International Initiative for Disability Leadership (IIDL) Learning Exchange
28th & 29th May 2018

Local Area Coordination in England and Wales
Transformation of services and systems – Multiple evaluations and learning
Summary of the Exchange

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Key Messages from the Exchange and our work together
These were shared at the International Initiative for Disability Leadership Network meeting in Sweden:
Local Area Coordination has a sound and growing international evidence base.
We are all on the **same reform journey** with same challenges:
• Power of **relationships**
• The focus on a **good life**, a positive vision, strengths
• Importance of **shifting power** from systems to citizens
• Integrity and authenticity – **person by person**, family by family, place by place
• **Leadership** – how develop tomorrow's leaders?
• **Imagine if**.......Possibilities, possibilities, possibilities

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The hosts and contributors

3 organisations came together to host this Leadership exchange
- [Local Area Coordination Network CIC](#) – the not for profit organisation supporting the design, implementation and long term sustainability of Local Area Coordination in England and Wales
- [Inclusive Neighbourhoods Ltd](#) – led by Ralph Broad who founded the Local Area Coordination Network through supporting the early developments in England and Wales and now works elsewhere across Europe and internationally supporting Local Area Coordination and associated developments
- [Thurrock Council](#) – one of the first Councils in England to develop Local Area Coordination, now having sustained and grown the programme as an integral part of their wider asset based approach in how health & social care work with local people, communities and organisations.

They were joined by
- 10 international visitors from Australia, Canada and New Zealand
- 2 colleagues from other Local Area Coordination programmes in Swansea and the Isle of Wight
- 20 Community members, and workers from across Thurrock who have direct experience of Local Area Coordination
- The Chief Social Worker for Adults (England) and Chair of TLAP (Think Local Act Personal)

What we worked on
The Exchange focused on sharing the evidence, learning and real experiences of people delivering, experiencing or working with Local Area Coordination. The work in

England and Wales was the starting point but international experiences and evidence were shared through the Exchange.

The presentations, resources and core information shared through the exchange can be found here: http://lacnetwork.org/iidl-exchange-may-2018-presentations-resources-and-information/

Local Area Coordination in England and Wales now
The principles of Local Area Coordination are core to the design and implementation in England & Wales.

The 10 principles have been updated & articulated to reflect the current context, but they remain congruent with the original Western Australia values and subsequent international developments (Disability Services Commission, 2004).

In England and Wales these are currently:

The principle	What it means in practice
Citizenship	All people in our communities have the same rights, responsibilities and opportunities to participate in and contribute to the life of the community, respecting and supporting their identity, beliefs, values and practices.
Relationships	Families, friends and personal networks are the foundations of a rich and valued life in the community.
Natural Authority	People and their families are experts in their own lives, have knowledge about themselves and their communities and are best placed to make their own decisions.
Lifelong learning	All people have a life-long capacity for learning, development and contribution.
Information	Access to accurate, timely and relevant information supports informed decision-making, choice and control.
Choice and Control	Individuals, often with support of their families and personal networks, are best placed to lead in making their own decisions and plan, choose and control supports, services and resources.
Community	Communities are further enriched by the inclusion and participation of all people and these communities are the most important way of building friendship, support and a meaningful life.
Contribution	We value and encourage the strengths, knowledge, skills and contribution that all individuals, families and communities bring.
Working together	Effective partnerships with individuals/families, communities and services are vital in strengthening the rights and opportunities for people and their families to achieve their vision for a good life, inclusion and contribution.
Complementary Nature of Services	Services should support and complement the role of individuals, families and communities in supporting people to achieve their aspirations for a good life

In England and Wales, Local Area Coordination is understood as a long term, integrated approach to supporting people and / or their families who are dealing with complex life situations (who may identify as disabled, being a carer or living with a long-term condition, mental health needs or support needs as an older person) to:

- Build and pursue their personal vision for a good life
- Stay strong, safe and connected as contributing citizens
- Find practical, non-service solutions to problems wherever possible
- Build more welcoming, inclusive and supportive communities

It contributes to:
- Preventing or reducing demand for costly services wherever possible
- Building community capacity and resilience
- Supporting service reform and integration, having high quality services as a valued back up to local solutions

The core design builds on the 10 principles and incorporates these key features:
- Defined geographical area – place based
- Located in, connected with community, connected with services
- Integrated – all ages, across service labels
- Conversation & joint work focused on a good life
- Build on the assets and contribution of people and the community
- Whole person, whole family
- Voluntary relationship – introductions not referrals
- Not time limited but avoids dependency

Ralph Broad presented the substantial and ongoing evaluation evidence base for Local Area Coordination in England and Wales which builds on the consistent long term international evaluation findings across several countries.

