

Subject: Changing Futures Update

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Summary

- In July 2021, Westminster was awarded 3 years funding of £3,280,000 to deliver the Changing Futures (CF) Programme.
- This report will provide the Committee with an update on the mobilisation of the ambitious programme designed to drive improvements in how we help people who experiencing Multiple Disadvantage.

1. Background

- 1.1 The Changing Futures programme is a £64 million joint initiative by the Department for Levelling Up, Housing and Communities (DLUHC) and The National Lottery Community Fund.
- 1.2 The Ministry of Housing, Communities and Local Government announced Changing Futures as a new programme designed to test innovative approaches and deliver lasting change in the way that local services work together to respond and to help people who experience multiple disadvantage. This is defined as including a combination of homelessness, substance misuse, mental health issues, domestic abuse, and contact with the criminal justice system.
- 1.3 Westminster's bid centred on a programme of work that achieves a more joined-up, person-centred approach to local delivery, commitment to making long-term and sustainable change that delivers improved outcomes for individuals experiencing multiple disadvantage – improving both outcomes and value for money, by addressing issues early and in a joined-up way.

2. Westminster objectives - the people we work with

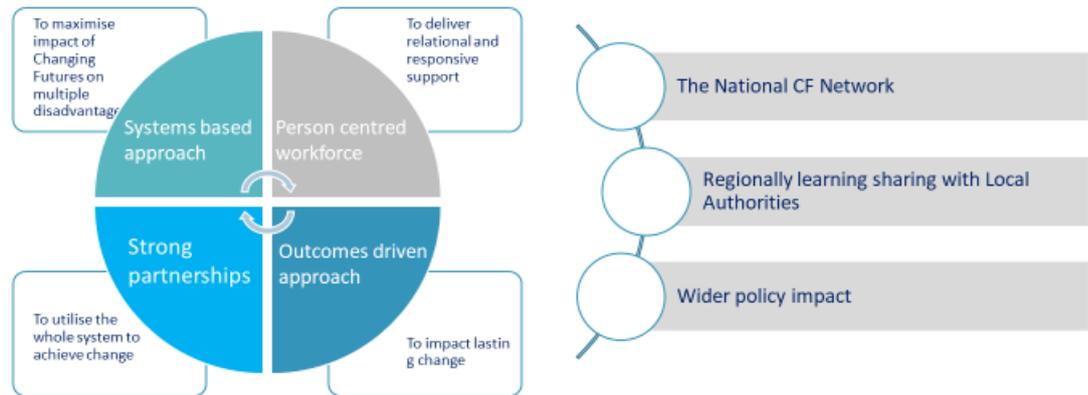
- 2.1 The delivery of Changing Futures will put in place a significant programme of operational activities designed to help improve the lives of people in the city who experience severe and multiple disadvantage. Further development of this work is

expected to realise the significant benefits of improving the lives of vulnerable people and the avoidance of serious negative outcomes, e.g., in relation to health, homelessness, offending, etc, as well helping to manage demand for reactive interventions, e.g., emergency homelessness responses, hospital attendances, etc. and reduce the overall associated costs across the public sector.

- 2.2 Changing Futures funding will enable capacity for WCC to work in partnership with statutory and voluntary services at both strategic and operational levels to redesign the system, taking a whole-person, whole-systems approach that will improve outcomes at an individual, service and system level.
- 2.3 Changing Futures is expected to significantly enhance partnership efforts to improve the collective response to help people, improve outcomes and greater efficiency through collaborative planning and delivery. Changing Futures will also seek to establish a partnership programme of activity on a sustainable footing by creating the structures to join up planning and delivery with partners' and mainstream resources beyond the end of external funding for the programme at the end of March 2024.
- 2.4 There is a strong focus on the delivery plan demonstrating how we will work with clients with lived experience (experts by experience). This includes how their roles can inform system change that creates future services that are co-produced, accessible, and designed for people who know from their own experience what works or did not work and how they will support changes to the system.
- 2.5 Our ongoing work will consistently meet the delivery principles of,
 - strong cross-sector partnerships.
 - coordinated and flexible support (a 'no wrong door' approach).
 - central involvement of people with lived experience.
 - trauma informed approaches.
 - commitment to lasting systems change.
- 2.6 Westminster will deliver several pilots with each activity setting out how it contributes to the overall programme objectives. Through our work we will support our ambitious systems change plans by setting up the infrastructure that will lead to sustainable change in the way our system operates for people experiencing multiple disadvantage.

