicity of the programme
5. Develop our influence as a third sector organisation that facilitates and promotes social innovation to inform policy and evidence based practice

**Strategic Aim Four:***Sustainable and independent*

**We will develop our funding streams and approach to social enterprise to enable us to reach financial sustainability. We will develop our voice and impact retaining our independence and building our reputation.**

**Actions:**

1. Develop funding streams, resourcing and infrastructure to support, sustain and expand our work fulfilling our mission, vision and values including a social enterprise approach
2. Secure premises, that are fit for purpose, where we can develop long-term
3. Communicate effectively with all stakeholders to enhance the field of social innovation toward making a fairer society
4. Achieve awards, quality marks and recognition to demonstrate success in our work
5. Maintain and develop good governance and systems to manage effectively, environmentally and ethically as a leader in the sector

## STRUCTURE, GOVERNANCE AND MANAGEMENT

People Know How is a Scottish Charitable Incorporated Organisation (registration number SC043871), being registered with charitable status with the Office of the Scottish Charity Regulator (OSCR) from 19th March 2013, and recognised as a charity by HM Revenue and Customs. The organisation was established with and is governed by a constitution.

People Know How has a board of between 3 and 9 trustees. There are currently 9 as listed below with a brief biography and details of their skills, experience, responsibilities and membership of subgroups. No members of the board of trustees are employees of the organisation although the Head of People Know How attends trustee meetings. We are committed to making the governance and management structure representative of the diverse nature of Scottish society. The board has a minimum of 4 meetings scheduled annually in January, April, June and October with sub group meetings throughout the year.

### **TRUSTEES: biography, skills, expertise, responsibilities and membership of subgroups**

#### **Lesley London – Chair: Board of Trustees**

Lesley has recently retired as a social work team leader after 39 years in practice in Edinburgh. Throughout her career, Lesley has been involved in all aspects of child care and child protection and she chaired one of the City's Adoption & Fostering Panels. Lesley is the Safeguarding Coordinator at Stockbridge Parish church.

She has lead responsibility for safeguarding as well as being the Chair.

#### **Nigel Ross – Vice Chair: Board of Trustees**

Nigel is a qualified lawyer and was in private practice for many years until being appointed as a Sheriff. He has professional involvement

in well-being issues relating to children and families, and is currently a director of another Edinburgh based charity promoting the emotional well-being of children throughout the UK.

He has lead responsibility for legal and ethical matters as well as being the Vice Chair.

#### **Mark Spolton-Dean – Treasurer: Board of Trustees and Chair of the Finance, Fundraising and HR Subgroup.**

Mark is an accountant with a multi-national media company where he has he worked for six years. He has responsibility for the finance functions at the Edinburgh office. Mark is happy to be able to employ his skills in chairing the finance, fundraising and human resources Subgroup. He has a keen interest in ensuring good governance as well as opening up new sources of funding through tendering for consultation and community engagement contracts through Public Contracts Scotland.

#### **Samantha Monk – Trustee: Board of Trustees**

Samantha works for news monitoring and social analytics company Meltwater, where she served for five years as Managing Director of their Boston, Buenos Aires and Edinburgh offices. She now divides her time between Edinburgh and London providing consultation on social media and public relations best practices to the company's top UK clients. An experienced career coach and mentor, Samantha is passionate about helping young people fulfil their potential and welcomes the opportunity to contribute in a non-profit environment. Samantha speaks fluent Spanish and has a passionate interest in Spanish culture and tradition.

#### **Jamie Laing – Trustee - Chair of the Development Subgroup**

Jamie was until recently a Learning & Development Specialist for one of the largest retailers in the UK where he is responsible for designing, delivering and evaluating training for over 160,000 staff nationwide. He is on a

management development programme and is currently working within their banking division. Having spent 3 years in retail management, Jamie found his passion in developing others and supporting them to be the best they can be.

He has lead responsibility for items related to buildings and premises including health and safety as well as being Chair of the Development Subgroup.

#### **Keith Smyth - Trustee: Board of Trustees**

Keith is Professor of Pedagogy and Head of the Learning and Teaching Academy at the University of the Highlands and Islands, and works across the UHI partnership to lead and support strategic learning and teaching developments, funded educational research projects, and staff engagement in educational scholarship and research. Prior to joining UHI Keith was a Senior Teaching Fellow and Senior Lecturer in Higher Education at Edinburgh Napier University, where he was Programme Leader for the award-winning MSc Blended and Online Education and led key initiatives including Edinburgh Napier's Digital Futures consultation.

He has lead responsibility for developing the Social Innovation Academy training and module development to validation.

#### **Caroline Watson - Trustee: Board of Trustees**

Caroline has over 25 years' experience working in human relations and communications. Since 2011 she has run her own successful company providing research based human relations communications to companies and charities. Caroline is keen to share her skills in strategic planning, project management and branding.

She has lead responsibility for communications being Chair of the Communications Subgroup.

#### **Amrita Ahluwalia - Trustee: Board of Trustees**

Amrita is currently planning to embark on a PhD building on her MSc in Cognition in Science and Society. Amrita is new to the board of trustees and was an intern with People Know How in 2013 and co-ordinated a consultation with children and young people in 2014. She is keen to share her skills in research, consultation work and strategic planning.

#### **Alec Edgecliffe-Johnson - Trustee: Board of Trustees**

Alec is President of the Edinburgh University Student Association whilst he is taking a year out from studying Economics (MA). Alec is new to the board of trustees and has been involved in developing our Social Innovation Academy especially in terms of establishing social enterprise as a sustainable funding source. He is keen to share her skills in finance and his interest in future economic models as well as connecting People Know How with corporate sponsors

### STAFF TEAM

Glenn Liddall – Founder and Head of People Know How (Full-time)  
Miren Ochoa – Project Manager (Full-time)  
Jennifer Benson – Organisational Development (Part-time)

### VOLUNTEERS, STUDENTS AND INTERNS

During the year 2016/17 we anticipate over 100 volunteers, students and interns contributing to and benefiting from People Know How.

We believe that  
**people know how**  
to **identify** their needs  
and the **solutions** that  
will help them **realise**  
**their potential** and  
**solve social issues.**

We help by **supporting**  
and **empowering** people  
to get **organised** and make  
the best of their **strengths**  
and **resources.**

We call this process  
**social innovation.**

**“Unlocking ideas  
for a better future,  
today”**

Glenn Liddall  
Founder, **People Know How**



 @PKHinnovation

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[www.peopleknowhow.org](http://www.peopleknowhow.org) | [contactus@peopleknowhow.org](mailto:contactus@peopleknowhow.org)  
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