

Local Area Coordination Network Newsletter



www.inclusiveneighbourhoods.co.uk
ralph@inclusiveneighbourhoods.co.uk
Ph 07927056164

Issue 3 July 2012

Welcome



Ralph Broad
Director
Inclusive
Neighbourhoods
The LAC Network

Inside this issue:

Welcome	1
News	2
Richard Davis— Vanguard	3
LAC— Getting it Right	4-5
Local Stories	5-7
ABCD & LAC— Cormac Russell	8-9
New Developments	10

Welcome to Issue 3, Summer 2012, of the Local Area Coordination Network Newsletter.

White Paper Out Now

This week saw the publication of the government White Paper—"Caring for our future; Reforming care and support." Although still heavily focused on assessment, services and funding, there is an emerging realization of the need for real reform, not just tinkering with services

It was therefore encouraging and positive to see Local Area Coordination and ABCD and the valuable role of communities and citizens gaining attention.

The next step is to make it happen and to start to shift the balance from services to citizenship and local solutions.

This is no longer just a "nice thought"—it is a necessity. If people really do believe in the possibilities and resources of local people, we need to actually do something about it and not continue to just think services will solve everyone's problems

LAC

There is a growing realization that LAC provides powerful opportunities for coming alongside local citizens, nurturing/sharing gifts, building

resilience, unlocking community resources and bringing people and communities together. Additionally, as the "front end" of the service system, it provides the context and catalyst for service reform and systems change. This, at a time where there are further, intense pressures on social care and health budgets.

This reinforces the urgent need to start thinking and acting differently and highlights the contribution LAC and strength based approaches can make in the future.

So, do we want to continue to wait for crises to happen and then focus on service responses, or will we take real steps to re balance the system and focus on prevention and strengthening local people, families and communities? A big but very obvious choice .

This Issue

In this issue, we have part two of our focus on Asset Based Community Development, with Cormac Russell.

We also have a great contribution from Richard Davis (Vanguard), reflecting the role and value of LAC at the systems change level.

Finally, we have some great stories from the developing LAC sites

It's Time



News

New Paper Published— “Local Area Coordination—From Service Users to Citizens”

The new paper about Local Area Coordination and reform in England and Wales has now been published by the Centre for Welfare Reform and is available via <http://www.centreforwelfarereform.org/library/by-date/local-area-coordination.html>

White Paper “Caring for our future : reforming care and support” published

The new White Paper “Caring for our future ; reforming care and support” has just been published by Department of Health. You can find it via <http://www.dh.gov.uk/health/2012/07/careandsupportwhitepaper/>

The challenge for us now is to make real reform happen. This requires a gradual shift away from such heavy and unsustainable dependence on services as the primary solution to problems (which still waits for people to fall into crisis and often results in ever tightening eligibility, further marginalisation, exclusion and isolation) towards intentional work around keeping people strong, nurturing individual family and community resources and gifts, finding practical local solutions and building mutually supportive and inclusive communities.

**The challenge
now is to make
REAL reform
happen—
people, places
and
possibilities**

LAC can be central in helping this to happen, standing alongside local people and the community to build a positive vision for the future and finding ways of getting there, supporting and connecting local resources and contributing to making services more personal, local, flexible and accountable.

Join the conversation

Welcoming Rajeev and Julia to the LAC Family

A big welcome to Julia Horsfall (Stroud, Gloucestershire) and Rajeev Nath (Derby City), new Local Area Coordinators—Welcome to the LAC family.

A big responsibility, but also wonderful, unique opportunity to make a real difference alongside local people in our communities.

We look forward to hearing and sharing stories, exploring ideas that strengthen our local citizens and communities and sharing passion for nurturing the strengths, interests and mutual support of all citizens, including those who may be vulnerable due to disability, mental health needs, age or frailty

Welcome and best wishes for the future

Guardian and Community Care Articles— June 2012

There was a great new article on Local Area Coordination by Simon Duffy (Director Centre for Welfare Reform - <http://www.centreforwelfarereform.org>) in the Guardian Newspaper on 20th June 2012 - <http://www.guardian.co.uk/public-leaders-network/blog/2012/jun/19/local-area-coordination-social-care?INTCMP=SRCH>

For more news about Local Area Coordination, go to <http://localareacoordination.wordpress.com/2012/06/29/latest-news-local-area-coordination-network/>



Richard Davis—Good Practice Needs Good Theory

We came across Local Area Coordination by chance. I was trying to make sense of the hundreds of organisations and the decades of work that been done for the support of older people. I was missing the lever that would open the system up. Someone told me I should speak to Bob Rhodes at LivesthroughFriends so I did.

