Rochdale Borough's Changing Futures Model

What is Changing Futures?

At the 2019 Spending Review, the government announced a new **Shared Outcomes Fund.**

This fund is to test innovative ways of bringing together the public sector to address cross-cutting issues and drive the modernisation of public services.

£46m of this fund has been committed for **Changing Futures** to improve the way that systems and services work to support individuals.

Changing Futures aims to improve outcomes for adults experiencing multiple disadvantage, with a focus on individual, service and system levels.

- **Experiencing Multiple Disadvantage, three of more of the following five:** homelessness, substance misuse, mental health issues, domestic abuse, and contact with the criminal justice system

- **Most excluded adults locally - for whom current systems of support are not working**

- **Placing high demand on local services**

- **Consideration to wider inequalities, protected characteristics, and targeted interventions**

Aims

Focus on driving lasting systems change is central to the programme:

• **Individual level:** stabilise and improve outcomes for local cohorts of adults experiencing multiple disadvantage

• **Service level:** greater integration and collaboration across local services to provide a person-centred approach, and reduced demand on 'reactive' services

• **System level:** Strong multi-agency partnerships, governance and better use of data leads to lasting system change and informs commissioning and government policy
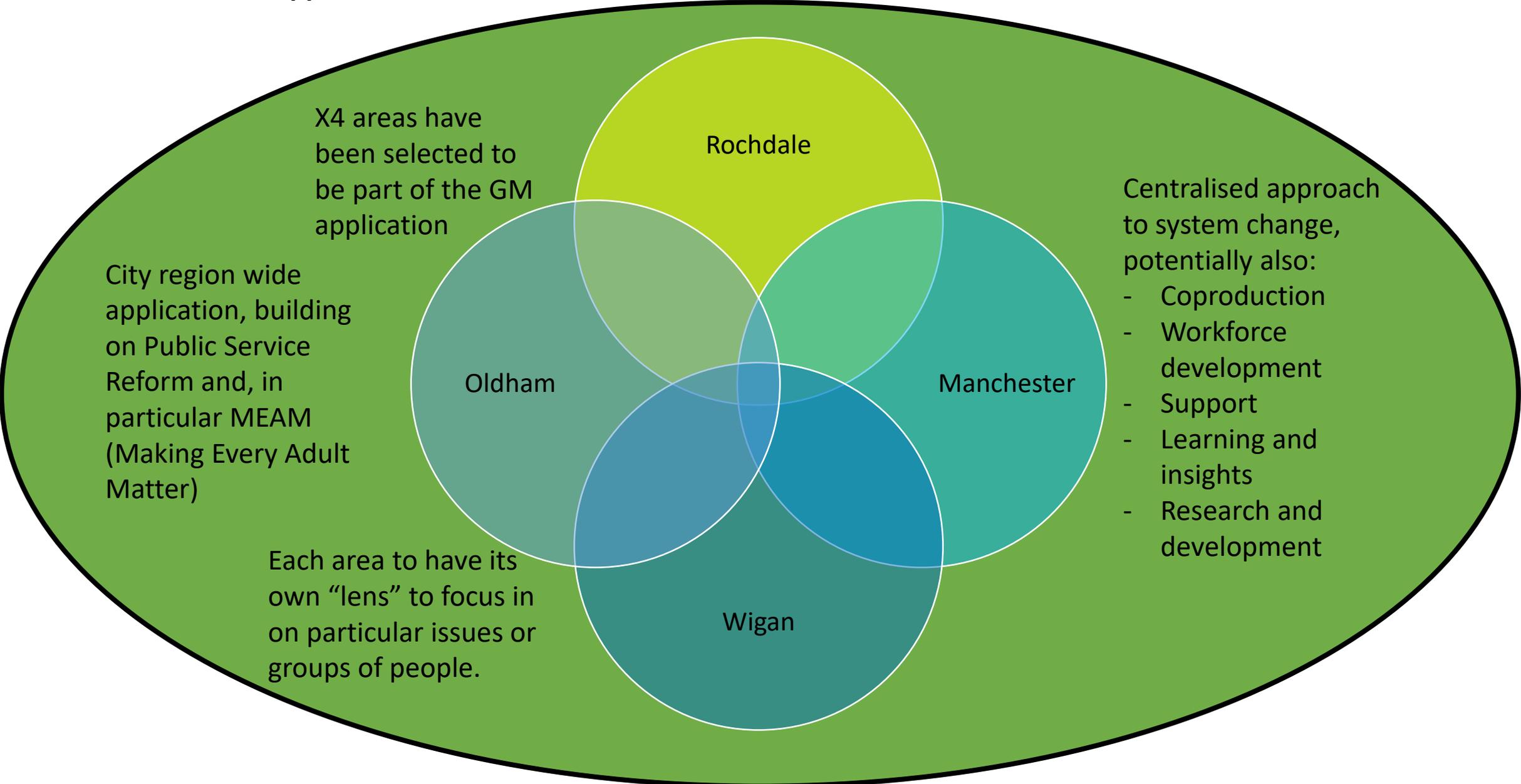
Areas should:

