

Camphill Families and Friends

Supports the work and life of the residents of Camphill communities and their families and friends

Lessons Learned - from a series of meetings entitled Practical ways of meeting the challenges of Camphill.

The main challenges to Camphill are:

- The need for managers to maintain the Camphill ethos and the shared living and working characteristics of a Camphill community.
- The need to retain as much as possible the role of co-workers and to empower co-workers by inclusion in decision-making.
- The tensions between community living and personalisation, especially in a context of strong regulatory supervision.
- The need to incorporate all stakeholders, including family partners.

Practical ways of meeting the challenges to Camphill

Management - Merging two cultures, developing a management style for Camphill

1. The integration of standard management practice and Camphill's culture, while not easy to achieve, is certainly possible and necessary but it takes a change in approach on both sides and a great deal of mutual respect.
2. A standard management style based on authority benefits by the introduction of sensitive, lighter person-management based upon trust, openness, listening, discussion, influence and an understanding of Camphill's ethos. Similarly there needs to be a genuine recognition among Camphill co-workers and employees of the benefits of management and of the responsibility and accountability of the manager towards trustees and external authorities.
3. Communication, communication, communication. This is absolutely essential in the context of a highly complex Camphill community and ethos. Consultation is necessary on everything, especially key decisions.

Management - Managerial techniques and attitudes

1. Each community needs a leader (usually a manager) or a group to guide it through the current challenges.
2. Managers and the community benefit by working together, both with a management group, which is essential, and also with the community members in general.
3. It is important for all to acknowledge that a Camphill charity or community is a business which must succeed financially as well as in other ways. The success of the business comes first. Income must be enhanced and expenditure reduced to a minimum by modern managerial techniques such as effective financial controls. For instance workshops, as well as being assumed to exist as a normal aspect of a Camphill community, need to be financially effective as well as being geared to the needs of residents and outside users.

4. Managers need to be proactive, not reactive as in the past, in ensuring that co-workers and employees and other relevant parties are fully conscious of the demands of CQC, commissioners, other regulators and government initiatives in all areas.
5. Not only managers but also the whole community need to be conscious of the need for good relations with outside agencies.
6. A thorough awareness/audit of skills is required among co-workers and employees so that capacity can be built within the community.
7. Managers need to ensure that co-workers and employees are fully trained in all aspects and skills of social care and in relevant management techniques. Some training can be in-house and the rest externally provided. In-house mentoring is also very helpful in developing skills etc.
8. It is also important to build confidence, as well as skills, among co-workers and employees.
9. It is important that the manager and community know where they fit within the wider local community and to build trusting and helpful relationships with local people and organisations. "Positive marketing" needs to take place at a local level.

Management - Community aspects of management

1. Mentoring by an external Camphill/anthroposophical mentor is very helpful for general and other managers who do not have Camphill experience. Peer mentoring by the manager of another Camphill community is also most helpful in providing advice and encouragement and in sharing experiences of the community context.
2. Anthroposophical training is necessary for managers and employees if they are not already familiar with the Camphill ethos.
3. There needs to be a sharing and a balance between anthroposophical and conventional social care practices. There is also great benefit in a balance in the sharing of roles between purely managerial techniques and the distinct Camphill practices that create a successful community life.
4. Communication needs to take place at many levels, not only with a management group but in other forums of co-workers, employees and residents. This might be difficult at first because of great fear and a lack of confidence among co-workers and employees but persistence and patience are needed.
5. The recruitment process should emphasise the anthroposophical and values-driven nature of the charity and community.
6. Careful discussion and consultation is needed about what works and should be kept and what doesn't work and should be dropped. All parties should be prepared to drop some practices.
7. Managers need to be fully and proactively aware of, to seek out, to listen to and to give attention to the needs and expectations co-workers and employees. Person-management skills are crucial. 'The best way is to stand together.'
8. Modern young people, both short-term and long-term co-workers, have different needs and expectations from those of older co-workers. These need to be particularly considered and catered for by management as they are the future.
9. Succession planning is essential as older co-workers retire and young co-workers enter the communities.
10. There is much benefit to be gained by managers and communities in pursuing closer relations with neighbouring Camphill communities as they can learn from one another and enhance inter-community co-operation.
11. It is recognised that, where there is a traditional management group with no named manager, there is a particular need to develop managerial skills and responsibilities and accountability. The anthroposophical method of management development, Ways to Quality, can be a very transformative influence.

