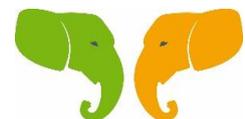


Birmingham Changing Futures Together

Year 1 and 2 Local Evaluation: an Evaluative Overview Final Report, June 2016



Collated and Produced by Clever Elephant



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Birmingham Changing Futures Together
Year 1 and 2 Local Evaluation: Evaluative Overview
Executive Summary

CHAPTER 1. INTRODUCTION

Birmingham Changing Futures Together (BCFT) is an eight year, £10 million programme funded by the Big Lottery. It was launched officially in June 2015. Birmingham is one of twelve locations taking part in Fulfilling Lives: *Supporting People with multiple needs*, all of which are working in new ways with adults with multiple and complex needs, namely two or more HARM needs - Homelessness, Addiction, Risk of Reoffending and Mental Ill Health. Fulfilling Lives is a national research study based on project delivery to identify the most effective ways of working with individuals with complex needs. Evidence from the twelve projects is expected to lead to service improvements and systems change. This report is part of that wider learning endeavour.

Birmingham is a super-diverse city of over one million people. It is the largest and most populous city in the study. As in the other locations, there are no reliable figures for how many people living here fit the programme's multiple needs criteria. Birmingham Voluntary Service Council (BVSC) holds the Fulfilling Lives contract and has worked with local partners over the last two years, setting up structures and delivery strands. Those strands most central to its purpose have been operational long enough to start generating learning, namely the Lead Workers and Peer Mentors (LWPM) workstream since late 2014, the Every Step of the Way (ESW) workstream since spring 2015, and the No Wrong Door Network (NWDN) since the autumn of 2015. The remaining delivery strands are now either starting, or imminent. The original delivery timetable changed significantly when funders requested LWPM be brought forward into year 1. For this reason the content does not focus on superseded start-up deadlines.

CHAPTER 2. EVALUATION CONTENT AND METHODOLOGY

This report was produced in May 2016. All source information had 30th April 2016 as the cut-off point. It acknowledges that BCFT is at the start of an eight year journey and that development has been incremental. The NWD report is a formative evaluation, the Service Users' Perspectives study is a pilot; whilst two workstreams were advanced enough for some

evaluative fieldwork (Every Step of the Way and Lead Workers and Peer Mentors) and others were still in development (the Intelligent Common Assessment Tool, Psychologically Informed Environment training and Inreach/Outreach). The information to which researchers had access is listed in Appendix 11. The longest standing workstreams tended to have more information: the NWD Evaluation Report; the primary research fieldwork on LWPM and ESW carried out by two independent consultancies. Staff reports were required on workstreams where no formal research had yet been carried out. In addition researchers had access to the fieldwork, to the Learning and Evaluation team's data summaries, and to a draft of the Service Users' Perspectives study (on services).

This report could have been structured in many different ways. Indeed a key finding is that stakeholders do not yet share a clear picture of the logic chains between the delivery strands and the core strategic objective, nor between one workstream and another. Since the time of writing however, the Theory of Change (ToC) (Appendix 111) has been approved. The ToC will be the key tool in conceptualising the programme in future. In the ToC there are four 'leading' or 'core' workstreams designed to enable people with complex needs to live more fulfilled lives and to generate learning and evidence to support systems change, which are the overarching aims of BCFT. These are Lead Workers and Peer Mentors, Every Step of the Way and No Wrong Door. Several other workstreams support the core workstreams, ranging in size but smaller in proportion. These are ICAT, PIE Training, Bridging Fund and the Virtual Hub which support the LWPM and NWD workstreams, and Inreach/Outreach and Beyond the Basics, which align with NWD. Explanations of each of these workstreams can be found at the start of in each section. In the meantime for the purpose of this overview, three categories, 'purposes' or overarching themes were used. They don't define the project, they imply no hierarchy nor do they seek to diminish the impact of crosscutting activity. The themes used are:

Workstreams and research addressing organisational cultures:

- No Wrong Door (NWD)
- Intelligent Common Assessment Tool (ICAT)
- Psychologically Informed Environment training (PIE)
- Every Step of the Way (ESW)

The formative evaluation of the NWDN falls into this category.

