

# Appreciative Scrutiny

A guide to using Appreciative Inquiry  
to add value to overview and scrutiny



# The Centre for Public Scrutiny

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The Centre for Public Scrutiny (CfPS), an independent charity, is the leading national organisation for ideas, thinking and the application and development of policy and practice to promote transparent, inclusive and accountable public services. We support individuals, organisations and communities to put our principles into practice in the design, delivery and monitoring of public services in ways that build knowledge, skills and trust so that effective solutions are identified together by decision-makers, practitioners and service users.

## Acknowledgements

This publication has been written by Su Turner from the Centre for Public Scrutiny.

We are very grateful to the councillors, officers and partners from areas mentioned within this publication for agreeing to share their experience of using Appreciative Inquiry. We are also grateful to Judith Emanuel, Expert Adviser at CfPS, who has assisted in developing the thinking on using Appreciative Inquiry within a scrutiny review.

# Introduction

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The Centre for Public Scrutiny has been running a successful Health Inequalities Scrutiny Programme since 2009, developing overview and scrutiny in to a powerful tool to improve public health and tackle inequalities. The scrutiny development areas within the programme found that where they worked closely with communities and stakeholders they achieved greater impact.

The government is committed to public services that demonstrate quality, value and positive impact on people's lives – this outcome focused approach is generating real innovation around the country. Focusing on assets and what works well within communities and by working together with partners and local people to build on these successes is a relatively new approach to the scrutiny function. Appreciative Inquiry is a community development tool that helps you work in a collaborative, 'whole system', positive way.

Appreciative Inquiry has provided local councils with a new way of using their scrutiny function which has been proven to be particularly appropriate for addressing complex problems such as health equity. As you will read later in this publication, it was especially successful in engaging people and bringing them together, facilitating councillors to work alongside stakeholders and the community. Appreciative Inquiry's participative methods drew out the assets, identified a shared and desired future and forged a commitment to work together to realise that ambition.

Recognising the power of this approach, CfPS worked alongside a number of local councils to support the development of Appreciative Inquiry as a tool to enhance the work of their scrutiny function. The following areas have helped to produce this publication promoting the benefits of using Appreciative Inquiry, these areas are:

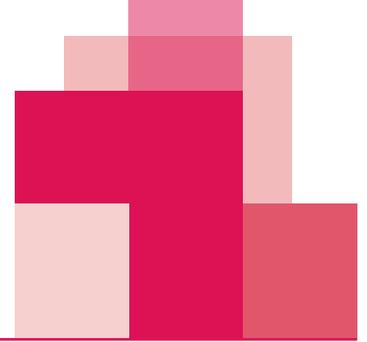
- Chesterfield Borough Council
- Northampton Borough Council
- Salford City Council
- Sheffield City Council
- South Ribble Borough Council

This publication is aimed at councillors and council officers who want to learn more about the added value that using Appreciative Inquiry can bring to the effectiveness of scrutiny. Although this publication draws on lessons from local government, Appreciative Inquiry can be used by all kinds of groups and organisations to improve the outcomes they deliver.

This publication covers:

- What is Appreciative Inquiry and why has it been used by overview and scrutiny committees?
- Appreciative Scrutiny – Strengths, Opportunities, Aspirations and Results – the experiences of five councils.
- Case studies.
- A quick reference guide to Appreciative Inquiry.

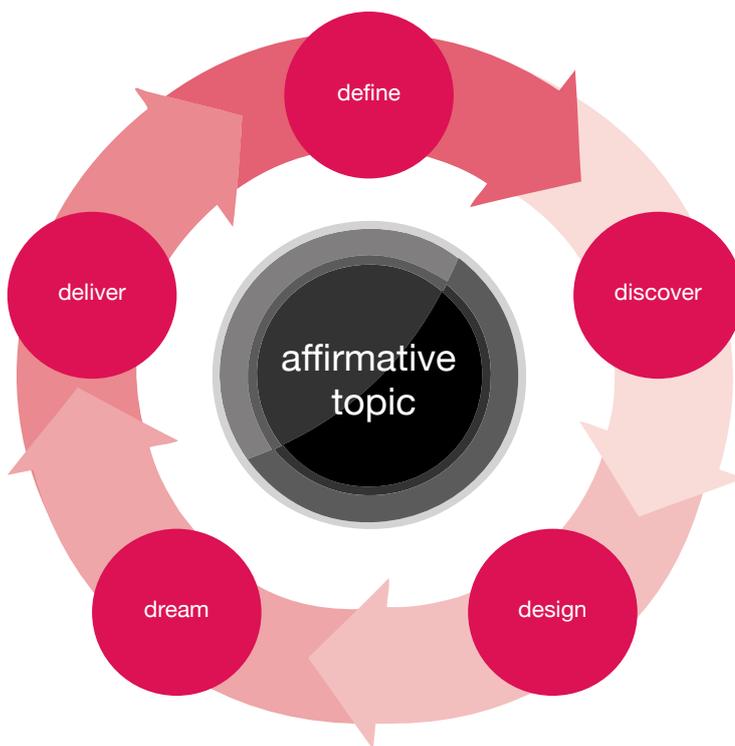
# What is Appreciative Inquiry?