• take account of, and build on, existing transformation work, and ongoing integration and reforms

• Focus on long-term and transformational change

• Think about improved data systems, genuine co-production, stronger multi-agency partnerships and governance, service integration, workforce development, joint commissioning

Core Delivery Principles

1. Work in partnership across local services and the voluntary and community sector at a strategic and operational level;

2. Coordinate support, and better integrate local services to enable a 'whole person' approach;

3. Create flexibility in how local services respond, taking a system- wide view with shared accountability and ownership and a 'no wrong door' approach to support;

4. Involve people with lived experience of multiple disadvantage in the design, delivery and evaluation of improved services and in governance and decision making;

5. Take a trauma-informed approach across local system, services and in the governance of the programme;

6. Commit to drive lasting system-change, with long-term sustainable changes to benefit people experiencing multiple disadvantage and commitment to sustain the benefits of the programme beyond the lifetime of the funding.

Greater Manchester's application:

X4 areas have been selected to be part of the GM application

City region wide application, building on Public Service Reform and, in particular MEAM (Making Every Adult Matter)

Each area to have its own "lens" to focus in on particular issues or groups of people.

Rochdale

Oldham

Manchester

Wigan

Centralised approach to system change, potentially also:
- Coproduction
- Workforce development
- Support
- Learning and insights
- Research and development

Rochdale Borough's Changing Futures Delivery Model:

Individual delivery model: Action which focuses on doing whatever it takes to improve life circumstances (immediate, medium and longer term)

Supported by existing (well developed) **multidisciplinary team(s)** – coordinated and with a flexible problem solving fund

