



SPECIFICATION

CPD4121124

Changing Futures Programme Delivery Advice and Support for Local Areas and a National Network for Multiple Disadvantage

1 Introduction

1.1 The Ministry of Housing, Communities and Local Government (MHCLG) is seeking a national provider (the Supplier) to provide delivery advice and support for approximately 15 local areas. The Supplier will also promote national practice and networking for the government's programme Changing Futures: changing systems to improve support for adults experiencing multiple disadvantage.

1.2 The Supplier will provide delivery and capacity building support through expert training and advice to pilot areas on:

- local partnership;
- system thinking and system change;
- lived experience involvement;
- and effective service delivery and commissioning for the multiple disadvantage group.

The Supplier will help to support local areas to deliver in line with the core principles of the programme. The Supplier will work with areas to implement delivery plans, providing supportive challenge to meet the ambitions of the programme.

1.3 The Supplier will help promote and share learning from the Changing Futures programme beyond the participating areas.

1.4 The contract will initially cover two years of delivery (2021/2 & 2022/3) with the option of a possible extension for another year - subject to approval and future funding.

2 Background

2.1 The Ministry of Housing, Communities and Local Government (MHCLG) exists to create great places to live and work, and to give more power to local people to shape what happens in their area.

2.2 The Changing Futures Programme is a £46m programme with funding from the Shared Outcomes Fund. It was launched on 10 December 2020 with publication of a [prospectus](#) for local area Expressions of Interest.

2.3 MHCLG announced on 19 March 2021 that the National Lottery Community Fund are contributing an additional £17.9 million to the 'Changing Futures' scheme, which takes the total programme funding to nearly £64 million. This will enable delivery of the scheme to be extended from a 2-year programme, to run for 3 years.



- 2.4 MHCLG is leading this cross-government programme to better support adults who are experiencing multiple disadvantage, defined as three or more of: homelessness, substance misuse, mental ill health, domestic abuse, and contact with the criminal justice system. The Programme is joint with Her Majesty's Treasury, Cabinet Office, Department for Health and Social Care, Department for Work and Pensions, Home Office, the Ministry of Justice, Department for Digital, Culture, Media and Sport, NHS England and Public Health England.
- 2.5 The three-year programme will work with around 15 local areas (to be confirmed) to deliver new interventions and systems change to better support thousands of individuals experiencing multiple disadvantage. The contract to support the programme will initially cover two years of delivery (2021/2 & 2022/3).
- 2.6 The published prospectus provides more details on the aims, cohort, programme design and area selection process. The programme aims to test a new partnership approach between government and local areas, and to achieve outcomes at an individual, service and system level:
- **Individual level:** stabilise and improve outcomes for local cohorts of adults experiencing multiple disadvantage.
 - **Service level:** greater integration and collaboration across local services to provide a person-centred approach, and reduced demand on 'reactive' services.
 - **System level:** Strong multi-agency partnerships, governance and better use of data leads to lasting system change and informs commissioning. Learning from partnership between government and local areas improves cross-government policy.
- 2.7 The Supplier will deliver a key part of the programme, providing a flexible support offer and expertise for local areas to draw on and help address key delivery challenges. They will also play an important role in ensuring learning is shared across and beyond the selected areas.
- 2.8 There will be a strong emphasis on robust data collection and evaluation as part of the programme. There will be separate procurement processes for a data system and infrastructure, as well as an evaluation. An evaluation feasibility study is currently underway, which will report in Spring 2021.

3 Objectives

- 3.1. The overall purpose of the delivery advice and support offer is to support successful delivery of the Changing Futures programme by helping local areas to meet core partnership and system change goals set out in the prospectus, and to deliver in line with the core principles set out for the programme. These core principles emphasise the importance of a 'whole person' approach and a strong system change focus, requiring that areas should:
- **Work in partnership** across local services and the voluntary and community sector at a strategic and operational level;



- **Coordinate support**, and better integrate local services to enable a 'whole person' approach;
- **Create flexibility in how local services respond**, taking a system-wide view with shared accountability and ownership and a 'no wrong door' approach to support;
- **Involve people with lived experience** of multiple disadvantage in the design, delivery and evaluation of improved services and in governance and decision making;
- **Take a trauma-informed approach** across local system, services and in the governance of the programme;
- **Commit to drive lasting system-change**, with long-term sustainable changes to benefit people experiencing multiple disadvantage and commitment to sustain the benefits of the programme beyond the lifetime of the funding.