**Appreciative Inquiry** is a technique which aims to uncover the best things about the organisation, team, community or project being explored. It is a positive change tool, and is used frequently in an organisational change environment and in community development – however as you will also read, it is becoming increasingly popular as a scrutiny tool.

Appreciative Inquiry was developed by an American, David Cooperrider, in the 1980s. Through interviews with leading clinicians about their greatest successes and failures, he was drawn to the stories of success and focused exclusively on them. As he reported these success stories back to the organisation, the Board asked that the same approach be used throughout the whole 8000-person organisation.

## The 5 phases of Appreciative Inquiry



It is helpful to think of an Appreciative Inquiry as having five phases though in practice they often merge into one another. Each phase is given a name beginning with D and the model is usually known as the 5-D model:

- 1 To **define** – positive focus of the inquiry.
- 2 To **discover** – appreciating and valuing the best of what already exists.
- 3 To **dream** – creating a vision of what might be.
- 4 To **design** – using information/stories gathered to work out what things should be like.
- 5 To **deliver** – innovating – best ways of ‘doing’ in the future.

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So why would scrutiny benefit from a community development approach developed in America? What value does the technique bring?

All of the case studies adopted the proactive and outcome focused role for scrutiny that CfPS promoted recently in its publication “Exploiting opportunities at a time of change”. This proactive inquiring approach lent itself very well to experimenting with Appreciative Inquiry as it helped to focus on the positive core of the chosen topic and to add real insight and value to a review.

Appreciative Inquiry is founded on powerful, underlying assumptions<sup>1</sup>:

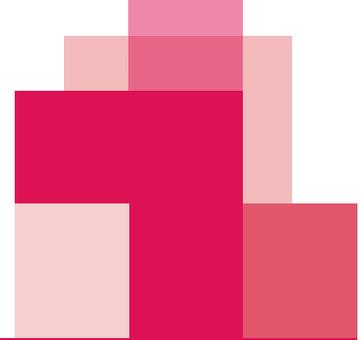
- In every situation something works... find it and let it flourish.
- What we focus on becomes our reality... if we focus on possibilities we find possibilities – if we focus on problems we find problems.
- There are always multiple realities – different ways of seeing.
- The way we ask questions either creates or denies possibilities. So be mindful in how we do this.
- The language we use creates our reality.
- When we carry forward to the future some of our old ways - then they should be the very best of our old ways.
- Value differences – diversity nourishes creativity and resilience – seek it out and welcome it.

As you will read, the five councils applied this thinking to conducting their reviews – making it a transformational and powerful tool for scrutiny.

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<sup>1</sup> ‘Peeling the onion – learning, tips and tools from CfPS Health Inequalities Programme’  
<http://cfps.org.uk/phase-one>

‘Working with possibility – using Appreciative Inquiry in the North West’  
<http://www.nwtwc.org.uk/uploads/NWTWC-appreciative-Inquiry.pdf>



The table below has taken the experiences of the councils that have used Appreciative Scrutiny and applied them to an asset based SWOT analysis – SOAR! SOAR<sup>2</sup> stands for Strengths, Opportunities, Aspirations, and Results, and like Appreciative Inquiry it has a positive focus and helps to build on what works well.

## Strengths – what councils felt the strengths of using Appreciative Scrutiny were:

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| <ul style="list-style-type: none"> <li>• <b>Chesterfield</b> felt that it has the ability to generate co-operation, energy, enthusiasm and co-production.</li> <li>• <b>Northampton</b> felt that it brought out the best bits of the subject under inquiry and gave non-executives a comprehensive understanding of the subject matter.</li> <li>• In <b>Salford</b> using Appreciative Scrutiny energised officers, politicians, and residents to work alongside each other to understand an issue.</li> <li>• <b>Sheffield</b> felt that it created a constructive environment for discussion and challenge preventing scrutiny from becoming confrontational.</li> <li>• <b>South Ribble</b> felt it was a new way for people from all parts of the system to communicate with each other and find out what was going on.</li> </ul> | <p>Appreciative Inquiry is:</p> <ul style="list-style-type: none"> <li>• Solution focused - instead of focusing on traditional problems.</li> <li>• Appreciative—it looks for the ‘positive core’ and builds on what is already working.</li> <li>• Relevant as it is grounded in stories of what has actually taken place in the past and is therefore practical.</li> <li>• Provocative as it invites people to take some risks in the way they imagine the future.</li> <li>• Collaborative as it always involves the whole system. In this way all voices can be heard and everyone’s contribution valued and solutions found together.</li> <li>• Very engaging and understandable and using it helped to hear a range of perspectives.</li> </ul> |
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## Opportunities – how the councils used Appreciative Scrutiny and its other uses

