



**LANCASTER
CITY COUNCIL**

Promoting City, Coast & Countryside

INDIVIDUAL CABINET MEMBER AND OFFICER DELEGATED DECISION

TUESDAY, 19 OCTOBER 2021

Please find enclosed the Decision Notice in connection with the following:

ICMD10 - CHANGING FUTURES (Pages 2 - 9)

Please note that this is subject to call-in.

Queries regarding this document

Please contact Liz Bateson, Democratic Services - email ebateson@lancaster.gov.uk.

Democratic Services,
Town Hall,
Dalton Square,
Lancaster,
LA1 1PJ

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Promoting City, Coast & Countryside

**EXECUTIVE DECISIONS TAKEN BY CABINET PORTFOLIO HOLDER
NOTICE OF DECISION**

TITLE OF DECISION: CHANGING FUTURES			
NAME OF DECISION TAKER:	CLLR CAROLINE JACKSON		
POSITION AND RESPONSIBILITY HELD:	LEADER OF THE COUNCIL		
CONTACT OFFICER:	Jo WILKINSON		
TELEPHONE:	01524 582762		
E-MAIL:	JOWILKINSON@LANCASTER.GOV.UK		
Details of Decision:			
To seek approval for the authority to accept £922,268 allocated from a Lancashire wide bid to MHCLG to delivery the Changing Futures programme.			
Reasons for the decision:			
In order to improve outcomes for adults experiencing multiple disadvantage within the District.			
IS THE DECISION URGENT			
No			
I can confirm that this decision is urgent as any delay likely to be caused by the Call-in process would seriously prejudice the Council's or the public's interests and therefore is not subject to Call-in. The Chair of the Overview and Scrutiny Committee has been consulted. I hereby agree both that the decision proposed is reasonable, in all the circumstances, and to it being treated as a matter of urgency.			
Chief Executive N/A			
I confirm that I have taken account of the options proposed by officers, the various implications set out in the report and the comments of the Monitoring and Section 151 Officers and am authorising the decision as set out above.			
SIGNATURE OF DECISION TAKER:	Cllr Caroline Jackson		
DATE:	16.10.2021		
<i>THIS SECTION TO BE COMPLETED BY DEMOCRATIC SERVICES</i>			
		REF NO.	ICMD10
DATE DECISION TAKEN:	16.10.2021	DATE RECEIVED BY DEMOCRATIC SERVICES:	15.10.2021
DATE DECISION PUBLISHED:	19.10.2021	IMPLEMENTATION DATE (publication day + 5 working days):	27.10.2021

Lancaster City Council | Individual Cabinet Member Decision

Meeting	ICMD	Date	08.10.21
Title	Changing Futures Delivery		
Report of	Jo Wilkinson – Head of Housing		
Purpose of Report: To seek approval for the authority to accept £922,268 allocated from a Lancashire wide bid to MHCLG to delivery the Changing Futures programme, in order to improve outcomes for adults experiencing multiple disadvantage within the District.			
Key Decision (Y/N)	Y	Date of Notice	08.10.21
		Exempt(Y/N)	N

Report Summary

A pan-Lancashire bid was made for Changing Futures funding in Spring 2021. Since that time the delivery of the programme has been refined and Lancaster City Council are being requested to lead the programme in the north of the County. This report summarises the national context of the Changing Futures programme as well as details of the local delivery. The report seeks to request approval for Lancaster City Council to accept funding to establish the North's programme which would seek to significantly benefit the lives of 200 complex and challenging residents within the District.

Recommendations of Caroline Jackson – Leader of the Council

- (1) That Lancaster City Council requests to be the Lead authority for the North ICP as part of the pan-Lancashire Changing Futures bid.
- (2) That Lancaster City Council act as the Lead authority for the North ICP as part of the pan-Lancashire Changing Futures bid.
- (3) That the funding allocation (£922,268) as part of the pan-Lancashire Changing Futures bid be accepted in order to facilitate the project.

Relationship to Policy Framework

The Programme fits well with the Councils 'Aims and Ambitions' particularly:

- Health and Happy Communities
- A co-operative, kind and responsible Council

The Programme also sits alongside the Homelessness Strategy- meeting the needs of our Districts most vulnerable and challenging residents.