Changing Futures – Westminster’s Objectives

The purpose of this programme is to improve outcomes for the young adults with multiple disadvantage and improve value for money



30

3. Overview of the delivery plan

- 3.1 The purpose of the WCC delivery plan is to detail our aims for the theory of change and how our proposal will improve outcomes for adults experiencing multiple disadvantage.
- 3.2 The WCC programme’s focus is young adults (18-25) experiencing multiple disadvantage but additionally MHCLG encouraged WCC to consider including cohorts outside the age profile we originally set in our expression of interest.
- 3.3 Westminster will deliver several workstreams with each activity setting out how it contributes to individual, service, and system level outcomes.

Workstream 1 – Specialist Team

The problem, young adults feeling lost in the system without a point of contact, difficulty accessing support services due to engagement, criteria, or awareness of what's available.

The proposal: Recruitment of a specialist team, working within family services to target circa 50 clients each year, who will be navigators for young people in this cohort to have trusted, long term, reliable support. Professionals will have key contacts for access to services, wider workforce skilling, learning and cohort feed into strategy and future service improvements.

Targets include the employment of a specialist team who consist of specialist social workers, peer mentors, clinical psychologists who aim to lead assessments each year with young people, develop individual action plans and report on how young people will gain independence from services, breaking the cycle of impacts for this cohort.

Workstream 2 - Workforce Development Plus

The problem, mixed understanding of multiple disadvantage across partners, mixed understanding of systems changes, mixed understanding of service user involvement, opportunity for support workers to deliver services where secondary services cannot meet the needs, they have the relationship but need training.

The proposal: Training programme for core staff and key partners, focus on multiple disadvantage, systems leadership, service user engagement, wider training offer to other actors in the system, youth services, probation etc. core staff and services become highly skilled in these areas, wider system access to high quality training, organisations are supported and skilled, leading to improved support for all clients interacting with the system.

Targets include a greater staff knowledge and ability of the staff across all sectors to work comprehensively with this cohort, key stakeholder training, Improved wider system capabilities for multiple disadvantage work. Stronger networks, trust, and respect across staff in the system and to increase effective delivery across services.

Workstream 3 – Churchill Gardens

The problem, managed by the Housing Directorate and a place based piece of work across the Churchill Gardens Estate to target residents who are at risk of homelessness, significant mental health issues and domestic abuse.

The proposal: Housing Management will lead a place based assertive outreach project that will deliver a 'strength based' programme of work with coaches to support residents who experience multiple disadvantage and that focuses on individuals who can be supported to improve their well-being.

Targets include to establish a team who will be based within the local community, linking clients in with local resources and opportunities. Testing a new approach to support work for this client group through delivering longer term, trauma-informed, proactive, and persistent support to improve outcomes, with a focus on tenancy sustainment, reductions in rent arrears and ASB complaints.

Workstream 4 – Enhanced Housing Offer

The problem, limitations to the access of emergency housing for 18-25, temporary accommodation and placements can quite often be within an environment for a much older age group, offending/support options are limited for this cohort, limitations on accommodation that is person led and agencies e.g., probation, mental health and substance misuse have said much of their time is spent working on housing solutions detracting and limiting the support offer to this cohort.

The proposal: Facilitate options for rapid access to accommodation, engagement with support

needs for clients that improves as young people have a suitable and stable home, agencies can spend more time focusing on core support activities, improved outcomes for young people experiencing multiple disadvantage.

Workstream 5 - Change Resistant Drinkers (Blue Light)

The problem, rough sleepers who are known dependent drinkers, pattern of not engaging with or benefiting from alcohol treatment, high impact on public purse, health (A&E, ambulance), social care (safeguarding), criminal justice/ASB/ DV, 999 calls, housing, and homelessness agencies, and mainly due to multiple use of individual services in a chaotic way without the needs of the person being met.

The proposal: The Alcohol Concern protocol provides a practical toolkit of how to work with this group effectively. Support packages centred on holistic, intensive assertive outreach, a multi-agency management group to guide and support the work, circa of 30 clients who will be a wider cohort and not only 18-25yr olds, multi-agency management group to guide and support client group, reduction in high, chaotic use of services, ASB and crime, improved communication between services.

