

**Wiltshire Council**

**Health Select Committee**

**11 September 2018**

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## **Overview of Local Area Coordination in Wiltshire**

### **Executive summary**

This report provides an overview of Local Area Coordination in Wiltshire and the current and future developments.

### **Proposal**

It is recommended that HSC notes the report and endorses the proposed action for implementation, as approved by the Adult Social Care Transformation Board in December 2017 and in accordance with Wiltshire Council's vision to create strong communities. Utilising individual's passions, gifts and skills to build more welcoming, resilient and inclusive communities is a core principle of local area coordination and supports Wiltshire Council's broader agenda and overall business plan.

### **Reason for proposal**

The Care Act 2014 set out responsibilities for local authorities including duties to promote individual wellbeing, prevent needs for care and support, provide information and advice, and promote integration of care and support with health services. An embedded Local Area Coordination programme will help the local authority to meet these legal requirements and to drive wider service reform and integration.

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## Overview of Local Area Coordination in Wiltshire

### Purpose of report

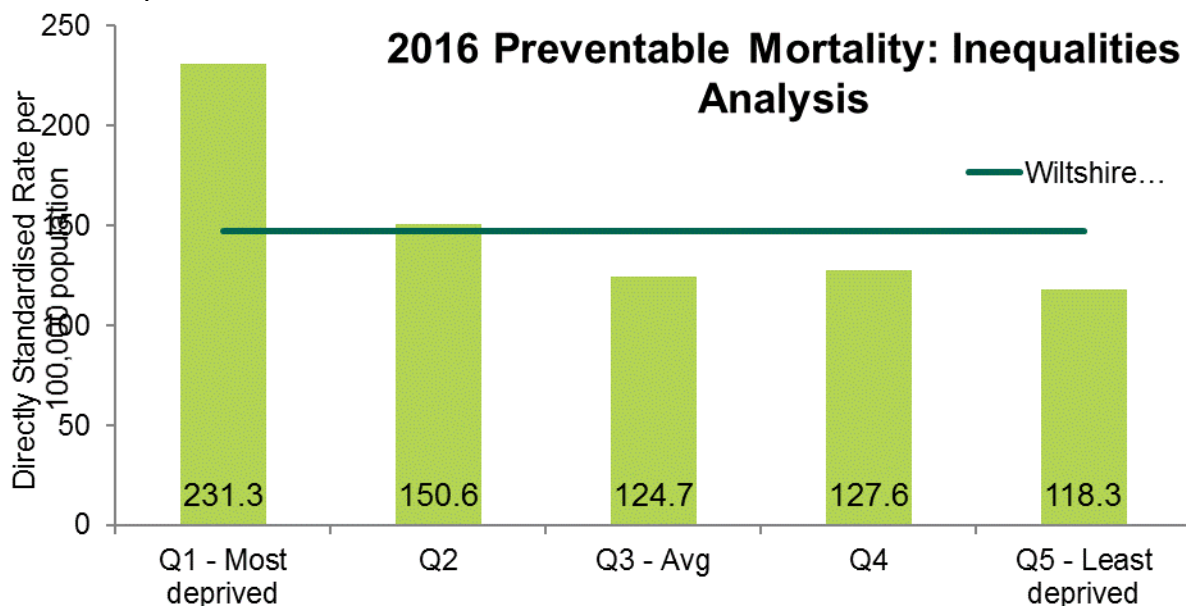
This report provides a brief overview of Local Area Coordination in Wiltshire and the current and future developments.

### Background

Protecting the most vulnerable people in our communities is one of Wiltshire Council's key priorities. In recent years, there have been dramatic improvements in life expectancy, people are living longer, and between 2016 and 2030 it's expected that the number of people in Wiltshire aged over 65 will increase by around 41%. Whilst lots of people will enjoy good health in later life, a more elderly population typically has more health and social care needs and are at greater risk of being socially isolated and lonely.

