



**8 February 2021**

**Agenda Item: 5**

## **REPORT OF THE CORPORATE DIRECTOR, ADULT SOCIAL CARE AND HEALTH**

### **DEVELOPING LOCAL AREA COORDINATION (LAC) SUPPORT IN NOTTINGHAMSHIRE**

#### **Purpose of the Report**

1. This report proposes to introduce Local Area Coordination (LAC) to help and support more people in the community and prevent people from reaching crisis which may result in an escalation of need.
2. The report also seeks approval to establish 3.0 fte Local Area Coordinators (indicative Band A grade) for a period of two years. These posts will report to a Strategic Commissioning Manager (Band E) and sit within the Strategic Commissioning Team.

#### **Introduction**

3. LAC is an all-age support model and community-based approach that aims to empower individuals and families to develop their personal strengths and find solutions within their community before considering formal services. It emphasises close collaboration with individuals to develop a shared sense of purpose on what they want to improve, and to seek opportunities and solutions within the communities.
4. Through the development of self-supporting individuals and communities that are more resilient and less reliant on services where appropriate, LAC aims to reduce demand on services and complements community and system working. LAC aligns itself to the Adult Social Care and Health Prevention Strategy based on strength-based approaches, and Themes 7, 8 and 9 of the Council Plan for people to live in vibrant and supporting communities; live independently for as long as possible and enable people to access the right care and support at the right time.

#### **Context for Nottinghamshire**

5. There are a number of initiatives and services across Nottinghamshire that aim to support people in different ways. LAC will play a key role in making sense of the offer across the county, particularly for those not deemed eligible for formal social care support. LAC will work in partnership with other parts of the system and act as a glue to ensuring people access the right support at the right time. Key partners will include the voluntary sector, districts, health and other community forms of support such as faith groups as an example.

6. In Adult Social Care and Health, the Maximising Independence Service provides a service for those who need short-term support to retain, regain or increase their independence for people who do and do not already receive support from adult social care. For example, following a stay in hospital or as part of a review of care and support. The team works with people who have been referred by social work teams. Local area coordination works with anyone in the community without the need for 'eligibility'. The focus is on preventing people from reaching crisis point with no time limit.
7. Nottinghamshire health system provides access to people with long term conditions via social prescribing interventions. People already known to the health and social care system are referred for social prescribing support via their GP. The support aims to improve a person's health and wellbeing led by the person with the help of a link worker. Local Area Coordination will work alongside social prescribing initiatives. The fundamental difference being the cohort of people that LAC will support may not yet be known to the health and social care system, but due to issues in their lives, may result in reaching crisis point. Involvement from LAC will focus on early interventions to prevent escalation and empower the person to find solutions for themselves with support within the community.
8. LAC will build upon the system wide emergency Community Hub response, developed and led by the Place department and partners in response to Covid-19. Local Area Coordinators will work alongside community and voluntary partners to implement the recovery plan and maximise on initiatives started as a result of the emergency response. LAC will provide a person-centred approach to those people who are in danger of reaching a crisis point and need more targeted interventions to prevent their needs escalating and reducing future dependency on statutory health and social care services. LAC will provide the glue that connects people and staff from social care district teams to community assets within their neighbourhood.
9. LAC will work alongside colleagues within the Community Friendly Notts team based within the Place department. The team is delivering an established community programme which aims to develop thriving neighbourhoods where people are involved and empowered to make a difference to their local area. This will enable the building of community capacity through social action training. LAC will work in partnership with community teams to ensure alignment, and that the offers complement each other.

#### **A real-life story of difference gained from a Local Authority practising LAC**

The Local Area Coordinator was introduced to Alan by a local elected councillor. Alan had been evicted from a flat, was sofa surfing and sleeping on the streets. He had also been diagnosed with mental health conditions and had a drug and alcohol addiction. Alan had previously not engaged with professionals. Over several months, the Local Area Coordinator worked with him to build up a trusting relationship and find out what was important to him. Alan shared that he would like to get a secure home, focus on his mental health and move forward in his life.

