Leeds Evening Seminar

Complex Commissioning for Complex Needs

using partnerships, individuals assets and lived experience to build fulfilling lives

Laura Furness  |  Head of Funding  |  Big Lottery Fund
Sue Northcott  |  Senior Programme Manager  |  WY-FI
Joseph Alderdice  |  WY-FI Development and Engagement Lead
Heidi Kite  |  WY-FI Peer Mentor
Edmund Abbott  |  WY-FI Co-production Champion

6 September, 2018
Academy Overview

- **The Academy’s mission** is to bring people together to share knowledge, skills and practice and *to promote excellence in social justice commissioning*

- The Academy was **created in 2007** and now has over **3800 cross sector members**

- **Services** are designed to **support the development of social justice commissioning** and include nationwide events, eLearning, commissioning themed learning groups and web pages offering commissioning information
Complex Commissioning Workshop
6 September, 2018

Laura Furness
Head of Funding – Big Lottery
Systems change

Why....

- Substance use
- Offending
- Mental ill health
- Homelessness
Supporting people with multiple needs

**People** with multiple needs are able to better manage their lives through access to person centred and co-ordinated services.

**Services** are more tailored and better connected and will empower users to take full part in effective service design and delivery.

Shared **learning** and the improved measurement of outcomes for people with multiple needs will demonstrate the impact of service models to key stakeholders.
- Reduced stigma
- Services based on individual need
- Cross-Commissioning
- Simple, shared and purposeful data collection
- Genuine co-design, creation and delivery
- Joined up approaches
- Local & national strategic commitment
- Trying new approaches
- Resilient workforce
- Demonstrable economic models
• Reduce silos & involve people with lived experience
  • Measure the right thing (or not at all!)
  • Commission via relationships
  • Support the workforce
  • Be accountable
• See commissioning as an opportunity
Lived Experience in Complexity
Friendly Commissioning

Covering:
Case Study, Drug Rehabilitation Recommissioning
and
Being Bold
Lived Experience in Complexity
Friendly Commissioning

• Case Study, Drug Rehabilitation
  Recommissioning

• Being Bold
Complex Commissioning for Complex Needs
Academy for Social Justice Commissioning Seminar
- Leeds

Sue Northcott, Programme Manager
West Yorkshire-Finding Independence (WY-Fi)
6th September 2018
WY-FI Programme Overview

• Big Lottery - Fulfilling Lives Programme £10m over 6 years (2014-2020)
• To support 1050 adults not engaging effectively with or excluded from services who experience at least 3 of the following: homelessness, addiction, re-offending, mental ill-health;
• Supported by a Network of Experts by Experience, a Navigator team in each Local Authority area, ETE support for beneficiaries, workforce development opportunities, media and communication and evaluation and learning
• Overall aims are: to improve outcomes for individuals; effective multi-agency working; achieve system change and influence policy; embed Co-production
Background Information

- WY-FI has received over 1500 referrals for the 764 beneficiaries supported
- Growing volume of data will evidence the
  - value of longer term support and progress of individuals
  - financial impact on services
- 64% male, 36% female with a beneficiary most likely to be a white male aged 40
- 56% of WY-FI beneficiaries experience all 4 HARM areas with
  - 93% mental ill-health
  - 77% the criminal justice system and mental ill-health
- Average length of time on full support is 24 months
Financial Impact on services

• Research carried out in February and July by CRESR (Sheffield Hallam)

• Considered change of service use over 18 areas of service
  February - 158 beneficiaries over 12 months
  July – 190 beneficiaries over 15 months

• Unit costs based on Cabinet Office/New Economy Costs Calculator- same as used for Troubled Families- Cabinet Office
## Financial Impact by agency

<table>
<thead>
<tr>
<th></th>
<th>4 quarters</th>
<th>5 quarters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall increase in costs</td>
<td>£4.7m</td>
<td>£3.4</td>
</tr>
<tr>
<td>Largest increase to NHS</td>
<td>£6.1m</td>
<td>£4.7m</td>
</tr>
<tr>
<td>Increase to LA Housing</td>
<td>£0.4m</td>
<td>£0.3m</td>
</tr>
<tr>
<td>Largest saving to Criminal Justice</td>
<td>£1.7m</td>
<td>£1.0m</td>
</tr>
<tr>
<td>Increased expenditure per person</td>
<td>£4,200</td>
<td>£3,300</td>
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</tbody>
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What we’ve learned

-Disconnected services don’t work for people
-Invest for beneficiary outcomes not service outputs
-Invest in a trained/skilled workforce (paid and unpaid staff) across services/agencies
-The value of lived experience – genuine co-production
-WY-FI works - service neutral and person centred
The future......some questions and thoughts

• Navigator teams will stop taking referrals over the next 3 months
• What will happen if WY-FI isn’t sustained
• Valuing Lived experience – Constituted ‘Network for Hire’ – what could be commissioned from them?
• Future Commissioning for Complexity - is there an opportunity for pooled budgets which give shared impact of people, communities and the public purse?
• Regional v Local Commissioning?
THINGS CAN'T GO BACK TO THE OLD WAYS

£08

SILOS

NOT INVOLVING PEOPLE

ONCE FUNDING RUNS OUT!
Commissioning for Complexity – Top tips

1. Involve people with lived experience in all stages commissioning process

2. Be brave and inventive about how you collaborate with those communities.

3. Explore pooled budgets- commissioning in silos doesn’t work for people with MCN

4. Commissioning cycles that allow for services to flex and evolve

5. Act now..............
CO-PRODUCTION; LIVED EXPERIENCE TYPES WORKING WITH PROFESSIONAL TYPES IN PERFECT HARMONY
WELL, MAYBE NOT QUITE HARMONY
Misunderstanding and Power imbalance
What!!
Misunderstandings

“If you did something about your drinking, drug use, smoking, diet & exercise - you could live another 20 years!”

“And why would I want to do that?!”

The Search for Meaning: an activity for Recovery Communities
“Alcoholics” and Controlled Drinking

“...down to one beer a day now!”
THE SECRET
THE RECOVERY COMMUNITY, ITS BLOODY HUGE AND HAS BEEN ACTIVE FOR DECADES
Mutual Aid

Do it Yourself
Knowledge of services

• What works
• What does not work
• Which staff are good
• Which staff are not so good
• What services they'd like to see funded
• Which services need improving
STIGMA AND DISCRIMINATION

The Misunderstood Society

#BreakTheStigma
Pyramids of Treatment Power

Circles of Recovery Communities
Connecting People

Someone to love
Somewhere to live
Something to do
“The opposite of addiction is not sobriety, it is human connection”
The circle holds the pyramid to account

Professionals ON TAP
Never ON TOP
Any Questions?