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Fulfilling Lives

National evaluation and learning

Closing down beneficiary support projects

The webinar will start shortly.

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Closing down beneficiary support projects

Time	Presenter	Topic
10.30-10.35am	Beth Collinson, University of Sheffield	Welcome and webinar etiquette
10.35-11.00am	Chris Milner, CFE Research	Learning and recommendations from Fulfilling Lives partnerships
11.00-11.25am	Claude Cetinoglu and Ang Broadbridge, Fulfilling Lives Newcastle and Gateshead	Critical Time Intervention
11.25-11.50am	Christine Grover, Rough Sleepers Initiative and Liaison and Diversion Peer Mentor Services, Birmingham	Lead Worker Peer Mentor Service – Birmingham: Closing Down Process
11.50-12.00pm	Beth Collinson, University of Sheffield	Closing of webinar



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Closing down beneficiary support projects

Learning and recommendations from Fulfilling Lives partnerships

Chris Milner

Senior Research Executive
CFE Research

Today's structure

- Research aims, findings and structure

Key findings

- Three areas – internal planning, external preparation and beneficiary support

Research methods

Data collection

- Semi-structured, explorative interviews
- 15 interviews with partnership staff and stakeholders
- Four partnerships

Analysis and reporting


- Thematic coding guided structure
 - 'Case studies' for two partnerships
- 

1. Internal planning and preparation

Recommendations


- Start planning early

“You need six-months to agree the exit strategy, to develop it, to agree it and get it signed off. Then I think you need another six-months to communicate that to people... we underestimated the amount of work that was needed around comms and messaging.”



1. Internal planning and preparation

Recommendations


- Plan early
 - Be ready to change the plan
 - Collaborate and communicate with beneficiaries, stakeholders and staff
 - Base decisions on the data
 - Closely monitor and adjust staff caseloads
 - Consider bringing in a specialist
- 

2. External preparation and systems change considerations

Recommendations


- Know the local support landscape
 - Focus on building relationships with stakeholders
 - Use multi-agency meetings – bring stakeholders together
- 

"A lot of services were reluctant to take on the full responsibility of someone who was very challenging or chaotic on their own, but the more they realised that there were a lot of other services involved, there was less reluctance or they felt less responsible for that person."



2. External preparation and systems change considerations

Recommendations

- Know the local support landscape
 - Focus on building relationships with stakeholders
 - Use multi-agency meetings – bring stakeholders together
 - Communicate evidence of impact
- 

"Get your comms message absolutely on point, almost flood the system with your comms message that you're shutting your work stream down to supporting beneficiaries and be relentless with it. Be absolutely relentless in checking in with your system that they understand that you are shutting down partnership work."


2. External preparation and systems change considerations

Recommendations

- Know the local support landscape
 - Focus on building relationships with stakeholders
 - Use multi-agency meetings – bring stakeholders together
 - Communicate evidence of impact
 - Develop the local workforce
- 

3. Supporting beneficiaries through the transition

Recommendations

- Communicate early and clearly
 - Co-produce beneficiary progression plans
 - Invite to multi-agency meetings
 - Monitor beneficiaries throughout closure
 - Consider the role of expert groups
- 

Thank you!

Any Questions?



FULLING LIVES

Newcastle Gateshead

Endings matter:

Learning from local programme delivery
wind down

Claude Cetinoglu and Ang Broadbridge

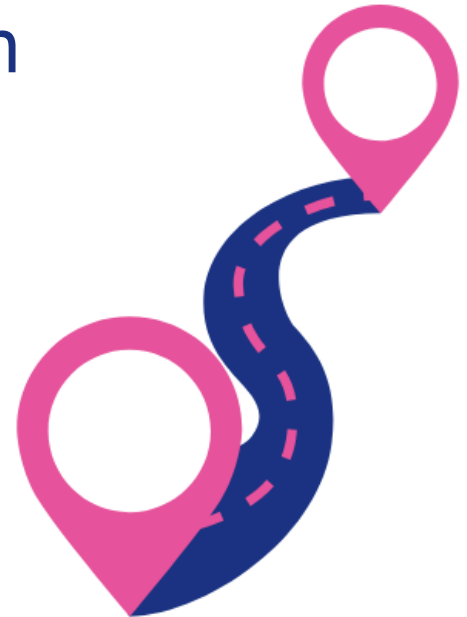
29/07/2020



**CHANGING
LIVES**

Closing down frontline work

- Programme delivery to end March 2020
- Critical Time Intervention pilot
- Pivoting frontline work from Navigation to System Change Practitioners





Planning well

- Planning for direct frontline work ending:
 - Work done in the run up to programme closure
 - Communicating plans to clients, staff and the system
 - Growing an EbE Network



Challenges

- Being able to take programme hits but still maintaining quality
- Consistency
 - Staffing (move-on, and their own endings)
 - Preparing the wider system for closure

