

ICM Outcomes

End of year 6, March 2020



Introduction

Inspiring Change Manchester is an 8 year, National Lottery Community Fund programme, led by Shelter, that works with people facing multiple disadvantage. This includes:

- homelessness,
- substance misuse,
- mental ill health
- and at risk of offending

The programme works in partnership to explore ways of supporting people facing multiple disadvantage and promoting wider systems change.

This report reflects on 6 years of ICM delivery to look at the changes that are being made for people on the programme.

Areas considered include:

- Take up on the programme
- Who we are working with
- Understanding the needs of ICM Members
- How we are doing
- Involving people with lived experience
- Education, training and employment
- ICM Completion Rates
- Key learning

This report is just a reflection of some of the outcomes that individuals are achieving on the programme. The programme works towards developing person-centred approaches and people are supported to develop their own knowledge, skills and confidence to make informed decisions about their welfare. The data in this report helps to reflect our success in this approach.

The ICM Model

The ICM Delivery Model is a partnership made up of 4 different organisations who help to provide core aspects of support. These include:

- An Engagement Team - provided by Shelter
- Education, Training and Employment Support – provided by Back-On-Track Manchester
- Peer Mentoring Support – provided by Community-led initiatives
- Mental Health Support – provided by Self-help Services

<https://inspiringchangemanchester.shelter.org.uk/>

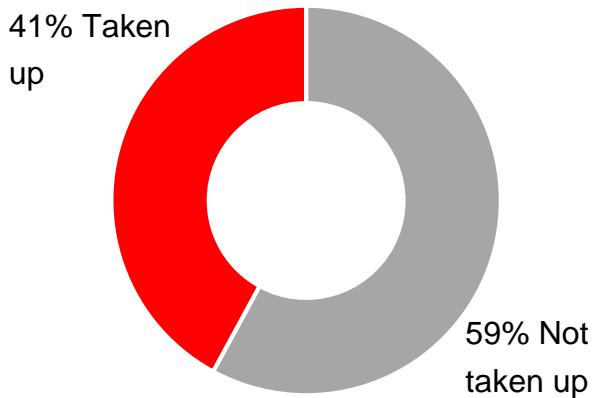
Referrals to the programme can come from any organisation or individual (including self-referrals) who feel they meet the eligibility criteria for the programme and who feel they would benefit from the support of ICM.

ICM's Support Model is based on initial contact and relationship forming with an Engagement Worker. They will help to create a support plan for the client and then direct them into services, whilst advocating for them to overcome any existing barriers in services that may prevent someone from moving forward. Through the ICM Programme, a client can also access peer mentoring, mental health support and education and training support.

The wider intention through this support model is to help people transition into existing services, either by introducing them to new services, or helping them to re-connect with existing services where previous ties have been broken. At the same time, the support model is also designed to start supporting people to move out of services and take control of their lives, through, for example, person-centred working (focusing on an individual's strengths and personal agency). Support is not time-limited and can be offered for as long as is needed for the person to help move forward.

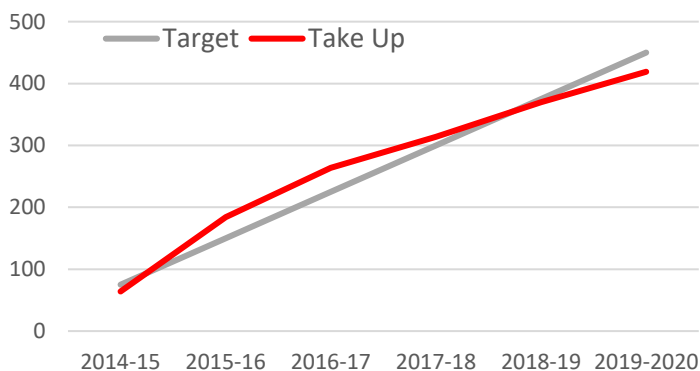
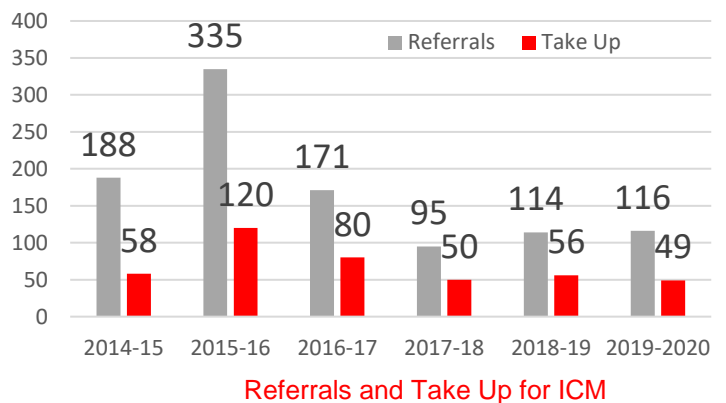
In 2017, ICM began to move towards a 'Membership Model' where people could continue to access ICM without the need for an Engagement Worker. This meant keeping people open to the programme so they would not have to be re-referred back after leaving. This has gradually affected the number of people completing their time on the programme.

