



**Author/Lead Officer of Report:** Michael Corbishley, Changing Futures Programme Manager

**Report of:** *John Macilwraith, Executive Director, People Services*

**Report to:** *Councillor George Lindars-Hammond, Executive Member for Health and Social Care*

**Date of Decision:** *21<sup>st</sup> July 2021*

**Subject:** *Changing Futures Programme Funding*

Is this a Key Decision? If Yes, reason Key Decision:-	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
- Expenditure and/or savings over £500,000	<input checked="" type="checkbox"/>	
- Affects 2 or more Wards	<input checked="" type="checkbox"/>	
Which Executive Member Portfolio does this relate to? Health and Social Care		
Which Scrutiny and Policy Development Committee does this relate to? Healthier Communities and Adult Social Care		
Has an Equality Impact Assessment (EIA) been undertaken?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
If YES, what EIA reference number has it been given? 961		
Does the report contain confidential or exempt information?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:-		
<i>“The (report/appendix) is not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended).”</i>		

**Purpose of Report:**

To receive approval to accept grant funding of £3.267m from the Ministry of Housing, Communities and Local Government and the National Lottery, to deliver a Changing Futures programme in Sheffield, supporting vulnerable adults facing multiple disadvantage.

**Recommendations:**

- Note that it is Sheffield City Council's intention to participate in the Changing Futures Programme.
- Approval to accept grant funding of £3.267m of which MHCLG will fund £2.199m and The National Lottery will fund £1.068m.
- Where no existing authority exists under the LSOD, delegate to the Director of Health and Social Care in consultation with the Director of Finance and Commercial Services to accept The National Lottery Community Fund grant funding (£1.068m), when such offer is made.
- Where no authority exists under the LSOD, delegate to the Director of Health and Social Care in consultation with Director of Finance and Commercial Services to take such steps regarding the Changing Futures funding in order to meet the aims and objections as set out in this report.

**Background Papers:**

Lead Officer to complete:-		
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.	Finance: <i>Mark Wassell</i>
		Legal: <i>Henry Watmough-Cownie</i>
		Equalities: <i>Ed Sexton</i>
<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>		
2	<b>EMT member who approved submission:</b>	<i>John Macilwraith</i>
3	<b>Executive Member consulted:</b>	<i>George Lindars-Hammond, Paul Wood, Alison Teal</i>
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Decision Maker by the EMT member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	<b>Lead Officer Name:</b> <i>Michael Corbishley</i>	<b>Job Title:</b> <i>Changing Futures Programme Manager</i>
	<b>Date:</b> <i>19/07/2021</i>	

## 1. PROPOSAL

- 1.1 In December 2020 the Ministry for Housing, Communities and Local Government (MHCLG) announced a new national fund, Changing Futures, aimed at improving the lives of adults facing multiple disadvantage and the systems and services that support them.
- 1.2 In Sheffield there are around 200 people who fit the description of vulnerable adults facing multiple disadvantage (needing support in three or more of the following areas: Substance use, Mental Health, Housing, Criminal Justice, Domestic Abuse).
- 1.3 Whilst there is provision for this cohort in Sheffield (through independent living schemes for Complex needs, Housing First and the new Home At Last Team (HALT)) there is not enough capacity to provide everyone with the intensive, ongoing and specialist support they require. There are also systemic issues of support offers sometimes being fragmented and inflexible, and so unable to address the needs of an individual in a holistic and collaborative way.
- 1.4 Following a successful Expression of Interest in January, Sheffield has worked with key stakeholders across the statutory and voluntary sectors to develop a Changing Futures bid.
- 1.5 The Changing Futures bid was developed with the intention to act as a change fund for the city; accelerating and adding capacity to existing work, developing new long term sustainable resources and evidencing effective practice. Collectively this will enhance and improve our system wide approach to supporting this cohort and ensure the positive impact is felt beyond the three year funded programme.
- 1.6 The final bid outlined the delivery of several different programme elements. This includes:

<b>Programme Element</b>	<b>Purpose</b>
Coproduction service	to increase the influence of people with lived experience
Core delivery team	to engage and coordinate support for people facing multiple disadvantage
Enhanced and dedicated specialist resource	to offer new ways of working and reduce waiting times. Main focus is around Mental Health diagnosis, treatment and support but also other healthcare, domestic abuse and housing
Peer and Volunteer service	enabling better support of people accessing services and providing a platform for those with lived experience to give back
Learning and Development	provision to increase knowledge, skills and capacity to deal with multiple disadvantage

Positive Fund	Activities	to increase opportunities for people with multiple disadvantage
Programme inc Systems	Team Data and	to ensure effective implementation of the programme

1.7 On 16<sup>th</sup> July 2021 MHCLG confirmed our bid had been successful and offered a funding award of £3.267m across three years.