3.2. The delivery advice and support is therefore intended to help local areas within the programme meet the following objectives:

- 3.2.1. Develop and embed strong local partnership and governance structures across statutory and voluntary and community sector agencies at a strategic and operational level to oversee delivery of the programme;
- 3.2.2. Develop, deliver and iterate strategic, coherent and effective local delivery plans with interventions to help coordinate and improve support for local cohorts of adults experiencing multiple disadvantage, with a 'whole person' approach;
- 3.2.3. Develop broader system change plans and take a system wide view as part of the local delivery plan, leading to lasting and sustainable change as a result of the programme;
- 3.2.4. Establish mechanisms and approaches to meaningfully involve people with lived experience of multiple disadvantage in the design, delivery and governance of the programme;
- 3.2.5. Support local areas to develop their thinking on how they will use data and information sharing to improve partnership working and drive service improvement.
- 3.2.6. Share learning and positive practice between local areas participating in the programme.

3.3 The Supplier will also work at a programme-wide level to:

- 3.3.1 Establish, coordinate and facilitate a national network to share positive practice and learning from the programme with all interested areas in England.
- 3.3.2 Contribute to the learning from the programme on multiple disadvantage, to inform the programme team, cross-government policy development and through input to the evaluation of the programme.



4 Scope

- 4.1 The Supplier will provide a support offer for around 15 areas (exact number to be established by Spring 2021) identified as participants in the Changing Futures Programme. Local partnerships made up of the local authority, NHS, police, probation and voluntary and community sector partners will be the recipients of the delivery advice and support offer. The Supplier must also help support a wider learning network for interested areas, including those who are not direct beneficiaries of the programme.
- 4.2 The Supplier will provide a variety of different types of support responsive to the demand, need and capabilities of local partnerships over the two-year delivery period from Spring 2021. This support must be focused on helping local areas achieve improved outcomes at the individual, service and system level and to deliver in line with the delivery principles set out above (3.1) and in the prospectus.
- 4.3 The Supplier must, in providing the Deliverables and performing its obligations under the Contract, comply with the following social value commitment:
- The Supplier must demonstrate collaboration with users and communities in the co-design and delivery of the contract to support strong integrated communities. The methods must build and transfer skills, capability and capacity leaving a legacy in local project areas/communities.
- The supplier must include a timed project plan and process, including how the commitment will be implemented and by when. The supplier will monitor, measure and report on the commitments/the impact of their proposals. The supplier should include but not be limited to: timed action plan use of metrics tools/processes used to gather data reporting feedback and improvement transparency.
- 4.4 The Supplier will work closely and flexibly with local stakeholders and provide direct training and engagement to support knowledge transfer. The Supplier will also work alongside contractors providing the evaluation and any specialist support commissioned to assist areas with data sharing and wider data governance.
- 4.5 The Supplier must provide personnel with relevant experience of working with local authorities and other public service organisations, building cross-sector partnerships and improving outcomes for vulnerable groups. This must include an appropriate mix of staff with expertise across a range of areas relevant for changing local systems and services. This experience will include:
- System mapping and system change
 - Partnership and strategy development on cross-cutting policy and delivery challenges
 - Facilitating multi-agency collaboration, including operating at senior levels to help overcome barriers to collaboration in pursuit of improved outcomes for vulnerable groups.
 - Public sector commissioning and joint commissioning approaches