The Local Area Coordinator worked with Alan to:

- Challenge the eviction as he was a vulnerable adult. He was then provided with a place in a hostel.
- Engage with therapy led services to understand about the impact of drugs and alcohol on his life.
- Engage with the Prince's Trust programme
- Bid on a flat. The man engaged with the housing department who provided some basic furniture for the property as the man had no furniture.

### Outcomes:

- **Addressing addictions** – Before the Local Area Coordinator was involved Alan was not engaged with any services. The Local Area Coordinator worked with him to help him attend therapy for his addictions.
- **Finding a home** – The Local Area Coordinator helped the man get a property and supported him to make it into a home with help from the housing department.

**“thank you for everything...honestly I wouldn't have done any of it if it wasn't for you motivating me so thank you”.**

## The Role of Local Area Coordinators

10. Local Area Coordinators will work alongside people, their local community and partners to strengthen relationships and maximise community assets by joining them up. They will support people who:
  - are not yet known by or accessing services within the health and social care system but who may be at risk of needing them if things do not change
  - are seeking support to live good lives but who are ineligible for funded care and support
  - are currently accessing funded support.
11. A large proportion of the Coordinators' time (80%) is spent working in local communities with individuals and families of all ages and backgrounds. The people they will be supporting tend to be facing isolation from their community and barriers to services as a result of their circumstances. This could be due to number of factors including age, mental and physical health challenges and inequalities, disability, family breakdown, unemployment, homelessness, domestic violence and drug and alcohol addiction.
12. Coordinators support people in identifying their strengths and vision of a good life by building capacity and preventing future crisis and problems. They work *with* people and don't do *to* or *for*. They are entirely person-centred, with no eligibility, assessment process or time limits on their input. They are focused on practical interventions that help people connect with their local community and find natural solutions.
13. The other part of the Coordinators' time (20%) is spent bridging connections, supporting and building on local community assets which could take the form of groups, buildings and activities, particularly if there are gaps and opportunities that local people have identified. This type of intervention and support can add huge value to local neighbourhoods and a sense of purpose for people themselves. LAC can actively encourage and support opportunities for inclusive participation from people who are often excluded.

## Adult Social Care and Health Context

14. LAC supports people to engage and connect with others in order to lead fulfilling lives and promote good health and wellbeing. They link people with community assets, strengths and resources available within the community. They help uncover potential resources that can be enhanced to identify and address support needs of people to help them become more resilient. This reduces the long-term pressures and increasing costs on health and social care and enables people to participate in and benefit from local community resources and activities.

15. Strength-based social work practice identifies ‘what’s strong not wrong’. It focusses on the individual’s strengths – personal, community and social networks – and maximises those strengths to enable them to achieve their desired outcomes, thereby meeting their needs and improving or maintaining their wellbeing. Local Area Coordinators will enable people to connect with their community whilst making the most of the resources available to them.
16. Nottinghamshire already has many community assets, a number of ‘hidden gems’ of activities at the heart of their local neighbourhoods. To gain more value, the department needs to connect community initiatives and assets together to complement place-based working. LAC will provide the platform to connect assets together, building upon and developing interventions and solutions that uncover and maximise community capacity and capabilities. It will play a fundamental role in identifying the strengths and resources within a community. Local Area Coordinators will support people to become more resilient, connecting them with their community and increasing their contribution.
17. LAC supports and strengthens the cultural shift that Adult Social Care and Health is seeking to make through improved practice and commissioning:

Shift from	To
Deficit approach	Asset based approach
Deficiencies and needs	Starts with assets available to the person and in the community
Sees people as clients/people who ‘use’ services	Sees people as citizens and co-producers with something to offer
Treats people as passive and ‘done to’	Helps people to take control of their lives
Responds to problems	Identifies opportunities and strengths
Provides services to users	Invests in people as citizens
Emphasises the role of agencies	Emphasises the role of civil society
Focuses on individuals	Focuses on communities and neighbourhoods
‘Fixes people’	Supports people to develop their potential

