



# Social Value of Local Area Coordination in Derby

A forecast Social Return on Investment  
Analysis for Derby City Council

Summary Report

| March 2016



# Executive Summary

This forecast analysis demonstrates that Local Area Coordination is delivering significant social value with up to £4 of value for every £1 invested

Derby City Council first introduced Local Area Coordination in 2012 commencing the service in two wards in the city. The aim of Local Area Coordination is to support residents in the local community to 'get a life, not a service', empowering individuals to find community based solutions instead of relying on services.

A Social Return on Investment Analysis (SROI) was undertaken to understand the wider impact of the service and inform continual improvement. This first forecast analysis demonstrates that over the three year forecast period with 10 Local Area Coordinators, Local Area Coordination would deliver significant social value with up to £4 of value for every £1 invested. Further expansion of the service to 17 Local Area Coordinators across all wards, would see this value increase further with an increased number of individuals receiving the support. The service supports the Joined Up Care Programme and the Council's duties under Care Act by empowering individuals and improving health and wellbeing outcomes through community solutions. Furthermore, it supports the wider transformational change for the NHS as set out in the Five Year Forward View to ensure a sustainable health service by focusing on prevention, person centred and flexible care through local and joined up support<sup>1</sup>.

This is the first analysis to better understand and value the impact of the service and demonstrate that Local Area Coordination is having a significant impact in local communities. Through the recommendations and increased understanding and promotion of the service, it highlights how Local Area Coordination can further support, complement and become embedded in the community working with the voluntary sector and a range of statutory organisations to enhance the local offer and build community resilience, ultimately improving the health and wellbeing of residents.

This report summarises the learning outcomes from the complete SROI technical analysis which received external assurance from Social Value UK – meeting all criteria under each SROI principle. It provides the headline outcomes reported by stakeholders engaged through the process and the recommendations to increase and better quantify the social value created further.

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<sup>1</sup> The NHS Five Year Forward View, <https://www.england.nhs.uk/ourwork/futurenhs/nhs-five-year-forward-view-web-version/5yfv-exec-sum/>

# Introduction

## What is Local Area Coordination?

- Local Area Coordination is a community based service to support residents in the community – building community resilience and social capital. Local Area Coordinators ‘walk alongside’ and empower individuals providing personalised advice and support as needed to enable them to ‘get a life, not a service’. Coordinators are integrated into the community working with local community organisations and individuals to enhance community based support, reducing the reliance on more traditional services. The service provides two levels of support: Level 1 for low level one off support and advice and Level 2 for longer term support for individuals with more complex needs. In addition, Local Area Coordination seeks to encourage cultural change within Council services—moving to a community based approach that is more person centred and effective.

## Local Area Coordination in Derby

- Derby City Council first introduced Local Area Coordination in 2012 commencing the service in two wards in the city. Subsequent to this, the service has expanded to an additional ward in April 2014 and four further wards in September 2014. From September 2015, Local Area Coordination has increased to 10 Local Area Coordinators in 10 wards across Derby.

- Derby City Council have long been supportive of the agenda to empower communities and shift services to focus on the individual with the building of social capital. Furthermore, with the introduction of the Care Act 2014 there is now a duty on Local Authorities to promote health and wellbeing with the prevention duty focussing on ‘prevent, reduce and delay’.

- Across Derby and Derbyshire, through the Better Care Fund and Joined Up Care Approach, a series of delivery groups and workstreams were developed to drive the transformation and integration of health and social care. Within the Community Support Delivery Group, four workstreams were identified to deliver this, with workstream 1 established to increase self-help, prevention and community resilience. Local Area Coordination was understood to be central to building the social capital, together with other activities, within communities and help develop communities to reduce the need for statutory services to support vulnerable people. Local Area Coordination is clearly seen as part of the prevention offer and resilience building to support in this move to more community based solutions and subsequently support the Joined Up Care Programme.

## What was the purpose of the study?

- The purpose of the analysis was to measure the impact of Local Area Coordination across Derby City Council, demonstrating the value and cost benefit to support continued investment through the Better Care Fund and Adult Social Care Funding – and the potential benefit should the service be expanded to all 17 wards. The analysis aimed to drive continuous improvement within the service and help to inform wider evaluation with consideration for other evaluations completed within the LAC Network. The Derby evaluation has been funded by Think Local Act Personal (TLAP) as part of their Developing the Power of Strong Inclusive Communities to Boost Health and Well Being programme.