- Frontline delivery models and approaches for vulnerable groups which may include adults experiencing multiple disadvantage
 - Involving people with lived experience in achieving service/ systems change
 - Facilitating partnership discussions and thinking on how areas will use data to drive service improvement and improved outcomes.
 - Delivery plans and business case development.
- 4.6 Suppliers must provide different types of support and tools to help local partnerships develop and deliver robust and effective plans and interventions to improve outcomes for adults experiencing multiple disadvantage and deliver on the system change elements of the programme. This will include provision of training and advice in approaches such as system mapping, client journey mapping, and tools to support local partnership governance and joint commissioning approaches.
- 4.7 Most areas will have some level of established partnerships and plans in place that are already well aligned with the programme. The support offer needs to be flexible and able to build on these, meaning different support will need to be tailored to each area and areas needing different levels of support.
- 4.8 While ensuring support is appropriately tailored, the Supplier must also identify ways to maximise the value of sharing learning and working across the areas as a learning network. This will include developing tools that could be used across local areas in regional clusters or across all areas and promoting and facilitating peer to peer learning. As such the Supplier must provide a balanced approach, with a small core offer relevant to all selected areas and a tailored offer agreed with each local area from the range of support the Supplier can provide.
- 4.9 A basic level of service must be available to all selected areas, with more intensive support provided to some where this is needed. Suppliers must work closely with the MHCLG central programme team on an ongoing basis to agree types of service and prioritisation approaches (see contract management).
- 4.10 As noted above the Supplier will also support a wider national network for interested areas beyond the selected areas to share learning. This will necessarily be a more light-touch approach than the support provided to the areas directly involved in the programme. Approaches could include communications and events to promote learning and intelligence from the areas and evaluation, the developing of publicly available tools and training, and the light touch facilitation of online networking using existing platforms.
- 4.11 MHCLG and its Central Government partners must benefit from this Contract, through improved knowledge and policy-relevant learning about the challenges and opportunities for multiple disadvantage and where government levers may be able to support local areas to deliver change/remove barriers. Suppliers must set out how lessons will be captured and communicated throughout and at the end of the programme.



5 Deliverables/Outputs and Performance Measures

- 5.1 As noted above in section 4, the support offer will need to be flexible to offer a range of types of support to local areas across the areas identified in the scope. When the contract commences, an initial delivery plan will already be in place in each area. The Supplier will have early discussions with each area to identify areas where support should be prioritised to support delivery of that plan. An outline and tailored support plan for each area must therefore be discussed and agreed within the first 2 months of the contract. The plan will be kept under review and develop over the programme. This will be alongside a core offer on key aspects of the programme relevant to all areas.
- 5.2 MHCLG will monitor outputs as agreed with the Supplier at contract commencement. The Supplier must set out how they will monitor, measure and report on the commitments made in their proposals, including Key Performance Indicators (KPIs) where appropriate. The outputs are expected to include, but not limited to, the following deliverables:
- Defined minimum core support offer for all areas
 - Number of training sessions held directly with local areas and progress against area support plans
 - Number of shared learning sessions facilitated across participating areas
 - Communications and meeting with all local areas.
 - Days of 1:1 provision and support to each selected area
 - Communications and events with a wider national network
 - Training and positive practice tools developed
 - End of contract report
- 5.3 The exact volume of work may increase or decrease in line with demand from the areas. The precise content and volume of support for each area will be agreed with the Supplier. Any changes to the contract will be managed by the change control process.
- 5.4. The Supplier must set out how they will build in an iterative process with local areas for feedback on delivery advice and support and how they will adapt their activities in response. MHCLG will also collect feedback from local areas on their satisfaction with the delivery advice and support offer as part of ongoing performance and contract management. The Supplier must adapt their provision accordingly, as agreed with MHCLG.
- 5.5. The Supplier will engage in any feedback and interviews etc. required for the evaluation of the programme.