### Impact and success measures

18. Impact and effectiveness can be found at three levels:
  - **People and families** achieve good lives by finding natural solutions from within their own community first, with services and funded support as a backup. This means achieving multiple and diverse health and wellbeing outcomes, increased and sustained independence, increased connectivity meaning reduced isolation and increased opportunity for people to make contributions, feel empowered to make a difference in their own communities
  - **Communities** have a locally based, named person to connect with around concerns and ideas. Local Area Coordination offers a bridge between communities and the wider service system, helping groups access funding, more opportunity for co-production and developing new activities
  - **The system/services** have a local person who is present in the community for colleagues to make introductions to. It brings the service system together and provides insights for better commissioning, promotes system culture change.
19. Positive outcomes and impacts as a result of Local Area Coordination support include:

- improved opportunities in employment and volunteering
- reduction in visits to GP surgery and A&E
- preventing and reducing dependency on formal health and social services
- preventing escalation of mental health challenges
- reduction in housing evictions and costs
- supporting people to become active participants in their own health and wellbeing
- liaison with wider health and social care system including Local Resilience Forum support for vulnerable people.

### **A real-life story of difference gained from a Local Authority practising LAC**

Anne contacted a Local Area Coordinator to ask for help after her partner passed away suddenly. Anne's partner had been her main carer and was the named tenant of the Council property they lived in together. As well as a great sense of loss, she felt anxious and overwhelmed wondering how she was going to cope. Anne also had several serious long-term health conditions which impacted on her daily activity and mobility, needing to be on an oxygen machine for 15 hours a day. Anne had spoken to someone at the Housing Department who told her she would 'need to present as homeless'. She felt anxious and upset and feared she would lose her home.

The Local Area Coordinator:

- Spent time listening and empathising with what a difficult situation Anne was in and together they made an immediate plan of action
- Supported Anne to contact the Housing Management Officer to find out whether she would be able to stay in her home. They said they had no immediate intentions of asking Anne to leave the property, but she would need to provide evidence she had lived there for over a year to succeed the tenancy.
- Helped Anne to gather the proofs she needed to give her claim to the tenancy and her partner's belongings.
- Helped Anne to initiate a social care assessment and a referral for a warden call system.
- Whilst waiting for support to be put in place the Local Area Coordinator offered support alongside another local citizen who provided regular visits, emotional and practical support, and information.

### **Outcomes**

- **Avoiding crisis** – Anne was able to stay in her home and be independent with support to get through the initial difficult time after the loss of her partner and help to make arrangements for longer term support from adult social care.
- **Building resilience** – Anne is now feeling more in control of life and confident about managing her future. She is now able to focus on managing her grief.
- **Building connections** – Anne is building her support network in the community after making links through the Local Area Coordinator.

**“I don't know what I would have done without you, you have been a rock and brilliant at helping me sort everything out. If it wasn't for your help I don't think I would be here now – I did think about joining him in that first week after his death.”**

### **Set up and Design**

20. This is developed through a supportive partnership with Community Catalysts who are the

lead agency and home of Local Area Coordination in England and Wales. Community Catalysts offer bespoke support with the full design, development, implementation, recruitment, training and evaluation framework. This usually takes around 12 months depending on where each area is starting from. This programme is bolstered through the expert input, support and membership of the Local Area Coordination Network (the areas already doing it).

## An indicative budget for Nottinghamshire

21. Local Area Coordination is part of the Adult Social Care and Health department's work to improve the availability and robustness of ordinary community assets that are available to help more people be supported in the community. To this end £466,000 was allocated to support this work from the Better Care Fund reserves. £62,000 has already been committed to support a Good Neighbours pilot scheme with Age UK and £44,000 to support community services for people with dementia. This leaves £360,000. As seen below the cost of developing Local Area Coordination is £350,820. These posts will be established within the Department and form part of the Strategic Commissioning Team.
22. The overall costs for developing Local Area Coordination are displayed in the table below. The staffing costs are calculated at a Band B level and the indicative grade for these posts is currently a Band A. The job role description will be co-produced by key stakeholders across the system and will describe the responsibility of a Local Area Coordinator, which is to lead as a practitioner of the evidence based model of Local Area Coordination. The job role will then be subject to full job evaluation.