Workstreams and research focusing on service users:

- Lead Workers and Peer Mentors (LWPM)
- Inreach/Outreach (IROR)
- Bridging Fund (BF)
- Beyond the Basics (BTB)

The Service Users' Perspectives study (SUP) also falls into this category.

Learning and evaluation workstream and research:

- Virtual Hub (VH)
- Learning and Evaluation Team (LET)

Systems Change, whilst not a workstream, is informed and driven by the evidence generated through the LET, and therefore is treated under this category as other 'evidencing'.

CHAPTER 3. WORKSTREAMS AND RESEARCH - SUMMARY OF EVIDENCE AND FINDINGS

3.1 NO WRONG DOOR (NWD)

The No Wrong Door Network (NWDN) has been the subject of a formative evaluation. It is a partnership involving different sectors and 18 organisations different in size and mission. The network is committed to a single referral process, and IT system for sharing client information. This will be supported by the Intelligent Common Assessment Tool (ICAT), a wholly virtual, IT system. Whenever an eligible service user presents him or herself to a NWD partner, that partner will refer them to BCFT, and NWD using the ICAT, which will act as their gateway to services.

NWD is a highly ambitious project. Major challenges have included: getting so many organisations signed up to an Information Sharing Protocol (ISP); procuring an ICAT that will meet all NWD's (and LWPM's) system requirements (delay at one stage threatened to reduce stakeholders' confidence in the project): initially lower than anticipated numbers of referrals, as partners had to market a new way of working to their own staff; a perceived lack of strategic alignment and confusion between some agencies who provide services for this target group in the city; and significant changes in the local policy environment and within partner

organisations themselves, especially as austerity began to take a hold. Several of these problems were exactly those that Fulfilling Lives intended to bring to light and address over the coming years.

The key finding in the evaluation is that the network has achieved some very difficult things (like the ISP), but that issues (like the commitment to align strategically and referral rates) need further attention in year 3. The NWDN itself still has to gel as a self-standing, self-sustaining partnership. However referrals are increasing and local public sector agencies are beginning to align their services to the BCFT model. When the ICAT comes on stream, and the workstreams scheduled for year 3 such as Inreach/Outreach start delivering, referrals will almost certainly go up. Then NWD will really be able to demonstrate its value and the advantages of having an innovatory access system, cross agency cooperation, and a strong partnership ethos.

3.2 INTELLIGENT COMMON ASSESSMENT TOOL (ICAT)

This IT system, currently under development, underpins BCFT's service user-focused approach – for example, the Experts by Experience suggested a system where the service-users' story need only be told once. Through this system, agencies will be able to cooperate and co-ordinate services around individual service users, meeting their needs in a holistic manner. The ICAT will also generate evidence about local service effectiveness. Being wholly electronic, it is the project's primary vehicle for long-term sustainability.

The key finding relates to the advisability of buying in specialist knowledge of specialist issues, in this case procurement and software development. BCFT correctly adopted a robust approach to risk. Accessing external procurement expertise took time, and many partners felt unclear as to what was happening, leading to some criticism of BCFT. Communications and managing expectations are now higher on BCFT's agenda. The single most important recommendation is that the ICAT comes on stream as soon as possible.

3.3 PSYCHOLOGICALLY INFORMED ENVIRONMENT (PIE) TRAINING

A Psychologically Informed Environment is a place or a service in which the overall approach and the day-to-day running have been consciously designed to take into account the psychological and emotional needs of service users. BCFT wants to develop a 'PIE culture and

ethos', especially amongst the agencies in the NWDN. The NWDN members see PIE training as a real benefit. By providing a shared approach, PIE will also help the partnership to gel. At the time of writing BCFT has agreed the delivery of the training with a contracted provider and is keen to progress the procurement process with delivery beginning now (in year 3). The Learning and Evaluation Team should monitor the effectiveness of the PIE approach, as well as the different options and models being tested elsewhere.

As with the ICAT, the advantages of taking on board expert advice when procuring a provider were recognised. It can be difficult to find a provider, when a subject is innovative, leaving the marketplace underdeveloped. Such circumstances mean that it is important to seek out the expertise of potential providers, especially if they are local, and to discuss the commission with them. The chief recommendation is that NWD members should not be kept waiting too long for the training.

