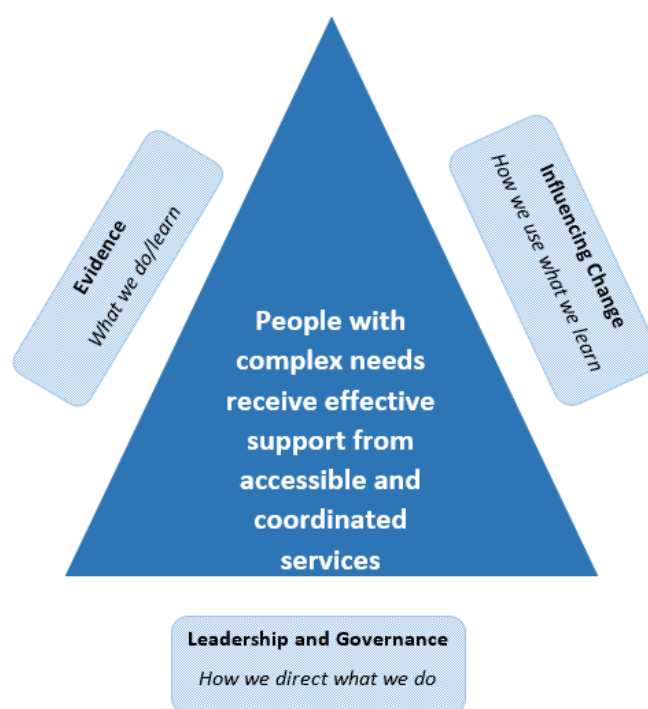


The WY-FI Theory of Change



WY-FI's vision is that by 2020 adults with complex needs in West Yorkshire should have the opportunity of a settled home, positive health and wellbeing, access to education and employment and trust in a positive future.

Our approach to the achievement of the vision underpins our Theory of Change to support the realisation of improved individual outcomes through **a changed system which ensures people with complex needs receive effective support from accessible and coordinated services**

Our approach is based on 3 key elements:

- Leadership and Governance – how we direct, reflect and inform what the WY-FI Project does
- Evidence – what we do/learn
- Influence – how we use what we learn to influence partners and others providing services to people with multiple needs

1. Leadership and Governance (*Directing, reflecting, informing what we do*)

WY-FI's established governance structure is designed to provide **effective leadership and accountability** for the programme's outcomes, including system change. It brings together a partnership with knowledge of the 5 different local authority areas, expertise in the identified fields of multiple and complex need and a commitment to the 'Expert's voice' and Service User influence and involvement and consists of:

- Core Partnership Management Board
- Regional Experts Group

- Locality Groups
- Strategic Stakeholders
- Operational Managers Group

The voluntary sector led Core Partnership Management Board (CPMB) is made up of Experts by Experience and representatives from voluntary, community and statutory organisations. Locality Groups operate as a partnership in each of the five local authority districts in West Yorkshire, bringing together service delivery agencies, experts by experience, commissioners and statutory agencies.

CPMB members are **committed to a practice of reflection and learning** at all levels; operational, action research learning, co-production and innovation, local system change plans, shared learning, business plan reviews, research and evaluation. They are also committed to taking that learning to their own organisations and professional networks.

2. Evidence (*what we do/learn*)

The planned delivery model is adopted by DISC's voluntary sector delivery partners ensuring **one standard service offer** across West Yorkshire which provides a person-centred and co-ordinated multi-agency approach which includes:

- Navigators based in the 5 Locality areas who carry low caseloads of individuals with high and complex support needs.
- A Regional Evaluation and Support Hub (Centre of Excellence)
- Advocacy and specialist advice service
- Capacity building and engagement support to thematic groups and agencies that support them; women, minority ethnic groups and prison leavers
- Workforce development opportunities including Training to Professionals and multi-agency practice development groups, communities of practice and case conferencing
- An Employment, Training and Education Team training and engaging Peer mentors and volunteers who bring real life experience to the programme and who support employers to "make work, work" for people with lived experience
- Experts by Experience and Service User influence and co-production in service design, delivery and governance locally, regionally and nationally
- PDSA (plan, do, study, act) cycle for service improvement and system change

Multi Agency Review Boards (MARBs), established in each Locality area, meet regularly to agree multi-agency support which is delivered in a personalised and flexible way meeting the needs of the beneficiary and to confirm that they will be supported by a trusted Navigator. MARB members include a range of statutory and voluntary sector service providers and commissioners.