Evidence and outcomes

System impacts	Impacts for people – Quality of Life
Reductions in: •Isolation •Visits to GP surgery and A&E •Dependence on formal health and social services •Referrals to Mental Health Team & Adult Social Care •Safeguarding concerns, people leaving safeguarding sooner •Evictions and costs to housing •Smoking and alcohol consumption •Dependence on day services •Out of area placements – bringing people home •Simplifying system – local point of contact 　•Integrated 　•Joint outcomes **Wessex - Improved health outcomes (2018)** **Swansea University Financial Benefit 2-4:1 (2016)** **Leicestershire Financial Benefit £4.7m (2016)** **Social Return on Investment £4 Return for every £1 invested (2015 & 2016),**	• Increased valued, informal, support **relationships** – reducing isolation •Increasing capacity of **families** to **continue in caring** role, •Greater **confidence in the future** •Better **knowledge & connection with community** •Improved access to **information** – **choice and control**, •Better control over own **health** •Better **resourced communities**, •Support into **volunteering, training and employment,** •**Preventing crises** through early intervention, •Improved **access to specialist services**,

These have shown that, where there is strong design (fully implementing core design, values and principles) and strong, connected community and service leadership, there are a range of consistent outcomes for individuals, families,

communities and the wider system. Where these are diluted, or parts of the role are "cherry picked", outcomes are less positive and consistent.

The Local Area Coordination Charter (adapted Disability Services Commission, 2004)

'To develop partnerships with individuals and families/carers as they build and pursue their goals and dreams for a good life and with local communities to strengthen their capacity to welcome, include and support all people as valued, contributing citizens.'

The Charter

Fundamental to these outcomes has been the intentional dual focus of the Local Area Coordinator role of both

- Building a trusting relationship alongside individuals and families as they build and pursue their vision for a good life, develop their natural, personal networks and resilience, increase their choice and control and opportunities for valued contribution within their communities.

- Being embedded in, connected with and working alongside local communities. Supporting more welcoming, inclusive and supportive communities through understanding and nurturing the natural connections, resources and opportunities within those communities. A "bridge to community".

Keys to success – learning from the experience of Thurrock Local Area Coordination programme

Through discussion with community members, workers, specialist practitioners and senior leaders, we identified some practices and behaviours that are core to the success of Local Area Coordination:

- The importance of staying true to the principles – Local Area Coordination "lite" will not produce the same outcomes
- People know what is best for them! Local Area Coordination is a driver for cultural change
- A Local Area Coordinator is…"someone to decipher the daunting road ahead"
- Local Area Coordination needs to be person by person, situation by situation
- Finding the right information at the right time
- Communicating the right way
- Connection (time!)
- Taking time and building trust
- Having different conversations in person's own time (no time limit)
- Sharing live stories builds understanding
- Relationships
- Trusting relationships sharing in a soft environment
- The importance of practical help alongside professional input
- Interconnecting within Local Area Coordinators, social workers and micro-enterprise

- Collaboration with all agencies, increasing community assets
- Sense of contribution – people want to help Local Area Coordinators connect
- Independence and autonomy

Developing or reforming the system

Local Area Coordination design has some significant differences in Australia and New Zealand but both countries are developing Local Area Coordination as part of their broader system reform. In Australia for example, Local Area Coordination is a core part of the design and implementation of the National Disability Insurance Scheme and builds on the long term evidence from the original West Australian implementation.
We identified that Local Area Coordination sits within a wider context of approaches assisting service systems seeking to work in more strengths based and collaborative ways.

