

# local area coordination network

# NEWS

## Autumn 2014



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The Local Area Coordination Network

Welcome back after the Summer break. I hope everyone managed to find some time to relax and recharge the batteries.

Much has been happening over the past few months in Local Area Coordination in England and Wales, so I thought it would be good to share some recent information, as well as look forward to what is happening towards the end of the year.

In this issue, we welcome some new friends and colleagues to the Local Area Coordination Network.

We also have an extract from the forthcoming Local Area Coordination paper "People, Places, Possibilities" - Leading Change, Staying True by Les Billingham. A great read.

Also check out the piece from Jon Glasby - Turning the Welfare State Upside Down.

It's also really good to share a story from Cumbria where Local Area Coordinators have supported a local community to start a garden share scheme, that is welcoming, inclusive and supportive of all people.

I am also really pleased to be able to introduce everyone to 7 new Local Area Coordinators in Derby and Thurrock - fantastic to have such skilled and passionate people joining the teams. I can't wait to hear new stories.

I hope you enjoy the Newsletter - I'll let you know when the new paper is published!! Not long to go!!

Ralph

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## Tinker or Reform? A Quick Fix or Long Term Commitment to Inclusion, Citizenship, Communities and Reform?



Long term studies have shown that, where there is strong design integrity and strong, committed and contributing leadership (including local people), Local Area Coordination delivers highly positive and consistent outcomes alongside local people.

This reinforces some clear messages - especially **“if you want the outcomes....do it right!”**

It is very exciting that in the emerging areas, there is a great commitment to working in partnership to take time to understand Local Area Coordination and build a shared vision and action for change.

So, what does it take?

- strong design vs a quick fix
- real leadership, contribution and control of local people, especially in selecting their Local Area Coordinators
- shared vision, contribution and action across services and with local citizens
- no “re badging” of existing staff to become Local Area Coordinators



### The “slow fix” delivers quicker and more sustainable outcomes than the “quick fix” Do it Right!

- a range of traditionally separate roles delivered very locally as the “ new front end” of the system
- no short cuts or diluting principles
- no deficit assessments or statutory functions!
- a driver for better outcomes, reform, systems change, efficiency
- It’s more than just borrowing paperwork from elsewhere!

- EDDIE BARTNIK

- A long term relationship alongside local people and communities - not an intervention

As Eddie Bartnik said at the April Local Area Coordination Network gathering - the slow fix creates quicker and more sustainable outcomes than the quick fix”

**So, Tinker or Reform? Service Control or Citizenship, Leadership, Control?**

## Stories, Stories, Stories

We have been steadily collecting stories from across Local Area Coordination areas for inclusion in the (delayed!) forthcoming publication - "People, Places, Possibilities - Local Area Coordination Stories".

There have been great stories around

- supporting people to build supportive personal relationships - **reducing isolation**
- increasing choice, control, contribution and confidence in the future
- local, low cost/no cost non service solutions to challenges - **diverting people from expensive services**
- reform - partnership working and co-funding across services! - **integration**
- Local Area Coordination forming new "front end" of service system
- supporting contribution and citizenship,

We are currently finalising the editing and hope to share the stories soon.

### Relationships and Safeguarding - It's Time!

*Over many years, there has been an ever increasing focus and spending on formal safeguarding and services to "keep people safe."*

*At the same time, there has been little investment and commitment to supporting people to build and maintain valued, informal, supportive relationships.*

*Yet, many of the abuses inflicted on people in recent times has been in situations where there are high levels of staff and regulation - but the people supported have had very few (if any) valued, loving, mutually supportive and contributing personal relationships.*

***Relationships are the strongest and most enduring safeguard, supported by formal safeguards.***

***Formal safeguards and services on their own are not enough.***

*Local Area Coordination is committed to supporting people to build valued relationships and personal networks, not only to keep safe but because they provide rich opportunities for inclusion, contribution, sharing interests, employment.....a good life!*

***Relationships are central - it's time to act.***

## Introducing.....

*A warm welcome to Isle of Wight, Swansea, Neath Port Talbot and Peterborough. new areas starting on the Local Area Coordination journey.*

*We are really excited to be working alongside these areas as they build partnerships across services and with local citizens and communities to help people stay strong, connected and contributing as citizens, build more welcoming, inclusive and supportive communities. Welcome to the family!*



*Here, Anita Cameron-Smith (Head of Public Health Strategy) talks about conversations and developments on the Isle of Wight as we start the journey of Local Area Coordination, building individual, family, community resilience and wider service reform and integration.*

On the Isle of Wight through our Healthy Communities Partnership Board a subgroup of the Health and Wellbeing Board we have started conversations with our communities about what makes them good places to live and how we can best work with them to strengthen and build on the assets within them.