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| <ul style="list-style-type: none"> <li>• <b>Chesterfield</b> and <b>South Ribble</b> used it to engage with a community to address health equity.</li> <li>• <b>Northampton</b> used it when the scrutiny committee is acting as a critical friend to the cabinet – scrutiny adding value and positive input (eg leisure and provision review).</li> <li>• <b>Salford</b> used it to understand why some people in a community didn’t smoke – and used this knowledge in smoking cessation services.</li> <li>• <b>Sheffield</b> used it to help to shape the role of scrutiny within the new health landscape.</li> </ul> | <p>Appreciative Inquiry helps:</p> <ul style="list-style-type: none"> <li>• To gain a deep understanding of an area – such as a review in to health equity.</li> <li>• When you want to engage a community or organisation.</li> <li>• In developing partnerships or new teams to find identify shared values and common goals.</li> <li>• When there is no pre-determined solution and any agreed and realistic change is possible or permitted.</li> <li>• To support a standalone scrutiny inquiry or pre-decision scrutiny or when tackling an issue that has been socially or politically controversial in the past.</li> </ul> |
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<sup>2</sup> <http://soar-strategy.com/index.php?f=home>

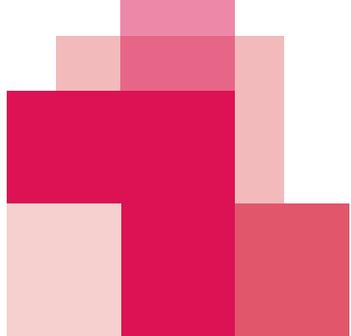
## Aspiration/aim – what using appreciative scrutiny helped the areas to aim for:

- **Chesterfield** wanted to reduce health inequalities in a community – but instead of looking for problems they wanted to focus on what was working – and to enable the community to consider and agree its own goals.
- **Northampton** wanted to use Appreciative Scrutiny to provide input at an early stage and make recommendations for improvement to the cabinet. Include examples  
  
To help with this they have developed a protocol on the use of Appreciative Scrutiny to provide a consistent approach
- **Salford** wanted to reduce the number of people smoking and they therefore used it to understand the cultures of those that have never smoked to see if lessons could be applied to smoking cessation services.
- **Sheffield** wanted to use it to map out how scrutiny would work within the implementation of the Health and Social Care Act – by building on the strengths of scrutiny.
- **South Ribble** wanted to improve the feelings of residents in a community, improve community spirit and prove that they did matter.

## Results – What does using appreciative inquiry help you to achieve – what are the positive outcomes?

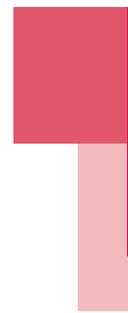
- In **Chesterfield** the use of Appreciative Scrutiny enabled community representatives to agree their own vision for the future of their community and what 'they' would do to achieve that vision – a new community group grew out of their work.
- In **Northampton**, using Appreciative Scrutiny ensured that non-executives were able to positively influence the procurement of environmental services at an early stage.
- In **Salford**, the inquiry stimulated people to get involved. The learning gained about smoking is being built in to future social marketing campaigns. It also created an appetite for new ways of doing overview and scrutiny reviews.
- In **Sheffield** they developed a good understanding of the views, perspectives and needs of the different organisations. Using Appreciative Scrutiny helped them to focus on relationships and interactions more than on systems and processes.
- In **South Ribble** the review led to a number of positive outcomes including, a stronger more active community association, a better understanding of the community's potential, and a new valuable tool for scrutiny.

# Appreciative Scrutiny in action



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Over the following pages you will discover how each of the overview and scrutiny committees from the areas below used Appreciative Inquiry within their review. The case studies also describe the key learning points from their work and the added value that adopting an Appreciative Scrutiny approach realised.