Reform and integration – **system** level change driven by system wide **data** and individual / collective **lived experiences**
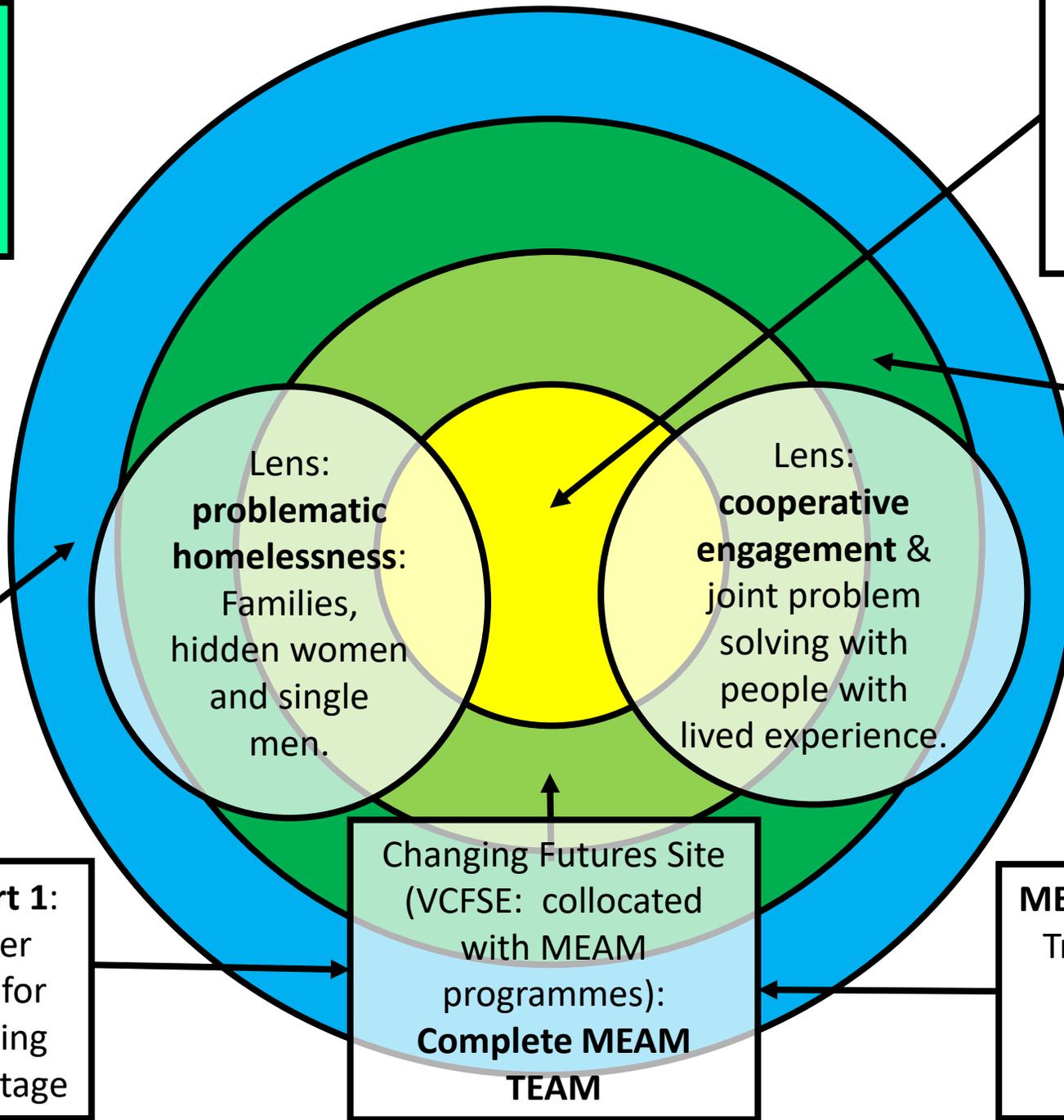
Lens: **problematic homelessness**: Families, hidden women and single men.

Lens: **cooperative engagement** & joint problem solving with people with lived experience.