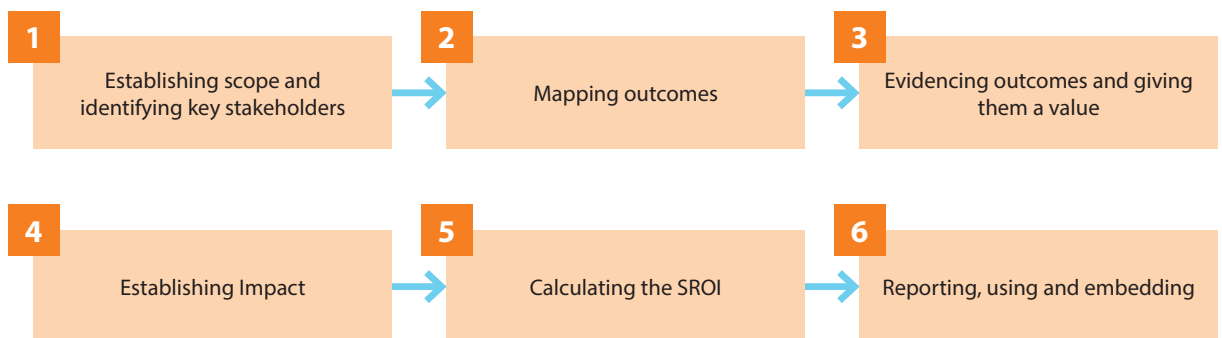
# Methodology

## What is a Social Return on Investment Analysis?

Social Return on Investment (SROI) is a framework for measuring and accounting for all value encompassing social, environmental and economic costs and benefits. There are seven principles to SROI:

- 1 Involve stakeholders
- 2 Understand what changes
- 3 Value the things that matter
- 4 Only include what is material
- 5 Do not over claim
- 6 Be transparent
- 7 Verify the result

An SROI Analysis as published by Social Value UK (formerly the SROI Network) comprises 6 key stages. This enables a theory of change to be developed which demonstrates what changes for each stakeholder involved. Financial proxies are then attributed to each outcome and the social impact calculated with consideration for what would have happened anyway, who else contributed to the change and how long the impact is felt for. By establishing the costs to deliver an intervention (financial, time and in kind donations) and determining the social impact of each outcome, a Social Ratio can be calculated.



## How was the social value forecast?

A range of stakeholders were identified by Adult Social Care that were engaged throughout the process to inform the analysis. This was supported by data collected by each Local Area Coordinator together with case studies to forecast the numbers to be supported and the outcomes they experience. Focus groups were held with all stakeholders to review and test the assumptions. The analysis also includes sensitivity and materiality testing to further assess all assumptions as to their impact together with their significance and relevance.

## What limitations were there?

The analysis also recognises that there are limitations to this first forecast analysis. Wherever possible, these have been mitigated but must be acknowledged and demonstrate further opportunities for the improvement of data collection and stakeholder engagement in any future analysis as discussed in this report.