3.4 EVERY STEP OF THE WAY (ESW)

ESW is, in the words of the BCFT Business Plan, the “flagship user empowerment programme that trains, supports and facilitates service users to become experts by experience, volunteers, and peer mentors, involved at all levels of the project”. To date, ESW has achieved its year 2 targets: engaged 43 Experts by Experience (EBE) and 17 Involvement Champions (ICs), supported up to 10 Peer Mentors (PMs) (these are employed through the Lead Workers and Peer Mentors workstream) and employed and supported two Involvement and Communication Workers. It is ahead on some other targets e.g. the number of opportunities offered to EBE.

The independent fieldwork found that individuals were gaining very significant personal development from their participation. However they were unable to identify their impact on the wider programme. Support workers corroborated this, saying they themselves had a similar difficulty. The chief recommendation was for a clear and easy to understand explanation (logic chain). Other findings relate to the need: to capture the benefits to external organisations of involving EBE; to sustain EBE numbers and support their engagement with ESW; to make sure that EBE do progress and reach greater autonomy and independence; and finally to improve diversity within the EBE complement. The provider of the ESW service has already begun addressing these issues.

3.5 LEAD WORKERS AND PEER MENTORS (LWPM)

Lead Workers and Peer Mentors help service users to co-ordinate and navigate access to services. Two models are being piloted: model A, where a group of six Lead Workers work alone, and model B, where another group of six Lead Workers are supported by six Peer Mentors. All of the Peer Mentors have lived experience of at least two of the four HARM needs. The workstream focuses on getting individuals a seamless service and capitalises on the lived experience of PMs. To date LWs and PMs have supported 132 service users.

The independent fieldwork found that LWs, PMs and service users all thought this personalised, wraparound support had been beneficial, but that smarter working practices between the agencies hosting the LWs was urgent. It also advised developing a mechanism for career progression for PMs. Finally it recommended that the project be brought to the attention of a wider audience. In reviewing the primary data, further recommendations have emerged. These relate mainly to analysing the relationship between LWs and PMs in more detail, to identify what works within that relationship and what can be improved; and the urgent need to collect more quantitative data, especially in relation to the outcomes of the two models being trialled. Hard evidence could make the project's innovation and good practice unassailable. BCFT is advised to include this in its next local evaluation.

3.6 INREACH/OUTREACH (IROR)

This workstream is scheduled to become operational in year 3 and at the time of writing was gearing up to start. It will, in the words of its coordinator, remove the necessity for service users to find service access points for themselves: "Instead, EBE in the outreach team will go to where they are and direct them to NWD, taking them there if necessary. Inreach means approaching somebody who might come through some other BCFT route...".

The most important task undertaken so far was building relationships with organisations where individuals with multiple and complex needs regularly attend. Food banks and police stations are just two examples. Where the target group is found in volume, IROR intends to set up crisis help points. Ironically, success presents the biggest risk, for the sheer number of referrals that might occur (for example) from a single large police station, could overwhelm NWD. However

in the shorter term, the chief recommendations concern making sure that enough EBE are available to attend the crisis points, that they are all thoroughly trained and that they are sufficiently diverse to encourage potential beneficiaries from many different backgrounds to engage with the project.

3.7 BEYOND THE BASICS (BTB)

Beyond the Basics supports service users who may be 'too well' for crisis services, but still in need occasional or specific support. BTB will help such clients to form new and positive relationships, to prepare for employment, to take up volunteering and/or to develop leisure interests that will aid their rehabilitation. BTB is to be led by EBE, facilitated by a BCFT worker.

BTB is going live in year 3. The main recommendation at this stage relates to monitoring. It should develop measures to monitor its progress closely against the ambitious goals it has set itself. The BCFT Business Plan commits BTB to using "the power of contracting to 'force up' standards of service user involvement". It also commits itself to sharing learning with "agencies, commissioners and service users, using innovative events and activities in which users are fully involved".

