Ministry of Housing, Communities & Local Government

Changing Futures Theory of Change
Individual-level

Participants are engaged by the programme

- People at key transition points (leaving care, prison) are engaged
- Participants with high levels of need and poor past engagement with services are engaged
- People with protected characteristics experiencing MD are engaged

Increased evidence and insight on how people with protected characteristics experience multiple disadvantage

Data and evidence collected from local partners on participants with protected characteristics

Areas:
- Provide flexible person-centred support to people experiencing multuiple disadvantage
- Support people to engage more positively with family/community
- Coordinate care
- Build relationships with people experiencing multiple disadvantage

Provision of harm reduction pre-treatment support whilst participants await treatment

Early outcomes of programme support

- Improved financial security
- People engage more positively with family and community and move away from negative relationships
- Individuals feel supported, trusted, valued, safe, and in control
- Improved capability and motivation to access services
- Crisis-prevention reduces need for emergency services or treatment

Individuals can sustain their engagement with the services and treatment they need and want

Stabilisation of health and wellbeing reduces need for intensive caseworker support

- Improved connectivity to family/community
- Better health, including mental health and addiction
- Increased ownership of recovery
- Individuals have increased trust in public services
- Improved wellbeing

Pathways of support for people who are stabilised

- Sustainable peer support in place as part of step-down support
- Participants who are stabilised receive step-down support (continuing casework or mainstream service, as appropriate)
- People who are at risk are re-linked to support
- There is sustainable, holistic keyworker support in local systems
- The local eco-system of support can respond to the longer-term needs of people in recovery

Services across the system provide flexible, person-centred, trauma-informed support that is effective in addressing multiple disadvantage

Services needed by people experiencing multiple disadvantage have sufficient capacity to enable timely, trauma-informed treatment

Sustained improvements

- Sustained greater financial stability
- Progress towards social inclusion is sustained
- Sustained improvements in health
- Sustained improvements in wellbeing
- Reduction in the use of emergency services, contact with criminal justice, rough sleeping
- Reduced inequalities in outcomes for people with protected characteristics

Key

- Programme activities
- Short term outcomes
- Longer term outcomes
- Impact

Evidence suggests that this output or outcome is producing progress towards the intended outcome(s).

There is not enough evidence to gauge if this output or outcome is producing progress towards the intended outcome(s).

Evidence suggests that this output or outcome is not leading to the intended outcome(s).

The vertical dotted line across the map is the 'accountability ceiling' - that is, the threshold of what the Changing Futures programme is likely to be able to directly influence.

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Changing Futures Theory of Change
Service-level

Operational and strategic activity supporting service improvement

- Programme activity influences service priorities and targets, putting in place agreements and clear escalation routes
- The programme works to improve services based on local priorities, including housing, substance misuse, and other health services
- The programme produces evidence about levers/enablers to improve individual, service, and system outcomes
- Training and awareness raising activity promoting trauma-informed approaches to other services
- Programme engages services needed to meet the needs of the cohort, including services not working in a trauma-informed way

Changes in staff capabilities, motivations, and working conditions

- Wider system staff have the capabilities and motivation for trauma-informed working
- Wider service system staff have access to support, feel valued, and have reduced burnout across services
- Wider system service conditions (flexibility, autonomy) and capacity to enable staff to respond to multiple disadvantage

Key

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Changing Futures projects demonstrate different ways of working including reduced staff burnout

Flexible, responsive, additional support for people experiencing multiple disadvantage

Recruitment of specialist keywokers/staff with low caseloads, the right skills and knowledge, and personal budgets/resources

Participation in operational level multiagency forums and/or colocation of services

Staff have the appropriate knowledge of, and contacts across the system

Improved facilitation of referrals and joint case working across services. Service coordination

Creation of lived experience roles or teams in Changing Futures areas. Connection of existing lived experience and involvement groups to share learning and collaborate.

Improved processes for recruiting and supporting people with lived experience to co-design and deliver services

Lived experience co-design and delivery is embedded

Services across the system provide flexible, person-centred, trauma-informed support that is effective in addressing multiple disadvantage

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Government supports areas to join up different programmes, including frontline caseworker and multidisciplinary team activity and multiagency governance structures

Existing interventions and conditions supporting increased service capacity

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Changing Futures Theory of Change
System-level

Key

- Programme activities
- Short term outcomes
- Longer term outcomes
- Impact

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Programme staff build relationships with other services and participate in multiagency meetings

Strategic multiagency forums are established (by programme or others) and work effectively

The programme resources strategic roles with the right skills and position to advocate on multiple disadvantage

Skilled strategic Changing Futures leadership communicates evidence of what works to exsting strategy owners and fora

Local leadership (e.g. local strategic leaders, commissioners) are engaged by the programme

Lived experience groups and activity (codesign and delivery)

Strategic workforce activity focussed on multiple disadvantage

Clear cross-service referral pathways

Strategic alignment across local strategies (local policies, processes, funding, delivery)

Changing Futures areas identify existing data that enables better responses to multiple disadvantage

Changing Futures influences data owners to increase the availability and awareness of data relating to multiple disadvantage

Better use of data at a strategic level, enabling a better response to multiple disadvantage

Increased understanding of the impact of multiple disadvantage on demand and the effects of the Changing Futures programme on this

Lived experience involvement embedded and guiding commissioning

Government supports areas to join up different programmes including funded frontline work and governance (multiagency structures)

Co-commissioning, pooled budgets and KPIs joined across services

New services or service specifications

- Outcomes driven commissioning to appropriately reflect the needs of the cohort
- Commissioners buy services that work flexibly around individuals rather than within service or activity boundaries

Early identification of people at risk

Joined up system aligned to respond to and prevent multiple disadvantage

The structures, knowledge, skills, and expertise needed to meet the needs of the cohort are recognised and strived for

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