

Decision Pathway – Report



PURPOSE: Key decision

MEETING: Cabinet

DATE: 13 July 2021

TITLE	Changing Futures MHCLG Bid Submission		
Ward(s)	<i>City Wide</i>		
Author: Katherine Williams	Job title: Strategic Commissioning Manager		
Cabinet lead: Cllr Holland	Executive Director lead: Hugh Evans		
Proposal origin: <i>Other</i>			
Decision maker: Cabinet Member Decision forum: <i>Cabinet</i>			
Purpose of Report To update on the bid submitted for the MCHLG Changing Futures funding programme and to seek approval to spend the grant (if successful) as proposed. Our expression of interest was agreed by cabinet in Feb 2021. Approval was given to develop a detailed delivery plan for submission on the basis that a further report would be brought to Cabinet to approve how the funding will be spent. Our delivery proposal (attached), submitted on 6 th May 2021 was for £3.5m over 3 years which was the maximum that would be allocated to an area.			
Evidence Base: The MHCLG three -year funding programme aims to <ol style="list-style-type: none">1. Improve how local services and systems work for adults experiencing multiple disadvantage2. Influence government policy and local commissioning3. Generate learning, and test new partnership approaches Up to 15 areas will be selected for delivery out of 21 who were invited to develop a full submission following the expression of interest stage (90+ applications). As of 30/06/21 we are awaiting a decision from MHCLG. We have worked with the Golden Key Partnership to develop this proposal in recognition that a collaborative approach is needed to address multiple disadvantage. The firm foundations laid by the GK partnership were highlighted as a real strength, the partnership will be refreshed to meet the Changing Futures objectives and we will undertake a process to identify a VCS partnership lead. We have involved a wide range of VCS and statutory partners to develop the proposal and ensured that the voice of lived experience is strong throughout. There is scope for the plan to be amended following feedback from MCHLG. Building on successful programmes to date (such as The Golden Key Partnership, Troubled Families, Social Impact Bonds, Everybody In, etc.) this bid provides an opportunity to enhance the Change For Good programme and our collective ambition to tackle city-wide problems and reduce inequalities. There is a strong evidence base (as referenced in our Joint Strategic Needs Assessment and relevant strategies) that Bristol has a high proportion of people who are effected by mental ill health, substance misuse, homelessness and domestic abuse , and we know that some people do not fare well in services due to the multiple disadvantage that they experience. In line with the requirements our proposal focusses on creating system change, tackling disadvantage at individual, service and system levels for clients experiencing at least three of the following: homelessness, substance misuse,			

mental ill-health, criminal justice involvement, domestic abuse.

The full proposal is attached, in summary key elements include:

- Building on the excellent work of Golden Key (finishing June 22), and jointly owned project Change For Good (CCG, BCC, Golden Key) which focussed on moving on from homelessness
- Evolve CFG project to Changing Futures, with multi-agency Programme Office and Delivery provision. BCC as overall accountable body
- My Team Around Me Test and Learn – a blue print for collaborative working and coordinated support, with a multi disciplinary team of people working alongside the citizen
- Data solutions – options appraisal for the best system to establish a Data Hub and Operational Case management System to support multi disciplinary working (e.g. Troubled families, CCG Population Health Analytics)
- Client deep listening work (peer research) and communities engagement, especially for young people
- Focus on Bristol with learning partnership with CCG, North Somerset, South Glos LAs, and ASP, PCC and others through Learning Hub and Partnership Board
- Learning on root causes to inform life course and early intervention
- Developing offer e.g. chronic homelessness group – behaviours that indicate trauma, will inform community mental health provision
- Trauma informed system – training, investment to enable cultural change – to be evaluated
- System Leadership training
- Multiple Disadvantage Strategy for our area

We have selected 3 cohorts to work with in Bristol with the view that learning from these will be applied to wider populations with multiple disadvantage

- Young People from minority ethnic communities (MEC), experiencing multiple disadvantage compounded by
- Discrimination
- Women experiencing domestic abuse
- People experiencing complex/compound trauma, behavioural challenges, chronic homelessness

Evidence is available in the Joint Strategic Needs Assessment and a key element of our proposal is to strengthen our understanding of Multiple disadvantage, working across all partners to establish a Data Hub.

Cabinet Member / Officer Recommendations: At this stage our recommendations are as follows.

That Cabinet

- 1. Note the submission of a proposed delivery plan for the MCHLG Changing Futures funding programme of up to £3.5m over three years**
- 2. Authorise, if this submission is successful, the Executive Director of People in consultation with the Cabinet Member for Adult Social Care, to spend the funding to implement the delivery plan and maintain oversight as agreed with MHCLG, including (subject to keeping within the funding level secured) taking all steps required to procure appropriate contracts and/or other agreements with partners as appropriate.**

Corporate Strategy alignment

This work cuts across several strands of the One City Plan, and in particular links to Health and Wellbeing and Homes and Communities in addressing inequalities and multiple disadvantage.

City Benefits

The act of developing a delivery proposal has consolidated our partnership working and aligning agendas. There are elements of the delivery plan the partnership will explore delivering if funding isn't secured.

If successful, this bid will contribute between £1.5 and £3.5 million over three years (Yr 1 is 21/22)

Our vision: 'People with multiple disadvantage are valued and empowered. They inspire and are inspired to have a life beyond services'.