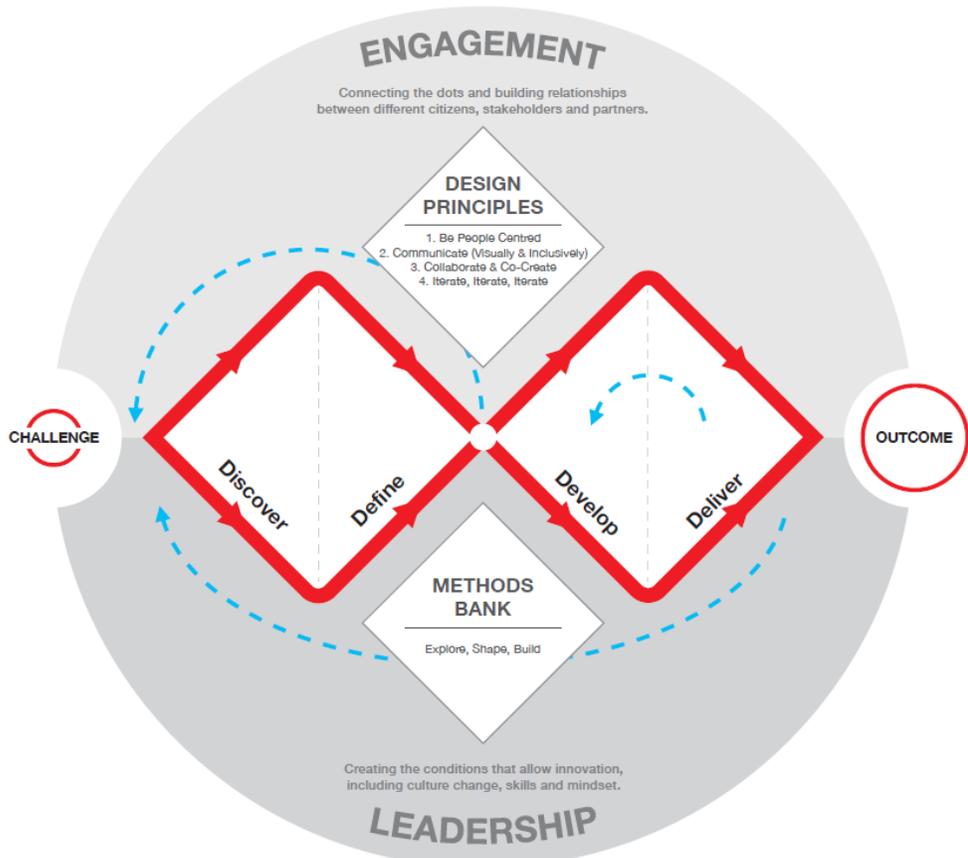Changing Futures Site (VCFSE: collocated with MEAM programmes): **Complete MEAM TEAM**

MEAM TEAM part 1: Bringing together Council services for adults experiencing multiple disadvantage

MEAM TEAM part 2: Transformation of housing and homelessness services

The Cooperative Engagement lens...

Rochdale's approach to Cooperative Engagement has been developed by Action Together, through The Cooperative Council Innovation Network Policy Labs. It applies the Design Council's double diamond method to involving diverse groups of people in our local system transformation and reform programme.

Participatory programme to integrate and reform local delivery model(s) to better meet the needs of adults who have experience of multiple disadvantage.