The group heard about Local Area Coordination and in particular the work good work happening in Derby and decided to find out more it. We met with Neil in Derby and felt that the ethos and values of local area coordination were exactly the approach we wanted to take here on the Island.

We have since had several successful visits from Ralph and have moved forward on our journey. We now have the planning and scoping of local area coordination as part of our Better Care Fund submission and are having conversations across services and communities about how this programme can help deliver the Care Act.

We have recognised for a while that we need to do things differently on the Island and we have moved a long way on the integration of services through our My Life a Full Life programme. But there is more to do and although it's important that we improve and streamline our services, if we are going to truly make a difference to people and communities especially those most vulnerable we are going to have to be bold and really work to change the system.

We will be strengthening our partnerships and relationships with colleagues in health, social care and the voluntary sector but most of all people, families and communities. Identifying strengths and gaps in the community and supporting the development of co-produced, asset based community solutions.

So, with the help Ralph and Inclusive Neighbourhoods we will be working hard over the coming months to realise our ambition to bring Local Area Coordination to the Isle of Wight!



From Left Heather Rowell, Emily MacDonald, Louise Gray, Lauren Turner, and Anita Cameron-Smith



## Leading Change - Staying True

### *Implementing Local Area Coordination in Thurrock*

*Les Billingham is Head of Adult Social Care in Thurrock and is leading a fundamental and exciting change, embracing the power and contribution of all citizens (including those who may be isolated, excluded or vulnerable) to help people to stay strong and build resilient communities.*

*In this extract from the forthcoming paper "People, Places, Possibilities", Les talks about implementing Local Area Coordination as part of wider reform of services.*

#### **Introduction:**

Transforming the way we deliver care and support is hard. The vast majority of people involved in our sector are characterised by the passion, commitment and determination they bring to the task of providing the best possible service to the people who need support. Harnessing these fantastic traits, whilst telling people that some of the ways they have been operating do not produce the best

**“the key to this is by taking time to establish a core vision that is genuinely owned by all.....**

outcomes is a difficult and delicate matter; as in most things, delivering real change in health and social care is about people and culture.

**Remain determined”**

Local Area Coordination is at the forefront of whole systems transformation in Thurrock. We believe Local Area Coordination offers a real opportunity to work with the whole person in the place where they are most likely to experience good outcomes - their community, and at a time that represents the best opportunity for sustainable improvements, before they hit crisis. However implementing change

across such a broad and complex system adds further challenges to delivering this new approach.

People, culture and whole systems, so how have we managed to implement Local Area Coordination successfully in Thurrock?

#### **Leading Change:**

There is absolutely no doubt that successful change must be widely owned and delivered through excellent engagement and co-production. However, without strong and committed leadership any change programme will founder.

Leadership is emphatically not about a single, powerful voice, nor is it about someone's unique vision. Leadership is a quality found amongst those involved in delivering successful programmes and sometimes in the most unlikely places.

In Thurrock, we have identified and nurtured a whole range of different people who have displayed the courage, audacity, drive and commitment necessary to support the Local Area Coordination agenda.

These individuals are from very diverse backgrounds, some professionals and others citizens, some operating at a senior level and others who want no more

than to improve things in their own street or circle of interest. All however, share a belief in the potential for positive change and faith in the potential of Local Area Coordination to deliver improvement. This alliance of leaders was perhaps best represented in the process of recruitment and selection of our Local Area Coordinators.

This process included the communities where they would work, a broad range of professionals with whom they would come into contact, user led organisations and other interested citizens; the success of our recruitment to date is evident in the stories that the Local Area Coordinators have amassed as a result of their work, and is testament to the power of the collaborative model used in selection.

### **Staying True:**

So the difficulty facing anyone wanting to implement something as transformative as Local Area Coordination is how to balance the passion of those engaged in delivering a traditional model of care and support, with the need to take them on a journey that will challenge them culturally, within a complex system that is in many ways built to resist change.

I have argued that the only way to deliver such a transformation is through a broad leadership that is prepared to face all criticism and challenge and, whilst respecting the views of others, remain determined.

The question is how do you build such a consensus and support and nurture it throughout such a complex process? I believe the key to this is by taking time to establish a core vision that is genuinely owned by all, and by agreeing a set of core principles around which there will be no compromise.