Bob helped us understand how to look at 'demand', that it wasn't hunting needs but understanding what a good life looks like, which chimes with our logic of understanding 'what matters'.

Local Area Coordination then made perfect sense, not as a cost saver (which it is anyway) but as a systemic and purposeful solution. Subsequently we have worked together on initiatives in Gloucestershire, Monmouthshire and Powys.

It is not helpful

**to ask what they
'want' or 'need'
but to be
concerned with**

**'what matters'
'what would a
good life look
like?'**

In order for ideas and practices to be sustainable it is usually important that they have a credible and evidence based theory behind them.

Vanguard started as a small group of research psychologists looking at what sustained good and bad behaviour in organisations. We have always retained a

need for theory as well as method.

Most of what we see can be best described as 'home-spun', little more than one person's big idea that through good practice or good marketing catches on. What often happens in the public sector is that initiatives come along based on what appears to be common sense but is seldom more than 'plausible' and has no evidence or theory to support it.

Local Area Coordination has an elegant tradition of which its practitioners are probably unaware. In the 1950s Taiichi Ohno created the Toyota Corporation around an idea that still is not very well understood. He realised that organisations (in his case, manufacturing) must identify what matters to customers

and design their systems from that perspective. This was not simply a 'get to know your customer' exercise. Every part of the system is designed from the front backwards. He called it a 'pull' system (kanban). It starts from the customer to the completed article and then backwards through the production line. No one has really understood the logic in service systems but it is just as clear. We call it 'design against demand'. Demand is defined as the pattern that emerges when you understand what matters to the customer (commercial) or citizen (public). It is not helpful to ask what they 'want' or 'need' but to be concerned with 'what matters' – what problems are they trying to solve. In LAC terms, that wonderful phrase: 'what would a good life look like?' This is 'demand' and defines how we design the system. Logically this leads to doing only but exactly what matters and hence is both effective and efficient.

The logic is also about informed choice – putting the person in control of their own life. This allows the pull system to work best – they pull when they need because they are in control and understand when they need something. Informed choice is responsible and effective choice.

The logic also defines how professional expertise is used – you pull what you need and the first contact professionals pull what they need. It's very efficient and defines a system around distribution of expertise and knowledge, not around control and power.

In our view, this is why it works.



'Richard is an organisational psychologist who has worked for Vanguard for 20 years. He has helped Vanguard develop a design that provides organisations with method of change linked to a way of seeing their organisation from the outside in.'

Vanguard works exclusively with service organisations in the private, public and voluntary sectors.'



Local Area Coordination—Getting it Right

Multiple studies over 24 years have shown outcomes to be consistently strong where LAC has been effectively designed, implemented and supported. Without principled leadership or where it has been implemented with less integrity, then outcomes have been less predictable—as you would expect!! These developments are therefore paying great attention to lessons from earlier developments.

Sometimes, there is the temptation to take shortcuts, or do a “hybrid” version, just “do bits” of it - you can, but outcomes are less predictable and it is no longer Local Area Coordination

Therefore, how the Local Area Coordinator role is designed and supported therefore becomes very important in delivering this proposition – like ANY community or service led initiative, it is far less likely to happen consistently without the clarity and direction of core principles and the operating framework.

