

Cornwall Transformation Challenge Award 'Theory of Change'

The core vision of the Cornwall Transformation Challenge Award programme revolves around:

Empowering and mobilising people, communities and organisations for good

This is within the context of developing resilient individuals and communities, significantly reduced public finances and the impact this is having on the availability of support services.

The ultimate goal for change is therefore about individuals being able to do more for themselves and for others, within communities that are strong, supportive, thriving and self-reliant.

This will mean that demand for services is reduced, but more importantly people will be healthier, more capable and in control of their own destinies, within communities that are more cooperative and caring.

It is acknowledged that this goal cannot be achieved overnight, but is instead a long-term ambition. We have set an initial five-year timeline, with progress monitored on an incremental basis.

'Ladders' of change

The following diagrams show the steps required to achieve this change for different audiences. They broadly follow the Results Oriented Management and Accountability (ROMA) model, which provides a framework for benchmarking and reporting on progress.

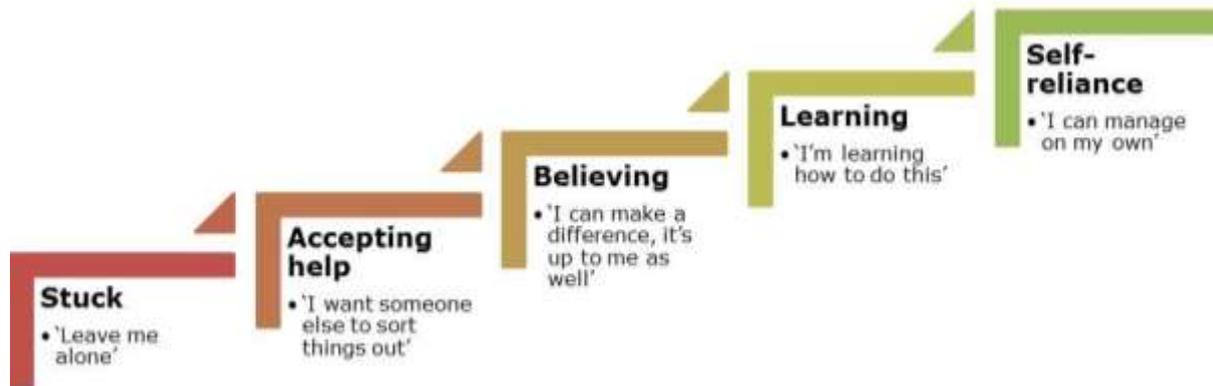
Benchmark	Description
Thriving (self-sufficient)	The ability to meet family basic needs without assistance, and to have sufficient discretionary income for savings and emergency expenses.
Safe	The ability to meet family basic needs without public assistance.
Stable	The ability to meet family basic needs.

----- Prevention line -----

Vulnerable	The inability to meet all of the family basic needs.
In crisis	The inability to meet all of the family basic needs, with some needs in a critical state (eviction notice expired or homeless, no food in the house, utilities shut off).

People who need services

In thinking about the 'ladder of change' (e.g. the 'outcomes star' from Triangle Consulting shown below) that leads to that ultimate goal or impact, people who are in crisis or stuck in challenging circumstances need to accept help, begin to build confidence and self-belief, and learn how to change things to improve their lives. This will result in strengthened self-reliance. This embodies a 'psychology of change', where individuals modify their mind-sets and adopt new behaviours.

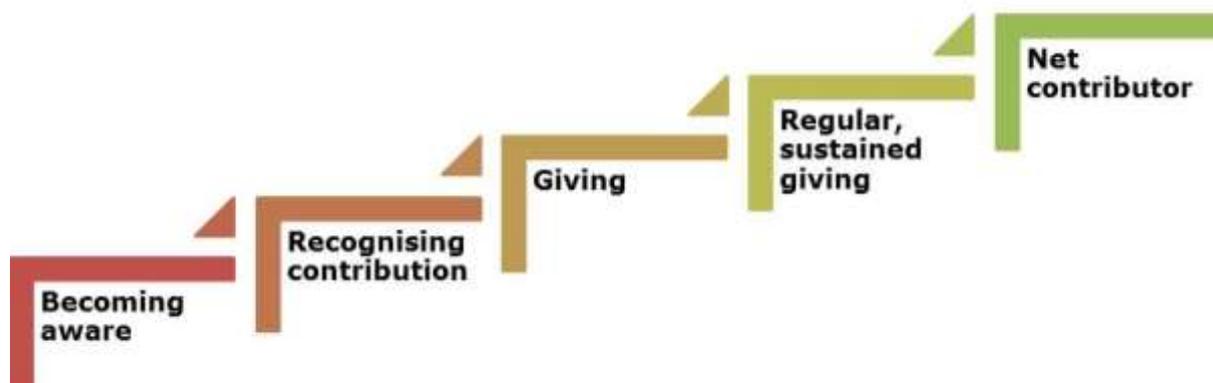


The ladder of change towards self-reliance encompasses the full range of individual needs (employment, housing, health etc.). These aspects could be described as different 'outcome domains'.

It is recognised that individuals will start and end at different stages of this ladder of change, dependent on their life circumstances, but all can make progress.

People who don't need services

Those individuals who are already doing well will be encouraged to become net contributors to their communities. Their respective ladder of change starts with becoming aware of the community's needs and recognising the contribution they can make to meeting those needs. They then begin to give time, knowledge, skills and resources, and subsequently sustain that input.



Voluntary, community and social enterprise sector

VCSE organisations, working collaboratively with the public sector, have a key role to play in driving the change agenda; acquiring relevant skills and knowledge, becoming asset-based, shifting towards prevention and early intervention, trialling innovative approaches and becoming focused on the impact they can generate.



Public sector

Similarly, the Council and the wider public sector needs to change itself in order to realise this vision of developing stronger individuals and communities. This will require removing blockages/overcoming the fear of change, integrated working practices, system leadership, an enlightened approach to risk and reward, and a stronger focus on collaboration.



Key to delivering this Theory of Change are a number of interventions. These include:

- **Community-led conversations:** where individuals, groups and organisations meet on equal terms to co-design plans for change at a local community level
- **Rewards for people taking action:** e.g. social convections, wellbeing, time banking and Local Exchange & Transfer Schemes (LETS)
- **Innovations within public sector commissioning including:**

- Outcomes-based commissioning
- More strategic use of social value criteria
- Collaborative/shared risk and reward approaches
- Multiple outcomes
- **Cross-sector partnerships:** with increased working across traditional boundaries
 - Whole-system approach

Theory of Change diagram

The following diagram summarises our Theory of Change, where individuals themselves work towards increased self-reliance within strong, thriving communities, supported by the public and VCSE sectors working collaboratively for greater impact.