All programmes, projects, philosophies and models must have the maturity and flexibility to change in the face of evidence that things are not working. Such a contingency must be built into the original vision, and plans must include sufficient evaluation and review processes to ensure they are taking account of changing circumstances and evidence of failure. Ensuring that core principles are agreed and non-negotiable should not inhibit such flexibility, indeed they should form the benchmark by which such evaluations take place; however they also form the strong, central core that ensures everyone is signed up to the change and the infrastructural support necessary to hold firm.

It seems necessary now to be able to summarise everything into a snappy phrase. Our experience of successfully implementing Local Area Coordination in Thurrock has been lengthy, complicated and at times torturous, however this experience has allowed much reflection, I am confident that the mantra below offers a succinct methodology for managing change successfully.

### **Agree core principles, identify leaders and keep your nerve.**

We have built up a comprehensive body of stories and testimonials concerning the day to day successes of our Local Area Coordination service and I would be very happy to share these; only the names will be changed etc.....

Les Billingham—September 2014

## Welcome to New Local Area Coordinators

It is very exciting to see Local Area Coordination growing in both Thurrock and Derby City, as well as seeing Walsall just about to recruit their first new Local Area Coordinators. As the “family” grows, we have ever increasing opportunities for the Network to nurture and build relationships, share gifts and skills, solve problems in practical ways.

Sounds a bit like Local Area Coordination values doesn't it! (well, it certainly should!). It reflects the principle that **everything** we do should reflect the core principles and commitment to relationships, a strengths based focus, valuing and supporting the inclusion, contribution, strengths of all.

*Day two as life as a Local Area Coordinator for Simon, Roger, Bec and Daren in Derby!  
Great to be part of their induction and to learn about some of their passions and skills!*



*With Neil and Rajeev - thinking about what a Local Area Coordinator **Does** and **Doesn't** do!*

*On 14th July, I had the great pleasure to meet Kate, Rachel and Sue - new Local Area Coordinators in Thurrock.*

*As part of induction, we spent the day chatting and thinking about what's important, reflecting on stories and getting started.*

*We still keep in touch to talk about what's happening, issues, challenges and fantastic stories emerging.*

***This is going to be a great team!***



## News Updates

### September 2014 - Learning Disability Alliance and Centre for Welfare Reform

There are some interesting and valuable conversations emerging at the Centre for Welfare Reform <http://www.centreforwelfarereform.org> around

- Relationships are Central to personal safety and safeguarding. Conversations are building around better recognition and support for nurturing and supporting informal personal relationships as the strongest and most enduring safeguard. This is really important - formal safeguards can never replace, or be as effective as valued, mutually supportive relationships, but do serve a function as a valued “back up” to natural supports and relationship.
- The Learning Disability Alliance is forming to support the rights of people with learning disabilities.

### September 2014—Local Area Coordination Leaders Network and National Evaluation

Leaders from Derby, Thurrock, Swansea, Peterborough and Walsall came together again last week to continue the building of supportive working relationships.

Huge thanks to Samantha Clark (Inclusion North) and Sian Lockwood (Community Catalysts) for helping us shape the day and think about.

Sam hosted a great conversation with Brian Frisby (Derby City) and Les Billingham (Thurrock), exploring the leadership challenges and outcomes over the past couple of years.



Brilliant session.....why didn't we film it?! (next time!!!)

A big thank you also to Catherine and Robin from University of Birmingham for both hosting the event and leading the workshop around the proposed national Local Area Coordination evaluation.

A great day, with much shared learning from across all the sites.

### Local Area Coordination is Expanding in Derby and Thurrock!

It's great to see that Local Area Coordination is now growing in both Derby and Thurrock councils.

Kate, Rachel and Sue joined the team earlier this year, with plans for a further 3 Local Area Coordinators now in the pipeline.

In Derby, there are 4 new Local Area Coordinators about to start – very exciting. So, a very big welcome to Daren, Simon, Bec and Roger.

## Recruiting in Walsall

Laura Terry is working with local people in Walsall to find their first 2 Local Area Coordinators. It's been really great to meet people and start thinking about what's important, to build wonderful new connections and to start thinking about the future!

## New Conversations and Developments

It's really exciting to be starting the design and development of Local Area Coordination in Swansea, Bridgend and Neath Port Talbot across Western Bay in South Wales and also with Peterborough Council on the east coast of England.