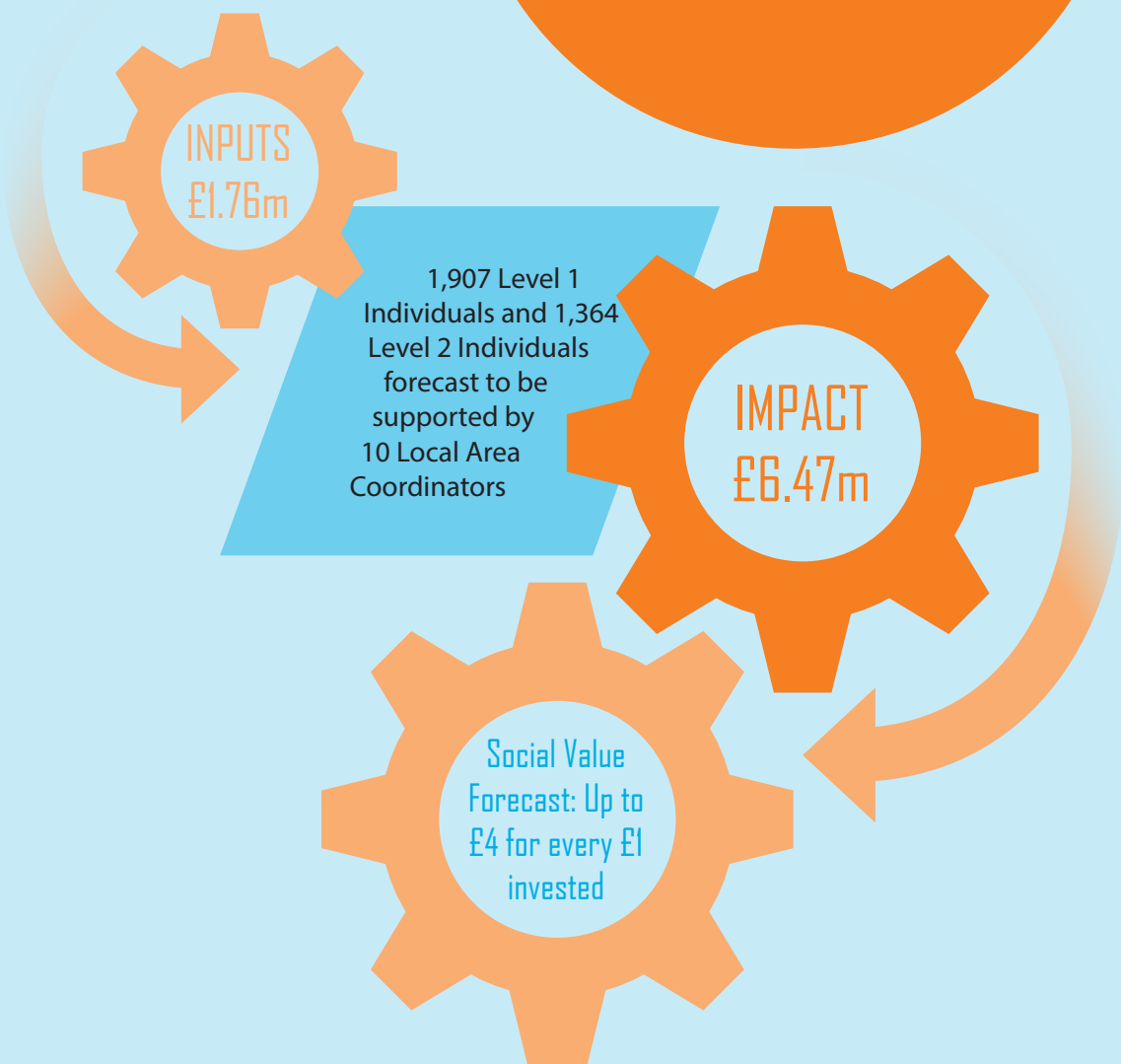
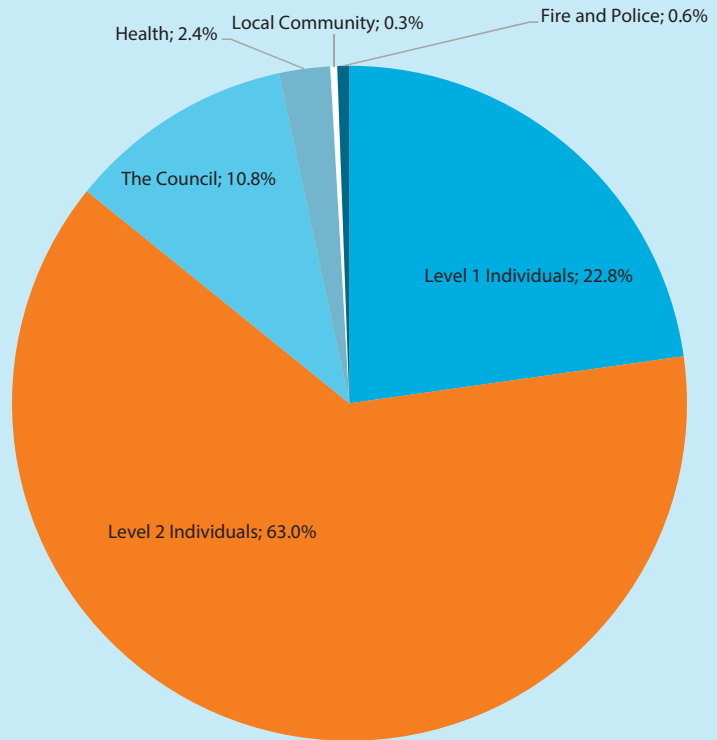
# What was the impact?



## What does the social value distribution mean?

The analysis demonstrates that for every £1 invested in Local Area Coordination approximately £4 of social value is forecast to be created. The distribution of the social value highlights that the majority of the social impact is for the community – the Level 1 and Level 2 individuals experiencing improved health and wellbeing outcomes as a result of the support for the Coordinator. The Council together with Health, Fire and Police Services are also positively impacted as a result of the individuals becoming empowered and finding community based solutions.