Safeguarding and intensity of work towards closure

- Building strategic links with local Safeguarding teams
- Tapering client support and supporting them with transition to programme end
- Importance of regular case management and monitoring caseload complexity



CTI Pilot introduction

June 2018 – March 2020: Fulfilling Lives Newcastle Gateshead piloted a Critical Time Intervention (CTI) model

- One of the first full-scale pilots of CTI in the UK
- 35 people (13 women and 22 men) commenced the first stage of the CTI process
- Majority of the transitions related to move to new accom (20) or prison release (10)



Evaluation tools

- New Directions Team Assessment
- Housing Outcome Star
- Fidelity assessment tools:
 - Fidelity to the model
 - Setting goals



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Workforce learning

To work effectively CTI requires:

1. Staff skilled in coaching, advocacy, relationship-building and trauma-informed approaches

2. A system that is able to take on people's support after the CTI support ends.

This was not yet fully present in Newcastle and Gateshead

3. But there was promising practice around working collaboratively with other agencies



Linking not doing

Who was CTI appropriate for?

The evidence suggests that CTI is more appropriate for some groups of people than others:

- CTI was particularly appropriate for men who had attained a level of stability in their lives
- CTI was less appropriate for people experiencing crisis
- CTI tended not to work well for women experiencing MCN
- CTI was not the most appropriate approach for people who find it difficult to build and maintain healthy relationships





What did the tools show?

Of the 35 people, seven (one fifth) returned to navigation (a model of intensive one-to-one support) due to safeguarding issues

Overall, there was an improvement in average outcomes for people over the CTI period as measured by the NDTA

There was no improvement in average outcomes as measured by the HOS. Some people experienced outcomes such as maintaining new tenancies, addressing substance misuse, managing money better and rebuilding relationships with family

Overall the project had some limited success in supporting people to develop support networks.

Concluding comments

"CTI is the foundation of my new life"

"I don't want to lose my worker"

Based on this evaluation, CTI is not recommended as a *generic* approach for people experiencing MCN.

CTI could be usefully considered as (i) a targeted model for a discrete group of people who meet certain criteria around stability and the ability to form relationships; or

(ii) the second step in a two-step model for people experiencing MCN.

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Lead Worker Peer Mentor Service – Birmingham

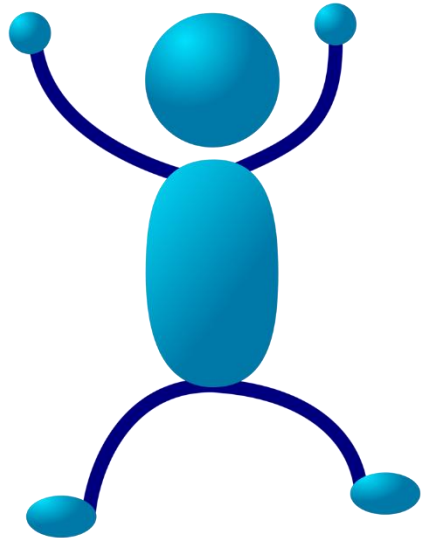
Closing Down Process



Lead Worker



Peer Mentor



What was the LWPM Service?

- Ran from January 2015 – June 2019
- The target was to support 156 clients, however 323 clients were actually supported throughout the duration of the LWPM Service
- Flexible, non-time limited support with no exclusions
- Coordinated a bespoke support package for the client

Close Down Process

Clients	Partner Agencies
<ul style="list-style-type: none">• Informed that the service was going to end 12 months prior	<ul style="list-style-type: none">• Informed that the service was going to end 12 months prior
<ul style="list-style-type: none">• Regular multi-agency meetings held in the last year to identify what the client wanted to achieve and how this could be facilitated	<ul style="list-style-type: none">• Invited to attend regular multi-agency meetings. Services were asked to identify gaps in provision and make an 'offer' to address this
<ul style="list-style-type: none">• Clients were referred to alternative support services at 4-6 months and they took the lead for the last 3 months	<ul style="list-style-type: none">• If the client was referred to a new service, we created a joint handover process
<ul style="list-style-type: none">• We remained in the background to facilitate the transition of support	<ul style="list-style-type: none">• More responsibility was given to partner agencies to lead on and coordinate support in the last 6 months
<ul style="list-style-type: none">• If appropriate alternative support could not be found for the client, we created a 'handover' to the local authority	<ul style="list-style-type: none">• We stopped accepting referrals 6-8 months prior to closure



Learning

Hindsight is a wonderful thing . . .

- Legacy work to start while the service is closing down
- Exit/closure event - call to action

<https://changingfuturesbham.co.uk/lwpm-continuation-strategy/>



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Beth Collinson
Learning and Impact Associate
b.collinson@sheffield.ac.uk