- Rother matters – Chesterfield
  - Pre-decision scrutiny – Northampton
  - Winning ways in Walkden – Salford City Council
  - Health reform scrutiny – Sheffield City Council
  - You matter in Broadfield - South Ribble Borough Council
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# Rother Matters - Chesterfield

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Chesterfield Borough Council worked with CfPS on the first phase of the Health Inequalities Scrutiny Programme and led a multi agency scrutiny review on what works in Rother and considered what may improve health outcomes. The review involved local elected members, community representatives, officers from the Local Strategic Partnership and NHS Derbyshire County.

The review panel wanted to adopt the Appreciative Inquiry technique to help them to engage in solution focused conversations with local people rather than conversations about problems and deficits. It was clear that the way you ask questions affects the information that you obtain. By focusing on what is working the panel learnt a lot about where people go for useful support.

The main focus of the inquiry was a community event entitled 'The Big Conversation' where the panel worked alongside all stakeholders including experts and residents rather than calling them as witnesses. The event was very well attended and this facilitated new connections, relationships and shared ownership. The processes of gathering evidence, analysis and implementation were simultaneous within the event and evolved as participants talked to each other. The methods used were fun and the stories were powerful.

The review approach ensured a strong, working together culture, which focused on joint service improvements and policy developments, rather than a formal holding to account role where witnesses are individually called to local authority scrutiny meetings to give evidence.

## Key learning points

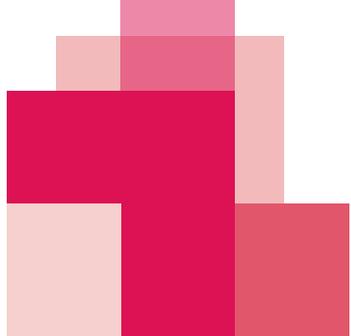
- The methods resulted in participants feeling valued. It brought everyone that could make an impact in the area together.
- Starting from within the community and what is working was energising and developed a 'can do' atmosphere; they successfully focused on a wider picture.
- The novel way of doing the review required a sensitive balance between councillors on the panel providing leadership whilst having the wider involvement and ownership of the group.
- If using a whole system approach, the planning team needs to be wider than scrutiny councillors and involve appropriate senior officers and executive councillors. Planning teams should be involved in implementation as well as the inquiry.

## The value that using Appreciative Scrutiny added:

It provided the ability to generate co-operation, energy and enthusiasm to focus people on what 'they' want and what 'they' can do for themselves to make it happen.

For more information about this case study, please refer to 'Peeling the onion' <http://cfps.org.uk/phase-one>

# Pre-decision scrutiny – Northampton



Northampton took the essence of Appreciative Inquiry and adapted it for use by overview and scrutiny committee members when looking at key decision of the Cabinet or when undertaking pre-decision scrutiny. The process is used by non-executives when it is acting as a critical friend to Cabinet, where an issue is already being debated and it feels it can add real value and positive input into the process.

Not following the typical community event/inquiry like the other case studies, the decision to adopt the technique as a prominent tool for overview and scrutiny came as they wanted to permanently embed a way that overview and scrutiny could have a positive influence on items being sent before the cabinet or on any pre-scrutiny recommendations. They felt that this would provide a better picture of the issue being considered and allow for greater involvement by relevant stakeholders and the community – leading to better more informed decisions being made. They have developed a protocol on how an Inquiry should be held to ensure consistency of approach across the scrutiny committees.

Councillors call witnesses or experts and carry out appreciative interviews to understand the issue being considered in more detail – this and other evidence is used to make statements to the cabinet. The council has successfully used the process to:

- Appraise the decision to consider moving leisure provision to a trust.
- Consider complaints regarding waste water – to view it from a positive angle.
- Provide scrutiny input at an early stage in to the procurement of environmental services, appraising key stages of the process.

## Key learning points

- Appreciative Inquiry helped to bring out the best bits of the process under the inquiry – having the balance of traditional scrutiny reviews and those held following the Appreciative Inquiry process is beneficial.
- It provided non-executives with a comprehensive understanding of the processes used to come to a decision.
- The Appreciative Inquiry process started with a positive approach and rather than it being a review to solve a problem, it was an inquiry that put forward recommendations to enhance a decision.

## The value that using Appreciative Scrutiny added:

Using Appreciative Inquiry gives non-executives a chance to become better informed and more involved in key decisions of the council – by providing them with an opportunity to enhance the information before the Cabinet.

For more information on this case study, please link to [www.northampton.gov.uk/scrutiny](http://www.northampton.gov.uk/scrutiny)

# Winning ways in Walkden – Salford

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Salford Overview and Scrutiny Health Wellbeing and Social Care Committee wanted to improve the health of its population – and narrow the gap in health inequalities. Salford and in particular Walkden has a high prevalence of smoking.