Take up on the programme



To date, there have been 1,021 people referred to the ICM programme, with 419 people being taken up by the project. This is about 41% of people referred to the programme. Take up on the programme has varied over the years but we have seen a gradual slow down across the 6 years that the programme has been running, with a high of 120 in 2015-16 to 49 in the last year.

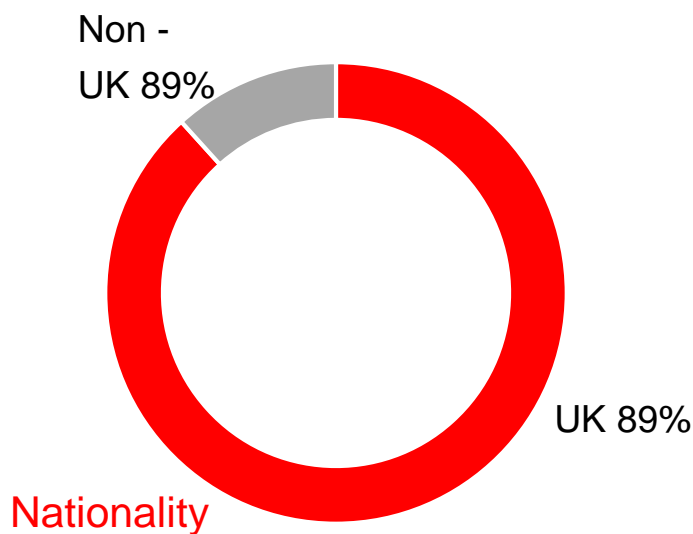
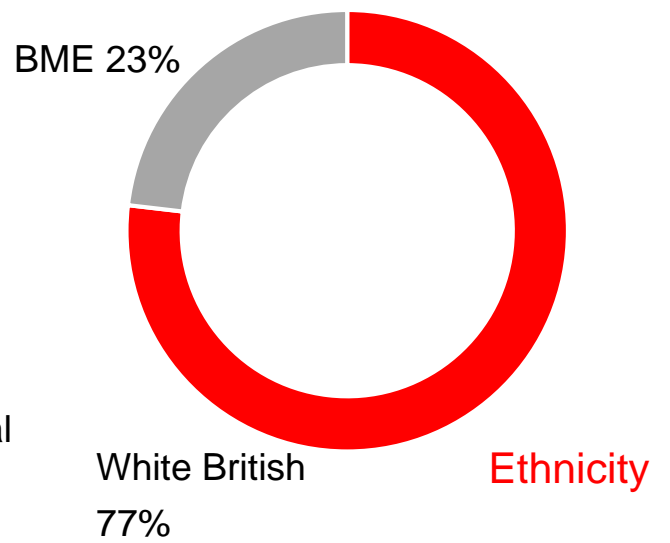
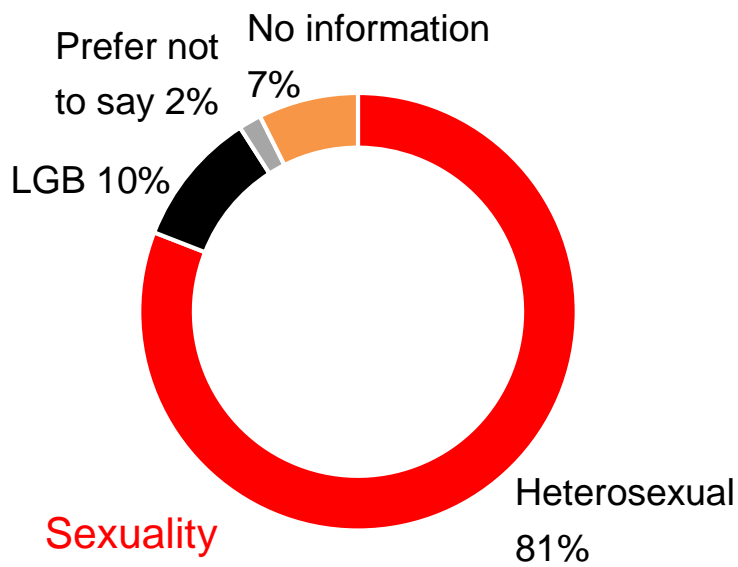
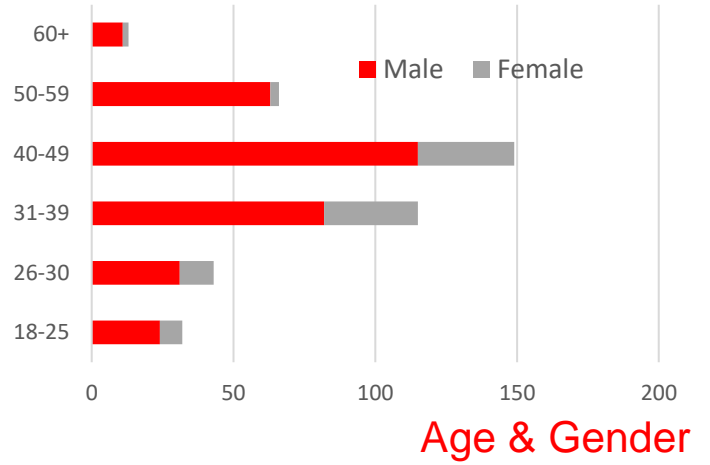
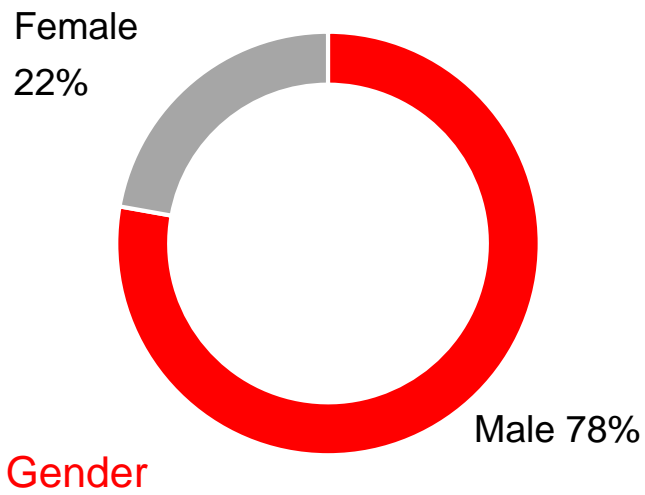
Take up rates have varied over the course of the project. In the first 2 years this was roughly 33% (1 in 3) but this has since risen to roughly 50% (1 in 2). Changes to the referral process, including the referral form, limiting the number of referrals per quarter and changes to communications have reduced the number of inappropriate referrals that were being made over the course of the project.