Bringing together the Safeguarding Board Voice programme, GM's MEAM / (hopefully) Changing Futures and Rochdale borough's Collaboration Networks (developed through the Cooperative Engagement Strategy).
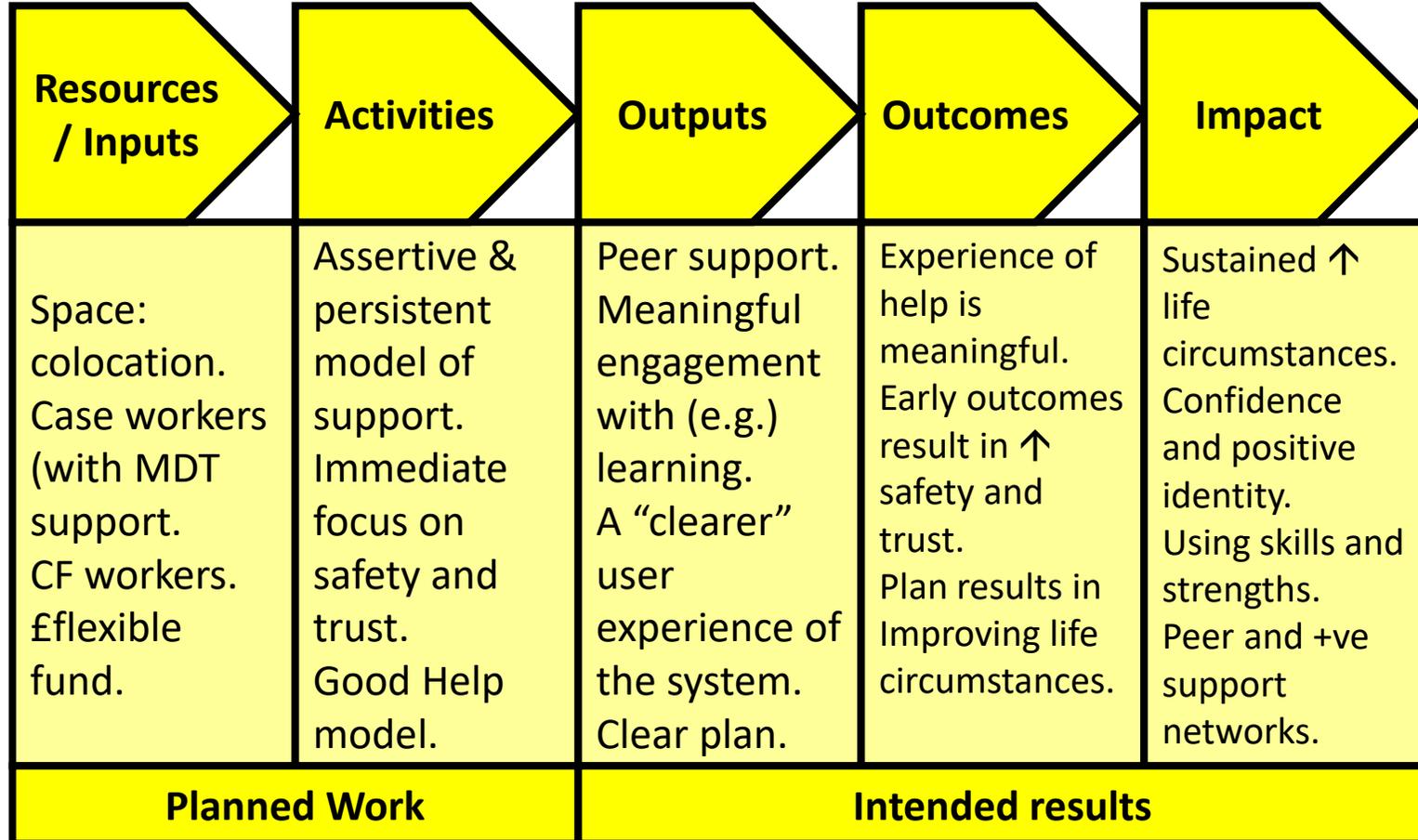
Action

- Undertake **desktop review and summary** of existing evidence to support initial priorities from people with Lived Experience of Multiple Disadvantage (Lived Experience).
- Take proposal to Safeguarding Board, as part of a wider piece of work for local **Collaboration Networks**
- **Engage people** with lived experience. Through multiple forums and methods. Agree priorities, frame and methods.
- With wider group of partipants (e.g grassroots groups), undertake **Cooperative Engagement FRAME** and agree programme of wider community engagement
- **Engage with front line worker**s (those "in scope", those "mapped" and those who work in partner organisations).
- **Engage with system leaders** through PSR steering group; Leadership Network.
- Agree priorities, metrics and plan for legacy - for this work to become a **Making Every Adult Matter Network** linked to the Safeguarding Board once this work is complete.
- Commence Test of Change project; **gather evidence and synthesise** / review with groups listed above
- Adding lines for each project as it comes on line ("prevention" review / ToC, homelessness transformation, changing futures, Community Champions legacy)
- Undertake workforce development (linked to Greater Manchester **MEAM Trauma informed training pilot**, which has identified Rochdale Borough as a pilot site)
- Link to **Changing Futures Bid** (and, hopefully, programme)
- Agree and submit **recommendations for future delivery model**, linked to all the mapped services as well as the core.
- Engage with **formal consultation** on proposed model
- Convert this participatory work to a legacy project working towards a local **MEAM collaboration network**

| INDIVIDUAL | Transformation and integration across adults, children's housing and neighbourhoods means we have some good outcomes at a case level but this is not consistent across the local system. |

