



Changing Futures  
Leicester

Health and  
Wellbeing  
Board  
Report  
December  
2024



Ministry of Housing,  
Communities &  
Local Government



# What is Changing Futures?

The Changing Futures programme is a £77 million joint initiative by the Ministry of Housing, Communities and Local Government (MHCLG) and The National Lottery Community Fund, the largest community funder in the UK.

The National Lottery Community Fund has invested over £21 million, adding to the £55million of Government funding, extending the length of the programme to help local partnerships develop longer term and more effective support for those in need. The funding for this programme ends on 31<sup>st</sup> March 2025.

The Changing Futures Programme in Leicester has been running operationally since September 2022 and we closed to new referrals at the end of September 2024. In two years of operational delivery, support has been provided to 93 people facing multiple disadvantage. Of these 60% were male and 40% were female. A total of 57 people successfully moved on from support after an average of 8.7 months with a further 36 currently receiving support.

This report considers support provided to individuals, outcomes achieved and learning, identified systems change and good practice developed because of this.

# Who are we?

Changing Futures in Leicester is a multi- disciplinary program which consists of the following:

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- Intensive Support Workers (ISW): frontline staff who work directly with beneficiaries to help them to engage with services and get the support they want and need.
- Seconded Team Members: These consist of a Turning Point Substance Use Treatment Worker, 2 Police Officers; one specialising in Street Lifestyle Enforcement with Support and one specialist officer working with Women involved in Sex Working and a Lived Experience Co-ordinator.
- Team Manager and Administrator who manage, guide and support the ISWs
- Data Analyst
- Programme Manager

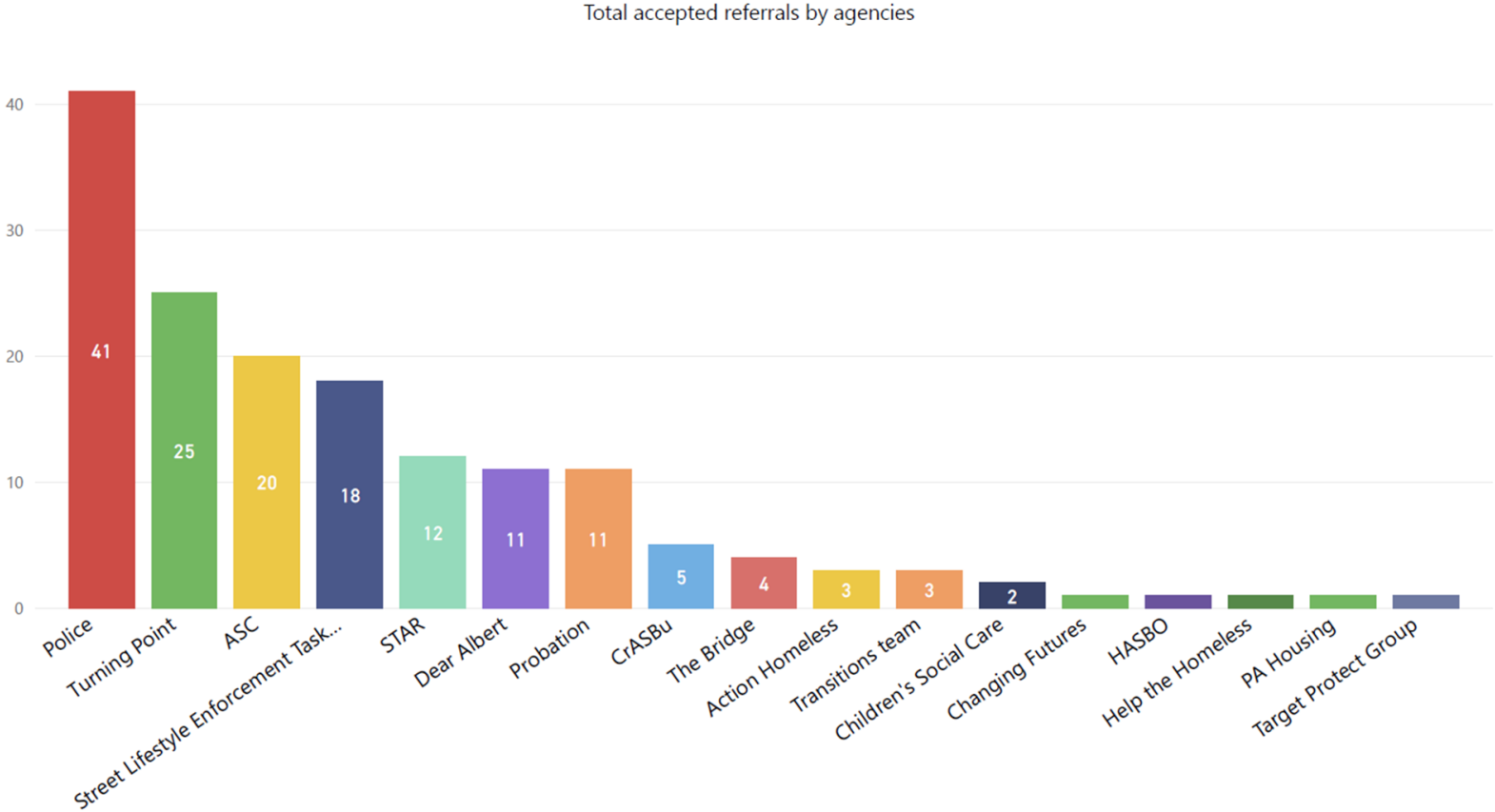
A steering Group made up of partners from across a wide range of services provides oversight to the programme, including agreeing a service delivery plan. The steering group meets quarterly. We are also working with Dear Albert as our Lived Experience Partner.



# Referrals to Changing Futures Leicester

Between September 2022 and August 2024 there were 162 successful referrals to Changing Futures Leicester.

The successful referrals came from Statutory Services such as Police (25.6%), Probation (6.8%), Adult Social Care (12.5%) and support services such as STAR (7.5%) although the voluntary sector also contributed a significant number of referrals.



Changing Futures works with partners and with people with lived experience to look at strategies to be able to work more effectively with those with multiple disadvantage.

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- **Outreach** with Partners such as Dear Albert and Turning Point better engage with Clients and to introduce ISWs and the Changing Futures programme.
- **Community Safety Partnership (CSP) Beat Bus** with colleagues from Turning Point, Housing and The Hep C Trust, which we are taking to areas in the city where it is reported that sex working is taking place to introduce services, encourage engagement and facilitate testing for Hepatitis C.



# The Cost of Multiple Disadvantage

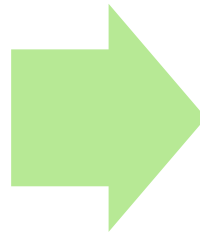
Public service	Service intervention	Unit	Notes	Price	
Health	Ambulance	35		£ 13,195.00	
	Ambulance service calls	30		£ 2,760.00	
	A&E Admissions	79		£ 24,727.00	
	Walked out A&E Admissions	42	Did not wait to be seen. Cost of no investigation and no significant treatment.	£ 5,922.00	
	Non-elective short stay inpatient	11		£ 10,549.00	
	Non-elective long stay inpatient	8		£ 38,736.00	
	CT Head scan	5		£ 680.80	
	X-ray	3		£ 225.00	
					£ 96,794.80
Police	Arrests	5		£ 2,035.00	
	Anti-social behaviour incidents - further action necessary	5	Cost of dealing with incident	£ 3,995.00	
	Anti-social behaviour incidents	21	Police intervention (remedial action) and Community Safety anti-social behaviour with Police involvement. (Including Safeguarding PPN)	£ 4,200.00	
	Police call-outs	47	Simple police reporting of incident, no further action taken and Community Safety reporting	£ 2,632.00	
	Police intervention taken to LRI	5		£ 785.00	
	Robbery	3		£ 3,591.00	
	Violence with injury	9		£ 12,051.00	
	Theft	3		£ 141.00	
					£ 29,430.00
Mental Health	A&E mental health liaison services	3		£ 912.00	
	Crisis resolution team for adults with mental health problems	1		£ 47.00	
	Mental health initial assessment	3		£ 903.00	
					£ 1,862.00
Drug and Alcohol	Drug and Alcohol advice and information	8		£ 488.00	
	Drug and Alcohol crisis management intervention	41		£ 4,961.00	
	Residential rehabilitation for people who misuse drugs or alcohol	20	Number of days	£ 2,328.60	
					£ 7,777.60
Housing	Temporary accommodation	296	Number of days	£ 5,920.00	
	Rough sleepers cost for local authority	68	Number of days homeless	£ 1,971.32	
	Support costs for homelessness services (accommodation based)	296		£ 10,022.56	
	Homelessness application	1		£ 3,266.00	
	Administering a decision on a homelessness application	1		£ 490.00	
					£ 21,669.88
Social Care	VARM Meetings	10	Cost of MARAC used	£ 1,571.00	
<b>TOTAL</b>				£	

A cost analysis of the contact with 'The System' of one Changing Futures Beneficiary gave a total cost of over £159,000 over a period of 12 months, which may be avoided through intensive support. This included 79 A&E Admissions, 65 Ambulance calls, 47 police call outs, as well as 296 days in temporary accommodation and 18 Hospital Admissions.