Take up on the ICM programme has historically been higher than the expected target. In the last year this has changed and as it stands the project is on course to work with the lower than expected 600 people across the course of the 8 years.

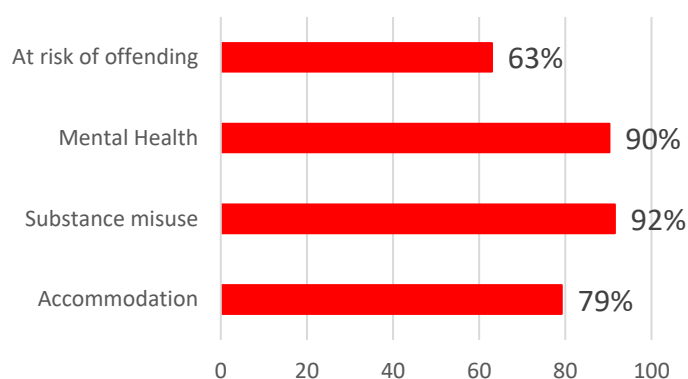
Take up on ICM compared to target rate

Who we are working with



Understanding the needs of ICM Members

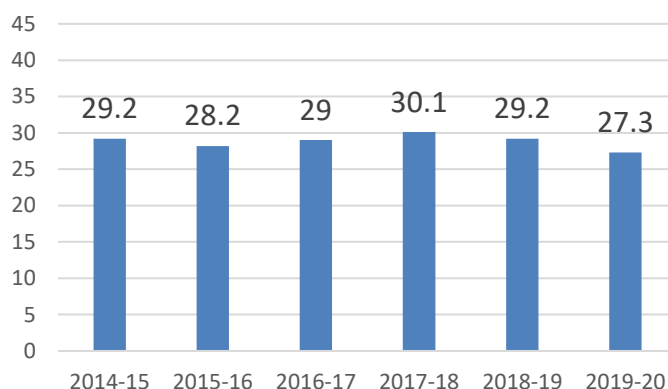
As ICM works with people facing the challenge of multiple disadvantage, many people, at the point of referral, can often be at the point of crisis and disengaged from existing services. In many cases, understanding the needs of an individual and how we can respond to and support them can be an on-going journey of discovery that is only built through developing relationships and understanding an individual's life history.



