



## **Birmingham Changing Futures Together - Theory of Change Narrative**

### **Document Overview**

This is the written explanation of the Theory of Change diagram, prepared for the Birmingham Changing Futures Bi-annual Review 2016. It incorporates consultation at the business planning workshop in November 2015 and subsequent update in March 2016.

### **Purpose of Birmingham Changing Futures Together**

The ultimate aims of Birmingham Changing Futures Together are:

- to enable 'systems change' to create better support for those with Multiple and Complex Needs
- to directly support those with Multiple and Complex Needs to be able to live a more fulfilled life.

Systems change may include a change in commissioning, strategy or policy, working practice, processes and/or activities.

### **Explanation of the Diagram**

The outcomes of our **change activities** are:

- **People with Multiple and Complex Needs are better connected into services and able to lead more fulfilled lives.**  
**Lead Workers and Peer Mentors** break down barriers to engagement through 1-2-1 time invested in service users and support them to navigate, access and stay within services in relation to their needs. Peer mentors play a specific role in helping service users engage with services and providing inspiration as role models with 'lived experience'.

Our **Inreach and Outreach** work will actively find and support people with Multiple and Complex Needs that may have not been reached otherwise. Our **Beyond the Basics** workstream will provide a progression route beyond services, focusing on developing positive relationships and peer networks, accessing leisure opportunities; and gaining employment/self-employment, education, training and volunteering opportunities.

- **A model of partnership working that enables a holistic approach to support people with Multiple and Complex Needs.**  
The **No Wrong Door Network** will pilot collaborative working where members share a common approach to supporting individuals with Multiple and Complex Needs. The network will agree quality standards of delivery and partnership working that maintains contact with the service user as well as referring on to other services simultaneously. Service users will experience being treated as a whole person rather than a series of needs that have to be worked on one after another.

The **Lead Worker and Peer Mentor** workstream supports service users to achieve individual outcomes through the creation of a support plan alongside the co-ordination of services.

- **Influence Joined-up Commissioning Practices**

Birmingham Changing Futures Together will continue to work with commissioners and consider the **No Wrong Door model** of partnership working (looking at individuals holistically and sharing information) alongside **Learning and Evaluation** findings. Birmingham Changing Futures Together will use its knowledge and experience to influence contracts and commissioning practices to no longer work in silos across the four areas of Multiple and Complex Needs e.g. focusing on specific outcomes and encouraging partnership working.

- **Comprehensive information sharing that allows for improved communication and the earlier identification of individuals with Multiple and Complex Needs.**

iCAT will allow data to be captured and assessed from multiple organisations at the same time. This will result in the earlier detection and identification of individuals with Multiple and Complex Needs. Appropriate data sharing within iCAT will give workers the full picture to help make their interventions more meaningful. It will also allow for increased tracking of progress and outcomes throughout an individual's journey and avoid service users having to retell their story.

- **A programme and legacy underpinned by the views and experiences of people with lived experience.**

Our **Every Step of the Way** workstream will create opportunities for Experts by Experience and Involvement Champions to engage with all aspects of programme design and delivery. Experts by Experience will be supported through action plans and training. Through its support for Peer Mentors, Every Step of the Way will also support learning around progression routes.

- **A stronger evidence base and understanding of good practice in Multiple and Complex Needs supporting Systems change.**

Through **Learning and Evaluation** we will find out and share what works for service users, as well as capturing an overview of how services work together in Birmingham. We will create systems change by working with partners and reflect back on this experience from the perspectives of all involved. We will learn and share what works in terms of systems change created through this pilot, exploring any potential legacy.

No Wrong Door members will receive training in **Psychologically Informed Environments (PIE)**. Training will equip support organisations with the specialist people skills to reach those service users whose actions can be seen as challenging. We will learn and share this multi-faceted, pan-agency approach to inform better practice and commissioning decisions.

Our **Virtual Hub** will allow expertise and information to be shared and used. Good practice options can be chosen. We will test whether barriers to service access due to lack of specific knowledge are being more readily overcome.

Our **enabling factors** that need to exist for the Theory of Change to happen are:

- A BIG Lottery grant and oversight (BIG Lottery)
- A Core Partnership that is enthusiastic about the programme (the Core Group)

- The ideas and opinions of people with lived experience of Multiple and Complex Needs (Experts by Experience and Involvement Champions)
- Programme management through a staff team (BVSC)
- High level of unmet need
- Services not currently co-ordinated outside of Birmingham Changing Futures Together
- Cuts will have an impact but services will still continue to be provided

Our **assumptions** (why we think one outcome will lead to another) are:

- External Organisations have the ability to change
- Data from Birmingham Changing Futures Together will support systems change