Effective Design and Support

The LAC Framework	LAC is underpinned by 10 Core Principles which guide the development and operation of LAC (Bartnik, 2008). The principles are, in turn, supported and underpinned by the LAC Operating Framework—above. (Bartnik 2008 p. 119). The Framework supports not only the effective design, development and implementation of Local Area Coordination, but also maintaining programme clarity, integrity, accountability and quality. It also ensures the ongoing relevance of LAC to local people, as well as contribution to driving local and national vision and policies around stronger communities, social capital and reform.
A clear Vision & Charter	
Principles & Values	
Outcomes	
Objectives	

Programme strategies	Some Key Building Blocks
Target groups	* It is underpinned by the 10 LAC core principles
Quality framework	* The principles are supported (and held accountable) by the LAC Operating Framework
Performance indicators	* It's about people, not service labels
	- All ages—children and adults
	- A focus on individuals, families, communities-not service labels

* It forms the new “front end” of the service system—pushing services back a level & acting as a catalyst for reform

* A single, local, accessible point of contact—connecting and simplifying the service system for citizens

* A LAC supports 50-65 people in a local geographic area

* It combines a range of connected roles (traditionally done by separate professional roles, centrally driven), delivered very locally

* LACs come from a range of relevant professional backgrounds ie. Not a single professional focus

* Citizen led

* It's about getting to know people and local communities well over time

* The focus is on nurturing self sufficiency strengths, mutual support & practical solutions

Local Area Coordination—Getting it Right

Moving Forward—Getting it Right

Where properly designed, developed and supported, with strong leadership at the systems and community levels, LAC has consistently shown a range of positive outcomes for individuals, families and local communities. Where short cuts are taken, outcomes (quite obviously) are less predictable.

It requires a genuine passion and commitment to local citizens and communities, building individual, family and community resilience and strengthening services as a valued back up to local solutions.

It's about possibilities, a commitment to and belief in local people and communities, unlocking local gifts and resources and

Inclusive Neighbourhoods Ltd and the Local Area Coordination Network are leading and coordinating the design and development of Local Area Coordination in England and Wales.

Building on the lessons from the past in the UK and internationally, Inclusive Neighbourhoods and the LAC Network will:

1. Be the central reference point for the design and ongoing development of Local Area Coordination in England and Wales.
2. Provide support to effectively design, develop and implement LAC programmes that are relevant to local people and communities, act as a catalyst for wider reform, share learning and maintain programme integrity.
3. Provide clarity about what Local Area Coordination “IS” and what it “IS NOT”
4. Maintain a list of areas operating or developing full Local Area Coordination programmes.
5. Build mutually supportive “communities of practice” for shared learning and to nurture wider connections with local and national asset/strength based organisations and resources.

For more information about Local Area Coordination or support to get started, contact Inclusive Neighbourhoods and the Local Area Coordination Network

Keep track of (and contribute to!!) LAC news via <http://inclusiveneighbourhoods.co.uk/news/>

Join the conversations—Contribute—Share

Key Elements of Programme Quality (Adapted Bartnik, 2007)

Clear, region wide LAC Values Framework	Realistic ratios enable a personal approach to be maintained
Careful selection of LACs	<i>Human sized</i> units
Clear job description and high performance expectations	Strong supervision structure and performance development system
Planned opportunities for regular interactions between LACs and their line managers	Systematic induction and training strategy
Open culture characterised by participation, feedback reviews and evaluations	Deliberate investment in leadership, new ideas and partnerships
Planned links with Independent Monitoring – high levels of accountability	Strong safeguarding framework and commitment to training

Stories from.....

Stroud



As part of the induction of Julia, our new LAC, we are building on the "cohesion club" idea that came up among community activists when I was doing LAC was first starting. This will be a gathering at the

GL11 community project base where members of the community, activists, workers, from statutory and voluntary sector, including social care and a local GP practice.

We are holding this on 4th July, Independence day - to celebrate and confirm the community's independence and individual's potential for independence from old fashioned service design. The successful candidate recently appointed as our LAC, Julia Horsfall, will be learning alongside the community about its strengths, its nooks and crannies, and the links that need to be developed. She demonstrated her resourcefulness on the interview day when her car broke down - instead of calling a taxi she asked friends and neighbours and managed to get a speedy lift so as to be there ahead of time. This appears to be a fine example of how a community embedded person needs to go about working with any problems.