3.8 BRIDGING FUND (BF)

The LWPM workstream and NWDN members have access to the Bridging Fund. The fund will make emergency payments when there is nowhere else for service users to turn. BF went live in November 2015 and at the time of writing had received 18 applications for grants, 16 of which had been approved. Grants have ranged from thirty pounds up to a thousand pounds and been used to secure amongst other things, white goods, clothing and emergency accommodation. Just two out of 18 applications have not met the fund's criteria and therefore been refused. BF is testing out its application process, especially how to handle changes in an applicant's circumstances. Staff have expressed the view that the "EBE who sit on the panel have been invaluable assets. They bring a different perspective of a situation or set of circumstances as they have lived experience". They have identified one practical issue for future resolution: how to make sure that small organisations can make grants without getting into cashflow problems whilst waiting for the BF to reimburse them.

3.9 SERVICE USERS' PERSPECTIVES (SUP) STUDY

This study was carried out between September 2015 and the end of May 2016. EBE strongly influenced the research, its focus, the content of the interviews, and the process whereby service users were engaged. The study was a pilot which, if successful, will be the first in an ongoing series throughout the programme's lifetime.

The study had two aims: the first was finding out about services from the first-hand experience of those who use them ('How does it feel?') The main service areas included were health, housing, mental health, substance misuse, accident and emergency, training and employment, criminal justice (like police and probation); and the BCTF programme itself. Apart from BCFT, interviewees were not asked about any specific provider. The aim was never to evaluate service provision *per se*; it was always to capture the raw experience of service use. Under each service area interviewees' comments appear where they describe their first-hand experiences. After that follows the researchers' analysis of their comments.

They found that the interviewees identified a direct link between their own resilience (their chances of succeeding in the service offered them) and the attitude of the professionals working with them. In other words, the attitude of those providing services was as important as the actual service on offer. Beyond this finding, interviewees' priorities' were (unsurprisingly) housing and health. Meeting these basic needs meant gaining some stability that would enable them to address other issues. Findings relating to each service area are reported. For example, some interviewees said that they found it difficult to access regular health services, and that when they did, they were often not taken seriously, or offered inappropriate interventions. This resulted in feelings of lack of control. Where health services had worked well, interviewees often spoke of being able to have regular access and a good relationship with a particular doctor or nurse.

The second aim was to explore what interview techniques would best suit this group and would produce the richest data. This exploration encompassed making the preliminary arrangements, building the necessary relationships (with support workers and 'gatekeepers' and with the service users themselves); arranging a safe environment in which to conduct the interview; conducting the interview as a conversation, not a 'quick fire' survey, and offering lots

of breaks; and how to report the data afterwards respecting anonymity. The study reflects on the challenge of engaging individuals who may be in the midst of crisis and a chaotic lifestyle. The process would never be straightforward, given the number of players and the nature of the interview itself, for asking someone in extreme circumstances to participate in altruistic research, to reflect upon experiences that might be painful, and to articulate perceptions and feelings that might have been previously suppressed, is indeed a significant ask. It is interesting to note that for many it is exactly the altruism that motivates them and sustains them through the interview.

A further important finding is that for many interviewees their participation in the interview became part of the therapeutic process, so it is vital to have researchers who react appropriately to often distressing personal disclosures, who understand omissions and evasions, and know when to stop probing. The report offers a prompt sheet ('Creating a Space') that may be shared with other projects within Fulfilling Lives.

3.10 LEARNING AND EVALUATION WORKSTREAM AND RESEARCH

Learning and Evaluation (L&E) was built into BCFT's design, in part due to the funder's requirements for 'test and learn' (action research), in part because partners wanted to demonstrate the quality of the Birmingham model. The Learning and Evaluation team (LET) were among the first in post and have involved EBE and ICs in their work. The LET focuses on organising the supply of accurate data and timely data reporting; on commissioning local evaluations and other research; on being an information resource locally and for other Fulfilling Lives projects; and providing material as and when for BCFT's communications.

One of the biggest challenges for the LET has been securing accurate data reports from the front line, in particular getting the Common Data Framework (CDF) which is required by the national evaluators completed accurately. A mixture of training and support has resulted in a great improvement. As client numbers have increased as well as data accuracy, the LET is now able to supply more analysis. Procurement has presented another challenge. Finding a professional evaluator who was both willing to tender for the research and who also understood the target group, and BCFT goals, issues and content initially proved difficult and required some 'market shaping'.

