Inclusive Change

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unlocking potential *effecting change*

A bad case of group-think?

Everyone agrees on the problems:

demographics, demand, costs.

Everyone talks about the same solutions:

prevention, integration, innovation.

But no one really believes those solutions are enough:

Budgets won't balance

Inequalities are widening

Isolation, obesity, mental ill health.

A bad case of group-think?

Perhaps the 'solutions' are just new ways of dressing up age-old assumptions about how services alone can 'fix' people:

- Prevention: can be services trying to 'fix' people earlier on
- Integration: services more efficient, not more humble
- Innovation: magical thinking which ignores the changes which people & communities need to make for themselves.

If we want to visualise a different service system, we need to start thinking from a different point of view:

What does a good life look like round here?
And how do we support local people who are building it?

Beyond personalising services

- 'Personalisation' has made some progress in shifting power, through giving individuals personal budget control.

- But money does not always equate to power

  …and money can't buy you love.

- NHS struggles to think person not patient.

- Community is not a place, it's a web of relationships.

- We have tried to give people rights without taking the much more risky step of sharing responsibility.

Beyond personalising services

"We all agree we need to do things differently, but struggle to visualise what that looks like"

- No more pilots: core transformation.

Key insights:

1. Work with the total resource of the area, including leadership.

2. Start with 'Good lives in good places'.

3. Local people know what's needed, but need support & trust.

4. Have that conversation with people first and throughout.

'We all want to live in places which feel friendly, welcoming and safe. We want the places we live to be good places to bring up kids in and to grow older. By themselves, neither public services nor local people can make a neighbourhood a great place for everyone who lives there. We need to find different ways to talk to each other, to plan and to work together to create a neighbourhood which allows all of us to have a good life'

Inclusive change partnership

'If you do what you've always done, you'll get what you've always gotten'

Anthony Robbins

So to get something different we need to DO something different

What could be different?

Harnessing the power of people and communities

All those assets

People who already know how to make things happen in their community. A wealth of experience, skills, motivation…so often unrecognised and untapped

MICHAEL S LOWE

A wider menu

How do we keep the conversation from reverting back to a narrow range of service-led solutions? A wider menu:

- Community enterprise
- Local Area Coordination
- Personal budgets
- Shared Lives
- Homeshare
- Circles of Support
- Care banks and time banks
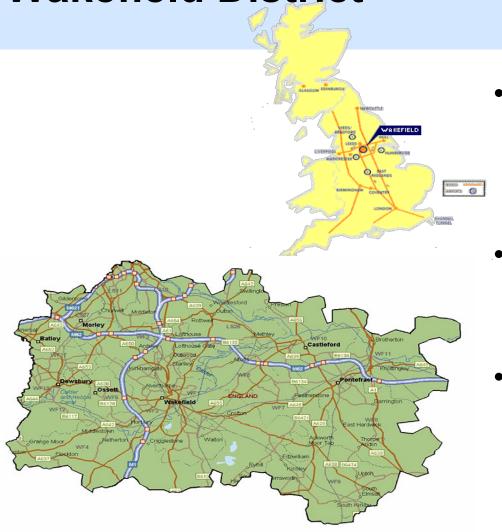- KeyRing networks
- Neighbourhood Networks

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Inclusive Change in practice in Wakefield

Wakefield District

- Population of 325,837 people in a diverse range of city, urban and rural communities.

- 67th most deprived district in England, out of 326 but improving.

- 1300 voluntary and community organisations

The Wakefield landscape

- Reducing inequalities in an environment of austerity.
- Integration
- Prevention and early intervention
- Active citizenship and the third sector
- Exploring concept of 'Anchor Organisations'
- 'Making Localism a Reality' research
- **Inclusive Change**
  – Commissioned by Wakefield Council and Nova Wakefield District
  – Linked to the implementation of the Care Act aim to help people help themselves and arranging every intervention around and in support of people's own capabilities and those of their family and community.
  – Opportunity to have different conversations with the community

So what did we do?

- Forged a strategic partnership – multi agency, cross sector, imaginative and up for change
- Identified 2 focus areas of Wakefield
- Learned about all the things that were already happening
- Asked local people – identified the community catalysts
- Enlisted people's help (sounds easy but wasn't!)
- Talked and listened:
  - learned how things happen and who makes them happen
  - what works (and what doesn't) in their community
  - what people need to increase the impact of their energy and efforts

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We learned…

…about people's concern for other people in their community and especially for those who are socially isolated

Some people might only get out once a week

Older folks want company

We have so many people with mental health issues

It's more difficult to get kids to play sport

It can be a downward spiral if (older people stop going out

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We learned…

…that local people work together to solve local problems and help other local people

'*The Post Office shut suddenly'* (the Methodist Church fought to host the PO and cash machine). '*You do it for your community – to make it a better place to live*

'*People that come* (to the food bank) *aren't just coming for food' 'it is a place where they can come and have a bit of company*'

'*On the day can stand back and think we did that'* (community event run by local parent forum)

We learned…

…that local statutory agencies don't always value what is already there. They don't realise the impact of decisions they make or factor local assets into their plans. Sometimes expensive plans were made when much cheaper ones might have had more impact.

'These older people were losing their independence because they couldn't get to the Post Office'

'They (the council or health) often commission a BIG service but once it becomes so big….'

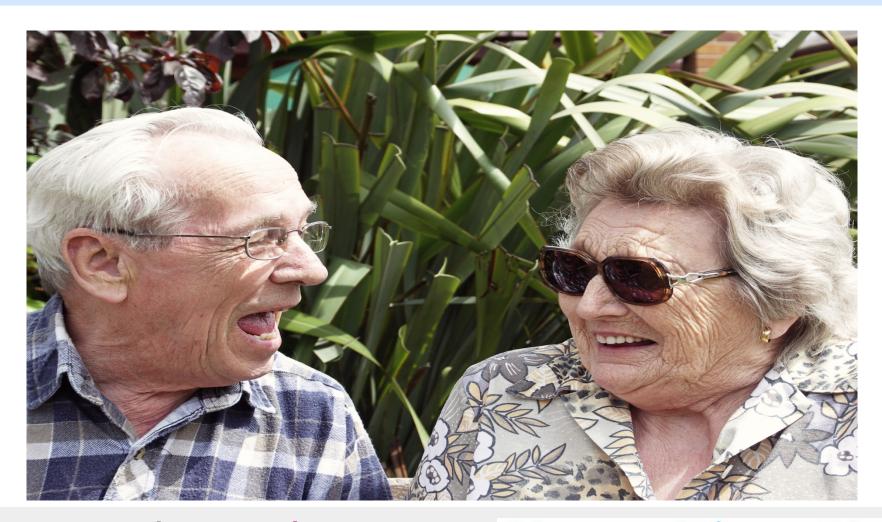*'We've got a new Dementia Friends Scheme but who knows about it?'*

"When people not used to speaking out are heard by people not used to listening then real change is made"

John O'Brien

Then what?

We brought local people together with representatives from key agencies

- Hearing each other's stories
- Learning from each other
- Finding ways to help each other and pull in the same direction
- Planning new ways to work together

Maximum impact from minimum input…what everyone wants

Emerging next steps in Wakefield

- Using the Inclusive Change approach to build upon the assets of the community and to develop new relationships - redrawing the boundaries ?
- Supporting a network of Community Anchors
- Enable stronger links with health and social care
- Explore 'Local Area Co-ordination'
- Harnessing and stimulating enterprise and social entrepreneurs

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For further information

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