Whilst this opportunity focuses on the cohorts as mentioned, the wider scale impact of system change would be felt across a much larger group of citizens. The anticipated benefits include:

1. A system understanding of MD and tools available to inform approaches
2. Reduced reliance on reactive services (A&E, place of safety, etc).
3. Reduction in repeat short-term prison recalls, rough sleeping and repeat homelessness, mental health crisis, suicide and deaths through overdose and for other reasons.
4. Common framework for understanding risk and vulnerability across agencies.
5. Shared language and approach to risk, equalities, interventions, care, outcomes.
6. Reduced inequalities.
7. Cost avoidance.

There are strong links with the data accelerator bid for Troubled Families (pending outcome) which aims for personal and sensitive information to be appropriately shared. If successful the accelerator bid will enable Bristol to take significant advantage of the new IT infrastructure that has been put in place which will benefit the city both strategically and operationally in responding to emerging need and vulnerability in children and families.

Consultation Details

1. Golden Key Partnership has run several partner consultation sessions
2. Presented at Local Authorities Joint Strategic Group covering BNSSG footprint and CCG Governance Group
3. Key stakeholder support achieved from CCG, ASS Police, OPCC, NPS, VCS.

A wider series of consultation activity will take place beyond the expression of interest stage. A key element of this work is co-design and lived experience input which will be embedded in our approach.

Background Documents: Changing Futures: changing systems to support adults experiencing multiple disadvantage Prospectus for local Expressions of Interest (EoIs) December 2020

Revenue Cost	£ n/a	Source of Revenue Funding	<i>Insert specific service budget name</i>
Capital Cost	£ n/a	Source of Capital Funding	<i>e.g. grant/ prudential borrowing etc.</i>
One off cost <input type="checkbox"/>	Ongoing cost <input type="checkbox"/>	Saving Proposal <input type="checkbox"/>	Income generation proposal <input type="checkbox"/>

Required information to be completed by Financial/Legal/ICT/ HR partners:

1. Finance Advice: This report asks Cabinet to note the submission of a proposed delivery plan for the MHCLG Changing Futures Programme and seeks delegated authority to implement this plan, should the bid be successful. The bid totals £3.5m, over a three year period and a decision on whether it has been successful is awaited. If a lesser amount is awarded then the projects ambition and associated costs will need to be scaled down to meet a potentially reduced funding envelope.

The Council will be working with the Golden Key Partnership as the umbrella partnership and any funding arrangements will need to be with the individual lead organisations in the partnership, who we will be commissioning services from. These will need to adhere to MHCLG funding and reporting requirements and agreements will need to provide clarity in relation to financial risk, exit strategy and how any sustainability issues will be managed. For example, in relation to any potential risks in relation to ongoing staffing costs or commitments given the time limited nature of the funding.

Finance Business Partner: Denise Hunt, Finance Business Partner 25.5.21

2. Legal Advice: There will be need to ensure that this £3.5m funding is used to commission services in compliance with the Public Contracts Regulations 2015 (PCR). The Golden Key Partnership comprises an association of some 16 parties from the public and social care etc sector. The intention would be to work with each of them to help deliver the programme.

The services to be delivered in support of the programme will likely fall within Schedule 3 of the PCR (social care etc) where the procurement requirements are less onerous, and in fact contracts below £663k fall outside the normal requirements. Accordingly there may be a variety of routes available to BCC to ensure it operates in a PCR compliant manner eg commissioning services from any one partner below the threshold; working with partner contracting

authorities under Regulation 12 of the PCR (which permits such bodies to work together in certain circumstances without the need to tender etc); where, due to the specialist nature of the services, there is only a limited number of potential suppliers. Detailed consideration, with support from legal services, will need to be given to the particular arrangements on a case by case basis.

Legal Team Leader: Eric Andrews; Team Leader/Solicitor, 12.5.21

3. Implications on IT: The establishment of a Data Hub and MTAM Case Management system, may require significant prioritisation above existing workplans to meet the stated timescales, and may need considerable resource to define a solution that meets the corporate strategies. Liaison with the Digital Transformation Enterprise Architecture team should be undertaken in regards to the CRM, and the Data, Insights and Analytics Board in regards to the Data Hub.

IT Team Leader: Simon Oliver 07/05/21

4. HR Advice: The report seeks agreement to spend the grant (if successful) as set out in the proposal. The proposal sets out the need for some recruitment to deliver the project, currently it is unclear who will host these posts or what status they will have as the detail is still to be worked out. The manager supported by HR will continue to work on the proposals going forward ensuring that any opportunities for redeployment of current employees will be considered in line with our policies and procedures.

HR Partner: Lorna Laing, HR Business Partner 27/05/21

EDM Sign-off	Hugh Evans	12/05/2021
Cabinet Member sign-off	CIlr Holland	24/05/2021
For Key Decisions - Mayor's Office sign-off	Mayor's Office	14/06/2021

Appendix A – Further essential background / detail on the proposal	YES
Appendix B – Details of consultation carried out - internal and external	NO
Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	NO
Appendix E – Equalities screening / impact assessment of proposal – To Follow	YES
Appendix F – Eco-impact screening/ impact assessment of proposal	NO
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Exempt Information	NO
Appendix J – HR advice	NO
Appendix K – ICT	NO
Appendix L – Procurement	NO