Knowledge and learning is collated across all elements of the project enabling WY-FI to influence the achievement of a changed system that empowers sustainable engagement and outcomes for beneficiaries.

Primary sources of evidence include:

- Continuous MIS/data collection: Homeless outcome star, chaos index, person centred support plans, achieved positive outcomes
- Annual Service User Insight model (customer satisfaction/mystery shopper approach to services received)
- Annual Peer research
- Regular Case studies
- Qualitative data including:
 - Impact of MARB and local service providers flex for individuals
 - Impact of a portable 'Passport' – a portable multi-agency support plan
 - Evidence of Co-Production and Innovation Fund piloted and evaluated activity
 - Use of and impact of Personalisation Funding
 - Impact Workforce development; Training to Professionals and Practice Development Groups for WY-FI staff and other professionals
 - Cost Benefit Analysis

Secondary sources of research and critical analysis and evaluation include:

- WY-FI annual/bi-annual reports, business plan reviews
- Annually reviewed local system change action plans
- 6 monthly and annual CRESR Research reports
- Annual CFE reports
- Other published and desk based research
- Learning from Locality Groups and other local services/agencies/partnerships/CCGs/others
- Learning from other Fulfilling Lives projects and National Citizens Group

3. Influencing Change (*how we use what we do*)

Being engaged across a variety of levels of service delivery, strategic and operational, provides WY-FI with a range of opportunities to **share knowledge, learning and project impact** to positively influence public opinion and system change including:

- An annual learning conference and annual business plan review event
- Targeted and themed strategic stakeholder meetings/stakeholder events
- Speaking and/or delivering workshops at events and conferences
- Providing responses to consultations/calls for evidence locally, regionally and nationally
- Implementation of WY-FI media and influencing plan (included in the communication plan) – providing case studies of service user journeys and cost benefit analysis demonstrating the impact of the WY-FI model of delivery (person centred and co-ordinated support over time) to Commissioners to build into commissioning and policy development and to improve public perception and support culture change
- Members of the CPMB and governance structures sit on relevant Boards/local networks e.g. CCGs, Crisis Care Concordats, Reducing Reoffending Boards and feed in/champion learning

- Experts by Experience meaningfully engage in HARM arenas- Co-production, consultations, events, workshops and presentations

Annual Cycle of Change (years 2-6)

The WY-FI Theory of Change is reinforced by a PDSA cycle for change model to ensure continuous year on year reflection, change and challenge to existing practice, service delivery and culture.



The WY-FI original business plan and delivery model have been reviewed following the implementation of the programme. Early learning, based on 15 months operational activity was reflected on and considered at this year’s business planning event attended by Experts by Experience, staff, members of the CPMB, Locality groups and strategic stakeholders.

Findings from the event were presented as Options papers for consultation and consideration by members of the CPMB, the Regional Experts group and the lead partner organisation. This has resulted in agreement of the planned delivery model, what a changed system should provide and an action plan to achieve it.

Members of the CPMB are committed to learning together and to challenging organisational and agencies culture and practice within the CPMB quarterly meetings and through an annual business review event (as in September 2015) for members of governance structures, staff, peer mentors and service users to review what is working well, what is not and to suggest changes to the delivery model. The annual conference held in Quarter 4 of each year provides the platform to share learning to the wider network of services, agencies and communities of West Yorkshire.