People experiencing multiple disadvantage are subject to too much "failure demand" - too many services not adequately set up to address multiple issues.	**Resources / Inputs**	**Activities**	**Outputs**	**Outcomes**	**Impact**	Part of a wider programme of reform. Risks and opportunities. Inform and enable wider "test of change" response programme and reformed prevention services.
	Space: colocation. Case workers (with MDT support. CF workers. £flexible fund.	Assertive & persistent model of support. Immediate focus on safety and trust. Good Help model.	Peer support. Meaningful engagement with (e.g.) learning. A "clearer" user experience of the system. Clear plan.	Experience of help is meaningful. Early outcomes result in ↑ safety and trust. Plan results in Improving life circumstances.	Sustained ↑ life circumstances. Confidence and positive identity. Using skills and strengths. Peer and +ve support networks.	

| **Planned Work** | **Intended results** |

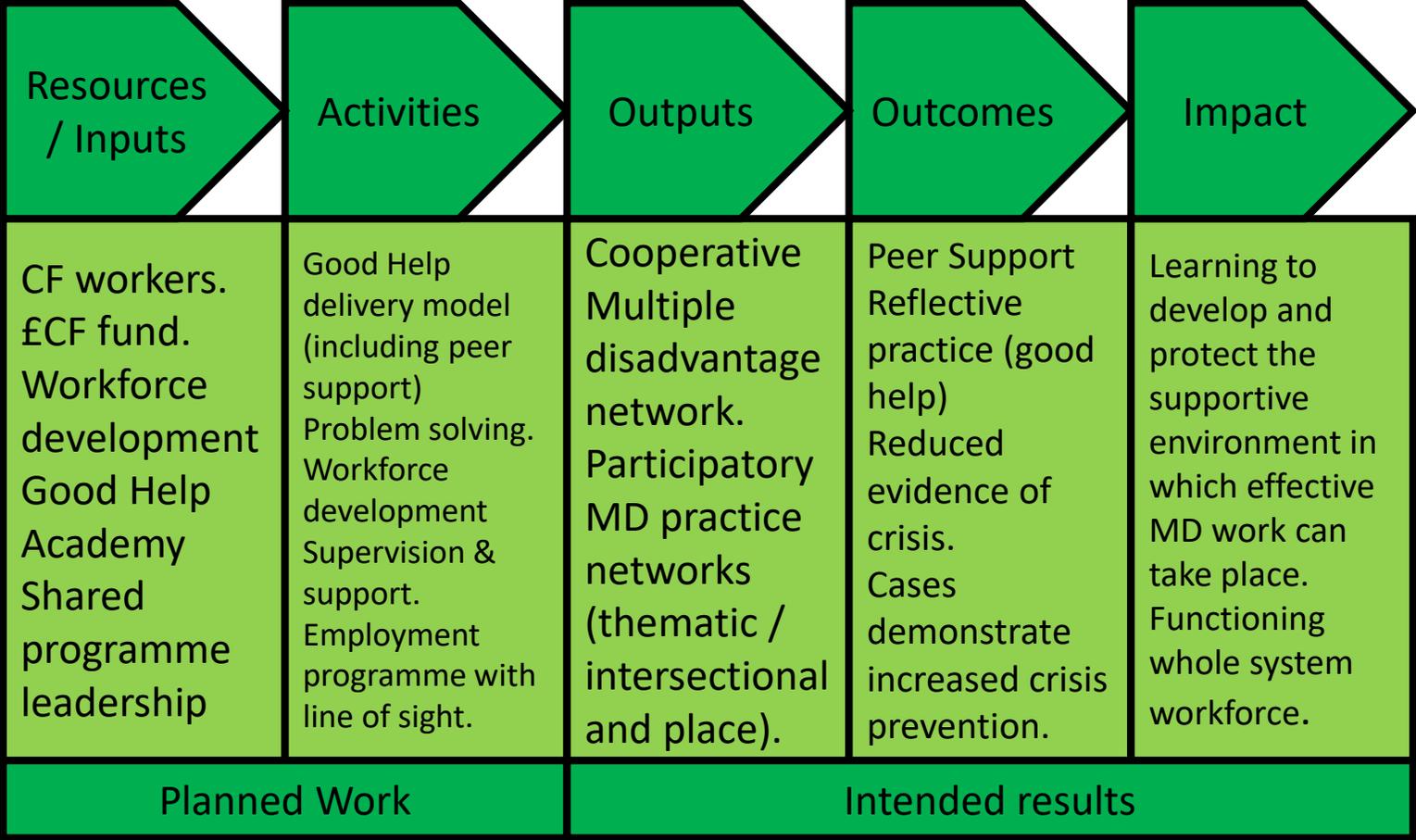| **Assumption**: Activities lead to ↑ safety & trust (based on evidence) | **Evidence**: Role informed by MEAM led evidence: "navigators" | **Assumption**: middle and senior leadership will support. | **Assumption**: participatory action will continue to support. |

