

## **Transcript of video with National Voices about coaching and mentoring for ASC leaders from people with lived experience**

Sarah Dillon, Director for Adult Social Care, Telford & Wrekin Council: I would definitely recommend undertaking coaching with somebody expert by their experience. I think it asks you to ask yourself difficult questions and stretch yourself in terms of your understanding and your practice, actually, as a leader. Whether in fact you are truly involving and you're truly embracing the opportunities of listening to people who have used the services and not thinking that you have all the answers.

Aideen Staunton, Acting Head of Service (Partnerships and Social Care Operations) Coventry City Council: The higher you go up, I guess you become less familiar, I guess, with the people we support. So that's why the director felt, well actually, I was a good fit to trial this and give it a go.

I'm conscious that being a strategic role, that you don't lose sight of what you're actually doing and, you know, why you became a social worker, why you wanted to, I guess, work in adult social care with people. Because you can get a little bit removed from things. So I guess for me it was about getting back to that.

Keymn Whervin, Co-Production Manager, National Voices: My name is Keymn Whervin and I'm the Co-Production Manager here at National Voices and I have lived experience of being a carer.

Rachel Matthews: Hi I'm Rachel Matthews and I'm the Head of Experience at National Voices and I work in partnership with Kim.

Keymn Whervin: At National Voices we built a programme which we thought would help health and care leaders on how they embed strategic co-production or the voice of lived experience in their work. People with lived experience have been coached and trained to be coaches and mentors to system leaders.

Rachel Matthews: We work with the organisation to identify senior leaders who are interested in working with somebody who brings lived experience. In the past there tends to be a history of people having been involved in a fairly tokenistic way, so what we've done through Voices for Improvement is to try and set a different type of relationship and bringing together the power of two different types of knowledge and experience.

On one hand you have got the lived experience that people bring through, maybe something to do with a health condition, or maybe they had a caring role, which is what Keymn brings to this relationship, and then from the leaders' experience it's their learned experience they're gained through the system. What we think is that the sum of those two parts is greater.

Aideen Staunton: We had a pre-meet with my coach to discuss what type things we might... a bit of background, who I am, my experience.....similarly from the coach's point of view. Then we had three sessions roughly about an hour each session.

Rachel Matthews: we invite people to really think about what they want to get from a coaching and mentoring relationship with somebody who brings lived experience. People may identify particular areas of their work, the way that they lead, could be anything that they want to bring.

In the mean time we've been working with lived experienced partners to build their coaching and mentoring skills, hoping to move people towards a place of action, and in the background, what I do is, I would support Keymn any other lived experienced partners who are doing the coaching and mentoring so that they are supported too.

As we come to the end of that process, we bring everybody back together to do some sort of reflection and evaluation of do people get what they wanted, what's changed for them.

Sarah Dillon: We explored, in detail, what we were developing - what I was developing - in adult social care, and critically examined or got myself to question, the voice, the real voice of people with lived experience in that development.

We are all wanting to spread the influence of local people across the NHS, with integrated care board colleagues. So we wanted to set up a conference and Keymn helped me explore how I was approaching that, and my team was approaching it.

From working with Keymn, I got the benefit, the absolute importance of shared leadership with people with lived experience. And not just working alongside people, but enabling local people who've used our services, to actually lead the way.

They had the centre stage, they not just helped us develop the programme, but delivered it. They put things across from their own perspective and it helped us push the boundaries of that co-leadership with local people. So, not the statutory services saying 'this is what we need, this is what we're going to do' but actually local people with lived experience leading as well and sharing their knowledge.

Even being experienced in co-production to an extent, I wouldn't have looked at it in as much depth as talking to Keymn enabled me to do, and that meant that the people that we were working alongside with lived experience had a true voice, that we were able to give them the opportunity to speak with all partners in our place and tell their story from their perspective and therefore have a louder voice and a stronger influence as they should do.

Aideen Staunton: How do you engage and get more people involved? Some discussions I had as part of coaching was how we do that.

Following coaching I had a complaint brought to my attention. Actually the family member making the complaint almost had a really good critique of our services, so it was really useful learning, I guess, to understand it from their point of view.

So I discussed that with them directly and I thanked them and said I know it's a complaint, and we will deal with formally. However asked them about how they might want to become more involved in adult social care and we are always trying to engage more people, to get

newer people on board. So I guess just using some of those little examples and trying to tap into things that we were already doing and thinking a bit more creatively about engaging with others.

Sarah Dillon: I mean I think the benefit of the one to one coaching was it was a safe space to explore, sometimes, even the way that people like me might choose to describe something.

Aideen Staunton: It definitely felt a safe space, absolutely non-judgmental [it] absolutely felt safe to be able to open up and talk. As I said, our discussions, I guess the nature of the discussions, it was very open and honest from both parts and actually that felt very comfortable. So we didn't just stick to co-production, we went broader.

Keymn Whervin: In health and care, the leaders that we have coached, it's been easier for people to ask me more about race because they feel they've been able to ask that question on a one to one basis and how they could involve people from ethnic minorities in a more genuine way, and how they can invest and develop them to become local leaders.

So absolutely, and it's been said some of the sessions that they wouldn't normally be able to ask those questions in fear of thinking 'Am I allowed to say that?'

Aideen Staunton: I think with coaching it does challenge you to be more accountable, doesn't it? So rather than, you know, come up with kind of hypotheticals or theoretical things, I think what Keymn was very good at was holding me to account and saying well actually challenging me to think about 'how are you going to deliver on that?' Rather than talking globally and broadly, challenging me to put some actions into place.

Sarah Dillon: Also, Keymn was very good at setting me tasks and then when we met the next time, really holding me to account, whether I'd achieved those tasks and if I hadn't, what were the drawbacks, what is the art of the possible next time, so that it's a continual drive to improvement about co-production.

Rachel Matthews: The problems that are facing health and social care are just too complex for a single group to try and solve on their own and we need to be far more collaborative. I think what we're doing with the coaching and mentoring relationship is showing that you can build it as a relationship of equals. There's a lot of power in the system and we need to understand how each of us holds power in different situations, how we might want to shift and move that around, and how we can acknowledge that more fully, and work with it rather than it being something that can often derail our good intentions around collaboration.