Patrick Graham

Middlesbrough: Stronger Together

Building Partnerships with Social Work

Local Area Coordination promotes opportunities for strong joint working with statutory colleagues where required. Below is a fabulous reflection from a social work colleague. Well done to all for creative and clear joint working to the benefit of a local citizen

"Hi All

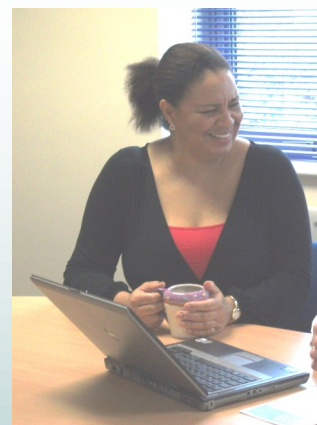
Just felt I needed to put in writing an excellent piece of joint working with regards to a recent safeguarding case. Case X was being subject to physical violence and emotional abuse from a close family member. Case x was not prepared to work initially with social care. Janet (the LAC) managed to gain her trust through sheer creative practice and perseverance. Case x accepted support, once Janet had gained her trust and eventually broke all ties with the perpetrator. A package of care was introduced and worked well as a result of Janet's interventions. Case x is now independent at home and free from years of abuse.

This outcome would not be possible without the LAC approach and skills and professionalism shown by Janet.

KM

Assistant team manager
Care Management Team

May 2012



Carol Taylor





Moving things forward in Middlesbrough

As many of you are aware LAC Middlesbrough started life as a pilot project way back in 2009. It was part funded by the Regional Improvement and Efficiency Partnership (RIEP) and Middlesbrough Council. It became fully operational in September 2010 and was evaluated in a very short time frame, after just 7 months. Thankfully LAC did 'exactly what it said on the tin' and with a lot of hard work the team delivered, the independent evaluation deemed it a success and recommended that Middlesbrough Council 'Fund LAC on a long term basis' and 'Extend LAC across Middlesbrough'.



Carol Taylor and Brian Trodden
(LAC Manager) (Erimus Housing)

This message was, thankfully, received and LAC has now become part of core service delivery within Adult Social Care. The development stage is now over, the project board is disbanded and it's time to commence phase 2 – Operations. The first meeting of the newly created Operations Board has taken place with the second imminent. The new Board will have more of a partnership approach to it with partners taking on much more of a strategic role in work planning for the LAC team. The team itself will undergo some changes too. The responsibility for the continued development of LAC in Middlesbrough will be transferred to the Business Development Manager, Service Development and LAC staff will become part of Assessment and Care Management (Community Care) services. However, this does not mean that working practices will change or that the principles of LAC will be compromised in any way. Staff will remain in their office based within the local community and for them it will be business as usual. The Operations Board will determine how to expand whilst keeping the integrity of LAC in a much more strategically coordinated way. First things first though, developing the new Terms of Reference and agreeing the Board's priorities.

There is still much work to be done but at least Middlesbrough Council knows that it has the blueprint for success. It really is a brave new world! For more information about the Independent Evaluation please contact Carol Taylor (Local Area Co-ordination Development Manager): carol.taylor@middlesbrough.gov.uk or 01642 228377.

Introducing Rajeev Nath—Local Area Coordinator in Derby City

After 8 years of working as a community development worker in Arboretum ward in Derby for the City Council, I have now started working as the new Local Area Coordinator and I'm very excited about this new position in the Arboretum. I first started in the community development field after studying a community and youth studies degree at Derby University. This soon led to many opportunities in the voluntary sector supporting vulnerable people from different communities and excluded young people.

Since 2003, I have supported people in the Arboretum ward developing a depth of knowledge about the area and the people who live there.

This new exciting position has given me the opportunity to use my knowledge and skills in an innovative way to build relationships between individuals and families.

I've been in post for 4 weeks and people are already warming to this new way of working. There's potential for local area coordination in Derby and the approach allows me to work along side people in a way which will give them power and control to shape their lives the way they want.

I feel that this way of working not only brings people together, it also helps people to take control of their lives and build confidence and skills to take on new challenges.

Exciting times ahead. Thanks—Rajeev





Asset Based Community Development (ABCD) and Commissioning



Cormac Russell (Director Nurture Development)

Asset Based Community Development is resonating strongly with people in communities and in institutions eager to find alternative to funding lead service laden offers. I see the shift most clearly in practice. The challenge will be to ensure that policy and commissioning can realign to provide necessary supports. That said there is a growing shift towards a more capacity oriented approach to commissioning, where people are not viewed as passive recipients of services, but as co-producers of their own and their communities well-being.

