



National Alliance  
for Museums,  
Health & Wellbeing

## A BEGINNER'S GUIDE TO PARTNERSHIPS AND COMMISSIONING

This guide is aimed at museums wanting to expand existing health and wellbeing activities or develop new programmes through cultural commissioning. You will find detailed descriptions of the key players involved in the commissioning process, suggestions for who to approach, finding the right contacts as well as tips on getting started.

### 1) NHS

If you are considering working with NHS England, these brief guides to the NHS structure [here<sup>i</sup>](#) and [here<sup>ii</sup>](#) give a useful overview. The key players from a museum perspective within this complex structure are the Clinical Commissioning Groups (CCGs) and the Patient Participation Groups (PPGs).

#### ***Clinical Commissioning Groups (CCGs) – the facts:***

- CCGs run over half of the NHS budget since 2013 when they were created.
- CCG boards are comprised by clinical practitioners (mostly nurses and GPs) and their members have a variety of roles and titles. CCGs are grouped together by region (not by Trust).
- There are 211 CCGs in the UK.

#### **Why do I need to go to my local CCG?**

CCGs are the groups allocating money to most services, according to local health needs. Those needs or priorities are renewed *every five years* and they stay relatively fixed until the next planning round. The commissioning process for CCGs involves the following phases:

- 1) Assessing the local area's health needs**
- 2) Planning how services will support health priorities**
- 3) Securing and allocating funding in those services**
- 4) Monitoring the delivery of services and ensuring quality of care is up to standard**

Find out what the local health priorities of your CCG are and where the funding cycle for your local CCG currently stands. It is important that you establish where you stand on the funding cycle, as it will be challenging to suggest projects for funding after money has been allocated i.e. after Phase 3. You should

also be aware of the local health priorities, as CCGs are unlikely to fund projects outside of that remit. For the current funding allocations across all CCGs click [here](#)<sup>iii</sup>.

### What do I need to do to reach out to my local CCG?

- 1) CCGs are grouped together by region (not by NHS Trust) so as a first step you need to find which region your service belongs to. Consider also your organisation's location and/or where you are planning to deliver your project. A list of all CCGs can be found [here](#)<sup>iv</sup>. To find your local CCG, enter your postcode [here](#)<sup>v</sup>.
- 2) Find out the names, roles and contact details of your local CCG - as these vary widely, the best person to contact will depend on the structure of your local CCG and role(s) most relevant to your project. For instance, these may be lay members, local authority representatives and/or nurses. Many CCGs will have their own separate website too. If you already know the NHS Trust you want to work with, you can contact them to see if they can direct you to the CCG members' names.
- 3) Get in touch to talk about your project or invite people for a visit to your service.

**Tip:** It is also useful to think which NHS Trust you are looking to work with, as they will be able to direct you to the CCG for that particular Trust and may be able to advise on who may be best person to contact on the board. A comprehensive list of trusts is available [here](#)<sup>vi</sup>.

#### ***Patient Participation Groups (PPGs) – the facts:***

- PPGs are highly influential groups working with CCGs to inform decisions on health priorities and funding allocation.
- PPGs are comprised by people using the NHS.
- PPGs are attached to GP surgeries but not every GP surgery will have a PPG.

### Why do I need to go to my local PPG?

Considering PPGs work closely with CCGs, it could be another way into building a partnership with the NHS. You can approach your local PPG to discuss your plans, or invite the members of the group to your service for a visit or to an exhibition opening. More information on PPGs [here](#)<sup>vii</sup>.

### What do I need to do to reach out to my local PPG?

- 1) Check what PPGs exist in your local area and investigate ways into reaching them. It may be worth contacting your local GP surgery to check if they have a PPG (from April 1<sup>st</sup> 2015, GP surgeries will be contractually obliged to form a PPG within one year's time) and consult with them on how you

can reach your PPG or when their next open meeting may be. There is not a set list of PPGs across England, and they usually do not have their separate websites – at best you will find them mentioned somewhere on the given GP practice website. For these reasons the best way to approach them is through local GP surgeries.

- 2) Keep an eye out for open CCG/PPG meetings and go along to them. Attending an open PPG/CCG meeting will give you first hand access to the members of these groups, a chance to network and to listen to what the current priorities of the communities are. Often CCG meetings will have invited PPG representatives, therefore it is a good opportunity to meet all key players in one go.

### What else can I do?

While you are identifying your local CCGs and PPGs, you also need strong allies, gatekeepers that will advocate for your project and have an active interest in what you are looking to do. You may want to approach the people who are already involved in this kind of work. Many NHS Trusts have:

- Embedded arts-in-health teams
- Occupational therapy departments
- Arts psychotherapies departments

You may want to:

- 1) Find those departments and teams, in your local NHS Trust. It can be both time-consuming and frustrating to search through your local NHS Trust website, where a lot of this information may be rather hidden. Try using the search term (local hospital name) + NHS Foundation Trust, as many NHS Trusts will have a charitable arm that will oversee many of the activities listed above.
- 2) Find arts managers/coordinators (who often work within arts-in-health teams or may be based in another Department, for example, the Trust's Art Department, or in non-clinical departments where staff in strategist roles sit) as they can often be great advisors and partners if your proposed project will benefit the population of that given catchment area. If you know the Trust you want to work with try searching actively in Google for an arts department or an arts-in-health team. NHS Trust websites may prove difficult to navigate, therefore searching by Trust name, Art Department/arts-in-health team, and or staff title (e.g. Arts Manager/Arts Strategist/Arts Coordinator) may prove more fruitful.
- 3) Find departments that care for the people you want to involve in your project. This means that if you are interested in working, for example, with dementia patients or children on the autistic spectrum, you can track down the departments in your trust caring for these particular populations and investigate how you can approach them and discuss your project. Once again, actively looking for these departments by combining the name of the Trust you are interested in with the department name, may be a quick way in.
- 4) Invite key people to visit your museum or gallery, invite them to openings, behind-the-scenes tours or other events.