The Peterborough development is also in partnership with Community Catalysts, looking at the possibilities of Local Area Coordination and micro enterprise and local innovation together, nurturing inclusion, contribution, relationships and local solutions. Watch this space.

You can find out more about Community Catalysts at <http://www.communitycatalyst.org>

**Care Act Guidance - Dream or delusion: How fit for purpose is the Care Act guidance?** Check out the blog by Andrew Tyson and colleagues from Inclusive Change. Inclusive Change is a partnership between Inclusive Neighbourhoods, Inclusion North, Community Catalysts, In Control and Shared Lives Plus.

We all have a role and contribution to help shape the Care Act and the actions that follow to support citizenship, social justice and a greater focus on helping people to stay strong, safe, connected and contributing as citizens.

Get involved!

<http://www.in-control.org.uk/blog/dream-or-delusion-how-fit-for-purpose-is-the-care-act-guidance.aspx>

## 17<sup>th</sup> August 2014

It was great to be invited to the LEHC event in London with Neil Woodhead and Brian Frisby to share information and conversations about Local Area Coordination.

Big thanks to Catherine Wilton for inviting us to be part of this event



## July 2014 - Induction time in Thurrock!

It was great to be able to meet Rachel, Kate and Sue - new Local Area Coordinators in Thurrock. Induction conversations are richly rewarding - so much to learn and share. See page 6

## ‘Turning the welfare state upside down’ – what does the future hold for adult social care?



*Jon Glasby is Professor of Health and Social Care and Director of the Health Services Management Centre, University of Birmingham*

As we enter the count down to a 2015 general election, many would argue that the adult social care system is facing a major crisis. It’s always been less popular, less well funded and less well understood than other public services (such as health or education) – and the way it’s organised and funded means that it has had to focus its scarce resources on a relatively small number of people with very significant needs.

The upshot of this is that anyone who could benefit from a small amount of support is often ineligible until a major crisis occurs – at which point they can access a number of (often very expensive) ‘heavy-end’ services.

Over time, most people have argued that this is counter-productive – but rebalancing the system so that it helps people to stay well and independent in the community rather than intervening in a crisis has been hugely challenging. Interestingly, there are now some positive signs (in spite, or perhaps even because of, a very difficult financial context). Perhaps in the past there has always been sufficient money for the system to carry on broadly as before – but now there has to be more fundamental change (because not changing isn’t really an option in the current climate). Increasingly, adult social care is debating scope to develop a more assets-based approach. Rather than identifying what people can’t do and trying to intervene, this might involve focusing on what people can already do for themselves, on their networks and communities – and wrapping any additional support that may be needed around such natural supports.

This is an approach explored in a recent policy paper produced by the University of Birmingham’s Health Services Management Centre (HSMC) and commissioned by Birmingham City Council (believed to be the largest social services department in Europe). Entitled ‘Turning the welfare state upside down’, this was based on interviews with a series of key stakeholders (policy makers, public service leaders, user-led organisations, third sector organisations and other public service reformers). A key contribution was made by advocates of local area co-ordination, and Inclusive Neighbourhood’s Ralph Broad was an active participant. Indeed, the title of the policy paper – ‘Turning the welfare state upside down’ – is central to the LAC philosophy. The policy paper was then followed up with a national event which brought together local authorities keen to explore new ways of working with projects around the country who are trying to deliver similar change from a more bottom-up perspective.

What was fascinating about the event was the passion and enthusiasm in the room. During the course of the workshop, participants explored a range of models, including the contribution of local area co-ordination, the role of micro-enterprise,

the work of community organisations in developing peer-led approaches and ways in which innovative local authorities are seeking to embed cultural change. While there were lots of barriers, there were also lots of inspiring stories and many examples of how different partners from different parts of the system can work together to make a difference. Throughout, there was a sense that developing a more assets-based approach has always been needed, but that all systems have ways of minimising the impact of change and quietly reinventing themselves. Now, the time felt right for more fundamental reform, with participants recognising that this was not only the right thing to do – but also that the current system can't afford not to (potentially a powerful combination of drivers).

Moving forwards, readers of this newsletter will have an important part to play in campaigning for change, in articulating a positive vision of what the future could look like and in working alongside other partners to show what's possible locally. While no one has a full answer as to what the future holds, the expertise and creativity needed undoubtedly exists and we have to find ways to unleash it.