## 2. HOW DOES THIS DECISION CONTRIBUTE ?

2.1 The Changing Futures programme will deliver a range of positive outcomes at a system, service and individual level. These outcomes were developed in partnership with key stakeholders and whilst they are primarily focused on improving the lives of adults facing multiple disadvantage, improvements in practice and provision are expected to benefit other cohorts as well.

2.2 The full set of intended outcomes are captured within our theories of change and split at a system, service and individual level. This is attached as Appendix 1.

2.3 Across all three levels there are some common thematic benefits:

- Improving access by increasing capacity and navigation, enabling more people to get the help they need when they need it
- A strategic approach to a person-centred, collaborative, joined-up way of working
- Increasing coproduction at all levels
- Improving information sharing
- Workforce development around trauma-informed approaches and knowledge of multiple disadvantage.

2.4 The programme itself offers new employment opportunities in the city, both internally within the council and via the services we will commission out to providers.

## 3. HAS THERE BEEN ANY CONSULTATION?

3.1 We sought input from a wider range of stakeholders through two online workshops and a number of other conversations. In total we engaged with more than 30 organisations from statutory, voluntary, community, provider and business sectors.

3.2 We already had an evidence base about what people experiencing multiple disadvantage wanted and what barriers they faced, which had formed the basis of our EOI. However, we were also able to test out some of our ideas and theory of change with a series of consultation sessions in w/c 12<sup>th</sup> April, through Zoom meetings and at Cathedral Archer project.

- 3.3 A full version of our consultation report is attached as Appendix 2.
- 3.4 While the overall plan remained in line with our intentions set out in our initial EOI, this engagement led to us putting a greater emphasis on:
- Alleviating bottlenecks in capacity, particularly in mental health assessment and treatment
  - Peer support
  - Better information about what is available, both for service users and practitioners
  - Safe and welcoming spaces.

#### **4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION**

##### **4.1 Equality of Opportunity Implications**

4.1.1 The proposal is fully consistent with the Council’s obligations under the Equality Act (2010). This includes, as set out in the Public Sector Equality Duty, the requirement for the Council, in the exercise of its functions, to pay due regard to the need to:

- eliminate discrimination, harassment and victimisation
- advance equality of opportunity
- foster good relations

##### **4.2 Financial and Commercial Implications**

##### **4.2.1 Changing Futures Programme Grant (£3.267m)**

###### Funding Analysis.

• The project is a jointly funded initiative between MHCLG and The National Lottery Community Fund (TNLCF) and the annual funding allocations and sources are summarised below:

<b>Year 1 (2021/22)– £955,643</b>	<b>MHCLG (S31 Grant /MoU)</b>
<b>Year 2 (2022/23)– £1,243,659</b>	<b>MHCLG (S31 Grant/MoU)</b>
<b>Year 3 (2023/24)– £1,067,698</b>	<b>TNLCF Grant</b>

• The MHCLG Memorandum of Understanding (MoU) is for 2 years and then TNLCF Terms and Conditions will follow at a later date (tbd).

##### **4.2.2 Memorandum of Understanding (MHCLG/SCC)**

Key features (not exclusive) of the MoU are summarised as follows. The Grant Manager will need to read, understand and comply with all of the grant terms and conditions and ensure that there are no ongoing unfunded costs

at the end of the project.