We shared some reflections on core priorities for system reform and transformation, learning and possibilities:

Priorities and aims	Learning or areas to avoid	Possibilities
Overall aim Person directed Resilience and independence Improving lives	Language itself can be a barrier e.g. the term "Systems transformation" and terms that label people or build barriers to inclusion, choice/control and leadership	Having processes for continuous learning, what went well, what didn't work, what can we do better
Aim should be paradigm shift - Power and control	Changing culture "If providers don't change then they will shrink in the market" Giving people money alone doesn't necessarily give choice and control – market solutions do not work without complementary strategies	New opportunities to develop model Prevention Co-design One stop shop
Clarity on – Who is at the centre of the system? How does the system enable me to have a life?	Transformation can be disruptive and needs to be managed Sustaining innovation and change process is key	Shared learning from countries that are undergoing major reforms and large scale rapid change such as the NDIS in Australia - to learn from

Focus on - Contribution		what's working well and what mistakes are made
It's all about the <u>people</u> involved consumer/people based – co-design? Push to being more person centred Innovation often in spite of, rather than because of the system! Take people along with us on the journey. We don't want to say "nothing has changed" in 10 years " National approach	There is a key task to simplify the current service systems, building better outcomes through connections and joint working between different services and in genuine partnership with individuals, families and communities. Ask the tough questions Bureaucracy leads but people should A system that breaks down the barriers to collaboration Engaging with a broad range of mainstream/community organisations – positive impacts for individual, but also the services Involve providers as partners in reform, they are not just "the market"! Commissioning needs to change – it is key to helping providers evolve	NZ – local demonstration = national transformation Shared lives….include the voice of the people involved In Canada – provincial network coordinators

Sharing our learning on some of the building blocks of Local Area Coordination

The core leadership group had conversations on
- Recruiting, retaining and growing the right team
- Maintaining a programme that builds on the evidence
- The critical role of leadership of the 'right' kind

<u>Training, development and recruitment – what needs to be in place:</u>
- Community recruitment
- Framework for training
- Responsibility for role and visibility

- Capturing the values
- Cultural change
- Reflection, boundaries, selfcare
- 'Valuing the values' – soft skills

<u>Maintaining integrity of the principles and design needs to include:</u>
- Partnership working
- Shared learning
- Clarity and robust dialogue on expectations with funders
- Not becoming a service
- Information needs to be simple and new
- Encouraging two way communication
- Building a strong relationship and shared vision, understanding and contribution alongside stakeholders

<u>Leadership at many levels includes ensuring there is:</u>
- All levels – how?
  - Delegated authority (permission)
  - Build a vision and direction – but how to ensure co-production?
    - Build upon genuine conversation
    - Needs to be where communities/individuals meet
    - Share outcomes – investment not control
    - Need to understand and address vested interests
    - Resilience in leadership is vital
    - Finding a common language
    - Passion, belief and a supporting network
  - Relationship building is key (across the whole system)
  - Being risk enabled – holding your nerve! Integrity of individuals and the group
  - Leave ego at the door!
  - Primacy of innovation and creativity – evolving model
  - Challenging preconceptions around evaluation
  - Challenging mindsets and cultures
  - Structure of "distributive belief" to ensure the system becomes self-supporting
    - Integrity
    - Critical mass
    - Nurture
  - Quiet leadership
    - Creating a way of being that is greater than any individual programme
    - Strengths based
    - Community led etc.
  - Theory of constant change
  - Setting the conditions for change is key – (and then passing over to others) – how do we grow these leaders?
  - Creating and sustaining critical allies in the power structure
  - Need to encourage <u>people</u> to become their own <u>leaders</u>

International Collaboration and our next steps

We are now connected.
 Some ideas for staying together as a group in the future:
• Sharing learning through an IIDL Local Area Coordination Network
• Aiming to share resources – Local Area Coordination Network newsletters and updates
• Offers of ongoing support from/to each other – Les from Thurrock will happily share or support more

Summary notes provided by Eddie Bartnik from the session he facilitated at the exchange
Context
Eddie provided some initial context including Local Area Coordination initiatives that have taken place across England and Wales, Australia, New Zealand, Scotland and Ireland, adding that in many ways it was all part of a similar reform journey despite the different contexts.
There are significant learnings and resources to be shared from over 30 years of uninterrupted learning across many contexts, related to Local Area Coordination fidelity of design, implementation and the resultant outcomes reported in the many evaluations.