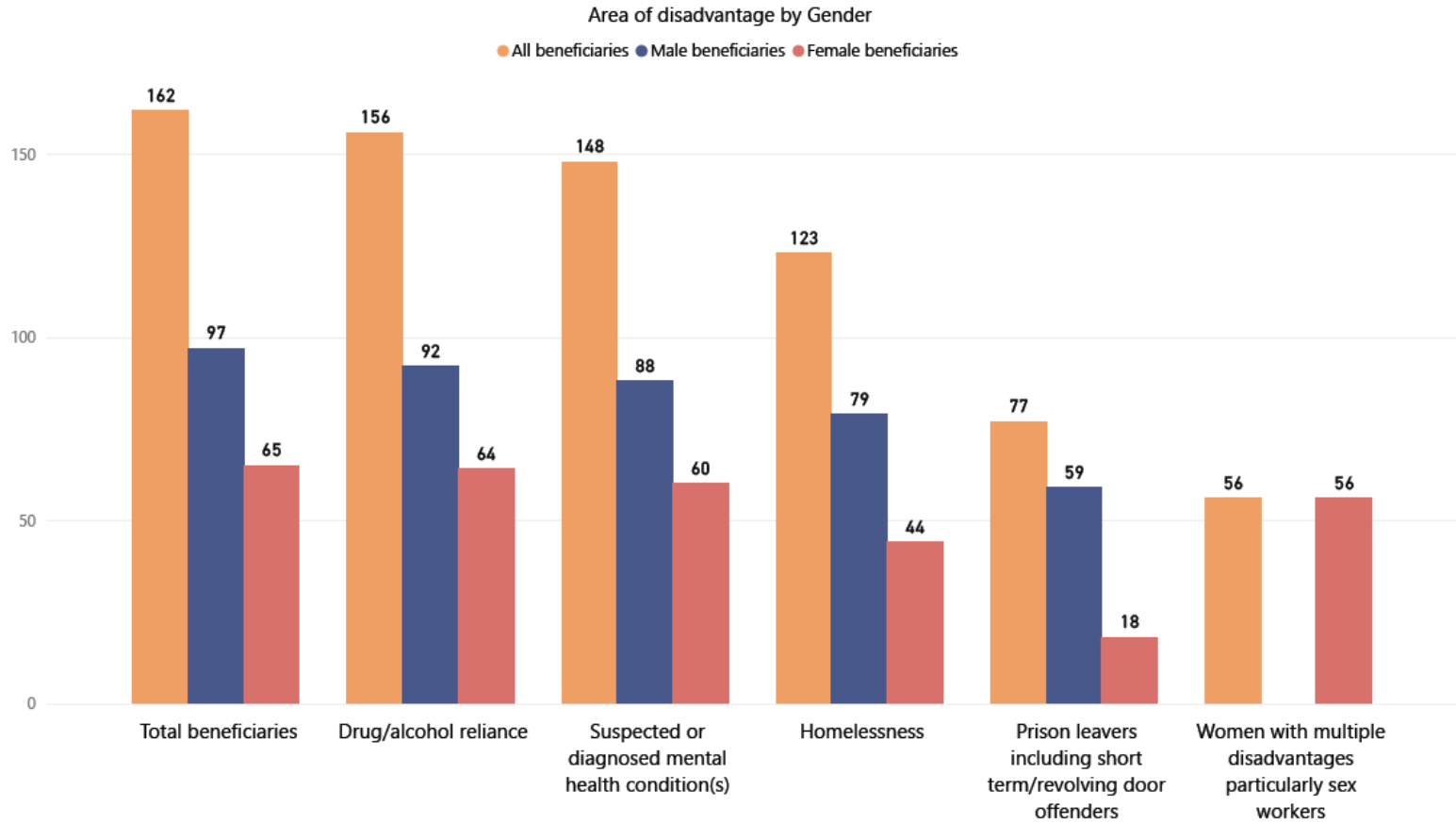


£159,105

Most Changing Futures beneficiaries in Leicester fall into the age bracket of 25 – 50. This is likely due to increased mortality rates amongst people facing multiple disadvantage.



Specific information on the number of deaths of people experiencing multiple disadvantage is not recorded. A report from the Fulfilling Lives programme found that people with multiple disadvantage die 5 times earlier than those without. The average age of death was 43 for men and 39 for women compared to 76 years for men and 81 years for women across the general population.