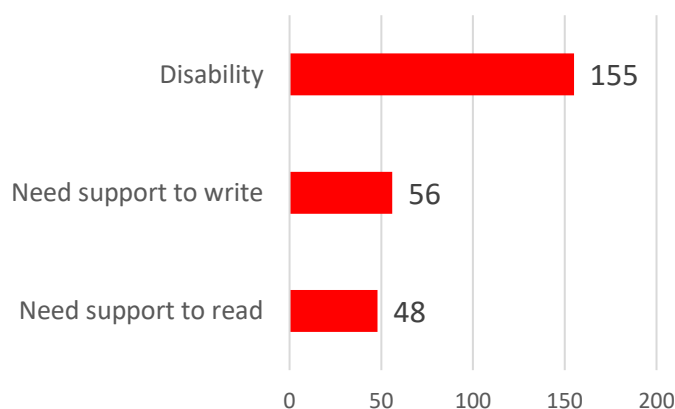
% of people with each type of need

This data represents the recognised needs when a person is referred into the programme. This is an indicative reflection of the needs of individuals as some of these may not be known at the point of referral. These needs may also change over time as circumstances can change – For example, someone may lose their accommodation

One means with which we assess someone's situation when coming on to the programme is through the NDT Assessment. This helps to measure how 'chaotic' a person's situation is at the start of engagement. Scores for initial NDT Assessment scores have remained fairly stable across the 6 years of the programme.



Average initial NDT Assessment scores across ICM



In addition to the recognised complex needs, some individuals can have additional needs that can make it difficult to access services or navigate systems. For example

- 155 people (37%) have a recognised disability
- 56 (13%) people need support to write
- 48 (12%) people need support to read

How we are doing

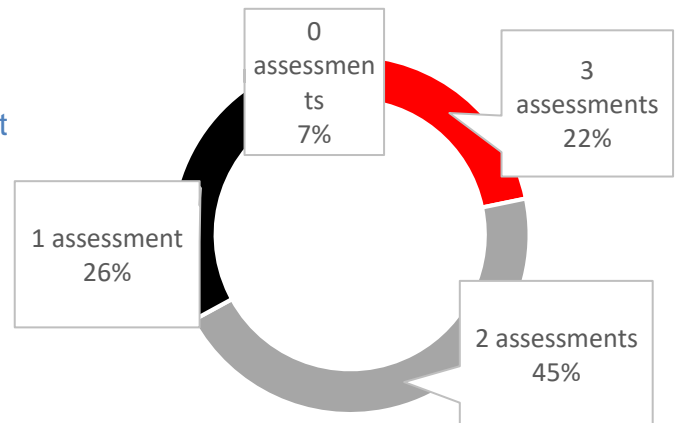
Personal Growth

ICM uses 3 different assessments to help measure personal growth and progress on the project. These are:

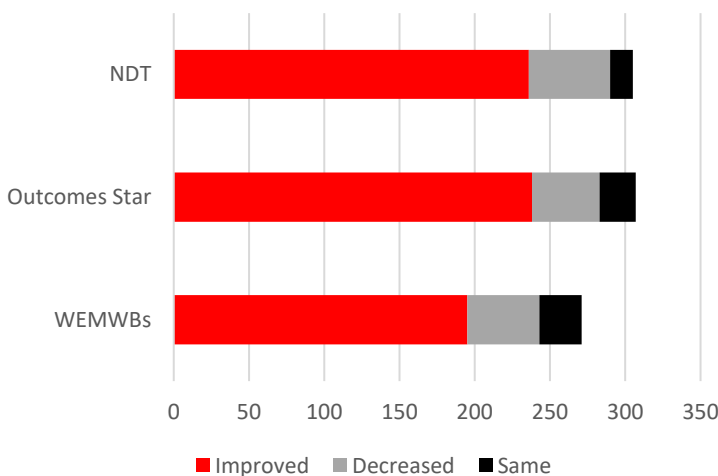
- Homelessness Outcomes Star
- New Directions Team (NDT) Assessment
- Warwick and Edinburgh Mental Well-being Scale (WEMWBs)

These help to measure individuals progress towards realising their strengths, having their support needs met, helping to address the circumstances of their life and improve their overall well-being. The assessments are completed approximately every 3 – 6 months, or when there is a major change in personal circumstances.

Over the last 6 years 74 people on ICM have seen an improvement in all 3 of their assessments, 154 people have an improvement in 2 of their assessments and 87 people in 1 of their assessments. 25 people have yet to see an improvement in any of their assessment scores. Improvements in assessment scores could vary over time with some individuals experiencing both negative and positive improvements over the course of their time on the project.



Improvements in no. of assessments for ICM



No. with Improved/Decreased/No change assessments

Overall improvements in each of the assessments has slightly varied as shown below:

- 238 people with improved homelessness outcomes star score
- 236 people with improved NDT scores
- 195 people with improved WEMWBs scores

Across each assessment, roughly 75% of people with an assessment review have shown an improvement in their score