The recommendations for Learning and Evaluation focus strongly on future research. They include: keeping learning at the heart of BCFT and demonstrating the value of feedback to stakeholders; continuing to support frontline staff with data collection and accurate data entry, particularly when the ICAT comes on stream; putting a spotlight on PIE training and working with others outside Birmingham who may be trialling it also; taking on board a cost-benefit analysis in the next local evaluation, and scheduling in a full evaluation of the ESW and LWPM workstreams building on the limited fieldwork undertaken in year 2.

3.11 VIRTUAL HUB (VH)

The VH is due to become operational now, in year 3 of the programme. Its role is to provide BCFT with information and data, and to support the continuing professional development of staff in key agencies. It will not require a specific physical location. Instead designated staff hosted in partner agencies, or even peripatetic, will “work to fulfil the functions of the Hub”.

There have been a number of changes to the original design. The VH will be an interactive website hosting many functions, but it will no longer include access to real-time service availability. This is because the ICAT might in future be able to offer real-time functionality. Likewise it will no longer support a preferred supplier process (which could contravene fair competition rules) or access to the Bridging Fund (which is now a workstream in its own right). Instead the VH will focus on creating greater social media functionality (including forums and chatrooms), and on developing the database of services which it will link to other good quality databases that have recently become available. This report commends BCFT for reassessing the risks inherent in the original VH model. As with the ICAT and the ISP, it is essential to get the VH right, for once the resources have been expended, there is no capacity to go back to the drawing board.

3.12 SYSTEMS CHANGE (SC)

Systems change, whilst technically not a workstream, is nevertheless *the* critical outcome for BCFT. It needs to be included in this overview. During BCFT’s first two formative years, so many changes took place in Birmingham that identifying any strategic change as the outcome of any BCFT workstream would have been virtually impossible. There were also strategic blockages as

new services for the socially excluded were not well aligned in the city. However as the programme moved towards year 3, evidence began to emerge of potential systems change. This included a cross-over consultation with the city council's Troubled Individuals programme and bringing BCFT to the attention of the West Midlands Combined Authority. Also some organisations are now changing their recruitment policy to include people with lived experience of complex needs, and various committees across the city now invite EBE input. The local authority is adopting a network approach to homelessness and the Mental Health Foundation Trust is funding a new post which will link offenders with mental ill health in police custody with BCFT. Finally there are plans to set up a Task and Finish group to look at creating a Commissioning/Wider Strategic Partnership, specifically to support systems change. Whilst these plans are at the time of writing still in development, they nevertheless exemplify a real re-focus on BCFT's core purpose, systems change.

CHAPTER 4: OVERARCHING LESSONS AND RECOMMENDATIONS TO DATE

Chapter 4 presents and consolidates the lessons and recommendations from across the BCFT project. They are arranged under the same three non-hierarchical categories, and they reflect the situation at the end of April 2016. They are summarised below.

WORKSTREAMS AND RESEARCH ADDRESSING ORGANISATIONAL CULTURES (4.1- 4.11)

4.1 Integrated and synchronised delivery: the advisability of having a System's Change Strategy and Action Plan, to keep track both of the multiple workstreams and the incremental delivery process

4.2 Flexibility in the face of change and the need to communicate and explain changes of direction to stakeholders, including the original visionaries, EBE, current delivery partners, commissioners, and volunteers

4.3 Resolving issues of cross sector alignment and removing barriers to services, filling service gaps and reducing service duplication, which is one of the most important aspects of systems change

4.4 Contracts and procurement, especially being proactive when attempting something highly innovative and the pre-existing marketplace is not strong

4.5 Issues arising from multiple agency project delivery, such as resolving incompatible working practices across agencies and working smarter

4.6 Partnership development, recognising the time this takes and the importance of assessing each partner's individual starting point and working from there

4.7 Resourcing the capacity building of partnerships, using expertise internal to BCFT, but also getting in specialist, external expertise where the partnership is particularly complicated (as the NWDN is) or an independent voice is needed

4.8 Understanding the position of others, as it is just as important to understand where commissioners and prospective partners are starting, perhaps using PIE strategies to help professionals move their practice forward

4.9 Make early gains visible, 'drip-feed' these and make sure that those key people who really can effect change actually get to hear about them

4.10 Benefit stakeholders who have engaged because they want to see change by bringing a highly-prized initiative, such as PIE training, forward as quickly as possible