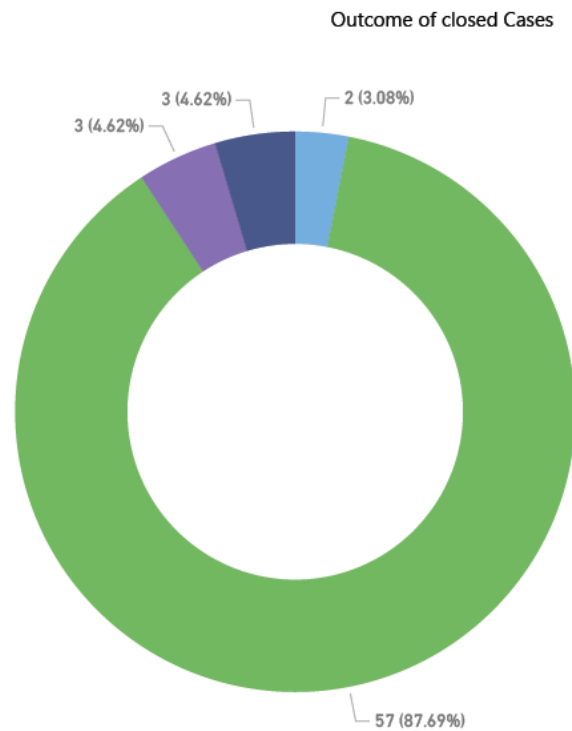


## Areas of disadvantage by Gender

September 2022 - September 2024



# Beneficiary Outcomes

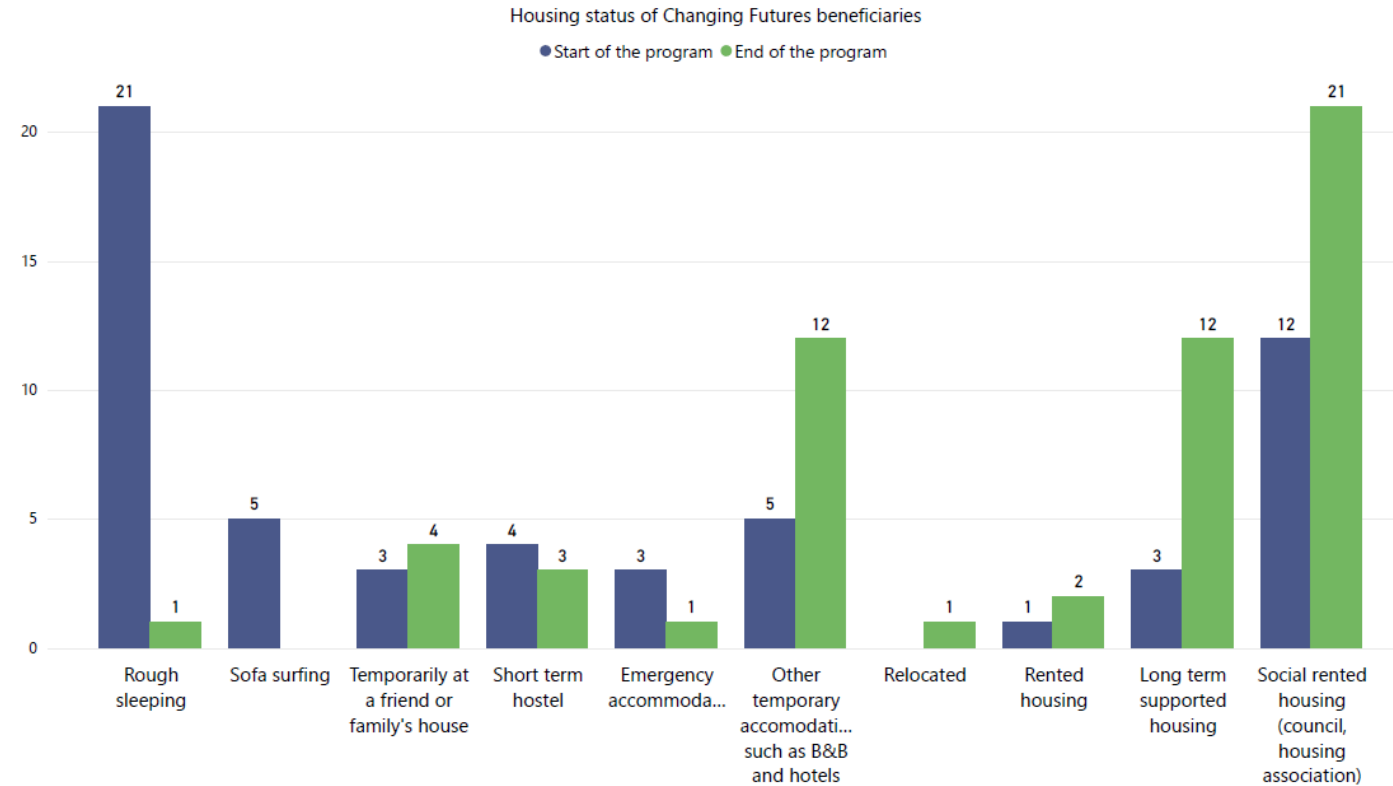


- Closed cases outcome
- Suspended (due to behaviour)
  - Support plan complete
  - In Prison
  - Deceased



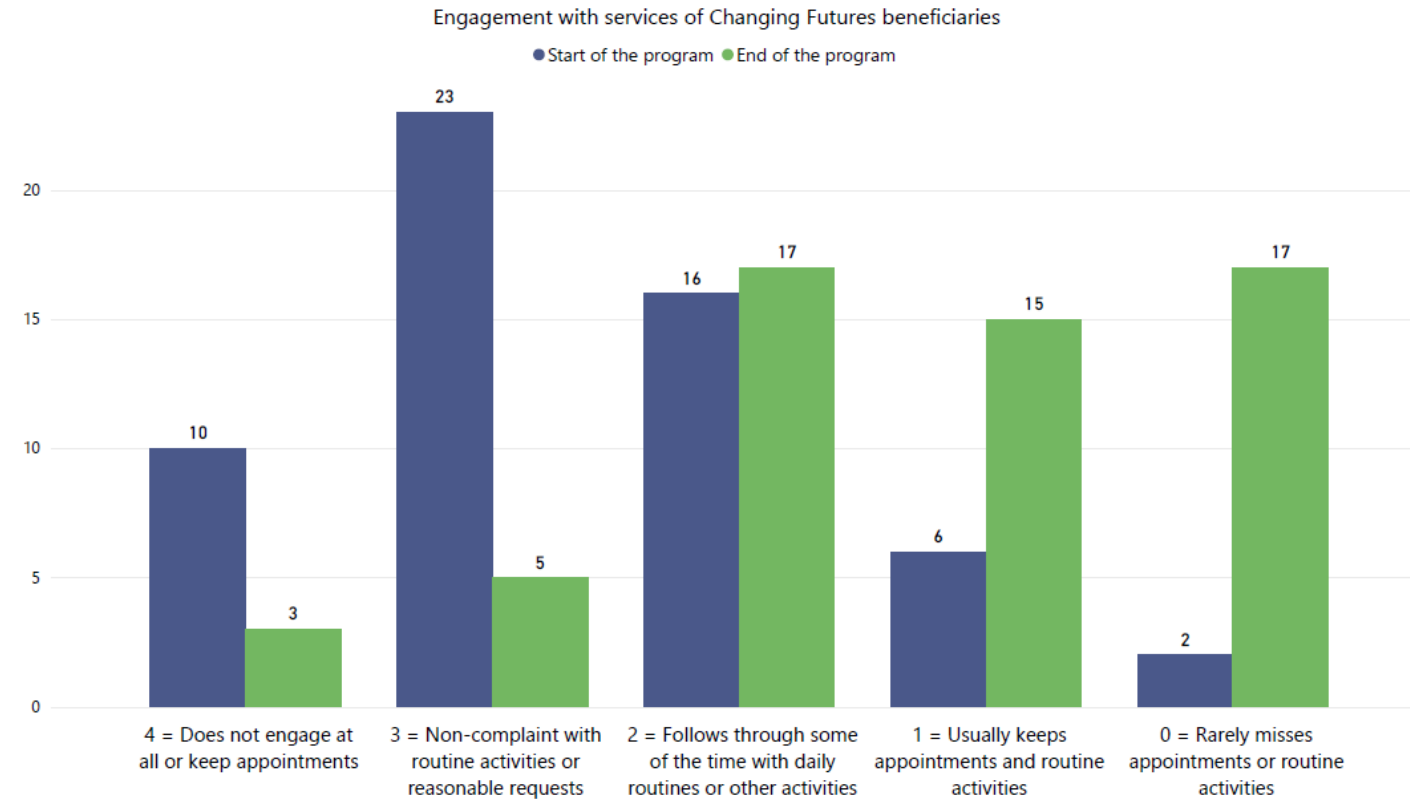
# Housing Status

- The majority of beneficiaries were rough sleeping or in unsettled accommodation at the point of referral to Changing Futures.
- At the end of support, most beneficiaries were in their own tenancies or other long term or settled accommodation



# Engagement status

- The majority of beneficiaries were referred to Changing Futures, due to being unable to engage with other services.
- By the end of support, most beneficiaries were engaging well with the services identified to help them achieve their goals

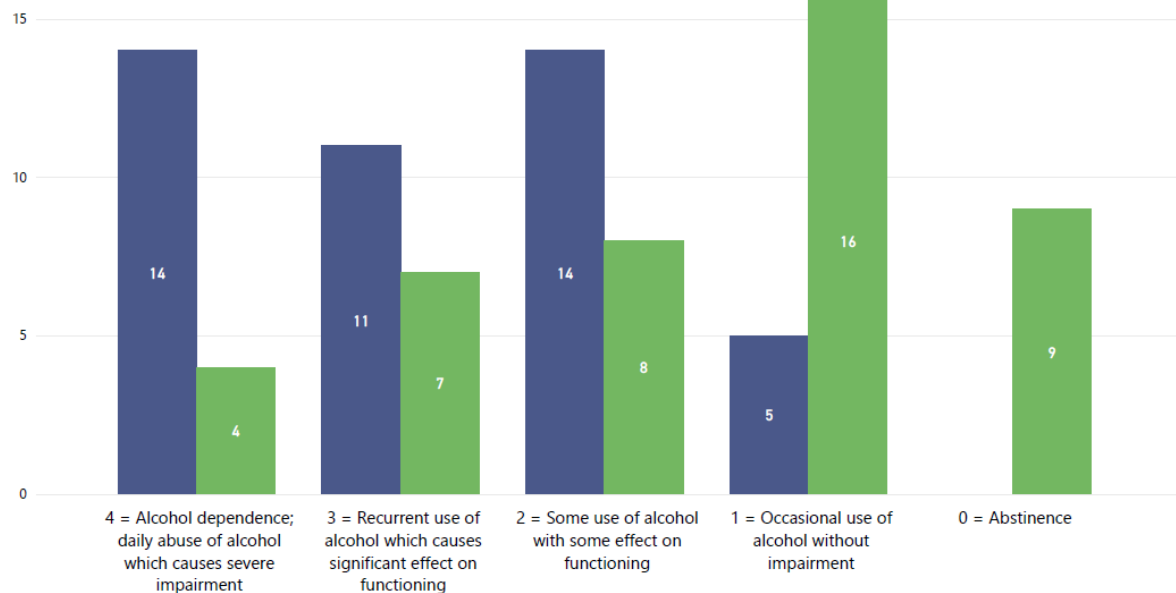


The majority of beneficiaries were dependent on drugs and/or alcohol to a level which was causing them severe impairment at the point of referral to Changing Futures.