The Wiltshire Health and Wellbeing Joint Strategic Needs Assessment highlights that there is a large health inequality across our population and that those people who lived in the most deprived areas of the county have significantly poorer health outcomes than those in the least deprived areas.

Figure 1 shows the rate of preventable deaths across Wiltshire in 2016 by deprivation quintile. The basic concept of preventable mortality is that these deaths could have been avoided by a Public Health intervention in the broadest sense. During 2013-2015 it is thought that 2,156 deaths were from causes considered preventable. There is a significantly higher rate in the most deprived quintile when compared to any of the other areas and highlights the inequality facing our most vulnerable communities. Universal services, to support people to live a healthy life, are not working for those people in the most deprived areas and, to reduce this type of inequality, targeted approaches and interventions that really work for different groups in communities must be implemented.



The Care Act 2014 set out responsibilities for local authorities including duties to promote individual wellbeing, prevent needs for care and support, provide information and advice, and promote integration of care and support with health services.

Within a health context, it is also increasingly accepted that services need to adopt a 'more than medicine' approach, which focuses on the individual, their aspirations, needs and assets and their context within the community. Simon Stevens, the Chief Executive of NHS England, has identified this as one of the key ways in which the NHS needs to change - moving from "a 'factory' model of care and repair" to one that focus on much wider individual and community engagement.

Prevention and early intervention approaches to improving health and wellbeing are often viewed as being the upstream approach that will reduce or stop an individual's need for health or social care services, and are very often targeted at or before the 'front door' function of health and care services. Whilst this should be the primary focus of most prevention activities there is also recognition that certain types of prevention and early intervention activities can be beneficial throughout all stages of an individual's care journey.

Within the BaNES, Swindon and Wiltshire Sustainability and Transformation Partnership, prevention is very much recognised as a key pillar of a healthy population and across the three areas, differing approaches are being applied. In Wiltshire, we believe that the Local Area Coordination programme is the most apt and likely to produce the necessary demonstrable improvements to our communities. These programmes are widely used across Great Britain with there being academic research and evaluation available to demonstrate the effectiveness and we believe that such a programme will help the local authority to meet its national legal requirements, the local population health needs, and will drive wider service reform and integration.

Local Area Coordination is about:

- supporting individuals and families to stay strong, safe, healthy, connected and contributing as local community members,
- nurturing more welcoming inclusive and supportive communities and
- driving systems change and reform – nurturing more local, personal, flexible, accountable and efficient services as a "back up" to local solutions.

Local Area Coordination provides the opportunity to shift the focus from people as "passive recipients of public services" to people as valued citizens, irrespective of service labels, who have gifts, assets, strengths and contributions; with communities as inclusive and welcoming places to live that have resources for mutual support and practical solutions.

Evaluation of these programmes is an essential element and we are in the process of obtaining quotes from 4 local academic institutions in line with the Council's procurement policy . Since the aim of these programmes is prevention, the benefits can be realised by many different partners and there are many cases of educational institutions, health providers, the police service as well as local authorities providing the necessary resources to maintain these programmes. At this present time, the Better Care Fund, together with a small grant from the STP, is the source of the

financing but through detailed evaluation, we intend to demonstrate the worth of the programme to encourage investment by other partners.

**Local Area Coordination Update**

Wiltshire Localities Phase 1

Data was collected from a range of health and social care organisations and analysed to determine the three most appropriate geographical areas to start in. Within parts of these community area boundaries each Local Area Coordinator will support a population of around 10,000 people. For Wiltshire, the first areas to implement local area coordination will be parts of Melksham, Trowbridge and Westbury.

For Local Area Coordination to succeed it is important for individual communities to feel engaged with the programme. The national model recommends the inclusion of community members in the recruitment and selection process of the Local Area Coordinators and in Wiltshire, time was spent in individual communities engaging with people, learning about them and their community and building trusting relationships.