THE WORK	Integration across adults, children's housing and neighbourhoods includes a well developed network which spans many traditional boundaries. This programme would build on that, moving from a network of good will to a whole system Good Help operating model and policy.

There are some good examples of service integration, following the MEAM definition. However work needs to be done to enshrine this as "normal" rather than "pilot" practice within a supportive environment.

Resources / Inputs	Activities	Outputs	Outcomes	Impact
CF workers. £CF fund. Workforce development Good Help Academy Shared programme leadership	Good Help delivery model (including peer support) Problem solving. Workforce development Supervision & support. Employment programme with line of sight.	Cooperative Multiple disadvantage network. Participatory MD practice networks (thematic / intersectional and place).	Peer Support Reflective practice (good help) Reduced evidence of crisis. Cases demonstrate increased crisis prevention.	Learning to develop and protect the supportive environment in which effective MD work can take place. Functioning whole system workforce.
Planned Work		Intended results		

This programme is part of a process of local reform, which provides an opportunity for this work to directly to inform and enable wider system change, beginning with prevention services.

Evidence: What makes an effective multiple disadvantage navigator.

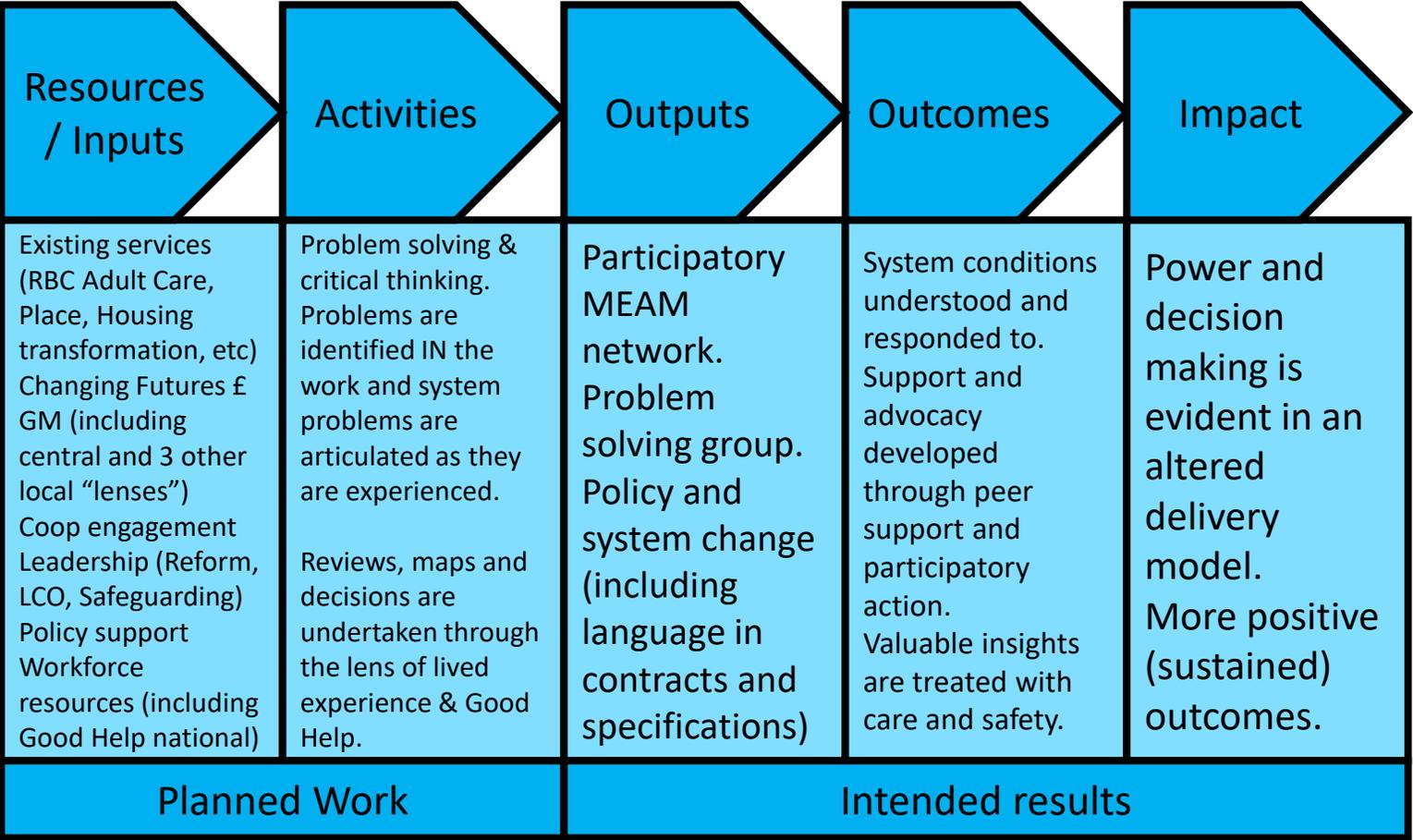**Assumption:** Leadership support (Reform, Safeguarding and LCO)

Assumption: Participatory research recommendations will be responded to.

Evidence: Good Help approach makes a positive difference.

| SYSTEM | **Current situation:** An emerging ecosystem which has the potential to enable a multiple disadvantage network supported through Cooperative Engagement and leadership (Reform; Local Care Organisation; Safeguarding Boards). | |