Social Value Distribution



# What does the social impact mean for individuals?

## How did we consult them?

Individuals supported by Local Area Coordination were engaged to understand what difference the service had made to them. Level 1 and Level 2 individuals were defined separately in the analysis due to the differing levels of support and outcomes. Twenty interviews were held with Level 2 individuals representing a range of different ages and needs, followed by a focus group to test assumptions made. For Level 1 individuals, a focus group was held and a survey used to record outcomes.

*The data recorded by Local Area Coordinators suggests that the average age of those supported is 60 and the majority are categorised as either people with mental health needs (38%) or older people (25%). Most individuals recorded resided in the social rented sector with 39% Derby Homes and 24% other housing associations. 31% were owner occupied and 4% were privately renting.*

## What changed for them?

### Person Centred Approach

Individual builds trust with the Coordinator with a sense of someone to rely on leading to increased self-confidence and outlook on life.

Individuals are supported to overcome crisis and manage their mental health issues better providing relief from depression.

### Making Local Connections

Individuals connect with local people reducing their social isolation.

Individuals attend local community groups leading to increased sense of feeling part of the community.

Individuals are able to undertake tasks outside of the home leading to increased sense of independence.

### Informed and Empowered

Individuals are empowered to make their own decisions and feel more in control of life.

Individuals receive housing advice leading to increased sense of stability and security.

Individuals receive financial advice leading to increased sense of financial stability.

Individuals are supported to overcome hoarding with a reduced risk of fire.

The key outcomes experienced and reported by the greatest number of individuals were the sense of someone to rely on, decreased social isolation and feeling part of the community. These are aims of the service and this is reflected in those that experience them. These three outcomes were reported by a range of individuals in the interviews from older people to those with mental health needs or physical disabilities.

The decreased social isolation was as a result of Local Area Coordinators connecting the individual with other people in the community and introducing them to local groups. For many individuals, it was about first working with the Coordinator to gain the confidence to leave the home to socialise locally whether it was making new friendships or re-establishing old ones. The increased sense of feeling part of the community came through being introduced to, and encouraged to interact with, local community groups.

Individuals described how they did not know where to turn for help prior to Local Area Coordination. The Coordinator provided encouragement and listened to their issues, working together at the individuals pace to find solutions and help them achieve their goals. Individuals spoke about their sense of someone to rely on repeatedly as giving them hope, describing it as 'sunshine in the window', a 'catalyst' or 'safety net'. The increased confidence and outlook on life was a result of having someone to rely on who was non-judgemental and let them work at their own pace.

- For Level 1 individuals, the advice and knowledge of the Local Area Coordinator enabled them to
- feel more informed, able to interact in the community and decrease their social isolation. Through
- being able to access support in the community, Level 1 Individuals reported feeling less anxious.
- The support ranged from housing and financial advice through to finding out about local activities.

## Recommendations

- Explore scope to expand service to young people
- Create opportunities to re-engage with individuals
- Assess impact for different individuals
- Integrate and consolidate recording and monitoring
- Increase recording of outcomes for all individuals

The analysis demonstrated that there is significant impact for the individuals receiving the service. The service primarily works with older adults however Derby City Council were reviewing the potential to work more closely

with younger people. This could include working with troubled families and supporting young people to prepare for adulthood. It is recommended that the Council explore the scope to expand the service to young people by understanding the gaps in service provision and opportunities for piloting.

The support Level 1 individuals receive is light touch and therefore this can create challenges in engaging with this stakeholder as they are only using the service in the short term. This is a strength of the service, providing ad hoc advice and information in the community as needed to individuals without the need for substantial data recording, but does result in greater difficulties re-engaging individuals to understand material changes. Through the use of informal gatherings and community forums, there is the opportunity to re-engage with Level 1 and Level 2 individuals to capture the difference the service has made longer term. This will assist in understanding the full scope of the impact made to individuals.

The analysis identified two groups of individuals – those receiving Level 1 and those receiving Level 2 support. Consideration was also given as to whether individuals should be further sub-categorised, namely: older people, people with mental health needs, people with physical disabilities and people with learning disabilities. The interviews ensured a cross section of individuals were interviewed across different ages and need to be more representative of those supported. Although the key outcomes were described across a range of stakeholders, it is recommended for further evaluation to reassess as to whether there are variations in outcomes and impact for different primary categories and ages.