Activity	2020/21	2021/22	2022/23	Total
Set up and design	£8,000	£34,000		£42,000
3.0 fte Local Area Coordinators (Indicative Band A)		£135,262	£147,558	£282,820
Equipment		£3,000	£3,000	£6,000
Evaluation			£20,000	£20,000
<b>Total</b>	<b>£8,000</b>	<b>£172,262</b>	<b>£170,558</b>	<b>350,820</b>

## The value of Local Area Coordination through Covid 19 recovery and reset

23. Local Area Coordinators will be able to support people, their communities and the wider system by:
- being present to support people and families tackle their challenges and rebuild their lives in recovery from the pandemic
  - prevent further escalation of people who are isolated and lonely, which has been made worse as a result of Covid-19
  - support community groups to re-purpose their efforts to meet future challenges e.g. austerity, unemployment and mental health
  - create new pathways of support in community instead of services
  - enhance existing community facing roles whilst over time replacing funded work that is not having the greatest impact
  - save the system money as people are introduced to Local Area Coordinators earlier on for connections and practical support, rather than being referred in crisis to health and social

care services for assessment and funded support.

## **Challenges**

24. As the County Council emerges from the pandemic crisis, it will face many changes in the way in which it works with communities. Introducing LAC mitigates against a number of these challenges. It embraces and builds upon the abundance of neighbourliness that has become so apparent throughout the pandemic and supports people first whilst services remain in the background, accessed only if necessary.

## **Other Options Considered**

25. The impact of not introducing LAC would mean an increase in people directly contacting Nottinghamshire County Council for support from statutory services. LAC will engage with people within their community to empower them to prevent this happening and ultimately lead a good life.

## **Reason/s for Recommendation/s**

26. Local Area Coordinators will work with current community providers to enhance existing assets already being delivered in local communities across Nottinghamshire. They will add value to the existing community offer by connecting people to a range of resources, bridging identified gaps and wiring community assets together.

## **Statutory and Policy Implications**

27. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

## **Data Protection and Information Governance**

28. A Data Protection Impact Assessment will be undertaken for this work and updated/refreshed at different stages of the project.

## **Financial Implications**

29. The total cost of developing Local Area Coordination is £350,820. The posts will be established within the Department and form part of the Strategic Commissioning Team.

## **Human Resources Implications**

30. To recruit the following fixed term posts (indicative Band A) from May 2021 to March 2023 that would be integrated into the current Adult Social Care and Health workforce.

<b>Posts</b>	<b>Cost</b>
3.0 fte Local Area Coordinators (Indicative Band A)	£282,820

## **Public Sector Equality Duty Implications**

31. An Equality Impact Assessment will be undertaken for this work and updated and refreshed at different stages of the project.

## **Implications for people we support**

32. The project will seek people's views using a place based local coproduction approach. This will also form part of the strength-based innovation sites evaluation taking place within the department and any implications for people will be assessed as options are being developed and recommendations are being made.

## **RECOMMENDATION/S**

That Committee:

- 1) approves the development of Local Area Coordination within Adult Social Care and Health.
- 2) approves establishment of 3.0 fte Local Area Coordinator (indicative Band A grade).
- 3) receives a progress evaluation report in April 2022.

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## **Constitutional Comments (initials (CEH 28/01/21))**

33. The recommendations are within the remit of the Adult Social Care and Public Health Committee under its terms of reference.

## **Financial Comments (KAS 28/01/21)**

34. The post costings in the table in paragraph 22 have been calculated at Band B to allow for any increase as the roles are co-produced. With the posts costed at Band B, the total cost is £350,820 which can be funded from the remaining £360,000 within the £466,000 allocation agreed from the BCF Reserve.



## **HR Comments (WI 28/01/21)**

35. The newly established posts will be subject to full job evaluation and recruited to on a fixed term basis, for the duration as outlined in the report, in line with the Authority's grading policy and recruitment procedures.

## **Background Papers and Published Documents**

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

None.

## **Electoral Division(s) and Member(s) Affected**

All.