

Leeds Evening Seminar

# Complex Commissioning for Complex Needs

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

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**Edmund Abbott** | WY-FI Co-production Champion

6 September, 2018



@academyjustice



Academy for Social  
Justice Commissioning

## 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



# Why....



## Systems change

Substance use

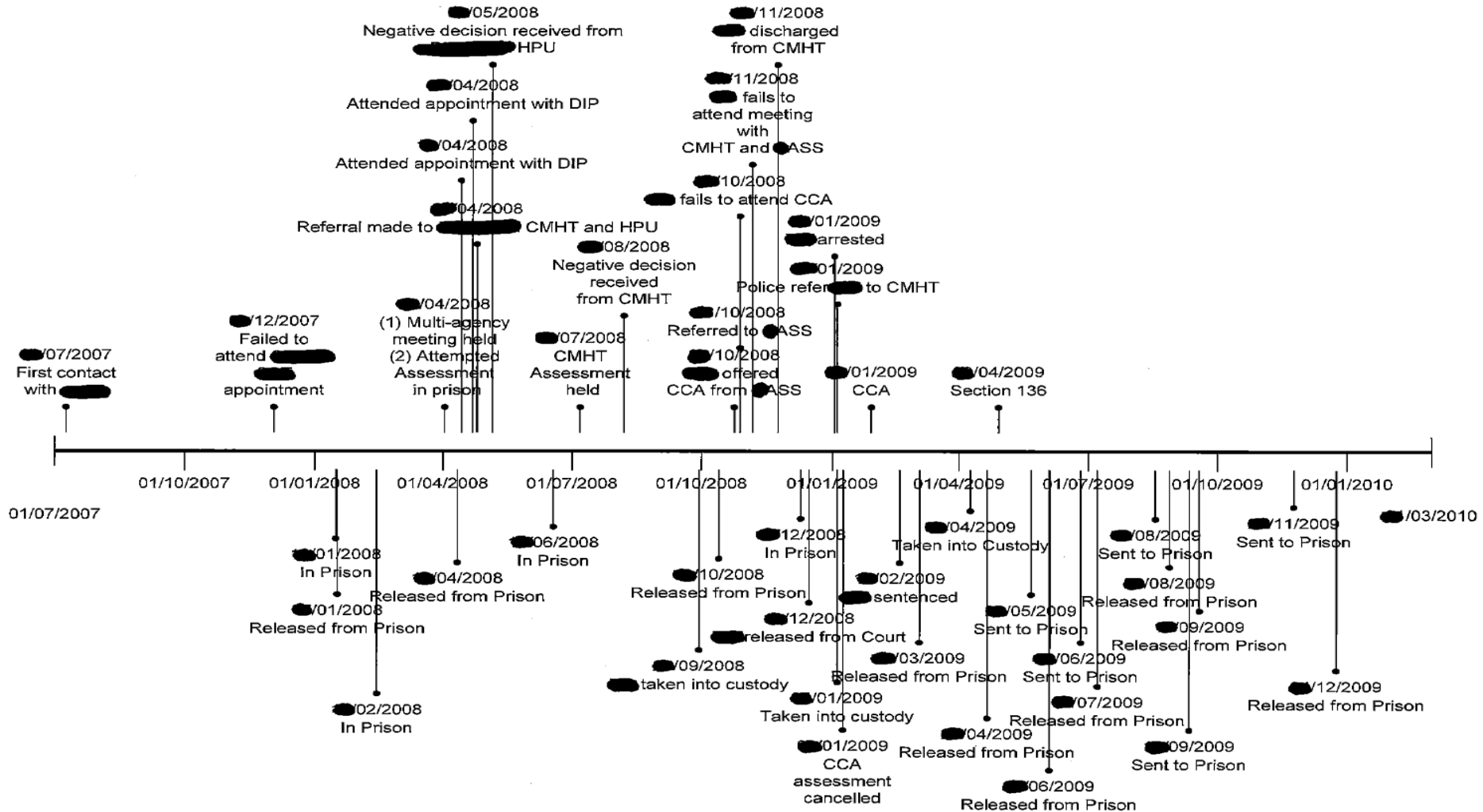
Offending

Mental ill health

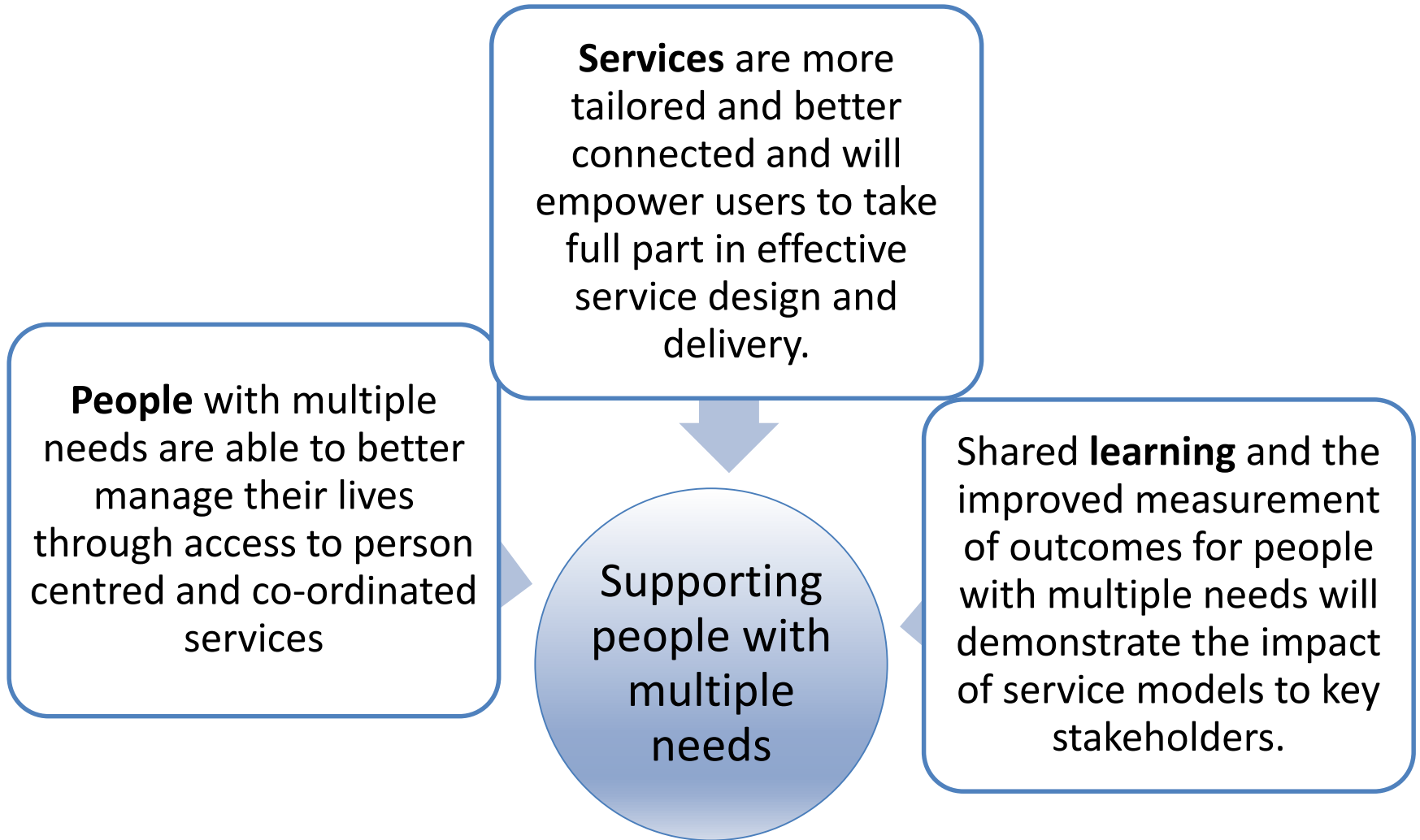
Homelessness



LOTTERY FUNDED



# What...





- ✓ 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

# Insights...



- 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



**West Yorkshire - Finding Independence**  
Delivering Fulfilling Lives:  
Supporting People with Multiple Needs Programme



