



People and Place; the new power, strengths based approaches and collaboration

Workshop 26th May 2017



People and Place; the new power, strengths based approaches and collaboration

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Working Together For York

A city of capacity, shared assets & human rights

Martin Farran – Director of Health, Housing & Adult Social Care



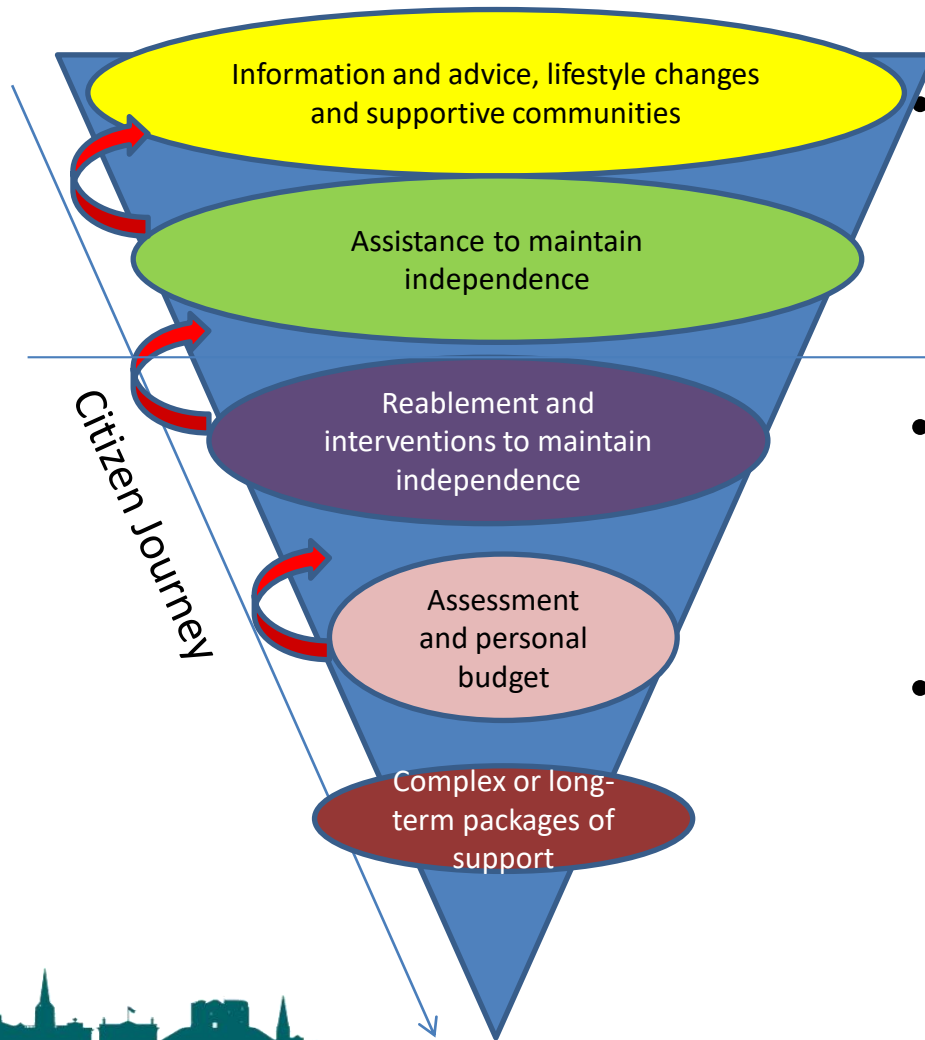
Working together, to improve and make a difference

“Working Together for York”

- Through an asset based community development approach & new community operating model we are exploring prevention, early help & system change
- Wider cross council strategy with system partners & community reflecting genuine collaboration on outcomes
- Place based social action
- Promoting active citizenship & co-production
- New Health & Wellbeing Strategy
- Focus on health & wellbeing and narrowing health inequalities



Inverting the Triangle - Future System



- The first option is always to use the capacity of the individual and their community to maintain independence.
- Greater proportion of work with people outside traditional Social Care services.
- Social Care services are there when other solutions have already been tried.