Homelessness Outcomes Star – In Focus

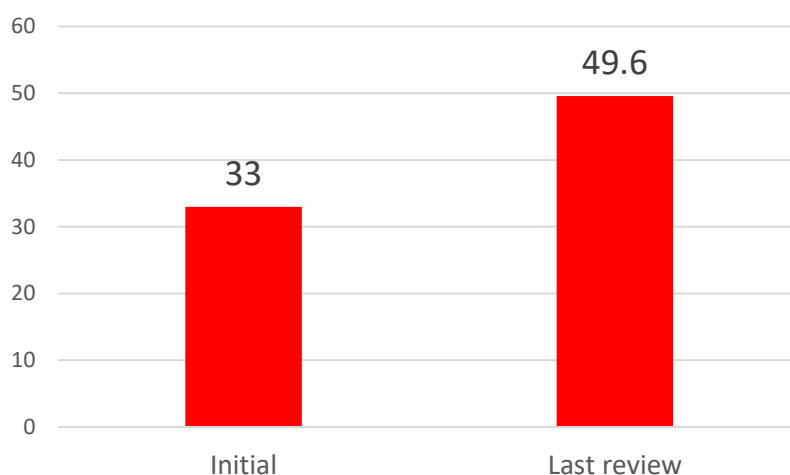
We measured personal progress for people on ICM using the Homeless Outcomes Star (HOS) – A commonly used assessment that is implemented widely across the homelessness sector. The Homelessness Outcomes Star helps us to create individual support plans that focuses on a person's short-term goals to help with personal progress. These are reviewed approximately every 3 months (or when there is a substantial change in circumstances, such as moving accommodation). The Star uses a scoring system that helps to measure personal progress and change across a range of individual factors (see <https://www.outcomesstar.org.uk/using-the-star/see-the-stars/homelessness-star/> for more details). These use a simple scoring scale as follows

- Stuck (1 – 2)
- Accepting help (3 – 4)
- Believing (5 – 6)
- Learning (7 – 8)
- Self-reliance (9 – 10)

Total scores are out of a 100

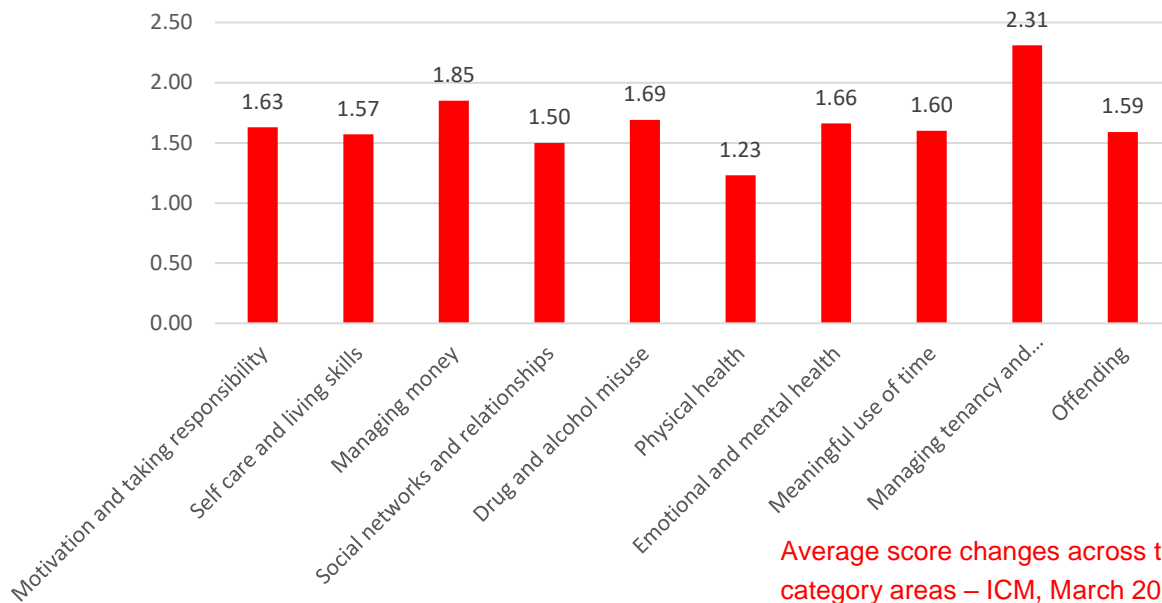
To date, out of people with an outcome star review, **238 people (77%) have shown improvements in their Outcome Star score**. 45 people (15%) had seen a decrease in their outcomes star score, a further 24 people (7%) had not seen a change in their score and an additional 60 people having an initial outcomes star but no review.