Making this shift, calls on commissioners to stop doing certain doing things, and start some new things (table 1)

A shift in Commissioning

Deficit Commissioning:	Strengths based Commission:
Focus on Deficiencies	Focus on Assets
Problem Response	Opportunity Identification
Charity Orientation	Investment Orientation
Grants to Agencies	Grants, Loans, Investments, Leverage
More Services	Fewer Services
High Emphasis on Agencies	Emphasis on Associations
Focus on Individuals	Focus on communities/neighbourhoods
Maintenance	Development
See People as Clients	See People as Citizens and Co-producers
'Fix People'	Develop Potential
Programmes are the Answer	People are the Answer

Table 1.

The most basic objective of commissioning must be to do no harm. Herein lies the rub, in some cases commissioning is doing significant harm to community and individual capacity. There are two interrelated ways in which commissioning can do harm:

1. Commission services to address needs that inadvertently decommission personal, family and community assets necessary to ensuring 'service recipients' have lives of their choosing.

2. Commission organisations so intent on building up and sustaining their client base in an effort to secure the commission and sustain their economic survival, that they inadvertently encourage dependency on programmatic and service based interventions.

Many commissions fall short of creating the conditions within which people, families and communities can more easily become the primary investors in their own future. As diagram 1 illustrates often the outcome of commissioned services is more programmatic service based offers than a life of one's own choosing

Classic outputs of Commissioning

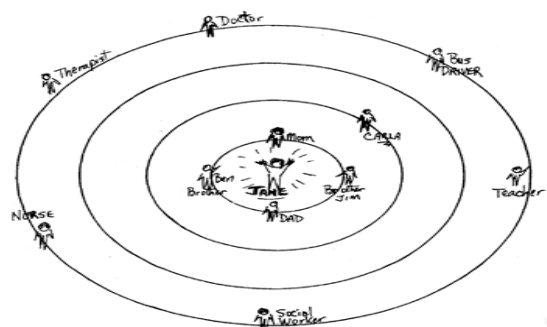


Diagram 1.

Here the inner circle represents close intimate relationships, the second friendships and the third denotes civic engagement. In this diagram the fourth circle representing a person's participation as a client, is the one that has the most activity, primarily because it typically receives the greatest level of investment. This is where most commissioning starts, and stops. This is in stark contrast with what most people say they want. Diagram 2 below illustrates the typical desire of most people to have intimate reciprocal relationships, to have some friendships, and to have some association with community and society in general.

The challenge for Commissioners is to penetrate through the outer circle which represents professional services/institutional interventions, to activate associational activity, friendship, family and personal capacities in the process of co-creating a good life. While still ensuring that person centred services and supports continue to be provided.

Achieving this level of penetration requires a careful balance between person centred service provision and asset based community building that supports the bridge building between people and their community. Achieving this means that commissioners must start from a place of strengths if they are to ensure that the individuals they hope to help can become genuine co-producers. In practice this calls for the bringing together of ABCD and LAC. This is where Ralph and I believe the great hope for the future lies and what we have firmly committed ourselves to developing.

For a direct commentary on how an organisation has commissioned strengths based community building (Croydon NHS and Croydon Council commissions ABCD) see <http://www.socialreporters.net/?p=477>

For those interested in exploring how ABCD is evolving the European and in particular in the UK context a visit to www.abcd-europe.ning.com will reward you with lots of resource material and further reflection. For a summary of the Asset Based Approach see <http://www.youtube.com/watch?v=y6EkaMpAgdE>

It is most gratifying to see communities throughout the UK using the tools of ABCD to promote citizen led action towards health, inclusion, economic development and environmental sustainability, long may it continue.