The overview and scrutiny committee developed an appetite for Appreciative Inquiry when undertaking some training to address health equity. Supported by the Local Government Association and CfPS, they explored asset based approaches to improve health equity focusing on smoking.

A small project team was set up including smokers and non smokers. The team discovered from national statistics that the proportion of people who do not smoke has more to do with the number who never started than the number who have given up – this helped to focus the inquiry to paint a visible and positive picture of the lives of lifelong non smokers.

The team gathered stories from non-smokers and a picture of the strength of people who have never smoked emerged. There were young people whose decision not to smoke reflected a desire to shape their lives differently from smoking peers or family members.

In September 2010, a lively event engaged 50 people. Together they teased out the winning ways from the stories before agreeing a shared vision for Walkden and finally a series of actions building on the identified winning ways. During the course of the day aspects of the vision started to happen, for example, young people increasingly influenced the proceedings. Previous concerns that councillors and senior officers would be uncomfortable with the informal, participative activities proved unfounded.

## Key learning points

- By using a solution focused perspective participants in the inquiry could see how successful tobacco campaigns have been to non-smokers.
- Public sector tends to focus on negative behaviour and looking at ways to change this, rather than looking at the positives.
- That Appreciative scrutiny can energise officers, politicians and residents when working together on an issue.

## The value that using Appreciative scrutiny added:

The review involved a section of people who have never been listened to before. Numerous studies have taken place on smoking, however, very little is written about why people have chosen never to smoke. Appreciative scrutiny facilitated creativity and brought about fresh ideas and knowledge to reduce prevalence.

The above and the South Ribble case study were influenced by the work of Clíodhna Mulhern and Judith Emanuel. Further information about their work can be found in 'Working with Possibility – Appreciative Inquiry in the North West' <http://www.nwtwc.org.uk/uploads/NWTWC-appreciative-Inquiry.pdf>

# You matter in Broadfield – South Ribble

South Ribble District Council Scrutiny Committee wanted to understand more about their community and to strengthen the sense of community. Appreciative Inquiry was seen as a facilitative way of realising this - helping to focus on the importance of participation and empowerment of local people.

There was cross party enthusiasm for Appreciative Inquiry and how it helped them to work with communities to prioritise and shape services. Councillors found that it also provided a different way of getting to know their community. By talking to local residents and gathering success stories they soon discovered that among the many things that residents value about Broadfield, these included the: green spaces, people, community spirit and a community that invests in its young people.

Two creative events were held to share the stories of success and collectively develop a vision for what they wanted for their community. Participants wanted to use the assets they had discovered to encourage more community spirit.

The inquiry led to a stronger, more active community association within the area and a better understanding by all of what already exists in Broadfield and the community's potential. Councillors embraced new ways of leading communities. The positive evaluation of this review has led to a new way of working for the overview and scrutiny committee who have used it in subsequent scrutiny reviews including a review of market traders.

## Key learning points

- Using Appreciative Inquiry provided a valuable new way for people from all parts of the system to communicate with one another, between groups and organisations and across them.
- Appreciative Inquiry is a good way to find out what is going on, and identify existing potential in the community; relationships and service development start to build from this knowledge base.
- Officers and councillors discovered that starting with peoples' stories produces better outcomes than going to people with their agenda or focusing on a problem.

## The value that using Appreciative scrutiny added:

The review added value to the community - Broadfield; to the overview and scrutiny process and to the wider council and its partners. It:

- Changed the role of members within the committee and improved relationships with other organisations.
- Facilitated a positive change to the way that future reviews would be carried out.
- Provided a vehicle for enhancing the community leadership role of the council – making the council more outward focused.
- Identified natural community leaders – to continue the work.
- Facilitated local councillors increased knowledge of the community and the council's own assets within the community – enhancing their ward councillor role.

# Health reform scrutiny – Sheffield

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Sheffield is committed to ensuring a smooth transition to the new health system, and wanted to be at the forefront of developing new scrutiny arrangements; building on existing strong relationships between the Council and GP clinical leadership in the city.

They used Appreciative Inquiry to help them to engage in solution focused conversations with stakeholders to create a vision for effective health and social care scrutiny in the new health landscape; and how each organisation's role, structure, values and purpose can develop in a way that maximises impact effectively.

Appreciative Inquiry provided a new way to look at the role of Overview and Scrutiny within the health reforms. Using it helped to keep things positive – focusing on what they wanted to achieve from scrutiny relationships and understanding the existing strengths rather than what hasn't worked in the past. Appreciative Inquiry is an effective way of establishing new relationships, energy, commitment and confidence.