# Complex Commissioning for Complex Needs Academy for Social Justice Commissioning Seminar - Leeds

Sue Northcott, Programme Manager  
West Yorkshire-Finding Independence (WY-FI)  
6<sup>th</sup> September 2018



West Yorkshire - Finding Independence  
Delivering Fulfilling Lives:  
Supporting People with Multiple Needs Programme



## 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



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## 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



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## 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



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## Financial Impact by agency

	4 quarters	5 quarters
Overall increase in costs	£4.7m	£3.4
Largest increase to NHS	£6.1m	£4.7m
Increase to LA Housing	£0.4m	£0.3m
Largest saving to Criminal Justice	£1.7m	£1.0m
Increased expenditure per person	£4,200	£3,300



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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





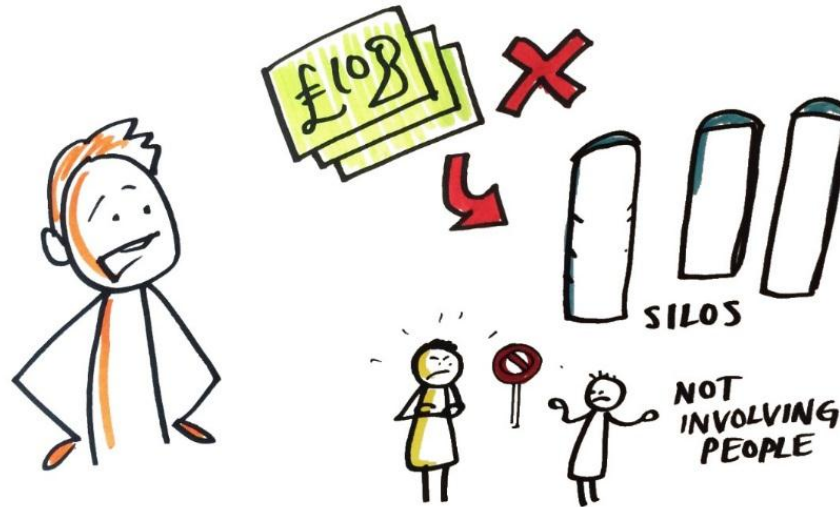
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## The future.....some questions and thoughts

- 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



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; LIVE 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*