The following shows the average change in HOS scores for people on ICM



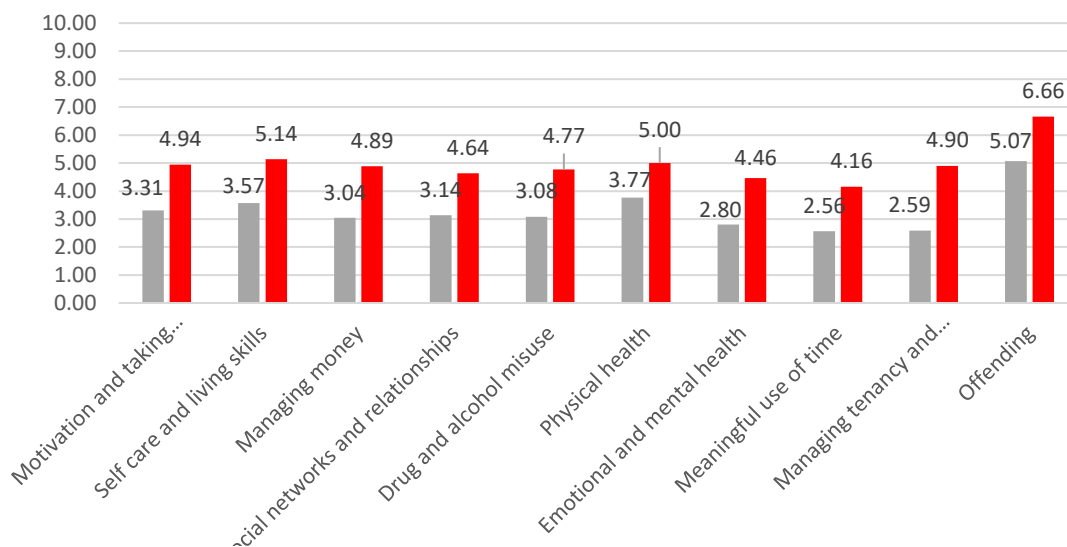
Average improvement in scores were 16.6, taking people from a place of *'Accepting help'* to *'Believing in change'*. This is based on 314 people who have had an outcomes star review.

On average, we have seen improvements in all of the scoring areas within Outcomes Stars. Changes in each of the areas have been variable. For example, the greatest increase has been in 'managing tenancy and accommodation' (2.31), whilst the smallest increase has been in physical health (1.23). The average score change for each section was 1.66.



Average score changes across the HOS category areas – ICM, March 2020

As shown below, the average scores for each area had different starting points providing a focal point for the work undertaken and helping to reflect where the biggest journey of change was likely to take place. For example, 'managing tenancy and accommodation' had a relatively low starting point, reflecting the immediacy of finding stable accommodation for an individual – and therefore, the likely higher change here.



Average score changes across the HOS category areas – ICM, March 2020

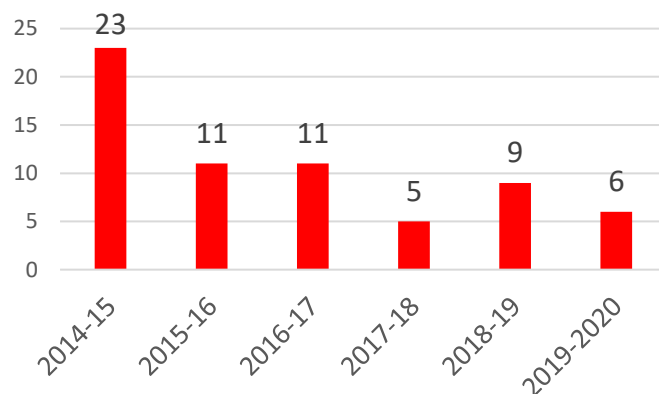
Involving people with lived experience

ICM continues to explore ways in which to involve people with lived experience of multiple disadvantage in the development and delivery of the programme. ICM develops this through

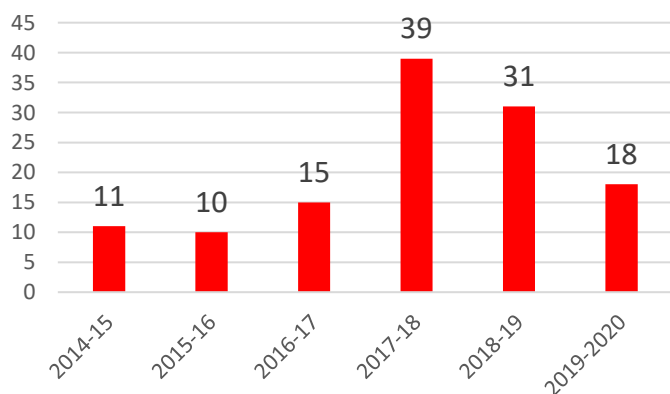
- **Core Group** – A group of people with lived experience of multiple disadvantage who support and influence the way services are delivered
- **GROW Traineeships** – paid placements that give people who have experience of multiple disadvantage the chance to secure work and develop experience in the workplace
- **Peer Mentoring** – volunteer placements for people with lived experience of multiple disadvantage to support others coming through ICM

To date there have been 65 people recruited into the core group, 44 people recruited as GROW Trainees and 124 people recruited as Peer Mentors. These are all higher than originally expected numbers.

The Core Group was the first element of ICM to be set up and over the last 6 years has seen a steady stream of people being recruited on to the group and then moving on. There are currently 12 members on the core group.



New Core Group Members by year, ICM



New Peer Mentors by year, ICM

124 peer mentors have been recruited to the programme exceeding expectations across the 6 years. There are currently 15 peer mentors active on the programme. In total, 71 people have been peer mentored through the programme.