Possible mechanisms and opportunities for collaboration
Eddie thanked the hosting organisations Local Area Coordination Network England and Wales, Inclusive Neighbourhoods and Thurrock Council and noted that Exchange participants are able to follow up individually and directly with each host and other participants on the match.
Some more structured opportunities were outlined as follows:
- Email membership of the Local Area Coordination Network for England and Wales which would provide opportunities for newsletters and resources
- A write up of this match event as a product to be shared
- Membership of IIDL which provides a bi monthly email update with reports and resources from member countries plus the opportunity for this group to stay together as an ongoing interest group under the IIDL umbrella and potentially continue to meet at future IIDL learning Exchanges and Network meetings (next ones 2019 Washington USA then 2021 in New Zealand. This interest group could also have webinars, teleconferences and other ways of staying connected between Exchanges including sharing speakers etc
- There could be a relationship between the Local Area Coordination Network for England and Wales and the Australian Partners in the Community Network (Local Area Coordination and Early Childhood Early Intervention). This could possibly be either through the NDIA PITC Network or the Local Area Coordination Partners themselves externally for the NDIA.
- Some international writing efforts to pull together international Local Area Coordination implementation and evidence, highlighting various elements of the Local Area Coordination journey and approach in each country

Outcome from discussion
It was agreed that the preferred approach was for an ongoing interest group to be established under the IIDL banner and that Eddie would provide some next steps for

this as well as Catherine providing assistance through her own agency Baptcare in Australia. As England membership for IIDL is yet to be finalised, Eddie agreed to progress this through the Department of Health as a priority and Lynn Romeo also agreed to follow this up and support.

Reflections from participants shared after the event

Gail Stewart-Mores, National Director at March of Dimes, Canada
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"It was by far one of the best events I have had the privilege to attend and participate in. Many thanks to all who contributed. I look forward to hearing more about Local Area Coordination and seeing how it can work in Canada."

Deb Roberts, Director at National Disability Insurance Agency (NDIA), Australia
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"I had such a positive learning experience which has given me a lot to think about and plan how and when I can collaborate with others to ensure Local Area Coordination is implemented well and achieves positive outcomes within the NDIA service delivery model in Australia. Key reflections include:

- **The significant body of evidence that exists demonstrating the positive outcomes of Local Area Coordination across the UK in the past 7 years including positive health and mental health outcomes, reduction in isolation/ increase in relationships and cost effectiveness. The commitment to evaluation and evidence based practice improvement was evident!**
- **The partnerships and collaborations achieved by different Local Area Coordination managers across the UK was impressive. Having a person from the Fire Service talk to us about his role alongside the Local Area Coordinators was unexpected but great!**
- **The significant value of the Local Area Coordination network to support the Local Area Coordination leaders and encourage best practice.**
- **The importance of the Local Area Coordination leadership and the principles and values of Local Area Coordination to shape service delivery (i.e. person by person, place by place, a good life, working alongside someone, natural supports and building capacity, community development and so on).**
- **In my current role, I really valued hearing from the Local Area Coordination leaders about the impact of Local Area Coordination on people with mental health conditions in the UK. A number of the leaders including Heather and Les spoke to me about how Local Area Coordination appeared to have the most impact on the lives of people with mental health conditions especially in helping build connections, relationships and find meaning roles in their community so they can contribute. The reduction of isolation and building of self-worth contributes so much to a person's recovery journey!"**

Dr Garth Bennie, Chief Executive at New Zealand Disability Support Network

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"In terms of some thoughts and reflections the following spring to mind:

- **The absolute importance of safeguarding the principles that inform the Local Area Coordination work and the need to preserve the integrity of the role**
- **The Local Area Coordinator role is a highly nuanced one involving a respect for wherever people are at and the opportunity to introduce people to a wider view of themselves and their community**
- **While Local Area Coordinators may be employed by a formal agency/entity, their accountabilities ultimately lie with their communities and the people they serve – this is not something that all organisations can or are prepared to effectively deal with**
- **The significant care and attention paid to recruiting, inducting, training and supporting Local Area Coordinators, in what can be a potentially isolating role**
- **The need to be open to Local Area Coordinators coming from a wide range of backgrounds and experiences – and there are particular values, qualities and personalities that seem to be consistent across Local Area Coordinators – whatever country they are employed in**
- **The idea that the formal service system should have the lightest touch possible in people's lives. The crocheting group on the Isle of Wight is a good example of building community in a way that is achieving transformation in people's lives that formal services would struggle to emulate, and the impact ripples out across people and communities. We talk about "natural supports" and it occurs to me that communities have "naturally occurring Local Area Coordinators" (if that makes sense) and Local Area Coordinators employed in the role have a knack for connecting with these people that taps into their energy, creativity and connections – all in the interests of people who have become isolated and disconnected.**
- **Growing a team of Local Area Coordinators should be done carefully over time – start with a small core and grow slowly – thus preserving the ethos and integrity of the role. I am nervous about the possibility of rapidly scaling up the number of Local Area Coordinators in NZ and the risks this poses in terms of compromising the role and its impact**
- **As an academic (in a previous life) I cannot help but see the synergy between the Local Area Coordination role with Paulo Freire's framework that he outlined in Pedagogy of the Oppressed (1970) – to translate: Walking alongside someone where they may gain new insights about how their life might be different (enlightenment); moving towards an understanding that things could change (emancipation); deciding to act and to exercise more choice and control over their lives (empowerment). A colleague and myself have a chapter in an international social work text coming out soon that expands on this a bit – "Negotiating New Disability Practice Contexts: Opportunities and Challenges for Social Workers" – I will send a pre-publication copy as soon as its available."**