For more information on ABCD contact Cormac Russell at cormac@nurtureddevelopment.ie

Local Area Coordination and ABCD

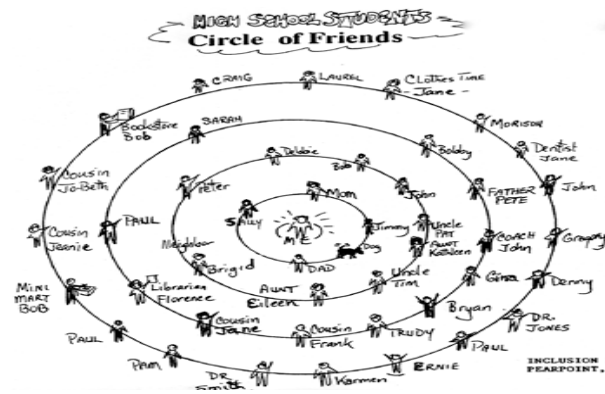
The most relevant and exciting to this newsletter is that one of the learning sites will see the mutualising of Local Area Coordination and Asset Based Community Development. This is hugely exciting for Ralph and I, who have been working hard on this agenda over the last year and are now actively looking for other trail finder sites throughout the UK.

Learning Sites—Expressions of Interest

Both Ralph and I have worked with hundreds of communities and as many and more organisations, yet something feels different lately. There is a sense that the narrative has shifted in the last six months. We are seeing common ground open up across traditional fault lines, and shared appetite for working in a strength-based way. Across the country we have tested our call to action:

‘Support communities to welcome isolated people back into community, and support isolated people to make the journey’.

It has been meet with universal support and is providing an important common ground for individuals, families, communities, practitioners and policy makers to bring together approaches that come alongside individuals to build a bridge into the centre of community life, while simultaneously coming alongside communities to do create places of hospitality and inclusion. We both believe we are approaching a tipping point in how we think about the challenges of inclusion, and we are not alone in this thinking.



Full circles indicate capacity to deal with life and are a powerful measure of health in our society.

It is our intention over the next three years to support the spread of a new approach to Social Care which mutualises two evidence based approaches, namely Local Area Coordination and Asset Based Community Development across England and Wales.

A joint paper describing how the mutualised approach will work in practice will be ready for publication in the autumn.

We are looking for NHS Trusts, Local Authorities and Private Trusts who are interested in being trail blazers in their field and want to invest in developing one of nine national learning sites that we will develop over the next eighteen months. If this stirs a fire in your belly, please contact:

Cormac via cormac@nurtureddevelopment.ie:

or

Ralph via ralph@inclusiveneighbourhoods.co.uk

Local Area Coordination Network Developments

Introducing Network Partners

Over the next few editions, we will be introducing key Partners of the LAC Network who will be able to provide skilled support to local areas when thinking about, designing and developing Local Area Coordination locally.

We are very fortunate to have Fiona Taylor joining the Network, contributing to national developments and the training and support of Local Area Coordinators. This is a brilliant opportunity.

Fiona recently led a great session in Derby City—"A day in the life of a LAC", reflecting on the LAC approach in a variety of situations, building relationships at the individual/family/community levels, the range of positive strength based approaches/thinking when supporting people, creative ways of overcoming obstacles and partnership working with services.

LAC is also about passion for social justice and reinforces how privileged we are to have people allow us into their lives—our job is to respect and repay their faith and openness

A really powerful and thought provoking day

LAC Network Learning Set—Middlesbrough

Planning is underway for the first LAC development session, offering the opportunity for all LACs in the five developing sites to come together to work with Network Partners, share learning and stories, solve problems and plan for future local developments.

For more information about LAC learning and development opportunities, contact Ralph at Inclusive Neighbourhoods.

Severn & Marches Local Area Coordination Study (Learning and Development) Group.

The next Severn & Marches Learning Group will be held in Powys on October 24th 2012.

More information will follow—feel free to also contact Bob Rhodes at bob@livesthroughfriends.org or via (01594 826700 – answerphone)



Next Issue—Autumn 2012

Samantha Clark (Chief Executive, Inclusion North) will be the Guest Editor for the Autumn Newsletter.

Sam and Inclusion North have been central in supporting the development of Local Area Coordination from the start. This is a fantastic—Thanks Sam and the Inclusion North team!

I hope everyone has a great summer —maybe it will warm up a little.

Best wishes

Ralph