**Tip:** Please remember than not all Trusts have all departments, and certain Trusts specialise in certain areas (like Mental Health Trusts) so you may want to adjust your searches accordingly.

### **A note on regional NHS structures**

Scotland, Wales and Northern Ireland also share similar structures in their health care system. Scotland consists of fourteen regional NHS Boards each attached to a Trust, seven Special NHS Boards (Local Health Boards are supported by a number of non-geographical Special Health Boards providing national services) and one public health body. Wales has seven Local Health Boards (LHBs) and three national NHS Trusts. Northern Ireland also provides social care through NHS whereas all the other countries in the UK offer that provision through their local councils. The NHS in Northern Ireland consists of six Trusts. Similarly with NHS England, start your search with finding the NHS Trust serving your locality and identify who the interested parties in those Trusts may be.

## **2) LOCAL AUTHORITIES**

You may also consider channels through your local authority, especially Health and Wellbeing Boards. To find your local authority search by postcode, town or address [here](#)<sup>viii</sup>.

### ***Health and Wellbeing Boards – the facts:***

- Health and Wellbeing Boards have been part of councils in England since 2013.
- The goal of these boards is to enhance integration across health services for a more unified patient experience.
- Health and Wellbeing boards work closely with CCGs and some board members of CCGs are also members of the Health and Wellbeing board, thus representing the CCG.

**Tip:** Invite your local MPs to private views and other events, and also add your local Health and Wellbeing Board members to your VIP list.

### 3) OTHER PARTNERS

Seeking partners and funding in the NHS and your local councils can lead to good outcomes but may prove quite challenging and often time-consuming. There are other avenues which could also lead to commissioning a project. You can build partnerships with:

- 1) Big national charities (e.g. Alzheimer's Society, Mind) relevant to the groups of people you want to work with.
- 2) Smaller charities in your area. Arts-in-health charities may be more relevant to what you want to do.
- 3) A major advantage of this approach is that charities (particularly small, local charities) may be more easily approachable, may already have run similar projects and bigger charities may already be running activities that you might want to host or co-facilitate at little to no extra cost.

Make your proposal cost-effective, support it with evidence from other similar projects that were successful and research literature.

Keep checking our *Museums, Health and Wellbeing website* and particularly the [Resources](#)<sup>xi</sup>, [Toolkits](#)<sup>xii</sup> and [Inspiration](#)<sup>xiii</sup> Sections for information on, well, everything to do with museums and wellbeing in the UK.

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<sup>i</sup> The NHS in England: The NHS structure explained: <http://www.nhs.uk/NHSEngland/thenhs/about/Pages/nhsstructure.aspx> (First accessed on 21.10.2015)

<sup>ii</sup> Understanding the new NHS: A guide for everyone working and training within the NHS <https://www.england.nhs.uk/wp-content/uploads/2014/06/simple-nhs-guide.pdf> (First accessed on 04.08.2015)

<sup>iii</sup> CCG Funding Allocation: <https://www.england.nhs.uk/wp-content/uploads/2013/12/allocation-summary.pdf> (First accessed on 04.08.2015)

<sup>iv</sup> All clinical commissioning groups-What is a clinical commissioning group?: <http://www.nhs.uk/servicedirectories/pages/ccglisting.aspx> (First accessed 21.10.2015)

<sup>v</sup> Find Clinical Commissioning Group services, by postcode or town: <http://www.nhs.uk/Service-Search/Clinical-Commissioning-Group/LocationSearch/1> (First accessed on 21.10.2015)

<sup>vi</sup> Authorities and Trusts: <http://www.nhs.uk/ServiceDirectories/Pages/AcuteTrustListing.aspx> (First accessed on 21.10.2015)

<sup>vii</sup> National Association for Patient Participation: <http://www.napp.org.uk/> (First accessed on 03.08.2015)

<sup>viii</sup> Find your local council by postcode, street, town, or local authority: <https://www.gov.uk/find-your-local-council> (First accessed on 21.10.2015)

<sup>ix</sup> A short guide to health and wellbeing boards (pre-2013): <http://webarchive.nationalarchives.gov.uk/20130805112926/http://healthandcare.dh.gov.uk/hwb-guide/> (First accessed on 21.10.2015)

<sup>x</sup> Health and Wellbeing Boards Directory: <http://www.kingsfund.org.uk/projects/health-and-wellbeing-boards/hwb-map> (First accessed on 21.10.2015)

<sup>xi</sup> National Alliance for Museums Health and Wellbeing website, Resources section: <https://museumsandwellbeingalliance.wordpress.com/links/>

<sup>xii</sup> National Alliance for Museums Health and Wellbeing website, Toolkits section: <https://museumsandwellbeingalliance.wordpress.com/toolkits-2/>

<sup>xiii</sup> National Alliance for Museums Health and Wellbeing website, Inspiration section: <https://museumsandwellbeingalliance.wordpress.com/inspiration-3/>