By the end of support most beneficiaries had reduced their use to less harmful levels and some had become abstinent.

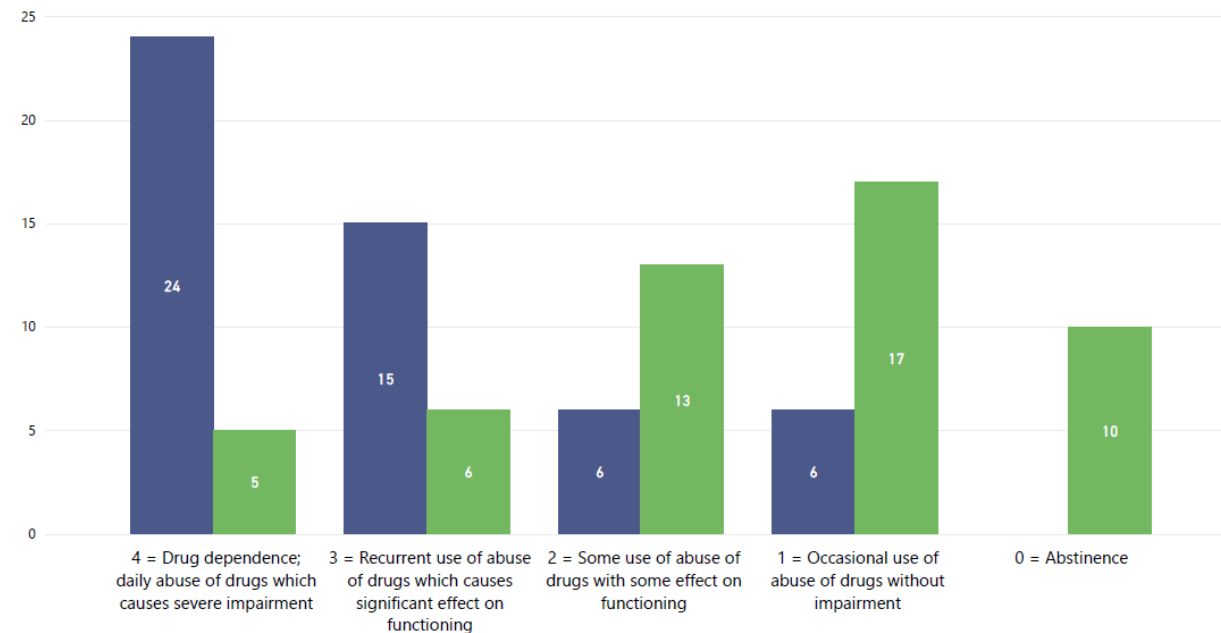
Alcohol reliance of Changing Futures beneficiaries

● Start of the program ● End of the program



Drug reliance of Changing Futures beneficiaries

● Start of the program ● At the end of the program



# Prison Leavers



Of total of 162 successful referrals by September 2024, 77 of Changing Futures beneficiaries were prison leavers which represents 47.5% of all the people referred to Changing Futures

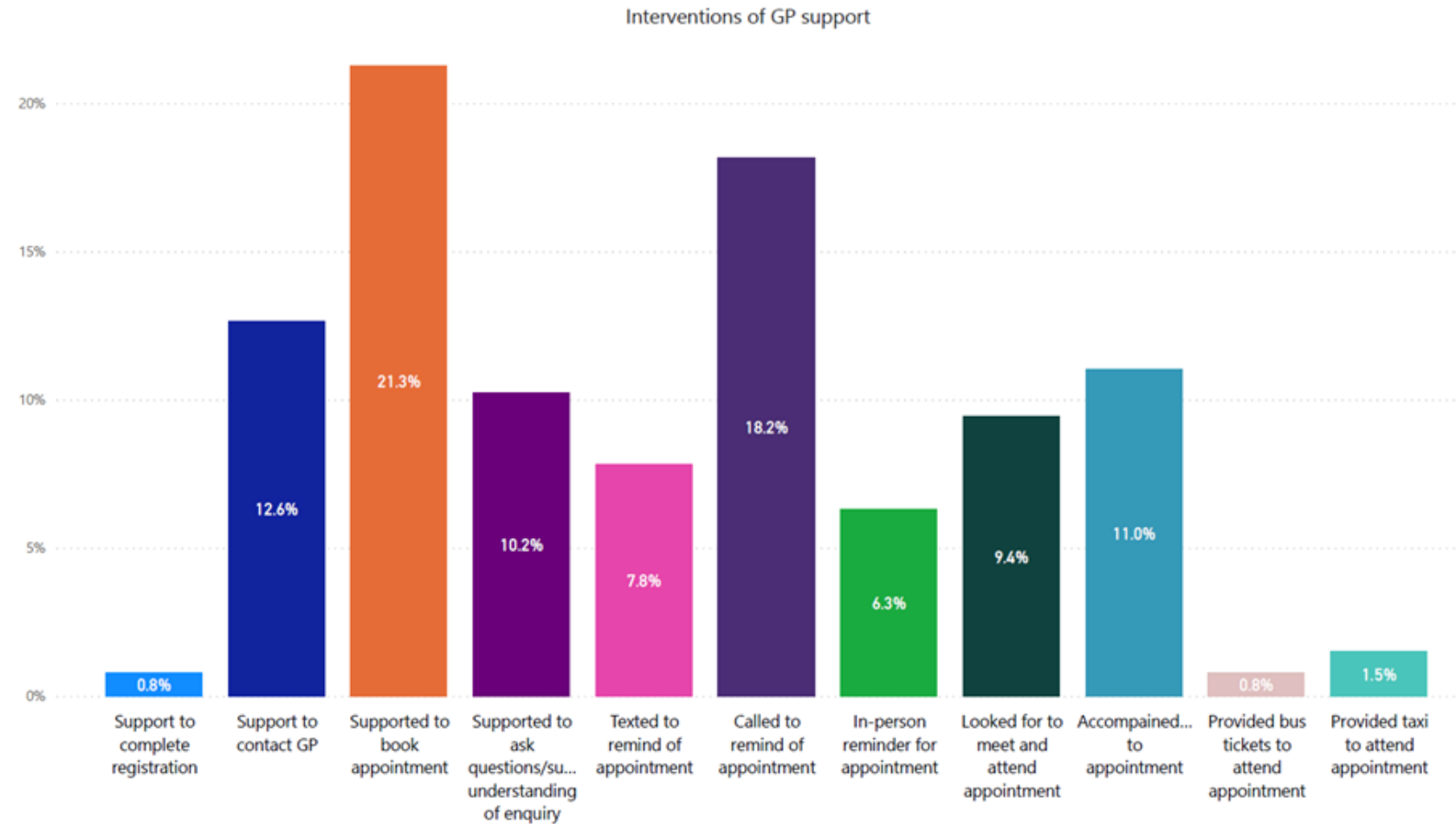
Intensive Support Workers offer one to one support before release to ensure that relevant appointments and referrals for support are made. On the day of release Intensive support workers will meet individuals at the prison and accompany them to all appointments to ensure that they are linked in with health services and benefits and will also support them to link in with the Housing Pathway.

Changing Futures are also part of the LLR Prison Release Steering Group which is a multi-agency meeting aimed at co-ordinating services around prison leavers and who are currently working on an Early Release Pathway for Prison Leavers.