4.11 Explaining the pathways and links between and through workstreams, to secure a clear picture of how activities contribute towards each other and towards the ultimate goal, and to show stakeholders and beneficiaries where they are on any given trajectory

WORKSTREAMS AND RESEARCH FOCUSING ON SERVICE USERS (4.12 – 4.18)

4.12 Experts by Experience, help them to see their impact on services, and so to learn things beyond the individual or the personal, an essential component for engagement and giving real added value

4.13 Referrals, continuing to address issues affecting referral rates acknowledging that some issues (e.g. different partners' in-house organisational cultures) will take longer to resolve than others

4.14 Data collection and comparing models within BCFT, especially LWPM models A and B, by linking data about which model is being provided to whom to other collected data, and demonstrating the impact of the different approaches

4.15 Quantitative research on service users' outcomes, needed in addition to the qualitative research and distance travelled tools, to establish the nature and destinations of participant journeys

4.16 Recruitment and disengagement: rates and reasons, undertaking more research to identify the factors surrounding these, and to untangle the reasons behind both

4.17 Communicating purpose and structure to service users, volunteers and staff, using the ToC as a basis, developing a more readily understandable, visual explanation of BCFT and its structure that everyone can grasp (see 4.11)

4.18 Diversity and engagement, ensuring that beneficiaries, including EBE, reflect the local population of people with complex and multiple needs and sharing learning on innovative community engagement practices used elsewhere in Fulfilling Lives

LEARNING AND EVALUATION WORKSTREAM AND RESEARCH (4.19 - 4.26)

4.19 Learning stays at the heart of the project, resisting the urge to give way to those pressurising to prioritise service delivery over research. BCFT's purpose is to gather evidence generated through service delivery, so without evidence-based research the project will be deemed to have failed

4.20 Psychologically Informed Environment (PIE) an emerging discipline, therefore especially important that the LET should lead on evaluating it. NWDN members will be a test bed

4.21 Conducting research with people with multiple and complex needs: hearing their voices, addressing the many challenges inherent in interviewing this target group, remembering that research asks for their effort, but promises them no immediate gain

4.22 Establishing the equalities profile of Birmingham's HARM population, though clearly this will be no easy task and it might be more effective for the LET to liaise with the national Fulfilling Lives evaluators

4.23 Future evaluations and a cost benefit analysis of outcomes, for though such analysis is challenging given the complex logic chains involved, it is vital if BCFT is to demonstrate the impact of its model against others, be those other approaches similar to the BCFT's or entirely different ones

4.24 Technology, technical and non-technical requirements, especially keeping up to date with the capability of IT systems to handle such things as real-time vacancies and live service offers

4.25 Use evaluation evidence and learning to maintain the focus on systems change, with the LET leading reviews on progress and keeping the ultimate evaluation criterion (systems change) prominent on everyone's agenda

4.26 Evaluation and systems change, as having a Systems Change strategy is likely be the most crucial thing of all, when evaluators determine whether all the workstreams at the end of their lifetimes, and BCFT itself, have succeeded or failed. It will be the most important tool in making success visible.

CHAPTER 5. CONCLUSION

BCFT is multifaceted, composed of many work strands, which when they come together, should fulfil the aims of the programme. The first two years have been largely dedicated to development and implementation. Some foundation stones (like the LWPM workstream, ESW) are in place and some (like the ICAT and IROR) are still to be put in place. This overview has reflected good evaluation practice, in focusing for the sake of future progress, on the most difficult and incomplete areas of evidence and findings that should be tackled. However this tells only half the story; BCFT has achieved a great deal. By the end of April 2016, it was delivering three impressive workstreams (LWPM, ESW and NWD) as well as operating the Bridging Fund, and was about to start delivering the others. Year 3 should see BCFT making good progress in what should be a truly ground-breaking and impactful project.