Conclusion of Impact Assessment(s) where applicable	
Climate	Wellbeing & Social Value
Digital	Health & Safety
Equality	Community Safety
Specific positive impacts identified around wellbeing, equality and community safety.	
Details of Consultation	
The bid that led to this grant from MHCLG was based on both an extensive evidence base and consultation with a wide range of stakeholders, partners and service users.	
Legal Implications	
Legal Services will need to be consulted on any grant agreements for the receipt and use of monies from MHCLG.	
Financial Implications	
<p>The report requests that the Council act as lead body for the 'Changes Future' programme for the north of the county. The funding allocation amounts to £922,268 and the scheme to be delivered over a 25 month period ending 31st December 2023. Expected profiling is contained within section 2.3 of the report.</p> <p>A significant proportion of the grant award is to be spent on formulating a team to deliver the objectives set. The posts are widely expected to be delivered by external agencies and a procurement process will need to take place beforehand. Posts can only be offered on a fixed term or temporary basis with an expected termination date of 31st December 2023 in line with the scheme deadlines. The Team Leader position may need to be undertaken in-house but this will be covered from the grant award. Any additional impact on officers' workload (recruitment, monitoring, reporting etc) can be managed from within existing budgets with the possibility of recharging to the scheme still to be explored as appropriate.</p> <p>As detailed in the report, the funding available is a reduced amount from the bid submitted by the Programme Board. There is a small risk that this amount will be insufficient to deliver the scheme but in reality it is expected that this can be managed. In the unlikely event the risk materialised, it could be legitimately mitigated by the use of existing homelessness-related reserves held by the Council as the project will in part support clients that the team would also be working with.</p>	
Other Resource or Risk Implications	
Resource implications are expected initially in order to assist with setting up the Programme in the North prior to appointing a Team Leader dedicated to this work. As with all projects of this nature some HR, ICT and property resources are expected which will be managed accordingly.	
Section 151 Officer's Comments	

The Section 151 Officer has been consulted and has no further comments to add to those previously outlined in the financial implications above.

Monitoring Officer's Comments

Directors have responsibility for notifying the Chief Finance Officer of all expressions of interest, bids, awards, claims and all other external funding matters.

They also have the authority to submit expressions of interest for external funding above Key Decision thresholds subject to consultation with the Section 151 Officer and the relevant Portfolio holder where the EOI falls within the Budget & Policy Framework.

Cabinet is responsible for approving any external funding bid that is above the Key Decision threshold but is otherwise within the Budget and Policy Framework.

Directors have authority to accept funding bids approved by Cabinet subject to due diligence being completed and with the written consent of the Chief Finance Officer.

Contact Officer

Jo Wilkinson

Tel

01524 582762

Email

jowilkinson@lancaster.gov.uk

Links to Background Papers

None

1.0 Introduction

1.1 Nationally 'Changing Futures' is a 3 year, £64m programme aiming to improve outcomes for adults experiencing multiple disadvantage – including combinations of homelessness, substance misuse, mental health issues, domestic abuse and contact with the criminal justice system. The programme is funded through £46m from the government's Shared Outcomes Fund with almost £18m in aligned funding from The National Lottery Community Fund.

1.2 Working with 15 local partnerships across England¹, Changing Futures is testing new ways of bringing together public and community sector partners to help people change their lives for the better.

1.3 The programme was announced in 2020, with work in local areas continuing until the end of March 2024. It aims to deliver improvements at the individual, service and system level:

- to stabilise and then improve the life situation of adults who face multiple disadvantage
- to transform local services to provide a person-centred approach and to reduce crisis demand.
- to test a different approach to funding, accountability and engagement between local commissioners and services, and between central government and local areas.

1.4 Local areas have developed their own delivery models which adhere to the following programme principles:

- Work in partnership across local services and the voluntary and community sector, building strong cross-sector partnerships at a strategic and operational level that can design and implement an improved approach to tackling multiple disadvantage
- Coordinate support, and better integrate local services to enable a 'whole person' approach
- Create flexibility in how local services respond to the people who use them, taking a system-wide view with shared accountability and ownership leading to better services and a 'no wrong door' approach to support
- Involve people with lived experience of multiple disadvantage in the design, delivery and evaluation of services and in governance and decision making
- Take a trauma-informed approach across the local system, services and in the governance of the programme
- Commit to drive lasting system-change, with sustainable changes to benefit people experiencing multiple disadvantage beyond the lifetime of the funding.

2.0 Local Context

2.1 Throughout Spring 2021 a Pan-Lancashire bid was submitted (with information on the local context provided by Lancaster City Council) for the Changing Futures programme of £8.6m.

¹ Changing Futures works in the following areas: Bristol, Essex, Greater Manchester, Kingston upon Hull, Lancashire (including Blackpool and Blackburn with Darwen Borough Councils, Leicester, Nottingham, Northumbria, Plymouth, Sheffield, South Tees, Stoke-on-Trent, Surrey, Sussex and Westminster.