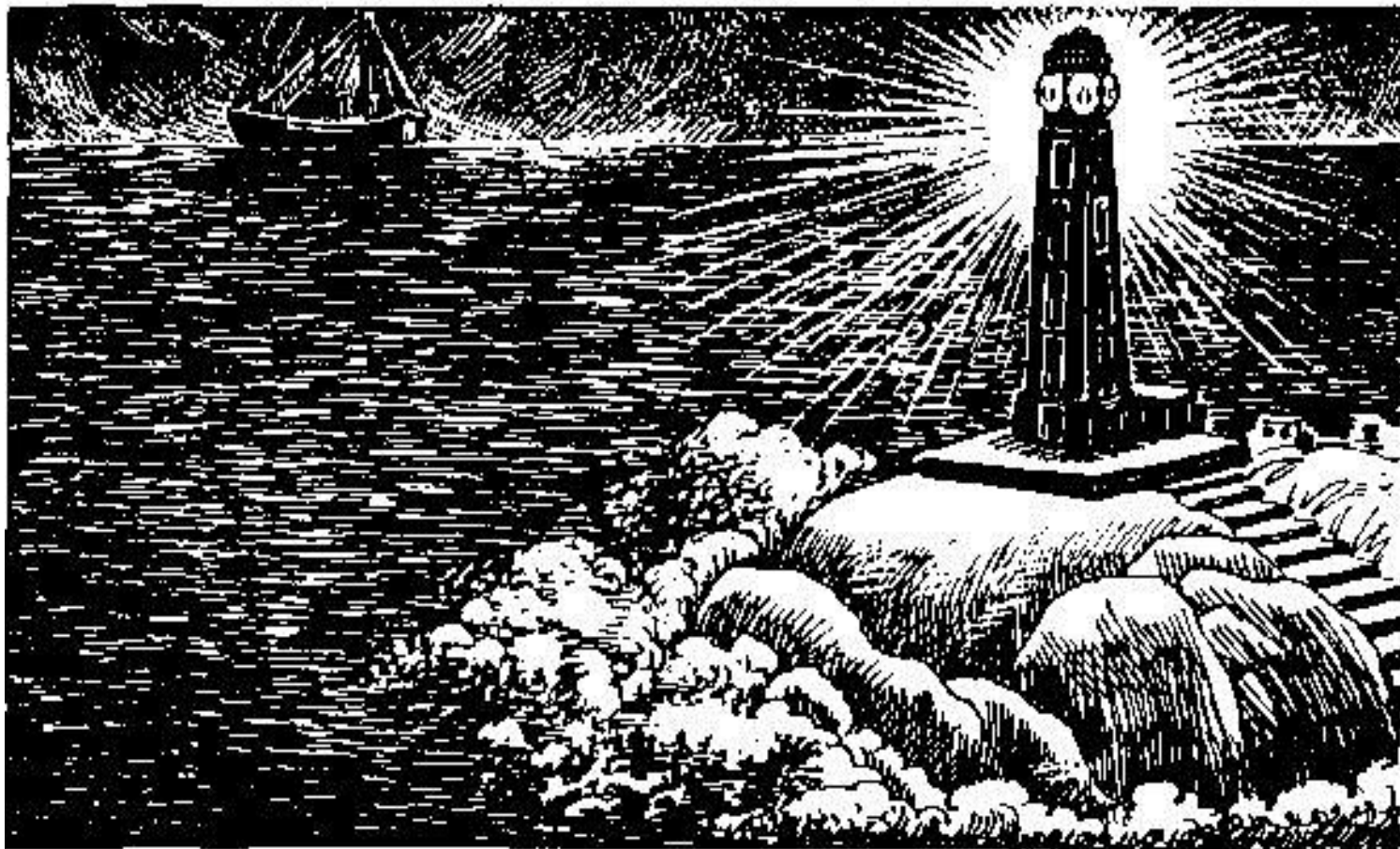


# *“Alcoholics” and Controlled Drinking*



*“...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

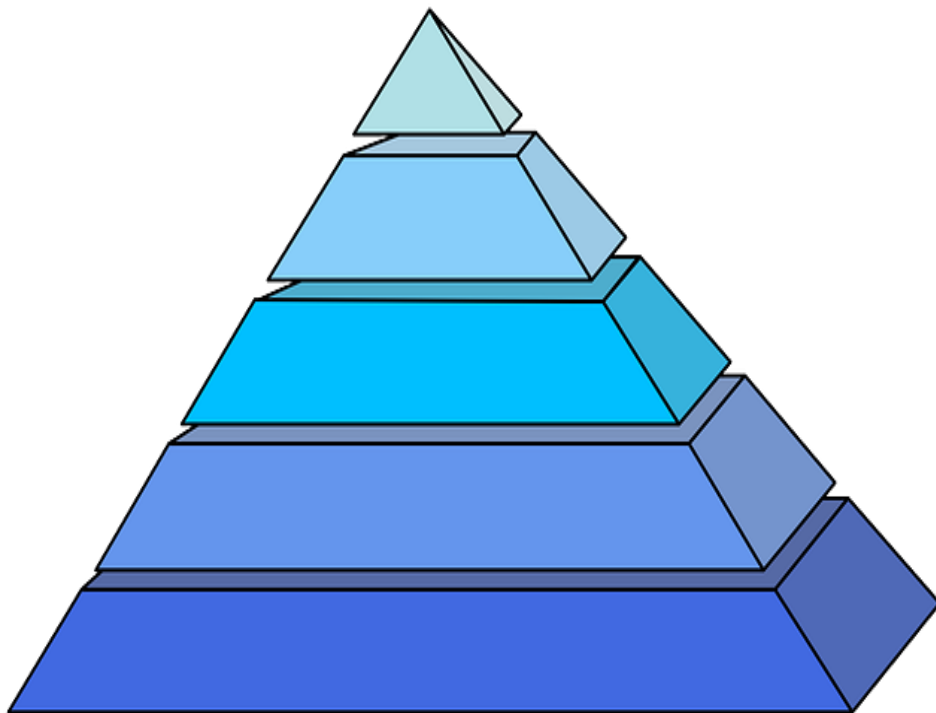
## The Misunderstood Society

**#BreakTheStigma**