Core Participant List

First name	Position	Organisation	Email	Country
Francis Allie	Local Area Coordination Manager	Thurrock Council	FAllie@thurrock.gov.uk	UK
Eddie Bartnik	Strategic Adviser	National Disability Insurance Agency	ebartnik@iinet.net.au	Australia
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Les Billingham	Assistant Director Adult Social Care and Community Development	Thurrock Council	Lbillingham@thurrock.gov.uk	UK
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Ralph Broad	Director	Inclusive Neighbourhoods	ralph@inclusiveneighbourhoods.co.uk	UK
Sam Clark	Chief Executive Officer	Local Area Coordination Network	sam@lacnetwork.org	UK
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Marsha Marshall	Chief Executive Officer	Manawanui InCharge	Marsha.marshall@incharge.org.nz	New Zealand
Paul Pemberton	Impairment and Disability Officer	Essex County Fire and Rescue Service	paul.pemberton@essex-fire.gov.uk	UK
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Lyn Romeo	Chief Social Worker for Adults	Adult Social Care	lyn.romeo@dh.gsi.gov.uk	UK
Heather Rowell	Local Area Coordination Manager	Isle of Wight Council	Heather.Rowell@IOW.gov.uk	UK
Shayne Scott	Disability Service Co-ordinator	Amicus	sscott@amicus.org.au	Australia
Tania Sitch	Integrated Care Director	Thurrock Council	tsitch@thurrock.gov.uk	UK
Gail Stewart-Mores	National Director	March of Dimes	gmores@marchofdimes.ca	Canada
Catherine Viney	Disability Services Manager	BAPT Care	cviney@baptcare.org.au	Australia

IIDL Exchange 28th and 29th May 2018 – Agenda
Orsett Hall, Prince Charles Avenue, Orsett, RM16 3HS

Day 1 – Monday 28th May – Blue Room			
Time	**Aim / Title**	**Session**	**Lead**
2:30pm	History, context and current work on Local Area Coordination in England and Wales	• Includes journey to today, film contributions from Network members • Reflections from international partners on their journey with Local Area Coordination	Ralph Broad Sam Clark
6:00pm	Welcome drinks reception	Informal networking opportunity	
7:30pm	Dinner	People return home / to hotels for dinner	

Day 2 – Tuesday 29th May – Gold Room			
9:00am	Coffee		
9:30am	Welcome to Thurrock	• Formal welcome • Thurrock context	Roger Harris
10:00am	Local Area Coordination in action in its communities – range of perspectives and experiences from Thurrock	Workshop with community members, Local Area Coordinators, & workers from health, housing, SW, MDT etc to talk about how it works for them	Hosts facilitating groups
11:15am	Break		
11:45am	What service reform or system transformation means in our context	Facilitated group conversations on what service reform means to all participants & their local contexts	Sam Clark
12:30pm	Contributing to good mental health and well being through community and service partnerships	Facilitated conversation exploring the various levels of mental health promotion through building resilience, connections and citizenship.	Heather Rowell Isle of Wight Local Area Coordination programme
1:30pm	Lunch	Networking plus opportunity to share ideas for afternoon discussion	
2:30pm	Perspectives on change and future priorities	Exchange participants share for up to 10 mins each their learning on work associated with Local Area Coordination	Exchange participants
3:30pm	Break		
3:45pm	Emerging issues discussions – open space	Small group discussions on issues / themes participants identified over lunch or since	Self facilitating groups
4:30pm	Building international collaboration around Local Area Coordination	Exploring opportunities for on going connections and collaborations	Eddie Bartnik
5:30	Final Reflections	• Next steps for write up and sharing of information/on-going dialogue • Thanks and farewell	Hosts