2.2 It is now being requested that work will be focussed around four locality areas:

- East ICP – East Lancashire (Including Blackburn with Darwen)
- North ICP – Lancaster City Council including Morecambe
- Central / West ICP – Preston, Chorley, South Ribble, West Lancashire
- Fylde Coast ICP – Blackpool, Fylde and Wyre

Each ICP would need to be led by a Local Authority within that area who will be familiar with and have links already with many different services and will be able to support the establishment of the service. East ICP will be led by Blackburn with Darwen Borough Council; Fylde Coast ICP will be led by Blackpool Council; Central / West ICP lead is yet to be determined. As Lancaster City Council is the only authority in this area – it is requested that we lead the Programme for this area, however there will be a clear line of reporting with oversight and governance from the Programme Board.

2.2 Following the announcement on 16th July, the Programme Board², accepted the reduced offer from MHCLG of £6.5m. Whilst this equates to a 25% reduction in the overall bid a revised programme reducing delivery to 25 months was accepted, with budgets being managed in real time to realise the savings and variations.

2.3 Table 1 underneath provides a breakdown of the funding allocation for the North ICP. In reducing the budget there is a small risk that funding available will not deliver the program that the bid was awarded for. In reality it is expected this can be managed. In the unlikely event the risk materialised it could be legitimately mitigated by use of existing homelessness-related reserves managed by the homelessness teams, as the project will in part support clients that the team would also be working with.

Table 1.

Funding allocation over 25 months	Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Total
North	153,377	469,333	359,039	981,749
Less reduction to North ICP / risk	(9,517)	(28,551)	(21,413)	(59,481)
Allocation Funding over 3 years	143,860	440,782	337,626	922,268

2.4 The model for intervention for Lancashire adults includes those experiencing three or more multiple disadvantage characteristics, who are not already benefiting from existing multiple disadvantage schemes. In North ICP it is expected that over the current 25-month

² The Programme Board is made up of representatives from Local Authorities, Offender Management Services, Health and Mental Health Services, Substance Misuse Services and lived experience groups from across the County

programme delivery 200 adults will be supported (Table 2 below shows a breakdown of residents expected to be supported each year). Cohort members will be identified through every public service front door, achieved through a programme of awareness training to public sector and third sector staff and commissioned providers with support in engaging vulnerable groups in a trauma-informed way. Information-sharing systems will be developed to enable assessment of eligibility without individuals having to repeat their story. In each of the ICP areas employed and volunteer Navigators will use their lived-experience to build trust and confidence in the ‘system’, connecting individuals to Enhanced Service Hubs and advocating on their behalf.

Table 2.

Area	2021/22	2022/23	2023/24
	(4 months delivery)	(12 months delivery)	(9 months delivery)
North	30	103	67

2.5 To support the delivery of the Programme within the North, funding is available to employ one Team Leader, four Navigators, three Associate Navigators and three Peer Mentors. It is expected that the Navigator and Peer Mentor posts will be recruited from an organisation specialising in lived experience. The Team Leader posts for across Lancashire are currently being advertised by Blackburn with Darwen Borough Council.

3.0 Options and Options Analysis (including risk assessment)

<p>Option 1: That the City Council receive the funding available and agree to be the lead Authority for the Programme in the North.</p>
<p>Advantages:</p> <p>The Council is already in a strong position with its links and relationships with partner agencies to establish and embed this programme. Ensuring that the Programme is embedded well, will ensure that many of the individual residents that can prove challenging for Council services will receive much needed additional support.</p>
<p>Disadvantages:</p> <p>Some initial resource implications prior to a Team Leader starting which can be managed internally.</p>
<p>Risks:</p> <p>As detailed in the report some financial risks – however these can be managed <u>if realised</u> through existing budgets.</p>
<p>Option 2:</p> <p>That the City Council does not agree to be the lead Authority for the Programme in the North.</p>

Advantages: None known.
Disadvantages: It is unclear who would lead the North ICP Programme, although it would likely be an Authority from outside of the District who would not be familiar with local services and arrangements – this would likely be to the detriment of our local residents.
Risks: As detailed above - it is unclear who would lead the North ICP Programme, although it would likely be an Authority from outside of the District who would not be familiar with local services and arrangements – this would likely be to the detriment of our local residents.

4. Officer Preferred Option (and comments)

4.1 The officer preferred option is Option 1 – That Lancaster City Council lead the Changing Futures programme in the North of the County, accepting the proposed funds as outlined above and that Officers be authorised to progress with establishing the service.