Targets include establishing a specialist worker who will lead this programme supported by a 'Blue Light Board' overseen by our bi-borough safeguarding team who will measure and support the delivery of services that increase the health and wellbeing outcomes relating to the cohort, and achieves the reduction in ambulance use, necessity of A&E interventions, full health diagnosis for the cohort and the reduction in mortality/serious illness for this group. Reduce interaction with the Police, reduction of shoplifting offences and ASB.

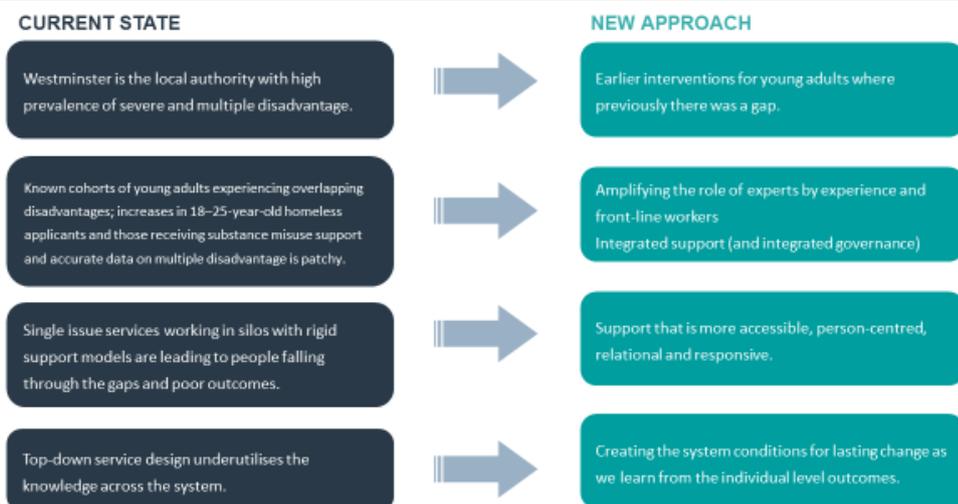
- 3.4 In addition to the workstreams detailed there is a requirement for Westminster to establish local operational partnerships, strategic partnerships, and a robust governance structure for the programme. Partnership working across local agencies and strong local leadership is essential to the programme delivery.
- 3.5 A senior level Multiple Disadvantage Systems Change Group has been established with participants who include WCC, Police, probation, NHS, third sector organisations. This group will oversee the project strands; problem solves arising issues through a system thinking lens, will develop joint principles and outcomes and embed learnings across services. This group will aim to achieve,
- A consistent group of leaders from relevant agencies who come together to meet on a bi-monthly basis throughout the course of the Changing Futures programme.
 - Agree a set of shared principles and outcomes regarding system change for adults with multiple disadvantage.
 - A multi-agency community who will implement system change and improve wider system capabilities across the sector.
 - Local outcomes that reflect local context.
 - Outcomes tailored to the specific characteristics of different cohorts.

- Outcomes that help us understand systems and impacts on services and wider local communities.
- Tracking outcomes for individuals beyond the life of the project.

3.6 WCC will ensuring that what we gather tells us about change at multiple levels and meets the detailed project plan attached at appendix A.

3.7 The evaluation framework for Changing Futures will include understanding the change in people and systems and whether this represents value for money. With a focus on local priorities, the context for individuals, services, and systems and drivers for successful outcomes and our learning that is capture and shared.

What makes Changing Futures Different?



2

4. Finance and Governance

4.1 There are ring-fenced budgets that restrict funding to the core activities detailed in the delivery plan. Financial controls and all aspect of the overall governance framework will have oversight by the elected member responsible for the programme. Sound systems of internal control and the financial and operational management will be in place including the management of risks.

4.2 Regular programme updates, including opportunities or risks, will be reported at regular Cabinet Member briefings and to the Strategic Board to ensure visibility and robust budget monitoring and reporting in line with the signed MoU between DLUHC and WCC. The Strategic Board will work to support a cross agency approach and help to champion the work externally.

4.3 Social value considerations within the Changing Futures programme are expected to achieve social value through the delivery of assistance intended to improve

circumstances and outcomes for vulnerable people. Further consideration of the opportunity to create additional social value will be considered as part of the procurement of services.