The stories gathered revealed that:

- Scrutiny works best when it listens to a range of perspectives and includes all relevant stakeholders in its work.
- Effective scrutiny is aided by strong relationships, mutual understanding and trust between those scrutinising and those being scrutinised. Scrutiny should be a critical friend, and constructive in its criticism.
- Scrutiny provides a unique environment in that it allows policy makers to test solutions to problems from a wide range of perspectives. In this way, scrutiny can be a valuable tool for strengthening decision making.
- Learning from this project will help to update the protocol for the scrutiny of health and social care in Sheffield to take account of the new arrangements.

## Key learning points

- Using Appreciative Inquiry was a useful way of analysing the issue, and what works. It created a positive focus and environment for discussion and challenge.
- It provided a good way of enabling new bodies to be set up in a collaborative way.
- It helped to come to a common goal and shared purpose.

## The value that using Appreciative Scrutiny added:

Using Appreciative Scrutiny helped to develop relationships and a deeper understanding of the direction that Sheffield needed to go in order to make scrutiny work effectively in the new health system.

For more information on this case study, please link to 'Health Overview and Scrutiny: Exploiting opportunities at a time of change'  
<http://www.cfps.org.uk/scrutiny-and-the-health-reforms>

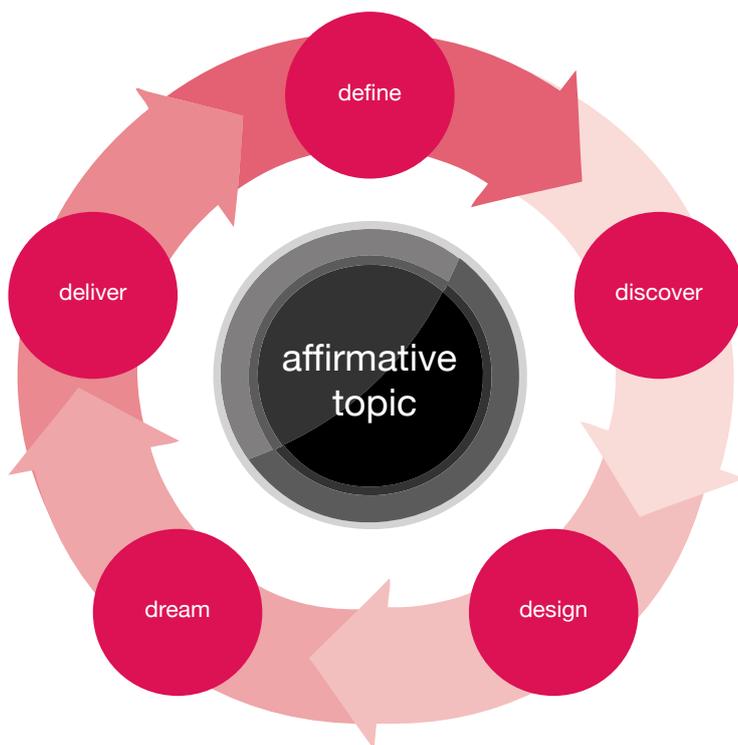
# Summary

Whilst still a relatively new technique for overview and scrutiny committees, using Appreciative Inquiry within a review can add depth and value – creating real Appreciative Scrutiny.

Not only does the method bring together all of the stakeholders that need to be involved in the review, it also helps to create sustainable resources to implement the actions.

Appreciative Scrutiny redefines mindsets and creates a positive focus, sitting well with the community leadership role of local councillors.

Using the five D model provides a systematic but inclusive way of running a scrutiny review. Either by following the model in the order it has been described – or by using elements within other scrutiny reviews.



The final few pages of this publication have been designed to help you to think through using Appreciative Scrutiny. The mini guide describes each of the five D's in the Appreciative Inquiry process and the steps and tasks that need to be taken.

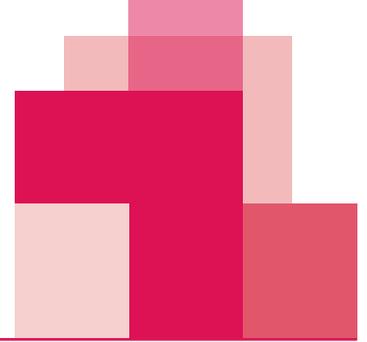
If you would like more information on Appreciative Scrutiny, or would like to receive support to help you to run a review in this way, please email [scrutiny@cfps.org.uk](mailto:scrutiny@cfps.org.uk)