12. It was felt that Camphill communities would benefit from the greater support and direction that would become available if the England and Wales region were organised more effectively, like Camphill Scotland.

The role of co-workers, shared living and community

1. Community and shared living are seen as essential aspects of Camphill by co-workers, residents and residents' families. It is possible to retain these essential characteristics in a modern style while also introducing more diversity of living arrangements.
2. Some communities successfully maintain traditional houses as homes with both separate and communal facilities for five or so residents, using employed staff and young co-workers.
3. Several communities successfully combine needs-based co-workers, employed former co-workers and employees who have never been traditional co-workers, although developing different working patterns and conditions can sometimes be difficult.
4. One of the main changes in the life and role of co-workers is the demise of traditional community self-regulation by co-workers.
5. Younger long-tem co-workers do not have the same attachment as older co-workers to the older ways such as self-regulation. They are interested in more modern forms of community with greater space and freedom for themselves, an outward- looking approach and a more accepting attitude to management and regulation. They often prefer to be employed rather than needs-based. They require equal treatment and consideration by all community members.
6. It needs to be acknowledged that many co-workers, especially those with young children, need more time and space of their own than formerly. It also needs to be realised that co-workers living in close proximity to residents can be very vulnerable under current safeguarding policies and attitudes.
7. One very thorny issue is the nature and name of co-worker. Many co-workers, especially younger ones, are choosing to become employed and to live outside the community. While there are some legal and philosophical differences between needs-based co-workers and those who decide to become employed, it was felt that there is no essential difference in their essential intent and motivation, even if they live outside the community. Employed former co-workers, as well as employees who have never been co-workers but who are inspired by Camphill and by anthroposophy, are effectively the same as traditional needs-based co-workers, therefore need to be recognised as such. They might all be identified by the name *co-worker*, this being based upon their intent and motivation, but if another name is applied, such as *Camphill colleague*, then it is still important to recognise that they are all equal.
8. There is an increasing and special place in Camphill for employees who have never been co-workers but who are attracted from the outside by Camphill's ideals to be employed in communities in both living and working situations. For instance, in one community there are nine workshops, eight of which are run most successfully in every respect by such employees. These employees can be just as dedicated, committed and effective as the best traditional co-workers. Most are very receptive to training and study of Camphill's principles and practices through regular meetings and other activities. The anthroposophical training of employees is crucial. Employees are not the "dark side", threatening traditional ways, but a real and positive force for good.
9. There are currently proposals (*Three Perspectives*) to develop the role of the co-worker community in relation to the organisation in which it exists.
10. There is currently a "new era of community", including a call to develop a wider, extended concept of community to include those other than need-based co-workers and people with learning disabilities.
11. Community ethos, principles and practices will not maintain themselves. They need to be reinforced constantly by study, training, specific meetings about ethos, such as *Nurturing Camphill* meetings for young co-workers.