Introductions and individuals supported are recorded by each Local Area Coordinator on separate monitoring spreadsheets. In some cases, this includes using the 'Derby Flower' which measures an individual's progress on a scale of 1 to 5 from the first interaction to the last across a range of outcomes including Life Control and People Support. This provides valuable information when assessing the impact as to how much difference the service makes, however, when it is not used, there is limited information as to the outcomes achieved. To better understand the impact, it is recommended that the recording is consolidated into one spreadsheet to ensure consistency across each area and enables outcomes to be captured when the Derby Flower is not used. Together with case studies produced, this would provide a more accurate indication as to the difference the service makes to individuals.

## What does the social impact mean for other stakeholders?

Together with individuals, a range of other stakeholders were identified that could be impacted by or have an impact on Local Area Coordination in Derby. The difference Local Area Coordination has made to these stakeholders are discussed in turn together with specific recommendations to further increase the social value created and better quantify the impact. In addition, there were some common themes from the interviews held with stakeholders which form wider recommendations to increase understanding and awareness of the role of Local Area Coordination.

### Key Recommendations to increase social value

- Establish platforms to engage both strategically and operationally with stakeholders
- Develop promotional literature specifically targeted at stakeholders introducing into the service
- Ensure avoidance of programme 'stretch'

A common theme from a few of the stakeholders that work alongside or introduce individuals to Local Area Coordination was lack of understanding and clarity over the role. This included the concept of 'introducing' rather than 'referring' and the understanding as to the remit of the role. There were a small number of cases cited by stakeholders and Local Area Coordinators themselves where it was viewed that the introduction was inappropriate as a result of this. Therefore, in terms of optimising value, it is recommended that opportunities to engage further with stakeholders and educate them on the role of Local Area Coordination would increase appropriate introductions and numbers supported. This would facilitate more effective joint working, enable review of any challenges and issues and provide feedback. This could be achieved through platforms to engage both strategically and operationally with stakeholders with consideration for attending existing meetings, hosting workshops and, in the short term, establishing strategic review meetings specifically for Local Area Coordination. For this to be most effective, this should be led and developed by managers within workstream 1 of the Joined Up Care Programme who lead on Local Area Coordination.

Through these workshops, together with creating promotional literature specifically for those that may introduce to the service, the understanding of Local Area Coordination can be enhanced. This would also encourage a more consistent approach across wards identifying any areas of concern. This must be delivered and embedded at leadership level to provide opportunities to build a shared vision for the service and help to drive the wider cultural change and reform of 'traditional' services.

Southern Derbyshire Clinical Commissioning Group highlighted the effectiveness of such a model and the danger that it could be skewed acting as another service with stakeholders referring into rather than understanding the unique qualities of the community based approach. This reflects the above recommendations to ensure clarity of the role but should also be ensured at a strategic level that the service remains true to the principles of Local Area Coordination and any expansion uses the guidance on numbers to be supported by each Coordinator. This would reduce programme stretch and should be closely monitored at a senior level.



## Southern Derbyshire CCG and Health Organisations

### What is expected to change?

- Early intervention preventing need for crisis intervention
- Reduction in the number of visits to the GP
- Decrease in Care Coordinator time dealing with complex cases
- Avoidance of use of mental health beds out of area
- Reduced demand on Mental Health Community Teams

### Recommendations

- Increase awareness and promotion of Local Area Coordination within the health sector
- Record those that have avoided formal services as a result of intervention
- Increase recording of health outcomes to better understand impact
- Identify opportunities for increased information sharing
- Cross reference and feed into the wider health and social care central database
- Record referrals and take up of Public Health initiatives

Southern Derbyshire part fund Local Area Coordination through the Better Care Fund and were consulted to determine any impact as a result of the improved health and wellbeing of the individuals. In addition, NHS community Support Teams, Public Health, and Derbyshire Healthcare NHS Foundation Trust were engaged to understand any difference to other health organisations.

On a micro level, there was impact for individuals that would translate into positive impact for CCGs. This was primarily through the reduction in visits to GPs as individuals were supported to manage their health issues and overcome isolation together with a reduction in individuals presenting themselves at crisis. This has been expressed in terms of resource reallocation as the intervention is not at a sufficient level to have any significant impact on the resources of local GP surgeries or mental health teams but rather the time can be used for other patients.

For Public Health, Local Area Coordination formed part of a wider agenda, working in partnership with CCGs to deliver preventative services. Public Health are currently developing a more centralised information sharing database by linking health and social care records. There is also the opportunity for Local Area Coordinators to feed into this, which would assist with understanding the support individuals are receiving and the impact of the service. More recently, it was identified that Local Area Coordination was providing an opportunity to refer individuals to specific Public Health initiatives such as the Live Well Service. This supported Public Health in the promotion of their services to target individuals, particularly those harder to reach.