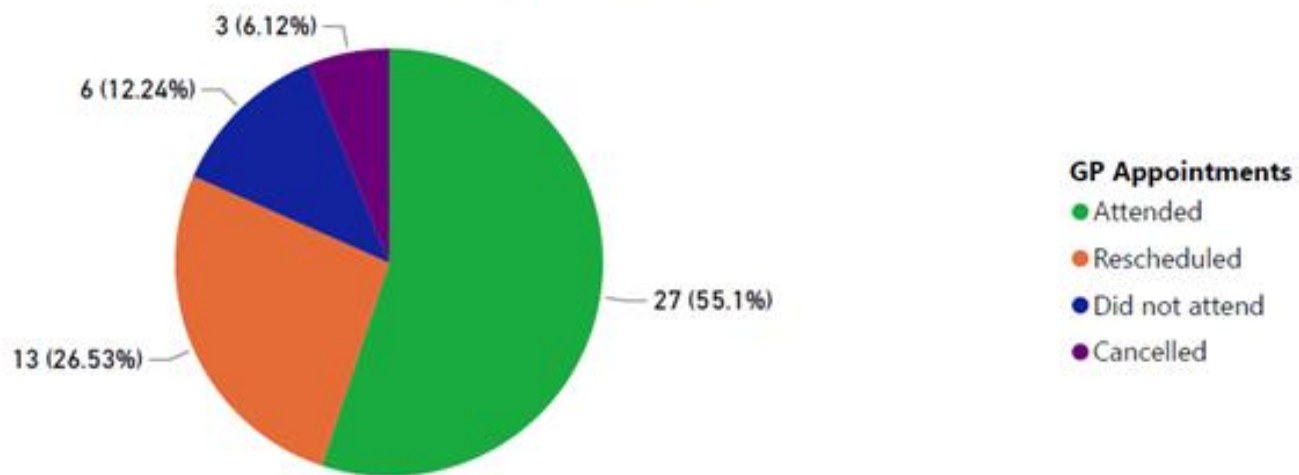
Changing  
Futures Support  
Around Health  
and Wellbeing



# Support to Access Primary Healthcare



Intervention outcomes for GP support



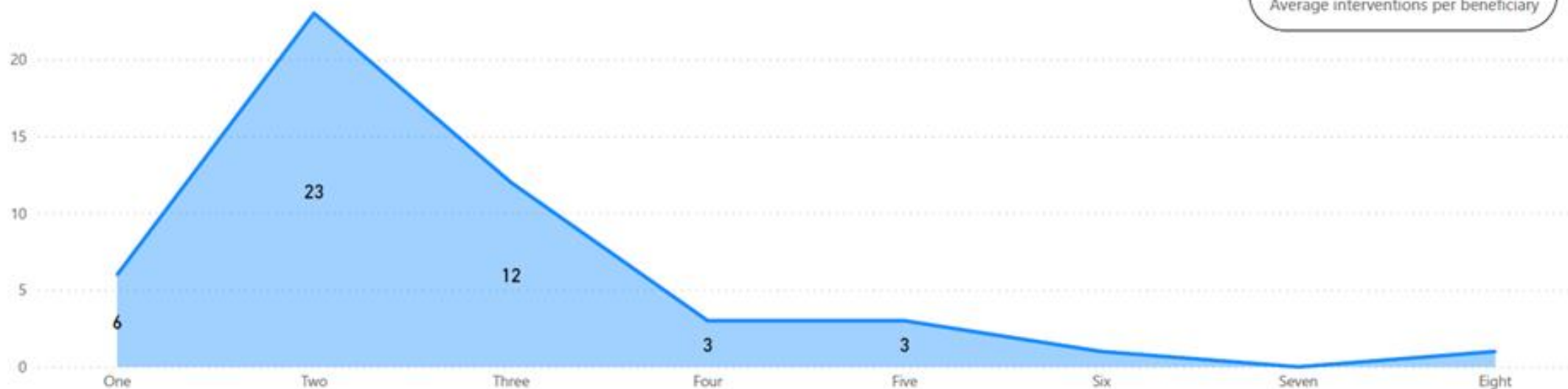
**19**  
Total number of beneficiaries support

**127**  
Total number of support provided

**49**  
Total number of appointments

**2.60**  
Average interventions per beneficiary

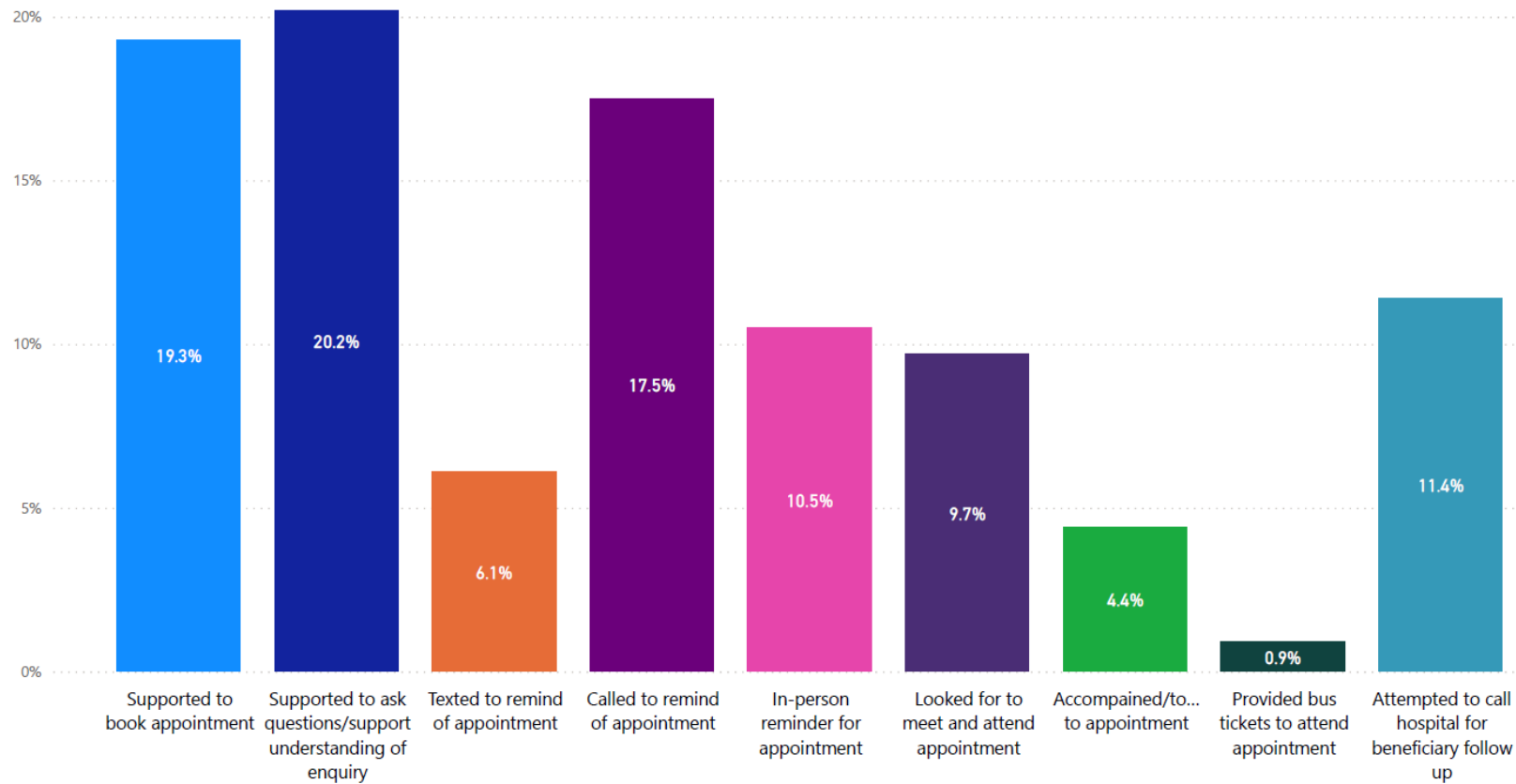
Number of interventions to achieve attendance