# 5 D Model

## 5 D Phases

## Steps to the Inquiry and tasks

Define	Pre-inquiry
<p><b>Planning and agreeing the focus of the inquiry</b></p>	<p>The Appreciative Inquiry process starts by identifying and defining a topic that will be the focus of the inquiry and review – this is known as an affirmative topic as it is written positively.</p> <p>The process relies on a core planning group of individuals from the organisation and a facilitator. An Inquiry can be small one-to-one interviews or large event with attendance from the whole system that you are reviewing. The planning group will:</p> <ul style="list-style-type: none"> <li>• Consist of people that have a keen interest in the project and its outcomes.</li> <li>• Identify the focus of the inquiry – what the review is trying to achieve –written positively.</li> <li>• Agree the logistics for the Inquiry/event.</li> <li>• Carry out the stakeholder analysis (see below) – who needs to be there.</li> <li>• Monitor and evaluate the process.</li> </ul>
<p><b>Organising the Inquiry</b></p>	<p>The core group plans a neutral venue and ensures that a wide range of stakeholders from across the system are invited. A simple matrix is useful for this, that considers stakeholders with:</p> <ul style="list-style-type: none"> <li>• The authority – i.e. strategic decision makers.</li> <li>• The resources - i.e. the commissioners.</li> <li>• The knowledge – i.e. the professionals from the inquiry theme.</li> <li>• The information – i.e. those that have the information that you may need for the review.</li> <li>• The needs – i.e. those groups of people that the review is about.</li> </ul>
<p><b>Designing Appreciative Interview questions and the dream prompt</b></p>	<p>The planning group will book the venue, send invitations out and arrange the logistics.</p> <p>During the discovery stage, appreciative interviewing will be used to find out positive stories of success and things that have worked well. The planning group need to design the questions (using their knowledge of the focus of the inquiry), which will tease out positive stories, core values and what works well.</p> <p>Appreciative questions involve translating the affirmative/ positive topic under review in to a series of positively charged questions – i.e.:</p> <ul style="list-style-type: none"> <li>• <i>What do you value about.....?</i></li> <li>• <i>If you had three wishes.....what would they be?</i></li> <li>• <i>What have been your best experiences.....?</i></li> <li>• <i>What are you most proud of in your life or work.....?</i></li> <li>• <i>If you could bottle it (success) what is it, what's the USP....?</i></li> </ul>

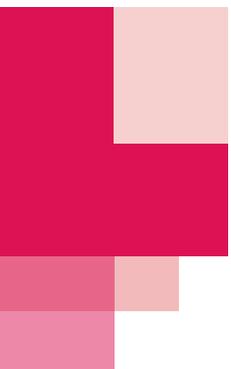


## Discover Stakeholder Event (Discover, Dream and Design together)

<p>Finding out what works</p>	<p>The discovery phase helps participants to identify and appreciate the best of what happens now within the chosen topic – story telling is used to unpick times of greatness and success stories.</p> <p>On the day of the Inquiry – participants are facilitated through a process where they:</p>
<p>Storytelling and asking the right questions</p>	<ul style="list-style-type: none"> <li>• Use Appreciative Interviews and the questions that you have developed in the define stage to discover together what is already working by sharing stories of their best experiences and developing an understanding of the qualities that have led to success.</li> </ul>
<p>Asking questions in the right way</p>	<ul style="list-style-type: none"> <li>• Use storytelling as an informal and appreciative way of collecting information about people’s own experience of successful projects or activities, their own skills and achievements and what they hope for. Sharing and valuing different stories of past achievements is engaging and energising. People gain confidence: what we did once we can do again. They learn what they already know and see how they could apply it to their current situation.</li> </ul>
<p>Identifying themes</p>	<ul style="list-style-type: none"> <li>• Good questioning encourages and facilitates the interviewee to think in different ways and explore their imaginations. Use open ended coaching style questions to draw out stories – not just their opinions. Use key phrases such as ‘tell me’, or ‘explain to me’.</li> <li>• As you uncover stories of success – you will begin to notice emerging themes – what the common success factors are. These will be used later in the process.</li> </ul>

## Dream Stakeholder Event (Discover, Dream and Design together)

<p>Create the vision</p>	<p>In the dream phase, participants are asked to imagine a perfect future – and ideal world. This is done by taking the best of what you identified within the discovery phase earlier and growing that. Encourage participants to be imaginative as possible – not all things may be possible in the real world; but the important aspect is to get them to think of innovation, and new ideas built on the successes identified in the discovery phase.</p> <p>Participants at the inquiry are normally split in to groups to carry out this activity – they would agree their vision and then act out or present what their ‘ideal’ would look like if the very best of what they had just discovered became common place.</p> <p>This is an energetic phase where ideas start to bounce around the table – creativity at its best.</p> <p>Questions that help to get people dreaming:</p> <ul style="list-style-type: none"> <li>• Imagine it’s five years in the future – what would your topic look like?</li> <li>• How would the topic be if all of your wishes came true?</li> </ul>
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## Design

## Stakeholder Event (Discover, Dream and Design together)

Creating potential options and designs for realising the Dream

In the **Design** phase you identify the principles which will underpin change in order to bridge getting from the best of what happens now to the future they want to create.