Care Coordinators cover a larger geographical area than Local Area Coordinators and therefore have less opportunity to build the same level of local knowledge. As a result, Coordinators are able to be part of the team, helping to coordinate the response and provide enhanced local knowledge. It was considered that in certain cases, this would have a significant impact on the Care Coordinators time as they would not need to spend as much effort in researching local solutions.

Derbyshire Healthcare NHS Foundation Trust viewed the service positively, identifying it as a 'launch pad' that was helping to build community resilience which supported the aim for people with mental health needs to find more community based and sustainable solutions. It was recognised that this community based support was part of a wider transformational change within the organisation to

• shift services into the community and the emphasis to community support. This overall change had resulted in a reduction in the number of people treated out of area – being placed in a mental health hospital bed elsewhere in the country. It was viewed that Local Area Coordination contributed to this reduction in a small way as part of the wider transformational change taking place.

• In addition, a longer term aim over the next five years was to reduce the demand on Community Mental Health Teams, with Local Area Coordination contributing to this. Community Mental Health Teams were introducing individuals and found it beneficial on specific cases.

• Increased feedback and information sharing were seen as opportunities for improvement to increase the joint working across health organisations. The communication of specific cases, outcomes and examples of how a Local Area Coordinator has delivered positive solutions were seen as ways of increasing the understanding and scope of the role together with establishing opportunities to work together more closely through the Joined Up Care Programme. Many of the stakeholders engaged viewed the service as delivering more tangible outcomes longer term as the service developed and continued to build momentum. It was cited that there was also the potential for the service to support the wider culture change longer term: shifting services to become more person focused.

## Derby City Council

### What is expected to change?

- Reduction in demand on care and support services

### Recommendations

- Increase promotion and feedback of Local Area Coordination across the Council

• Adult Social Care deliver and part fund the service. It was identified that the key outcomes are for individuals themselves; however, as a result of individuals being supported, there is expected to be less demand on Adult Social Care services. This is in terms of those needing care and support needs, primarily for older people and those with mental health needs, which represent the greatest impact.

• Focus groups and interviews were held with a number of representatives across the Council to also understand any impact on different services as a result of Local Area Coordination. This included engagement with Neighbourhood Management, Adult Learning and Children Services.

• It was perceived that by providing clarity over the role to enhance the joined up approach, there could be benefits to other front line staff, such as Neighbourhood Officers, through the sharing of local knowledge, sourcing of volunteers and supporting communities most in need. However, it was recognised that better understanding of the role as to where Local Area Coordinators were focussed and their scope together with managing expectations was critical to enabling this.

• Children and Young People Services was engaged to explore the potential in the future to support younger individuals. It was identified that this would be worth reviewing as to whether the model could be transferred down with recognition that the support would be around both the young person and the involvement of family members. This would assist in establishing any gaps in current service provision to identify where Local Area Coordinators would be best placed to support.

## Local Area Coordinators

### What is expected to change?

- Local Area Coordinators are more engaged with their own community
- Increased workload to support dependent individuals (unintended negative)

### Recommendations

- Improve IT facilities to enable effective remote working
- Increase opportunities to engage on a more regular basis and sharing of bases
- Consider use of linking with local community leaders for peer support
- Develop a secure online forum for Coordinators to communicate online

The seven active Local Area Coordinators were each interviewed to understand the difference the service made to them together with reviewing the impact reported by individuals.

For Local Area Coordinators themselves, they were now more active in their own communities or had changed their perceptions towards others as a result of providing such a service. This shows how the principles of Local Area Coordination have also positively benefited those that are working with the individuals and have clearly been embedded into their working practices. Dependency was also recognised as a potential unintended negative outcome in a minority of cases due to the unique relationship developed with the Coordinator. Many of the Local Area Coordinators highlighted that this was a learning process that was improving the longer they were in the role and understood the warning signs.

Time spent travelling, recording data and IT were all raised by Local Area Coordinators. It was commented that non direct contact time with individuals could be reduced and data recording managed more effectively with increased IT facilities.

It was recognised in the interviews that the nature of the job is such that it results in Local Area Coordinators working on their own in the community, potentially leading to isolation of the Coordinator themselves. This still recognised that working in the community was seen as a positive way of supporting individuals. Derby City Council have established support mechanisms to mitigate this with a buddy system together with team meetings and planned supervisions with manager. This could be further enhanced through exploring practicalities to increase opportunities for Coordinators to engage with one another through sharing of bases in adjacent wards and would also support Coordinators when dealing with complex cases that could lead to the individual becoming dependent.