Personalisation

1. Merging personalisation with Camphill practices is perfectly possible. Each person's goals and hopes can be achieved within the context of the community in which they live.
2. Residents need to be inspired to take part in community activities. Co-workers are very good at doing this in a non-paternalistic and personalised way. For instance, when TV is introduced, it has been found that before long a range of successful community based alternative activities develop as an alternative to TV.
3. Person centred plans, with circles of support drawn from family, friends and community, have been a feature of some communities for some time. They need to be pursued for all. PCPs always need to be based in the reality of the setting which people live, whether it is the family or an intentional community. PCPs can bring out unexpected talents and opportunities for residents.
4. There is a fear that personalised budgets, which are not yet in operation throughout the country, will be effectively funding cuts.
5. Plentiful communication and listening, an emphasis on full inclusion and an open door policy are all important in developing personal outcomes as well as community outcomes for residents. Residents invariably appreciate regular and frequent house meetings, companions' own meetings and community wide forums, all of which foster community as well as personal involvement.
6. There are many opportunities open to residents to work and socialise with people with and without learning disabilities outside the community. These should be heartily pursued according to individual and collective choice.
7. Self-advocacy groups both inside and outside the community are especially important in increasing personal confidence and skills in residents.
8. Training and study themes for residents that emphasise changes in both personal and community outcomes and benefits are also essential in this development.
9. Sharing in the management of the community is an important part of personalisation that Camphill has often highlighted. Taking part in interviews of new residents and staff, attending working groups on community developments, sitting on official committees up to the highest level and being brought into management decisions are all necessary and desirable.
10. Collective buying/spending, with the agreement of individuals, is possible in the form of individual contributions to shared budgets for such facilities as transport, social activities and holidays, although individual choice also needs to be catered for if preferred.
11. It is felt by managers that the external agencies recognise the validity of an intentional community setting within which personalisation can be successfully pursued.

Family Partnerships

1. Managers realised the importance of partnership working and need for the much greater inclusion of families as stakeholders than there has been in the past. There is a recognition that the family voice must be heard.
2. Several communities already involve families in community forums and so on. Some are developing proper partnership working with families. Family Partnerships can effectively express a collective view which can enhance community decision-making and major developments. Family Partnerships can strengthen the community and extend its effect. There is also a realisation that families need to talk to one another and that Family Partnerships are an ideal way to do this.
3. Families are at the heart of government policy in adult social care world and partnership working is seen by outside agencies to be very good practice.
4. Communication is as essential between communities and families as it is elsewhere. One good idea was to develop, possibly in a partnership context, a written code of understanding between communities

and families about the communication of important matters concerning individual residents. As it is, there is a lack of clarity and confidence, even a reluctance, to do this effectively on both sides.

5. It was recognised that siblings are becoming increasingly important and that they need to be brought into the equation through special encouragement.

Conclusions

Management

- It is perfectly possible to merge standard management practice with Camphill culture as long as there is mutual respect and recognition.
- Modern managerial, business skills and techniques have to be proactively developed, especially training in modern methods. This is best done with a good understanding of Camphill principles and practices, the needs and expectations of co-workers and employees and a recognition of the need for all to work together.
- Communication is especially important throughout all these changes.

The role of co-workers, shared living and community

- Community and shared living and working can be developed in a modern and diverse style.
- There is a recognition of greater diversity and the need for equal consideration between older and younger co-workers and between needs-based co-workers, employed former co-workers and other employees, who are all part of the changing pattern of Camphill life and community.
- There is a call for a new, wider concept of community.

Personalisation

- Personalisation is perfectly achievable within the context of a Camphill intentional community.
- Person centred techniques, self advocacy and training can create opportunities and draw residents into newer fields of activity inside and outside the community.

Family Partnerships

- Family involvement is developing more strongly in Camphill communities and family partnerships are recognised as an effective form of co-operation and support.

Our relatives who live in Camphill intentional communities are our main concern. The main lesson that we have learned from these meetings is how their interests can best be served. This is done by keeping the essentials of Camphill's ethos of shared living and working, by maintaining the special roles of anthroposophical co-workers, employees, residents and all other stakeholders, including families, whilst simultaneously embracing the need for modern governance and management and the requirements of external regulation. Such a task is difficult and complicated. Camphill communities are at various stages along the road to achieving such a combination. We encourage all parties to press forward with this optimistic but realistic task.