# Support to Access UHL Outpatient Appointments and Inpatient Treatment and to Access Medication

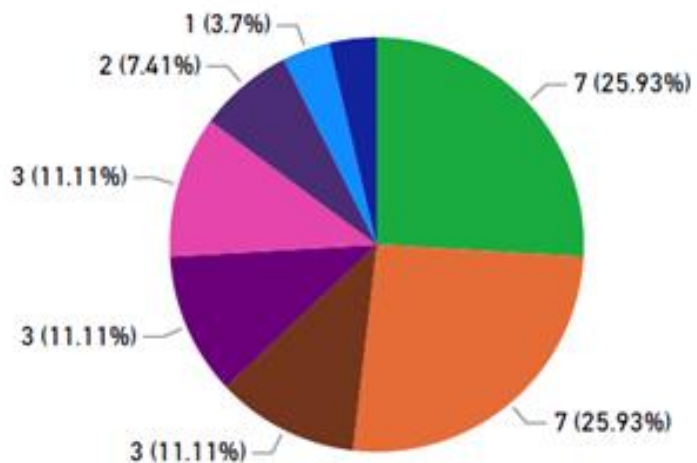
Interventions of UHL outpatient support



### Intervention outcomes for UHL outpatient support

#### Appointments

- Attended
- Rearranged
- Attempted to rearrange by calling hospital
- Attended on behalf of beneficiary
- Rearranged due to not receiving pre-appointment instruction...
- Hospital rearranged
- Attended over phone
- Did not attend



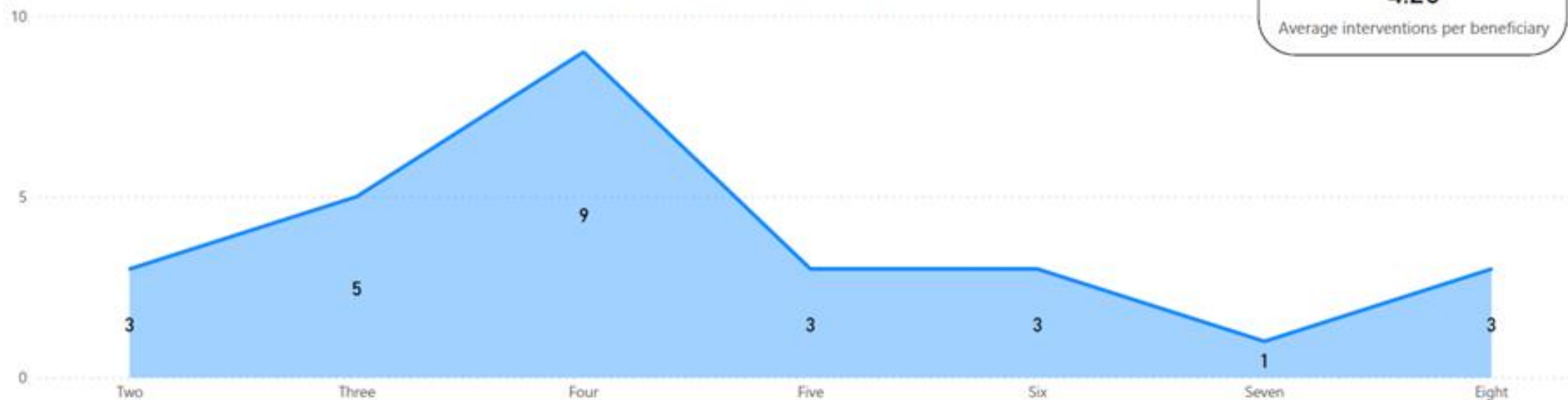
**7**  
Total number of beneficiaries support