APPENDICES

Appendix 1 Explanations and Definitions

BCFT	Birmingham Changing Futures Together programme
BCFT Team	The whole team at Birmingham Changing Futures Together, including management and delivery function
BIG	The BIG Lottery Fund who fund BCFT
Bridging Fund	The fund is intended to (a) support any specific requirements of service users with multiple and complex needs that can't be facilitated through existing provision, and (b) make emergency payments where there is no alternative source of money available.
CFE Research	Commissioned by BIG to conduct the national evaluation across all 12 MCN programmes
CGL	Change, Grow, Live - formerly Crime Reduction Initiatives, who are responsible for Birmingham's recovery contract
Common Data Framework	A set of information (numbers) collected by all 12 MCN programmes
Core Partnership Group	The cross sector body responsible for supporting the strategic development of BCFT
Formative evaluation	Information about a programme's activities, outputs, and outcomes collected on an ongoing basis in order to make continuous programme improvement. This is part of the 'test and learn' approach advocated by BIG.
ICAT	Independent Common Assessment Tool – a data and information sharing tool for use by the No Wrong Door Network
ISP	Information Sharing Protocol – a legal agreement so that data can be protected and shared amongst NWD organisations in order to provide a more holistic service to service users and avoid having to tell their story more than once.
Iterative Evaluation	Evaluation that investigates on an ongoing basis until a consistent set of conclusions is reached.
Lead Worker and Peer	Designed to help those with 3 out of the 4 HARM needs to

Mentor Service	needs (Homelessness, Addiction, Risk of Re-offending, Mental ill health) navigate services and find the right recovery and/or support package
LET	Learning and Evaluation Team at Birmingham Changing Futures Together – responsible for ensuring programme evidence is captured and analysed in order to feed into systems change work
L&E	Learning and Evaluation
Local Evaluation	Research carried out to specifically understand Birmingham’s situation. This complements the national evaluation carried out by CFE Research
MEAM	Making Every Adult Matter (MEAM) is a coalition of three charities, Clinks, Homeless Link and Mind, formed to improve policy and services for people facing multiple needs. They represent over 1,300 frontline organisations and have an interest in the criminal justice, substance misuse, homelessness and mental health sectors.
National Evaluation	CFE Research has designed a framework for the collective evaluation of all twelve Fulfilling Lives projects. This includes both quantitative and qualitative research. BCFT like all others in the programme, is contractually bound to meet their informational requirements
NWDN	No Wrong Door Network
NWD Team	The team responsible for implementing NWD, either directly or in a support role, currently the Programme and Delivery Manager, Programme and Network Facilitator, Program Development Worker, Finance and Monitoring Officer and Learning and Evaluation Coordinator
Reach Out Recovery	The name for Birmingham’s new recovery contract/service that began in March 2015. It is managed by Change, Grow, Live, formerly and Crime Reduction Initiatives.

Appendix 111 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

The Theory of Change



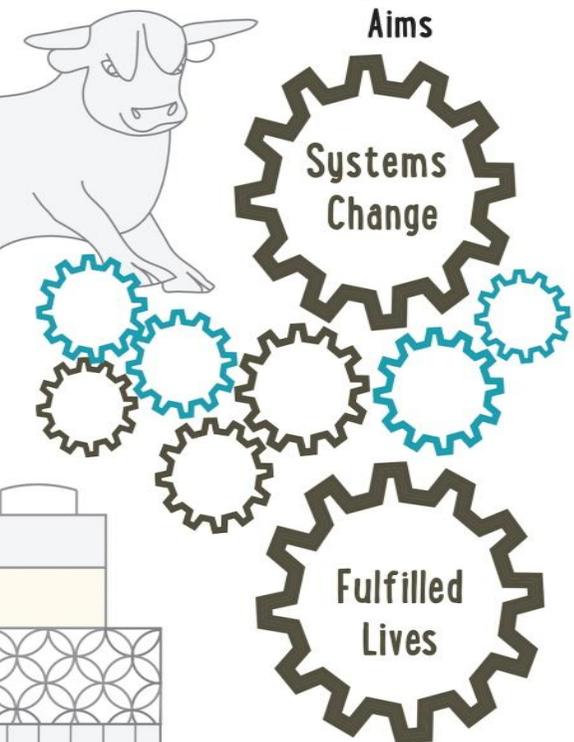
Change Activities



Outcomes



Aims



- Enabling Factors & Assumptions**
- BIG Lottery grant and oversight
 - A Core Partnership that is enthusiastic about the programme (Core Group)
 - The ideas & opinions of people with lived experience
 - 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 continue to be provided
 - ⊗ External organisations have the ability to change
 - ⊗ Data from Birmingham Changing Futures Together will support systems change