Building strong, resilient & inclusive communities

Our agreed approach is to encourage resilient communities that:

- Are self managing and less reliant on the council and other agencies for help.
- Are able to minimise the disruption to everyday life that unforeseen events present.
- Enable people to be more resourceful.
- Enable people to have more control of their own lives.
- Ensure people are equipped and willing to play a part in community life.



Building on opportunities

- A city of assets & values
- New operating model across Council
- Local Area Coordination – *a vision for a good life*
- Co-designed social action strategy – People Helping People
- Universities, CVS, CYC, International Service and Primary Care exploring together impact volunteering approach to addressing local challenges
- Joseph Rowntree Foundation
- Coaching York
- Complemented by York first UK City of Human Rights launch
- Celebrate, celebrate, celebrate!

A new conversation and relationship

- To make the necessary shift we need to broach a new conversation with our residents.
- With a new conversation we may change the relationship; if we change the relationship we may change the behaviours; if we change the behaviours we may change the outcomes.

Professor Bob Garvey



Principles

- Working with partners to build community capacity, social networks and social action
- Taking an “asset based” approach, starting from the positive resources and skills found in individuals and communities
- For those at risk of losing their independence intervening early
- Where people have longer-term needs, ensuring this is delivered in the most appropriate, personalised way, using community provision
- Ensuring that people have appropriate advice and information to keep them resilient, independent, happy and healthy.
- Led by intelligence, supporting people and communities to find the help they need to maintain their resilience and independence and participate fully in community life.



From adversity comes new solutions

- York Floods
- Let it Snow



Working together Dependence, independence, interdependence

Connecting lives through life stories – linking assets with challenges



Working together, to improve and make a difference



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Eddie Bartnik
Reform, new power & control



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Questions & debate



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Workshops



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Workshops



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Ewan King
SCIE



People & Place: the new power, strengths based approaches & collaboration

Building an asset based place: review of latest evidence on asset-based approaches

Ewan King, Director, SCIE

26 May 2017



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Strategic context for asset based approach

- Financial context and rising demand
- Emerging evidence base supports person-centred, asset based models, e.g. Shared Lives, LAC and community connectors
- New models of care (IPC & CSP)
 - Integrated Personal Commissioning
 - Enhanced care in care homes
 - Community Multi-speciality provider
- The Green Paper: opportunity to support broader adoption of asset based approaches to care and support



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SCIE's involvement in asset based thinking

- Care Act: strength based assessment guides (DH)
- Strength based social work paper (DH)
- Asset based care home (Friends of the Elderly)
- Greater Manchester Asset Based Approaches (Greater Manchester Health and Social Care Partnership)



Developing an asset based model for GM

One of the guiding principles for the Adult Social Care Transformation Programme is:

‘Being asset conscious and focusing on strengths rather than deficits. Building an asset-based approach to care that focuses first on what people can do with their skills and resources, and what the people around them can do in their relationships and communities. The programme will enhance the ability of individuals, communities and populations to maintain and sustain health and wellbeing, with an emphasis on what makes people healthy rather than what makes them ill.’



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Building a whole-system asset based model

- The literature on asset based approaches is considerable
- The evidence of their impact continues to emerge
- Drawing on current practice and case studies we have attempted to identify the core features of such approaches
- They help build a complex and comprehensive picture of what a whole system, sustainable and scalable model would look like
- The building blocks of such a model are summarised below



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Being Well Salford



Context

Being Well Salford (BWS), launched in May 2013, offers free support to local people who have multiple health-related lifestyle issues, to make positive changes to their health and wellbeing. It uses a partnership model, involving a range of local voluntary organisations, to support the development of community capacity. 'The BWS approach fits within the spirit of the Social Value Act, which seeks to support contracting of statutory services to the third sector, with a view to boosting community engagement and changing the way that other providers work'

Solution overview

There are no strict referral criteria and access to the service can be activated through a number of routes: GPs, Jobcentres, health professionals, housing associations or via self-referral. The service offers one-to-one and group health coaching sessions, motivational interviews and client-led support for up to one year to enable participants: reduce drinking, quit smoking, make significant weight loss changes and improve through exercise.