**114**  
Total number of interventions

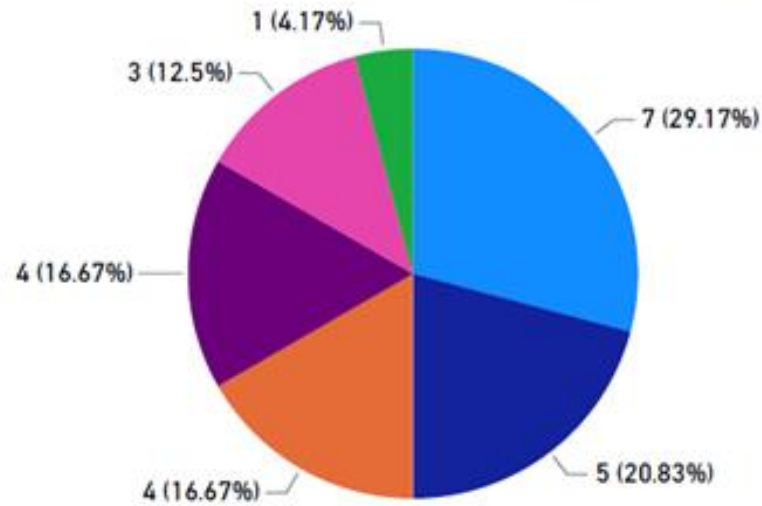
**27**  
Total number of appointments

**4.20**  
Average interventions per beneficiary

### Number of interventions to achieve attendance



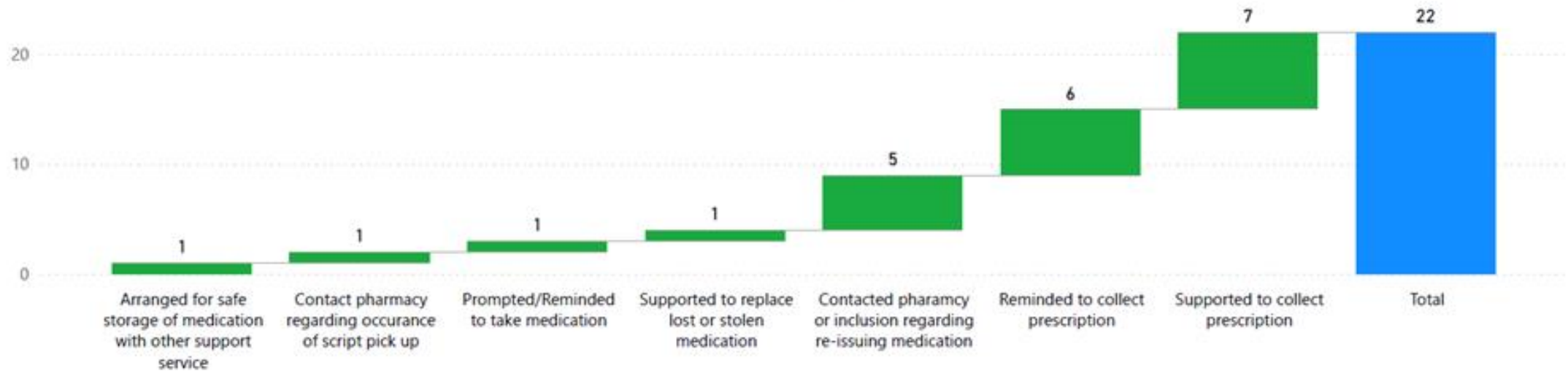
Inpatient UHL interventions



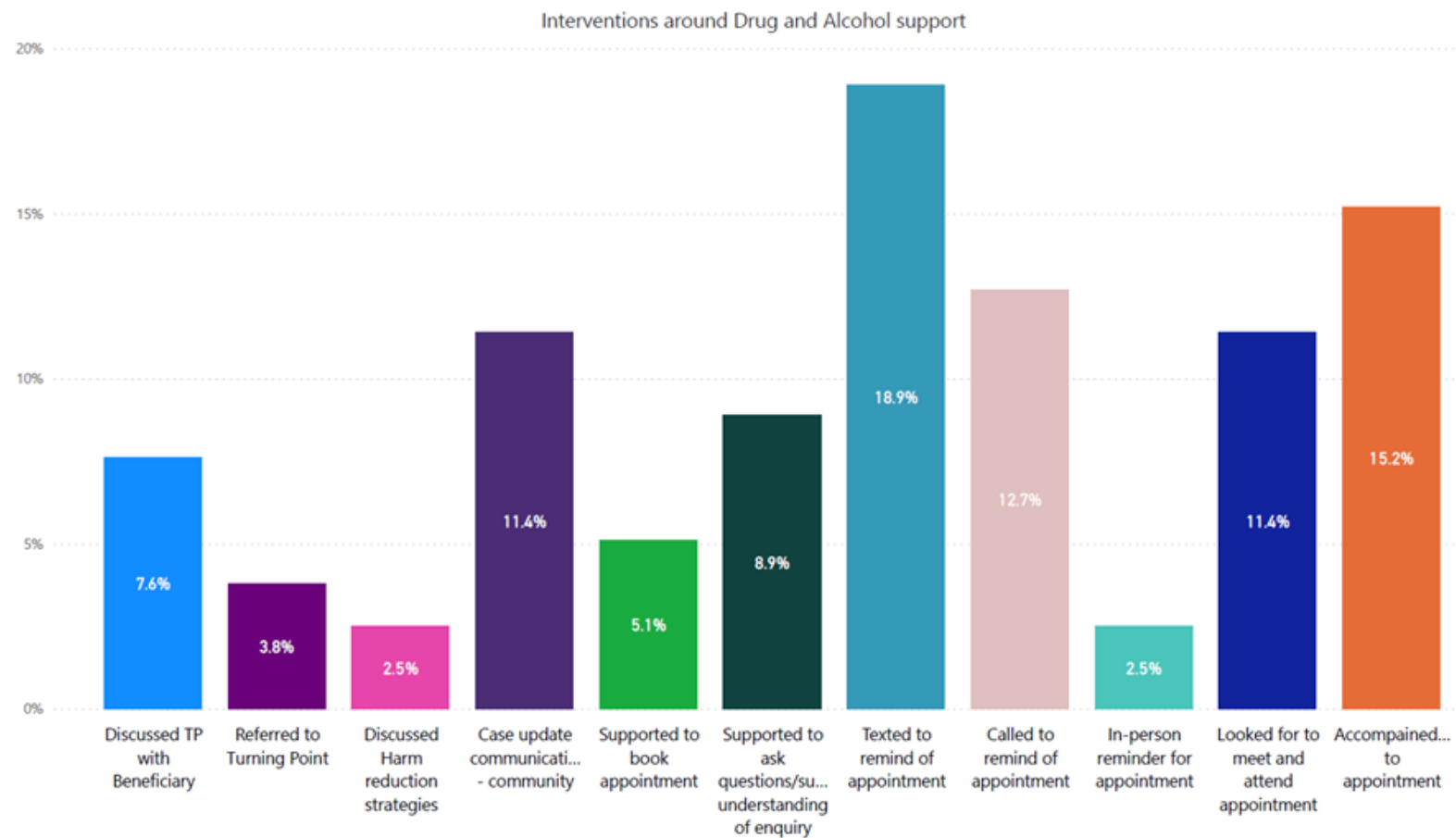
**Inpatient UHL**

- Liaise with hospital team for updates
- Liaise with TP hospital team for updates
- Liaison with discharge team
- Welfare check at Hospital
- In person liaison with hospital team
- Liaise with hospital team for discharge to a safe home