### Jon Glasby

*'Turning the welfare state upside down?' is a policy paper on more assets-based approaches to adult social care by Jon Glasby, Robin Miller and Jennifer Lynch published in conjunction with Birmingham City Council Adults and Communities directorate. A full copy of the policy paper can be found at [www.birmingham.ac.uk/hsmc-policy-paper-fifteen](http://www.birmingham.ac.uk/hsmc-policy-paper-fifteen).*

## University of Birmingham Leading the National Evaluation of Local Area Coordination!!!!

*We are very excited to now be working with Catherine Needham, Robin Miller (University of Birmingham) and leaders from Derby, Thurrock, Walsall, Peterborough, Cumbria and Suffolk to build the national evaluation of Local Area Coordination. A great chance to build on the learning from the past 26 years, share that learning and continue the culture of ongoing improvement, inclusion, contribution and reform.*



*Watch this space!*

From Left:

Sam Clark (Inclusion North)

Les Billingham (Thurrock)

Robin Miller (Uni of Birmingham)

Tania Sitch (Thurrock)

Sian Lockwood (Community Catalysts)

## Sharing Our Gifts, Skills and Interests— The Garden Share Scheme



*Paul Phillips is Local Area Coordinator in Kendal, Cumbria. Here he talks about a recent partnership with local citizens to build an inclusive garden share scheme for the whole community*

Our communities are full with people who have gifts, skills, resources, interests and experiences they would like to share, things they would love to learn and things they would love to

have help with.

Sometimes our gifts and interests can be of huge benefit to our friends, family and neighbours—equally, our friends, family and neighbours may have skills, experiences and interests that may be really useful for us.

Sounds like a pretty good opportunity to me!

In our local communities, we bumped into people with both a love of gardening and sharing with their neighbours and others who were struggling to sustain and maintain their gardens. A potential great partnership of mutual benefit.

Recently, Adult Social Care managers approached the Local Area Co-ordinators in South Lakeland identifying that they have spent the majority of their carer's budget on gardening and landscaping. Through our knowledge and connections with local people, we realised the solution may lay in our local communities. It had always been there!

Instead of people waiting and competing for scarce money and services, the focus suddenly changed to thinking about local solutions, neighbours, valued relationships and resilience.

### What happened?

A key part of our role as Local Area Coordinators is to take time to get to know our communities and local people well, understand the strengths and opportunities within the communities and the possibilities for mutual support, contribution and inclusion.

Rather than waiting for services, building relationships and opportunities in our local community. Relationships instead of dependence

The idea was to introduce people with an interest in gardening (maybe having no garden of their own or just keen to do more) to people within the same community who are finding it difficult to maintain their garden.

It was hoped that, in turn, this would increase participation, strengthen communities by positive contribution and establish natural networks.

It was clear that this scheme could be beneficial to the communities that we are working in, and it was decided to run the scheme on the Hallgarth, Sandylands and Kirkbarrow areas of Kendal.

After just a few months, the scheme has 12 garden owners on board and we have been introduced to 9 gardeners, pairing 8 of them and looking at matching the rest over the next few weeks.

The garden owners are from all walks of life including some with mental health, physical health concerns and some who are elderly who have no family or friends that can support them.

In time, we hope the project will help to increase social inclusion, address tenancy related pressures and the (sometimes) difficult relationships between neighbours where a difficult to manage garden has led to tensions.

The Project has been received positively by other local organisations and it is enabling the Local Area Coordinators to be visible in the local community meeting individuals who want to share their gifts and strengths with other local people.

The scheme has also been used as an example of best practice in brokerage meeting in Adult Social Care, and as it continues and develops, the health and wellbeing benefits will become more apparent.

It has demonstrated that being introduced to individuals through this means has allowed the Local Area Coordinators to meet people in their communities that otherwise wouldn't have received our support.

Where appropriate, Local Area Coordinator will continue to walk alongside some local gardeners to continue conversations about building and pursuing their vision for a better life and to build ongoing resilience in their communities.

An example of this was when the Local Area Coordinator visited an older gentleman who was struggling with his garden. He lives alone and doesn't have any friends or family that provide him with support. Whilst talking to the gentleman his next door neighbour noticed that we were there and came out to say hello, whilst talking to him, his neighbour who was gardening also introduced himself to us. We went to speak to them about our scheme and the role within the community. They have little contact with the elderly man and stated that now they know he would like some help, they would make more of an effort to help him, or the gardener, where needed.

It's early days, but this feels really exciting. This is built on shared interests and the gifts of local residents—it's about people helping people, not service labels or dependence.

Paul