Recruitment of coaches is value based and specific qualifications are not required. The training programme comprises formal training by University of Salford and a range of informal activities. The role of coaches also involves 'building relationships with local organisations from the health, statutory and voluntary and community sectors. Being Well provides volunteering opportunities and apprenticeships as part of their ongoing commitment to creating employment and training opportunities for the local population.

Outcomes and financial benefits

- Realising the Value analysis shows that in 2015/16 BWS: delivered 7,000 coaching appointments to 2,000 individuals and 500 group sessions; 60% of participants were from most deprived areas; and after using the service, 58% of participants reported they had increase their activity, 48% reduced or quit smoking, 44% reported weight loss and 66% said their mood had improved.
- The economic modelling carried out by the Realising the Value programme suggests a saving in the region of £1,000-£1,500 per person per year for each intervention. In terms of the wider social value, combined social savings from asset based approaches, group activities and health coaching could be c.£1.3 billion per year.

Macmillan Local Authority Partnership Programme



Context

2.5 million people in the UK today are living with a cancer diagnosis. Success at diagnosis and treatment is presenting a new challenge for primary and social care: a growing number of people have to manage the long term consequences of disease. Evidence shows that many people living with and beyond cancer have unmet non-clinical needs including practical, personal, financial and emotional wellbeing.

Solution overview

Macmillan have invested a significant amount of money in five pilot sites (Manchester City Council being one). The Macmillan Local Authorities Partnerships aim to develop strategic partnerships with Local Authorities to co-produce, design and deliver sustainable solutions to support people affected by cancer (PABC) in the community, based on evidence of need. Phase one will involve: Mapping community assets and analysing supply and demand - this will include statutory, non statutory, voluntary and community assets; defining what the practical, personal, emotional, financial needs of PABC at different geographical levels are; conducting root cause analysis of unmet need (i.e. lack of provision, lack of awareness, not accessible, not appropriate, not coordinated etc.); ensuring future assessments and solutions are co-designed with users and health and other partners; and ensuring PABC are sign posted to appropriate support services (often voluntary and community organisations).

Outcomes and financial benefits

The pilot in Manchester is at a very early stage but evidence from a very similar programme in Glasgow (Edinburgh Napier University 2016) shows that:

- 81% of people supported by the service said it had improved their quality of life; 90% said their concerns had been reduced; and 93% said the support had reduced feelings of isolation
- 36% of carers offered a carers assessment completed one, seven times the national average of 5%
- The service helped people claim almost £1.7million in government benefits and wrote off £100,000 of debt
- The service has referred service users to over 220 different organisations, most non-cancer and non-health specific

Community Circles (North West)



Context

Circles of support are a well-known concept in Learning Disabilities in the North West but have not been scaled. Community Circles use the same principles, but are designed to have impact at scale, for anyone who needs extra support in the community and at very low cost. In the North West there are examples of this approach being used in Residential Care and Learning Disability Services (as well as with people living at home).