The development of a secure online forum for Local Area Coordinators to post comments and chat online would also enable them to discuss issues when working remotely – which is already being developed nationally. Local Area Coordinators could also link in with local community leaders for peer support embedding the Local Area Coordination principles.

## Derbyshire Fire and Rescue and Derbyshire Constabulary

### What is expected to change?

- Reduced call outs for Fire Service
- Reduced time and visits by Community Support Officers
- Reduced time spent by Police Officer coordinating response

### Recommendations

- Engage more closely at a strategic level
- Inform and encourage referrals to Community Safety Officers (CSOs) from Coordinators
- Increase information sharing and capture of introductions with Fire and Police Service

Local Area Coordinators were seen to be supporting CSOs to fulfil their role. This benefited the Fire Service as it reduced the risk of fire for the individual, ultimately reducing the likelihood of the Fire Service having to respond in an emergency. It was commented that as the Community Safety Officer could make introductions with the Local Area Coordinator leading the response, this saved both the time of the officer and the time of management as they did not need to intervene and provide guidance on these more complex cases.

In areas where Local Area Coordination is active, front line police officers were working with the Local Area Coordinators as part of the multi-agency approach on more complex cases. There was a perception that when a Coordinator was involved, they generally led the process, taking responsibility and linking in with the other agencies. Whilst this would not impact the police in terms of overall resources, it was cited that without the Coordinator, more time would have been spent by front line staff in coordinating a suitable response.

There is the potential through the support provided for Local Area Coordination to reduce instances of neighbour disputes and anti-social behaviour. The information in relation to cases where this had been realised was limited but highlighted future potential impact for the Police.

There are opportunities for increased information sharing and referrals to enable the Fire and Police Service to be aware of more high risk individuals. This involves both strategic and operational involvement with increased education and awareness to make best use of the services and roles to support individuals.

## Local Community, Councillors and Voluntary Sector

### What is expected to change?

- Access to advice and information reducing administration time
- Reduction in time spent promoting services
- Community members have increased sense of 'peace of mind'

### Recommendations

- Establish community engagement forums at a strategic level
- Provide more examples of introductions to increase promotion in voluntary sector
- Capture number of individuals volunteering with community groups
- Capture number of new community groups established or those maintained

Community groups, Councillors and local public services spoke positively about the impact of Local Area Coordination citing them as making a positive difference and acting as a 'catalyst' to help support the community.

For those referring into Local Area Coordination, including libraries, schools and more informal community groups, it provided a sense of relief knowing there was someone else 'to bounce ideas off' and discuss cases which were more complex. This was expressed both as personal relief for the community member but it was also recognised that by working with Coordinators it reduced administration time either through spending less time with a specific individual or through providing a contact to the Council.

Furthermore, it was identified that through the support of Local Area Coordinators, community groups could be maintained and grown as they helped to promote it to a wider audience and increase volunteers. This meant groups could continue to run effectively and would avoid having to promote the service in other ways, of which there was limited capacity to do so.

A number of stakeholders highlighted providing increased feedback in the community. Establishing community engagement forums at a more strategic level with Councillors and Community Leaders would improve accountability and promotion of the service. These meetings should be held through both existing meetings on a more formal basis, for example, neighbourhood meetings and through more informal 'gatherings' in the community, for example, coffee mornings, to provide a suitable platform to engage and proactively work with the community. This would support further embedment of community resilience and ensure the principles of Local Area Coordination complement and are being led by the community.

This would also enhance the engagement with voluntary groups and support in building further links providing clarity on how Local Area Coordination can work positively and support the voluntary sector.

## Other Stakeholders

### Recommendations

- Build strategic relationship with Derby Homes
- Develop relationship with Derby Direct
- Cross reference information with Derby Direct to establish those referred to traditional services
- Increase recording of introductions from First Contact

Other stakeholders engaged in the analysis included Derby Homes, Derby Direct, First Contact, Transition 2 and Derbyshire County Council.

On engaging with Derby Homes, it was recognised that there was a synergy between Derby Homes and Local Area Coordination in the objectives to support local residents from reducing isolation and integrating people into the local community. As a large percentage of

individuals were recorded to be Derby Homes Tenants, it is recommended that Derby City Council build strategic relationship with Derby Homes to link the two services further. This can be achieved through formalised meetings to provide feedback and identifying better joined up working with consideration for Derby Homes forming part of the induction for Local Area Coordinators.