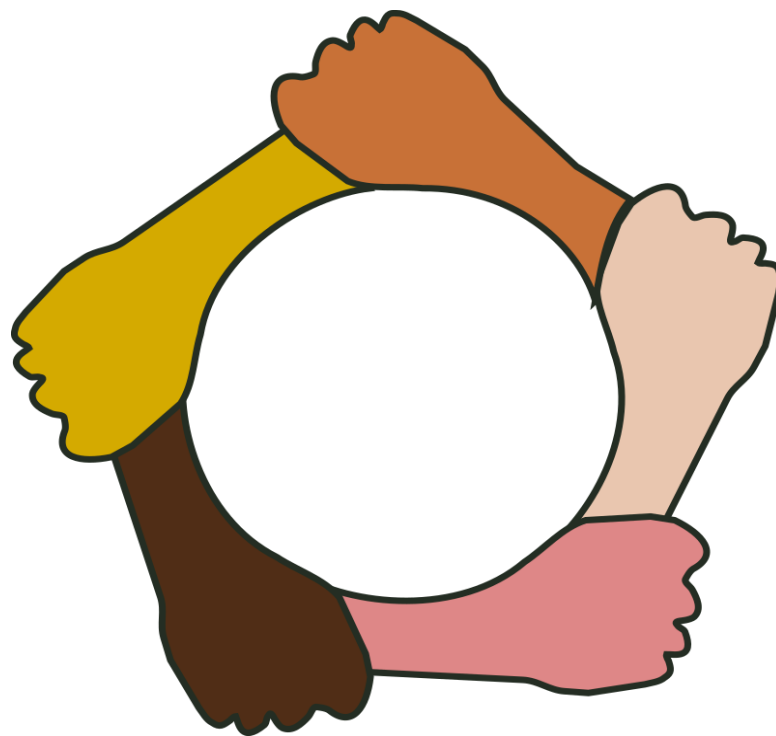




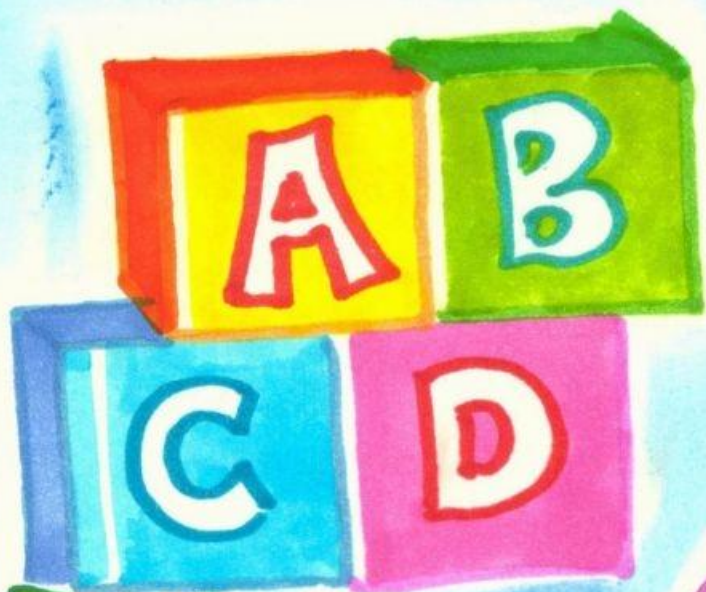
# Pyramids of Treatment Power



# Circles of Recovery Communities







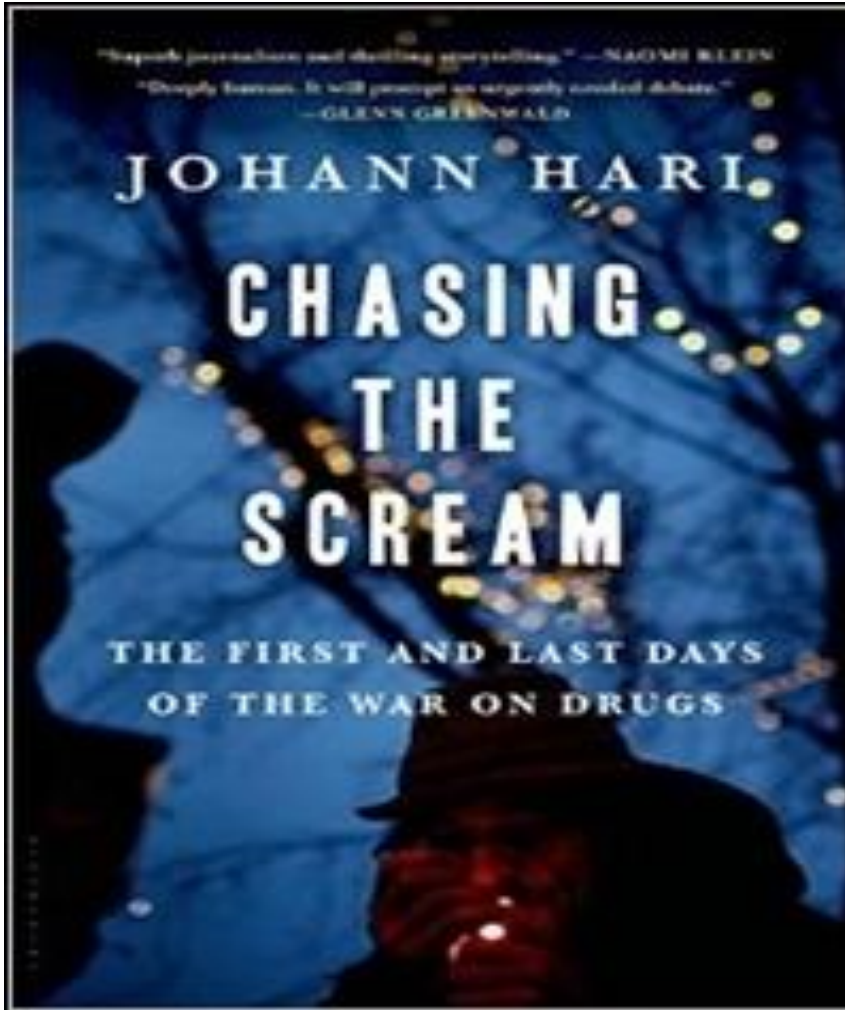
CONNECTING PEOPLE