6 Approach	
6.1	Within the scope and deliverables set out above, the Supplier must set out their recommended model and approach, including their workplan, team and management approach. The Supplier must set out what they envision as a minimum offer and how it will be built upon to meet area needs. This must include reference to how the Supplier will work within the existing landscape for multiple disadvantage, including existing networks. The Supplier is encouraged to develop a delivery model that maximises local presence and knowledge. The Supplier must set out how they intend to work with MHCLG and the central Changing Futures team.
6.2	The allocated budget for the delivery of these requirements during the initial 2-year contract term is up to a maximum of £700,000 excluding VAT.
7 Key Dates	
Spring 2021	Support offer commences – inception meeting
4 weeks after contract commencement	Review meeting to check Supplier progress against timetable agreed
Within two months of contract commencement	Tailored support plans developed and agreed with local areas
Quarter thereafter	Quarterly management meetings with quarterly reports
March 2023	End of initial delivery period
8 Contract Management Arrangements	
8.1	MHCLG's contract manager will be a representative from within the Changing Futures programme team.
8.2	The Supplier must provide a senior leader who is the single point of accountability for the Supplier and can act as lead contact for MHCLG in managing the contract. They will report informally to MHCLG on a monthly basis, and regularly to the cross-government Programme Board. There will be quarterly management meetings, for which the Supplier will prepare a report in advance. The report will be in Microsoft Word or pdf format.
8.3	The content of the quarterly reports shall cover the Supplier's progress against their delivery plan, timetable and key deliverables including social value for that period. The report shall also cover key learning, any issues, risks and challenges.



8.4	A quarterly budget/costs for that period shall be provided as part of the report. MHCLG will agree payments following completion and acceptance of the deliverables set out in the quarterly report.
8.5	The Supplier will present new ways of working and ongoing learning to MHCLG during informal monthly meetings and quarterly management meetings.
8.6	The Supplier will work in a flexible and adaptive way, responding to emerging lessons from supporting areas to improve the services offered and better target support going forwards. The Supplier must detail, formally in writing to MHCLG's contract manager, how they will gather feedback and implement this.
8.7	Changes to the way in which the Services are to be delivered must be brought to MHCLG's attention. Any changes agreed between MHCLG and the Supplier will be implemented in line with the change control process detailed in the contract.
8.8	In the event of a service failure or poor performance by the Supplier being identified, MHCLG may ask for an improvement plan. This improvement plan must clearly detail the improvements and associated timeframes that the Supplier intends to meet to achieve the identified targets. The plan must be agreed by MHCLG prior to implementation. Failure to achieve the improvements laid out in the plan, or failure to produce an improvement plan, may result in termination of the Contract.
9	MHCLG responsibilities
9.1	MHCLG will be working closely with the Supplier during the inception phase and throughout the contract. This will include sharing of intelligence on the local areas' capacity. The Changing Futures programme delivery team, will oversee the local areas activities.
9.2	MHCLG will provide and oversee a framework for shared planning and co-ordination of the work of the partners involved in working with and supporting local areas with the aim of maximising efficiency and effectiveness, ensuring clear and consistent communication with areas and minimising the communication / admin burden on local partners. This will include the MHCLG programme team, the Supplier, evaluators and data system contractors, and all partners will be expected to participate and contribute.
9.3	MHCLG will manage the overall relationship with areas, and will be responsible for progress monitoring, financial management, and helping unblock barriers to delivery through our relationships with national delivery partners.



10	Security
10.1	The Supplier must determine that all its Staff comply with any notification requirements under Data Protection Legislation.
10.2	MHCLG and the Supplier shall duly observe all their obligations under Data Protection Legislation which arise in connection with the Contract.
10.3	When handling Customer data (whether or not Personal Data), the Supplier must ensure the security of the data is maintained in line with the security requirements of MHCLG as formally notified to the Supplier.
11	End of contract
11.1	The Contract will be for a two-year period, commencing in Spring 2021. MHCLG reserves the right to extend the term of the Contract by up to one further year by giving the Contractor not less than one month's written notice. MHCLG cannot guarantee any extension.
11.2	The supplier will work with each area and MHCLG to deliver a planned wind down to support in each place and for the national work to share learning. Prior to the end of contract, the Supplier will prepare a final report, including lessons learned, and a handover document for MHCLG. MHCLG will discuss the timescales for the delivery of the final report/handover document with the Supplier as part of the Contract Management process.