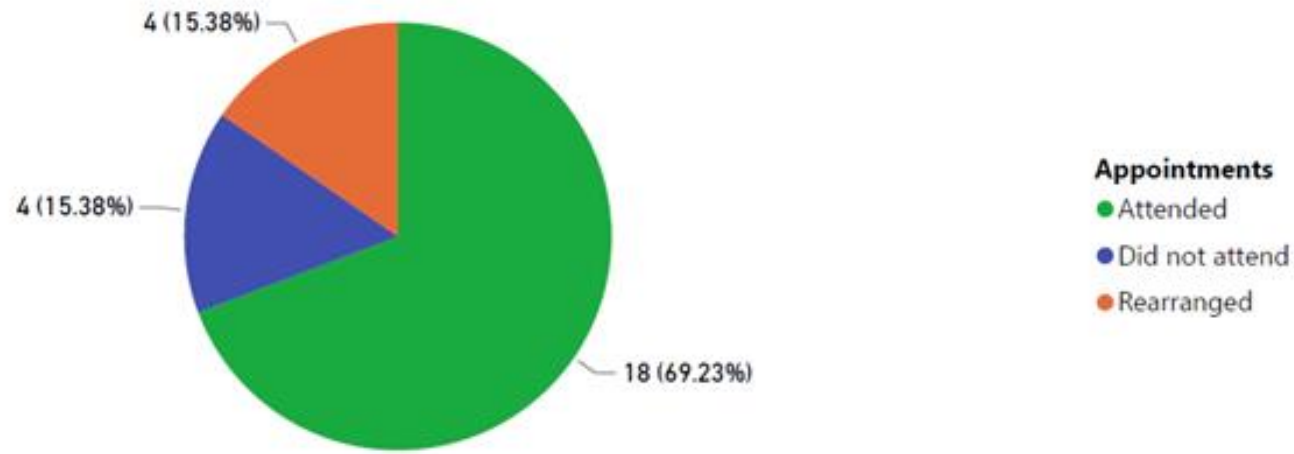
Interventions around prescriptions



# Support to Access Support Around Drugs and Alcohol Use



### Intervention outcomes for Drug and Alcohol support



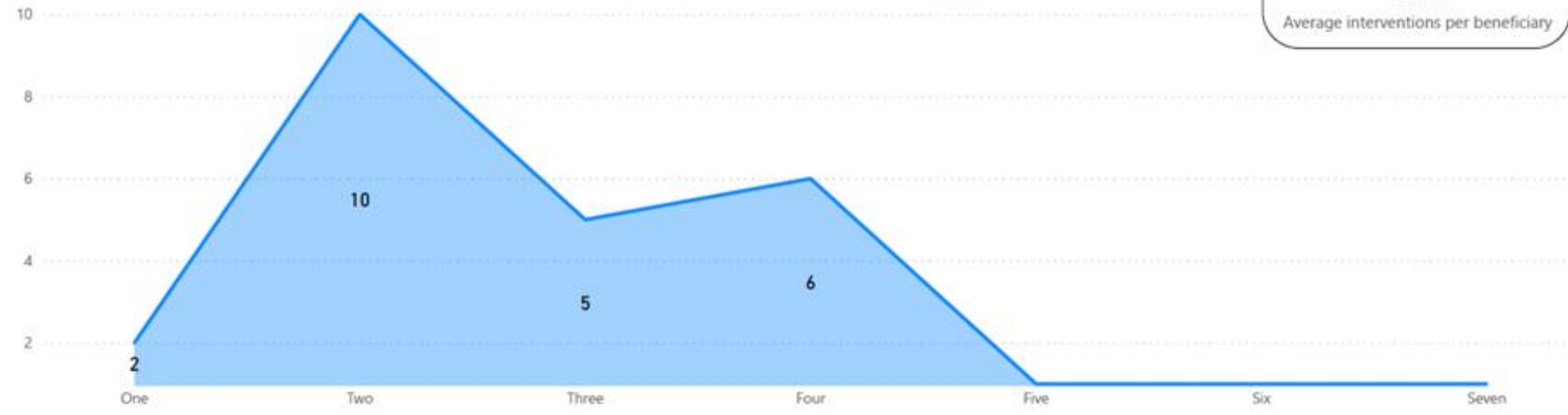
**15**  
Total beneficiaries supported

**79**  
Total number of interventions

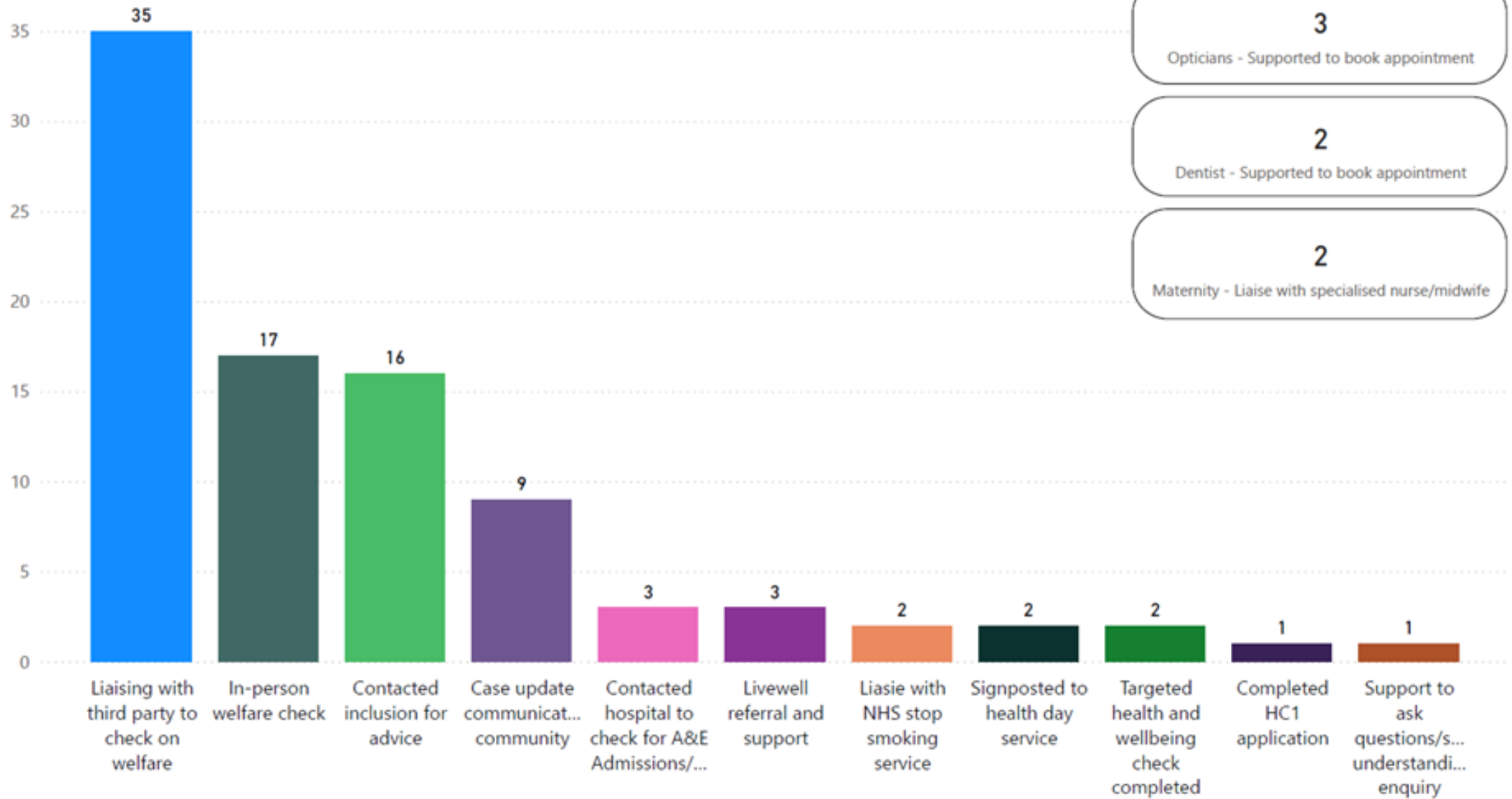
**26**  
Total number of appointments

**3.03**  
Average interventions per beneficiary

### Number of interventions to achieve attendance



### General support around Health and Wellbeing



## **The impact of Changing Futures Intensive support on beneficiaries and the services that they interact with include:**

### Improved Health Outcomes for beneficiaries

- Improving GP registrations and access to Primary Healthcare
  - Reducing inappropriate A&E attendance
  - Improving attendance to outpatients' appointments
  - Increased access to maternity care for women facing multiple disadvantage.
- Reduction in homelessness and rough sleeping
    - Support for people to access services and systems to access appropriate Temporary or Settled Accommodation
    - Support for tenants with complex need leading to increased Tenancy sustainment.
  - Increased engagements with Drug and Alcohol Treatment Services
    - Support for people to access services providing treatment.
    - Support around Harm Reduction
    - Support to access Mutual Aid spaces.
  - Reduction in Street Lifestyle Activities around the City Centre
    - Support to access relevant income and to manage this safely.
    - Support to access treatment services and with prescriptions where applicable.
    - Support to access day services and temporary accommodation.
  - Reduction in Offending Behaviour
    - Support to access relevant income and to manage this safely.
    - Support to access treatment services and with prescriptions where applicable.
    - Support to access day services and temporary accommodation.

**In addition, Changing Futures uniquely offer intensive support to people being released from prison, including prior to release.**

**From April 2025 without a continuation of funding for the programme the provision of Intensive Support for Individuals facing multiple disadvantage (Including Prison Leavers, those involved in Street Lifestyle Activities and those with the highest impact on services within the city) will no longer be provided.**



## Pre-Tenancy Training

- We have worked with partners to develop and deliver a programme of Pre-Tenancy Support in Leicester.
- The training is aimed at people facing Multiple Disadvantage, who have an offer of settled accommodation, or have moved to settled accommodation in the last 12 months. The partners that we worked with to deliver this training are: Dear Albert, Leicester Homeless Charter, Action Homeless, Public Health, National Energy Advice, St Mungo's, Turning Point, Leicester Adult Education, Leicester City Council Floating Support Services, No. 5, The Hepatitis C Trust and a number of volunteers from lived experience.

*"As a Leicester resident with lived experience of rough sleeping, supported accommodation and my own tenancy - it has been fantastic to be part of this pilot. I was made to feel valued, welcome and supported from the get-go. I've really enjoyed meeting professionals and participants and it's great that I've been encouraged to give my experience to help shape the modules.*

*I didn't have anything like pre tenancy training in my past so how cathartic that I was able to help support and co-present part of this program. It's been a great insight into some of what parts of Leicester's teams of professionals do and how much they care for the city"*

Getting together as a group and discussing our experiences was good. Because it makes me realise, I'm not the only one struggling.



# Systems Change

As we move into our final year, we are committed to continuing to work with partners on key pieces of work:

Development of a referral pathway with UHL around HIU/HFU with a dedicated Intensive Support Worker to work with identified individuals. We will also be collecting Health Related data alongside the work around the referral pathway in order to evidence the impact of Intensive Support on health outcomes and health inequality.

Development of Pre-tenancy Training – we hope to identify external funding for this which will include a member of staff to co-ordinate.

Development of Safer Sex Worker packs and Working Group around Gender Specific Services for Women. We are hoping to identify external funding for the creation of more packs which will be available city wide, and we will continue to develop the working group with Action Homeless as the lead partner on this work.

Development of the Frontline Community of Practice. We will look to identify an independent chair to co-ordinate this and we will work with partners to develop the COP over the next 12 months.

Continuation of the Case Study Workshops and possible development into a Community of Practice locally. We will work towards identifying an independent chair to continue to co-ordinate and facilitate these.

We will also continue to try to embed MTAM as a process within the system, which will hopefully have the added elements of Trauma Informed Risk Assessments/Safety Planning that we are currently working on locally.

## CASE STUDY 1



CB was referred to Changing Futures by Child Social care, who identified concerns that they were unable to look after themselves effectively. Concern was also raised around problematic opiate and alcohol use as well as poor coping mechanisms and a decline in mental wellbeing.

The referrer was concerned that CB struggled to maintain engagement with services and that they were at risk of falling by the wayside without a person-centred support plan in place to help empower and enable them to achieve

The allocated 'Intensive Support Worker' spoke with at length with CB about the concerns raised and found that they were struggling financially and regularly using local food banks. CB's goals were to access help claiming appropriate benefits and dealing with arrears as well as gaining employment.

While CB didn't agree that they had substance use problems they agreed to engage with service assessments and follow-ups as part of the work with their Intensive support worker.

Through positive work between the ISW and CB over, 7 months, this case was closed with CB engaging positively with services around accessing employment, as well as receiving tailored support to further their financial management. They had been assessed as not requiring further support around opiate usage or mental health after engaging in assessments with both services.

## CASE STUDY 2



CB was Referred to Changing Futures by Social Care. She was using substances and pregnant at the time. The referrer was worried as CB was not engaging with health or any other service and this made hers a particularly high-risk pregnancy.

CB's completed disengagement from services continued for a number of months. Due to the increased risk of mortality to mother and baby, a multi-agency plan was put in place to ensure that professionals were attempting

After the birth of her child the ISW went to see CB in hospital and CB made it clear that her primary goal was to move home. The ISW assisted in arranging and supporting engagement with the housing team around this and a new home was found for CB.

After making a number of referrals to charities to support the move and furnish the new property the ISW continued to work with CB until she was settled and able to manage and engage with services independently.

CB is now settled and drug free with regular contact with her children. Over ten months the ISW worked hard first to engage CB and then to facilitate the realisation of goals that have improved her quality of live.

Follow up with CB has since shown that she continues to do well and is thriving in her new home.