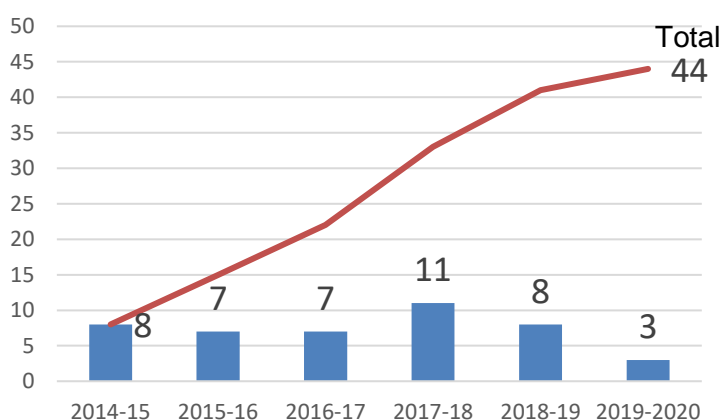
Education, Training and Employment

Education, training and employment opportunities on ICM are developed in 2 ways

- Through GROW Traineeships
- Through education, training and employment support provided by Back-On-Track

GROW Traineeships

To date there have been 44 GROW Trainees on ICM, with 35 people successfully moving on to employment. Recruitment of new GROW Trainees has varied across the years as shown below



Number of new GROW Trainees by year, ICM

Education, Training and Employment opportunities

To date some 258 ICM members have engaged in education and training. These can range in provision, from relatively short courses (0.5 days across 6 weeks) that may explore people's hobbies and interests to more structured activity that can lead to individual qualifications. At the same time, where people feel they are ready, they may begin to look for formal volunteering opportunities and employment.

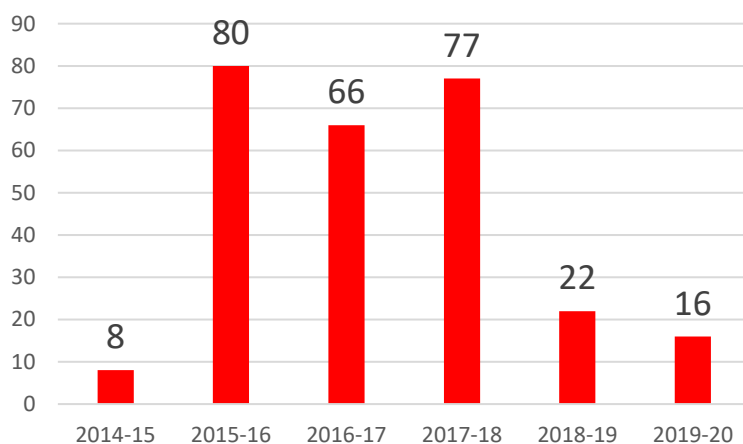
Of the 258 members

- 98 have gained work experience
- 85 have engaged in vocational training
- 50 have engaged in mainstream training such as college or mainstream volunteering
- 21 have gained employment

ICM Completion Rates

At the end of March 2020 a total of 269 'cases' had been completed on ICM. This makes up roughly 64% of the total number of people who have been opened to ICM.

Completion rates over time have varied as initial take-up on the programme emphasised building support with people (and not completing them), a rise in completion rates as people began to move on from the programme and then the introduction of the membership model which has seen a reduction in completions.

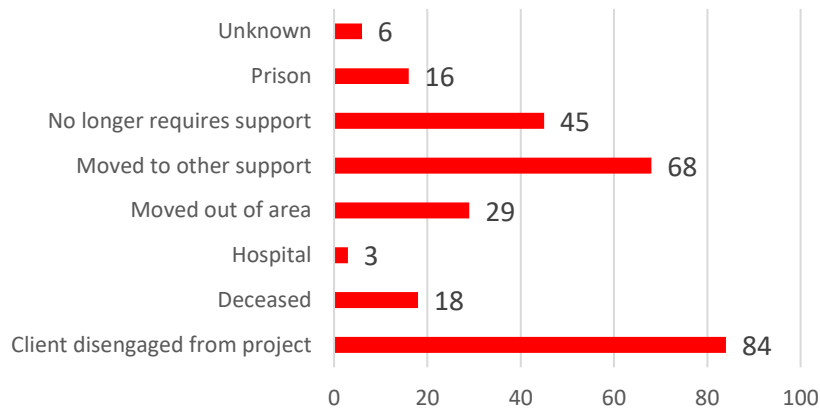


On average, an ICM client would be on the programme for roughly 1 year (352 days) before completing their time but individual cases could vary quite widely, as shown below

Time on ICM	Number of completions
> 3 months	31
3 – 6 months	50
6 – 12 months	80
12 – 24 months	89
24+ months	19

Destinations

People's 'destinations' when leaving the programme were categorised according to the Fulfilling Lives Programmes destination categories. These were as follows



Destinations of people leaving ICM

To help analyse these further, we summarised these into 'planned' (agreed exit from the programme) and 'unplanned' (unexpected exit from the programme) exits from the programme. The total numbers are on the following page

Planned exit	
Moved to other support	68
No longer requires support	45
<i>Total</i>	<i>113</i>
Unplanned exit	
Client disengaged from project	84
Deceased	18
Long-Term Hospital	3
Moved out of area	29
Prison	16
Unknown	6
<i>Total</i>	<i>156</i>

On average those with planned exits were on the programme for slightly longer (369 days) than those with unplanned exits (342 days).