Problem: The system does not commission or organise services in such a way as to enable coordinated solutions which respond effectively to people who have experienced multiple disadvantages. We want to change this to build on the reform and transformation programmes already in progress to develop an environment that enables effective response, and learning, including the intersectionality between the range of multiple disadvantages / inequalities.

Resources / Inputs	Activities	Outputs	Outcomes	Impact
Existing services (RBC Adult Care, Place, Housing transformation, etc) Changing Futures £ GM (including central and 3 other local "lenses") Coop engagement Leadership (Reform, LCO, Safeguarding) Policy support Workforce resources (including Good Help national)	Problem solving & critical thinking. Problems are identified IN the work and system problems are articulated as they are experienced. Reviews, maps and decisions are undertaken through the lens of lived experience & Good Help.	Participatory MEAM network. Problem solving group. Policy and system change (including language in contracts and specifications)	System conditions understood and responded to. Support and advocacy developed through peer support and participatory action. Valuable insights are treated with care and safety.	Power and decision making is evident in an altered delivery model. More positive (sustained) outcomes.

Planned Work	Intended results

This programme is part of a process of local reform, which provides an opportunity for this work to directly to inform and enable wider system change, beginning with prevention services.

Evidence: MEAM - what makes an enabling environment

Assumption: Leadership support (Reform, Safeguarding and LCO)

Assumption: Participatory research recommendations will be responded to.