someone to love

somewhere to live

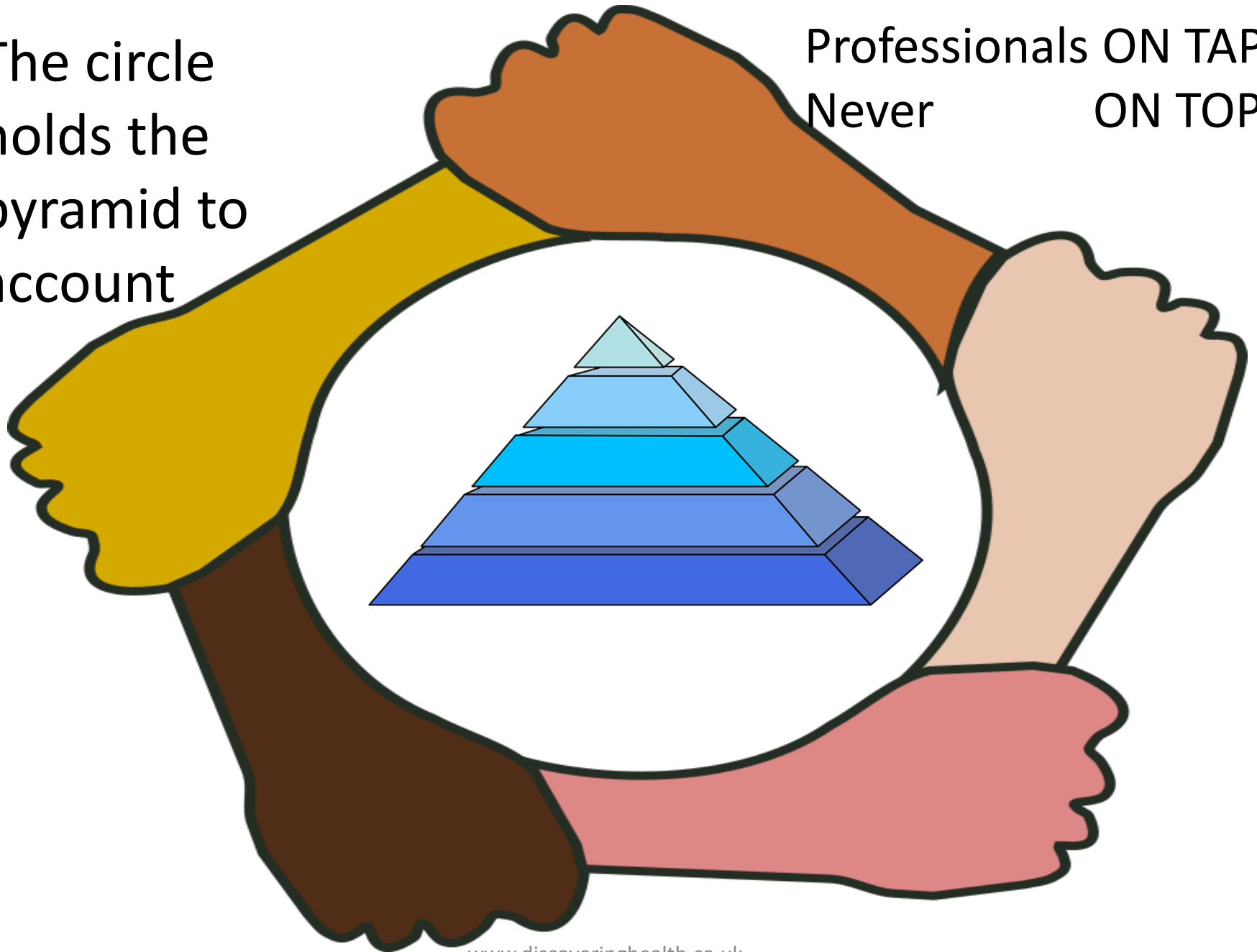
something to do

***“The opposite of addiction is not sobriety, it is human connection”***



The circle  
holds the  
pyramid to  
account

Professionals ON TAP  
Never ON TOP





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COMMISSIONING

Learn, Network & Share

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Any Questions ?



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