- Clients disengaging from the project were most likely to do this within the first year (on average 11 months).

- Clients no longer needing support were also likely to take only 11 months to move to this point

Homelessness Outcomes Star Scores for people completing their time on the programme

Of the 269 people who have completed their time on ICM, 161 people (60%) had shown improvements in their Outcome Star score. 33 people (12%) had seen a decrease in their outcomes star score, a further 22 people (8%) had not seen a change in their score and an additional 53 (20%) people had not had an outcomes star review.

Average changes in Outcomes Star scores have shown some marginal changes, where people have gone from a place where they are starting to *want and accept help* to a place where they are *starting to believe in change*.

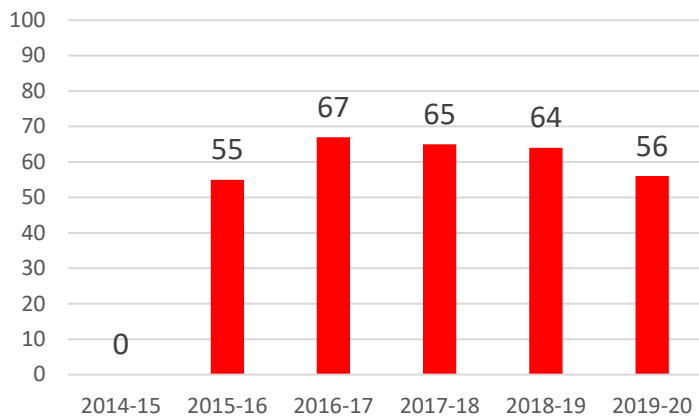
Average Outcome Star Scores at the start	32.3
Average Outcomes Star Scores at last review	46.6
Average Outcomes Star change	14.3

Improvements in Outcomes Star scores varied depending upon how long people have been with the programme. Naturally, as people spent more time on the programme, we saw a rise in the ratio of people who saw an improvement in their outcomes star scores.

Time on ICM	No. completed	No. with improved OS Scores	%
< 3 months	31	4	13
3 – 6 months	50	24	48
6 – 12 months	80	44	55
12 – 24 months	89	73	82
24+ months	19	16	84

Year on year, the number of people completing their time on ICM with improved Outcomes Star scores has roughly stayed at about 60% on average.

This follows the first year in which no one left the programme with a positive outcomes star score as relationships were still being built up.



% of people leaving ICM with an improved OS score by year

It is perhaps understandable that those with planned exits were more likely to leave with an improved outcomes star (72%) than those who left with an unplanned exit (50%). They also saw a bigger score change (+19) than those with unplanned exits (+9). This is an indication that those with planned exits were more likely to be better engaged with the project and therefore would see a general improvement in their outcome star scores.

Moving to other support

A key part of the programme was to support people to engage with and develop existing support networks that would help them move forward. Where people ‘moved to other support’, it was considered that they were now accessing another service and were likely to have a new support worker in place

Other support that people moved to are shown below

Supported accommodation	18
Housing Support	10
Mental Health Provider	9
Drug and Alcohol Service	9
ETE Provider	8
Social Services	5
Community Mental Health Team	4
Community Peer Mentoring	4

In many cases the individual may have been accessing multiple services at the same time and so these reflect the primary service that was engaging with the individual.

Another consideration was whether people, on leaving the programme, were eventually re-opened. By the end of year 6, 30 people (11% of completed cases) have been re-opened.

Key learning

The ICM Support Model has continued to develop and evolve over the course of the 6 years of the project in relation to local circumstances, on-going learning and the needs of people accessing the service.

As the project moves into the last 2 years of delivery, plans are being made to support people into both moving into other support services or beginning to move away from existing support and gain their own agency.

Some areas of key learning have included:

- ICM appears to have greater success in supporting people around managing their material resources (tenancy, money) but perhaps more consideration needs to be made on people's personal well-being (physical and mental health, networks and relationships, self care and living skills).
- People are more likely to 'complete' the project successfully when they have been with the project for a period of 12 months or more. This reflects the time it takes to engage with individuals, support them to access additional services and help them to settle into new premises.
- A comparably larger number of people with unplanned exits will need some consideration as to how people are entering the programme, the nature of on-going engagement and plans being made at an early stage for people to exit the programme successfully.
- As the project moves into its final 2 years there will be greater emphasis to ensure that people leave the programme successfully through planned exits and support into other services.