To date, there had been limited engagement between Derby Direct and Local Area Coordination. There was the perception that by working in partnership with Local Area Coordinators, introductions could be made to Local Area Coordinators and diverted away from other mainstream services. In addition, the opportunity to co-locate Local Area Coordinators at Derby Direct on a rotational basis was also highlighted which could enable individuals calling to receive more support in the first instance without the need to refer on to other services. Co-location would also encourage the sharing of knowledge and raise the awareness of the service amongst Derby Direct staff.

It is recommended that these opportunities are reviewed further to assess the feasibility and understand any risks that it may pose for Local Area Coordination as a community based approach together with how these could be mitigated. A trial phase could be undertaken with an action learning approach taking feedback to establish effectiveness.

First Contact identified that they referred individuals to Local Area Coordinators on occasion. The service was seen as a useful resource and beneficial but by building on the work to date and providing greater awareness over the scope of the role, First Contact would utilise the service more.

Transition 2 were engaged as a college provider, funded by Derby College, as they support the aims of Children and Young People Services to enable young people with learning disabilities to prepare for adulthood. On engaging with Transition 2, the outcome in preparing for adulthood was already being realised for some individuals that had made connections in the community as a result of Local Area Coordination. Transition 2 also commented that it provided the opportunity at a strategic level to have support and work closely with the service to identify joint working.

Derbyshire County Council identified that the support and experience that Derby City Council had been able to provide during the implementation of Local Area Coordination in the county had been invaluable – reducing timescales and management time in setting up the service. For Derbyshire County Council, the added value was in the proximity of Derby City Council increasing the ease at which this knowledge base could be accessed. On a national scale, it demonstrates the importance of sharing experiences within the network and potential for 'partnering' with neighbouring boroughs to support one another at a more local level with the development of the service.

# Summary

The forecast analysis demonstrates that Local Area Coordination is delivering significant social value with up to £4 of value for every £1 invested. Further expansion of the service to 17 Local Area Coordinators across all wards, would see this value increase further with an increased number of individuals receiving the support.

This is the first analysis to better understand and value the impact of the service and demonstrate that Local Area Coordination is having a significant impact in local communities. Through the recommendations and increased understanding and promotion of the service, it highlights how Local Area Coordination can further support, complement and become embedded in the community working with the voluntary sector and a range of statutory organisations to enhance the local offer and build community resilience ultimately improving the health and wellbeing of residents.

The social value and key outcomes is reflective of the SROI forecast analysis for Local Area Coordination in Thurrock which demonstrates that overall the principles of the service are being applied successfully in two separate areas with similar overall headline outcomes.

The social value distribution demonstrates how the social value that is forecast is apportioned to each stakeholder. It shows that the majority of the social value and impact is for Level 1 and Level 2 Individuals. This highlights that Local Area Coordination is providing greatest benefit to individuals in the community by increasing their overall health and wellbeing – a priority for a number of the stakeholders engaged. This is more extensive for Level 2 individuals at 63% despite the lower number supported as the impact is greater for each due to the more in depth support.

In addition, it demonstrates that other stakeholders are also positively impacted themselves. 2.5% of the social value is directly for Health Organisations and 10.8% for Derby City Council. Public services as a whole including Derbyshire Fire and Rescue and Derbyshire Constabulary accounted for 13.9% of the social value. There is opportunity for this to be enhanced further through continued engagement and increased joint working. The wider community also benefits from Local Area Coordination with community groups forming to address need and benefiting from the promotion through Coordinators.

The engagement of stakeholders and review of the impact forecast has begun to raise the profile of Local Area Coordination and the difference it is making together with understanding how this can be optimised. Through the continued strategic and operational leadership of Local Area Coordination and the building of partnership working, the service can continue to expand and deliver benefits to more individuals. In addition, it can influence wider cultural change in the approach to services and enrich social capital in communities across Derby City.

# Acknowledgements

Derby City Council would like to thank Think Local Act Personal (TLAP) for their support in producing this report.

Derby CC has worked closely with TLAP on community capacity policy initiatives since 2012 and their health and wellbeing board was one of several that elected to evaluate TLAP's Developing the Power of Strong and Inclusive Communities: a framework to support health and wellbeing boards embed community capacity building within their local plans and strategies.

Building an evidence base for why we should invest in people and communities is critical and TLAP's continued support has enabled the SROI evaluation of local area coordination in Derby and the learning outcomes from both Thurrock Council and Derby City Council to be added to the growing body of evidence for investing in community capacity building.

Thank you to our staff, partner organisations and most of all to local people who agreed to take part in the evaluation.



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