- (MoU) provides a framework for local delivery partnerships and MHCLG to collaborate on the Changing Futures Programme.
- The MoU is non-legally binding.
- SCC to sign up to the MoU on behalf of the local partnerships that submitted Changing Futures applications.
- MOU covers MHCLG 21/22 and 2022/2023.
- MHCLG to work with TNLCF/SCC to manage funding transition
- Programme is to improve local systems /services for adults with multiple disadvantage and to influence future government policy.
- Programme partners to develop local delivery models, deliver system change and test new approaches
- Programme is underpinned by the principles set out in the prospectus.
- Work in partnership across local services /voluntary/community sector.
- Coordinate support/integrate local services for service users
- Commitment to sustain programme benefits beyond the funding lifetime.
- Maintain strong partnership working structures at strategic/operational level
- Funding for 23/24 is paid by The National Lottery Community Fund under their terms and conditions.
- SCC to achieve key deliverables as per local partnership delivery plan.
- Inform MHCLG of progress against delivery plans and ensure major changes to the project are agreed with MHCLG before implementation.
- Prepare a sustainability plan by the end of June 2022.
- SCC to comply with MHCLG data collection, monitoring and reporting requirements
- MHCLG to review the costs and benefits of the Programme.
- MOU arrangements to be kept under review and can be amended if agreed by both parties

#### 4.2.3 **Commercial Implications**

All public sector procurement is governed by and must be compliant with both UK National Law and the grant terms and conditions. In addition, all procurement in SCC must comply with its own Procurement Policy, and internal regulations known as 'Contracts Standing Orders' (CSOs).

Contracts Standing Orders requirements will apply in full to the procurement of services, goods or works utilising grants. All grant monies must be treated in the same way as any other Council monies and any requirement to purchase/acquire services, goods or works must go via a competitive process.

#### 4.3 **Legal Implications**

- 4.3.1 The Council has a statutory duty to improve Public Health under the Health and Social Care Act 2012. The Council will need to ensure that the funding is used to commission services in compliance with both internal regulations Contracts Standing Orders and external regulations Public Contracts Regulations 2015. It is of note that such services which could be delivered in support of the programme are likely fall within Schedule 3 of the

PCR (social care etc), procurement will be carried out in consultation with and assistance from Commercial Services to ensure compliance.

## **5. ALTERNATIVE OPTIONS CONSIDERED**

- 5.1 Partnership work to improve outcomes for adults experiencing multiple disadvantage has been ongoing for several years. Previous business cases have been developed for a seconded multi-agency team; and commissioning a service through a Social Impact Bond. These projects encountered complications and did not enter delivery.
- 5.2 As grant funding, the Changing Futures programme is considered to be a more flexible and therefore more appropriate approach for this complex cohort. Its system-wide focus is also more likely to lead to a sustainable change in support offered to vulnerable adults in Sheffield.
- 5.3 As part of our submission to MHCLG we included a bid for 30 units of additional supported accommodation. MHCLG and the National Lottery took a programme decision to remove any request for funding for activity that was high cost and low priority when compared to the core delivery model and subsequently this part of our bid was refused

## **6. REASONS FOR RECOMMENDATIONS**

- 6.1 Our recommendation to accept this grant funding from MHCLG and the National Lottery is to:
- allow the delivery of the Changing Futures Programme in Sheffield. Without this funding, we will have to either seek alternative funding arrangements or reduce or withdraw our aspirations in this area of work and with this cohort of people.
- 6.2 The Changing Futures programme will help to deliver a number of strategic objectives that are shared between key partners, such as:
- Joint commissioning intentions between Sheffield City Council and CCG 2021/22: Improve access to healthcare and health outcomes for most marginalised groups
  - Homelessness Prevention Strategy 2017-22: strengthen partnerships to support adults with complex and multiple needs
  - Community Safety Partnership Plan 2019-21: domestic abuse and hate crime
  - Joint Health and Wellbeing Strategy 2019-24: all is relevant. Ambitions include “Everyone has access to a home that supports their health” and “Everyone has equitable access to care and support shaped around them”
  - Sheffield Safeguarding Adult Board Strategic Plan 2020-23: all is relevant. Priorities include “working in partnership” and “engage and empower”.
  - South Yorkshire Police and Crime Plan 2017-21 and its successors.

Current plan priorities are all relevant, including “protecting vulnerable people” and “treating people fairly”.

- South Yorkshire Violence Reduction Strategy: most are relevant. Priorities include “Encourage all professionals and organisations to continue to work toward becoming trauma-informed” and “Work in partnership to improve the mental health of the population, and advocate for those who need support to receive it in a timely manner”.