The recruitment process consisted of two stages; a panel interview (with 2 community representatives on the panel) and a community interview (with up to 15 community members). Venues within each of the agreed local area coordination boundaries were researched and used for the panel and community interviews. These were spaces that community members identified with, felt shared ownership of and could easily access.

During the community interview, the candidates were asked to facilitate two activities and community members then scored candidates on their performance – thus helping to choose their new worker. This new process has been closely observed by Wiltshire Council’s Human Resources department throughout and we are keen to adopt similar processes for workers who will be community based in the future.

Following this very successful recruitment process, positions were offered to the three highest scoring candidates, in their preferred areas. HR clearance processes are being finalised and once completed the local area coordinators will make themselves known to their communities – they are due to begin their induction on 10<sup>th</sup> September.

Phase 2

We were fortunate to gain partner agreement to extend the roll out of Local Area Coordinators and through the use of Better Care Funds, a further 6 areas will benefit from their own coordinators. These new areas include Chippenham, Calne and Royal Wootton Bassett as well as Salisbury, Amesbury and Warminster. The likely timescales for recruitment, selection, induction and commencements is as follows:

<b>North engagement (3 weeks for 3 areas)</b>	3/09/2018 – 24/09/2018
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<b>South engagement (3 weeks for 3 areas)</b>	24/09/2018 – 15/10/2018
<b>Advert live for North and South (4 weeks)</b>	19/10/2018 – 16/11/2018
<b>Shortlisting (2 days)</b>	19/11/2018 and 20/11/2018
<b>Interviews for North and South (3 weeks for 6 areas)</b>	3/12/2018 – 21/12/2018
<b>Enhanced DBS submitted (max 6 weeks)</b>	4/01/2019
<b>Cleared and max. 3 months' notice</b>	15/02/2019
<b>Start date</b>	10/05/2019

#### Role of the Local Area Coordinator and how councillors can support them

We are working closely with our Communications team on a Communications strategy which will ensure a systematic approach for introductions and briefings between the local area coordinator programme and Councillors.

This is a new programme of work in Wiltshire however, as mentioned earlier, it has been successfully implemented in other parts of the country. It is a long term, integrated, evidence based approach and we have been working closely with the Local Area Coordination Network, acquiring valuable local area coordination knowledge and skills maximising shared learning (for further information, visit <http://lacnetwork.org/local-area-coordination/evidence-base/>).

Local Area Coordinators act as a single point of contact to provide advice, information and support in the community to the defined 10,000 population, of all ages, backgrounds, across service types, and with their families and carers. They will work alongside people who may be facing complex life situations including but not limited to those living with disabilities, poor mental health, drug and alcohol related issues and their families and carers.

Local Area Coordination is a long term, integrated, evidence based approach to supporting people 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

Therefore, it is about:

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

Councillors can best engage and support the Local Area Coordinators by:

- Supporting the programme and this new way of working;
- Attending community engagement events, if available;
- Making everyone feel welcome and heard.

Learning from other areas indicates that high profile support from Council members impacts very positively on programme delivery

### Financial Implications

The original business case for starting local area coordination in Wiltshire was approved at the Adult Social Care Transformation board in December 2017 to cover an initial 9 months set up and planning period followed by a 24-month period for the first three local area coordinators. This budget will end in September 2020 when, following evaluation of the model, it is anticipated that the cost of these three local area coordinators will be included within the public health budget.

The budget agreed is £355,880 for 24 months plus 9-month initiation period. This will cover the cost of a project officer full time for 6 months, three local area coordinators for a period of 24 months and travel and other costs to include IT equipment etc. This budget also covers cost of evaluation and benefits realisation with a local university.

In May 2018, Wiltshire's Joint Commissioning Board approved funding for a further six Local Area Coordinator posts. The Budget for this was a total of £562,944. This will fund a further six local area coordinators for 24 months, plus travel and other costs.

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