- **Design** - Identify priorities for change and how to make things happen that will be sustainable.

There are no speakers, and the flow of the day is very informal – with no formal agenda. To complement Appreciative Inquiry, methods such as open space and world cafe can be used.

**World Café** is a way to engage large numbers of people in a conversation about a compelling question or questions on an issue that matters to all of them. It is an especially useful way for communities, councillors and service providers to talk to each other productively, share their knowledge and collaborate on ideas for change.

**Open space** is a method for holding a meeting that people self-organise. There are no speakers and no set agenda. People suggest agenda items and call people to come and help them to develop their idea.

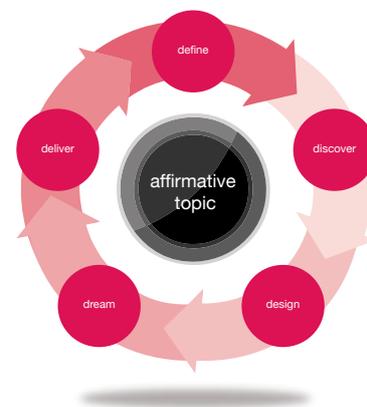
## Deliver

## Post event - implementation group(s)

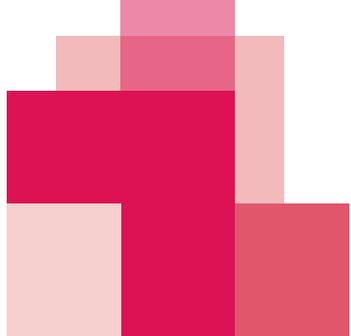
Developing actions to realise the Dream

The final phase is to deliver the dream. The possibilities for actions have been identified in the design phase and therefore this is about the how, the when, and by who. You will therefore need to:

- Plan and form action group(s) to take forward the actions identified during the design phase.
- Develop an action plan and timeline for delivery.
- Start to deliver the actions.



# Further resources



There are a number of publications and advice/guidance on Appreciative Inquiry given below. Useful publications that provide more detail on Appreciative Inquiry and links to case studies are below:

## **A glass half full: how an asset approach can improve community health and wellbeing (IDeA 2010)**

<http://www.idea.gov.uk/odk/aio/18410498>

## **Peeling the onion – learning, tips and tools from the Health Inequalities Scrutiny Programme**

[http://politiquessociales.net/IMG/pdf/CfPSPeelingonionfin\\_1\\_1\\_.pdf](http://politiquessociales.net/IMG/pdf/CfPSPeelingonionfin_1_1_.pdf)

## **Exploiting Opportunities at a time of change**

[http://www.cfps.org.uk/domains/cfps.org.uk/local/media/downloads/L11\\_605\\_CfPS\\_health\\_overview\\_and\\_scrutiny\\_v8.pdf](http://www.cfps.org.uk/domains/cfps.org.uk/local/media/downloads/L11_605_CfPS_health_overview_and_scrutiny_v8.pdf)

## **Rother Matters Film (Chesterfield Borough Council, 2010)**

<http://www.youtube.com/watch?v=156j8zjl7wl>

## **Northampton Borough Council**

<http://www.northampton.gov.uk/scrutiny>

## **Winning ways in Walkden**

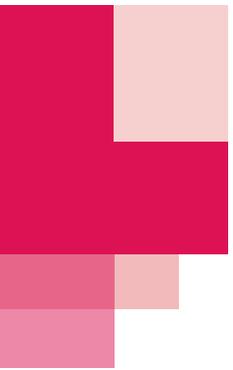
<http://www.youtube.com/watch?v=tfjPpe5iybo>

## **You matter in Broadfield – South Ribble**

[http://www.nwtwc.org.uk/uploads/South\\_Ribble\\_case\\_study.pdf](http://www.nwtwc.org.uk/uploads/South_Ribble_case_study.pdf)

## **Working with Possibility - Appreciative Inquiry in the North West**

<http://www.nwtwc.org.uk/uploads/NWTWC-appreciative-Inquiry.pdf>



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