Solution overview

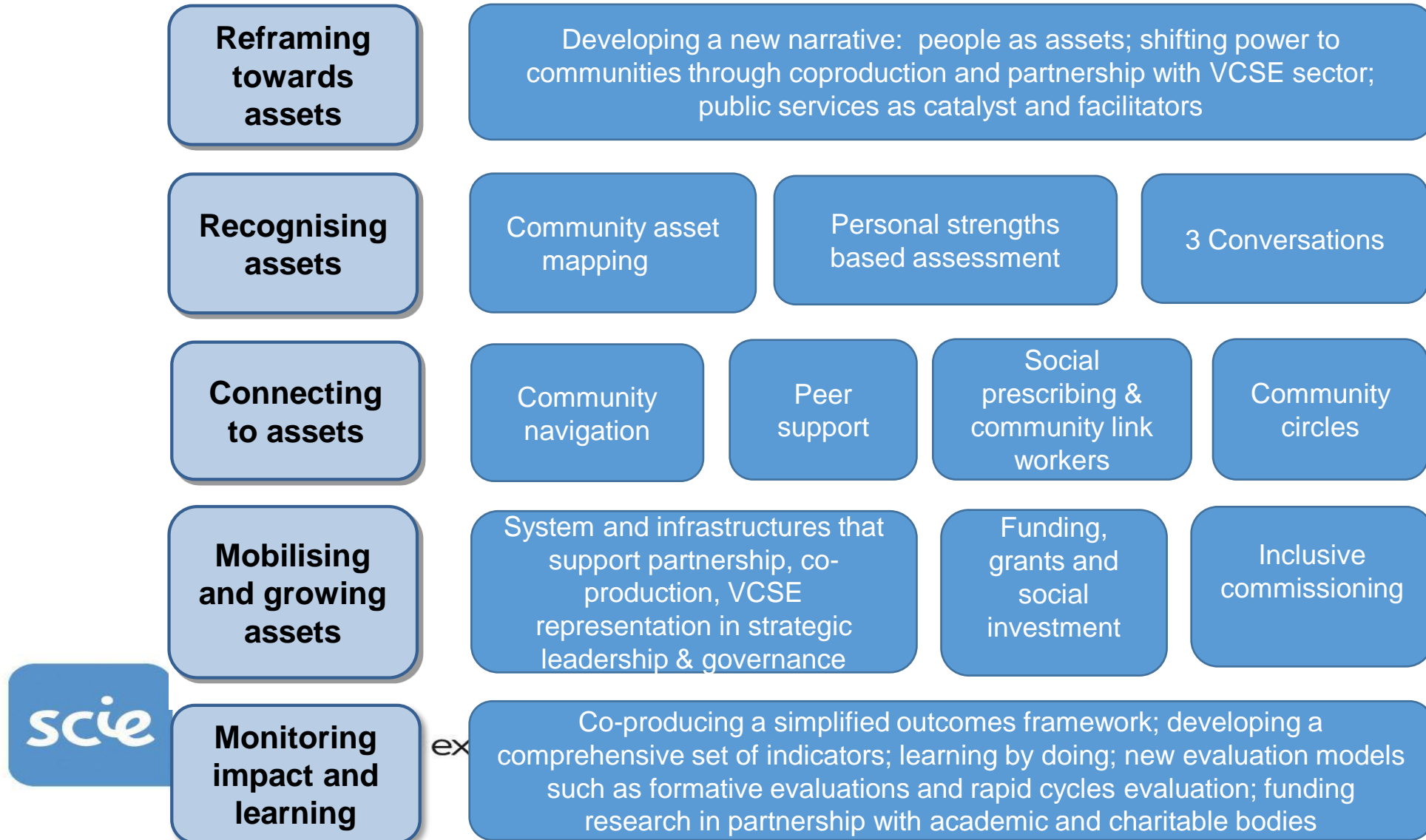
Key features include:

- A funded Community Circles Connector is based in a service or neighbourhood. Their role is to find, train and support volunteer Community Circle facilitators and build sustainable networks
- In both residential care and Learning Disability Service, the Connector is employed by the provider and a Community Circle is offered as part of the planning or review process
- Outcomes based approach where the person identifies, using person centred tools, the change they want to make in their life and Community Circle brings together family, friends, neighbours and other community connections to work together with staff team to help achieve this.
- Community Circle Connector uses ABCD and community navigation to use community resources to provide support. Offers new kind of volunteering opportunity, widening volunteer pool.

Outcomes and financial benefits

- Personal Social Service Research Unit report (2014) on sample of Circles for people with learning disabilities showed significant reported increases in social care-related quality of life as measured by ASCOT in addition to increased community connections and reductions in carer stress
- Makes best use of paid staff time by bringing additional community resources and meaningfully involving families and neighbours. Use of volunteers to deliver activities at very low cost
- PSSRU report above suggested costs of services negotiated for the people (with high care needs) supported by Circles were significantly lower than likely residential care costs for people with such needs.

A whole-system asset based model: the building blocks



Reframing towards assets

- Changing the narrative, from deficits to assets, setting out a clear vision and a strong commitment
- Building an enabling environment that recognises people's capabilities and supports community development
- Public services as facilitators and people as equal partners in designing and delivering services
- Establishing supportive leadership and workforce



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Recognising assets

- Undertaking **community asset mapping** to understand the natural resources of the place, its capabilities, potential and opportunities
- **Personal asset mapping** through asset based conversations and strengths based assessments



Connecting to assets

- Helping people and service users recognise and exploit their existing strengths and social networks
- Developing roles and services that act as catalysts and facilitators, linking people to community assets and matching their aspirations and needs to groups and activities



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Mobilising and growing assets

- **Leadership** – ensuring representation of VCS in strategic leadership and governance
- **Co-production and partnership** – developing services, plans and strategies with local people
- **The workforce** – Training and development and empowering frontline staff and residents to work together
- **Ensuring local conditions are favourable to community groups** - places to meet, community development support, and devolving more power to neighbourhoods



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Mobilising and growing assets – *continued*

- **Funding** – investing in the VCS, through grant funding, social investment, and use of the Social Value Act 2012
- **Commissioning** – supporting inclusive commissioning that draws on the expertise of communities, to prioritise outcomes that are important to them; and ensuring VCS groups are able to bid for commissioned services
- **Promoting participatory budgeting** - enabling local people and communities to have a say on priority setting and how public money is spent



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Monitoring and learning

- Developing a **simplified outcomes framework** reflecting what people and communities value
- Developing a **set of indicators** to measure success
- Establishing **clear oversight** arrangements, with regular monitoring and reporting
- **Learning by doing** – community and asset based approaches are innovative and the evidence is still emerging



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How do we encourage growth in asset based approaches

Reframing towards assets

Co-production of a narrative and vision for the implementation of asset based approaches across the patch. Agreeing and adopting the building blocks of a whole system asset based model. Shifting embedded organisational cultures.

Recognising assets

Demonstrating ambition and the chance to look well beyond piloting new ways of working, towards demonstrating a different level of ambition where communities are central rather than peripheral to the future system.

Workforce training and development, at scale, to enable staff to bring strengths-based approaches into assessment and embed personal and community asset mapping into the assessment and care planning of service users.

Connecting to assets

Supporting cost effective, digital solutions to support, for example, directories of community assets; self-completion, holistic needs assessments which then signpost to relevant community services etc.

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Ideas about how to support asset based approaches at a GM-wide level

Mobilising and growing assets

The role of commissioning at locality level - ensuring the public sector purchases services directly from community and voluntary organisations which can be instrumental to mobilising and growing the community sector.

Develop a single, simplified outcomes framework across health and care and community provision, focused on what matters to people. Trial new outcomes-based payment mechanisms to support person- and community-centred approaches.

Monitoring impact and learning

Dissemination of good practice and learning and convening action learning sets across the patch.

Developing evidence and simple measures which go beyond blunt proxy measures, such as reduced hospital admissions and help to articulate the broader benefits to the system and to communities.

Further information

- Ewan.king@scie.org.uk
- @ewandking
- Future of Care Asset Based Paper to be published in June
- DH Strength based social work paper to be published in June



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Questions & debate