



LankellyChase Foundation Theory of Change

A Summary

What are we trying to address?

We would like to support and encourage change which transforms the lives of individuals and families who face a combination of severe disadvantages at once. This includes mental illness, homelessness, alcohol and or drug misuse, violence and abuse. Often because of the multiple nature of these disadvantages, they receive the least support and are more likely to be subject to punitive and/or coercive interventions. Many people will find themselves in this situation for long periods of time, excluded from much of what we take for granted in society. We want to redefine what “good” looks like for people facing severe and multiple disadvantage.

Why do people find themselves in this situation?

There are a number of reasons, many of which are beyond the control of the individual or family. It is about the way services work with each other. We call this systemic failure. This means that:

- Existing provision only looks at each need individually rather than seeing the whole person.
- Required outputs and outcomes from funders make services focus on people who seem the easiest to help.
- Support is time limited, and is not available as and when someone needs it.

In short, people have to fit services rather than having services made to fit them.

Many attempts to address these issues have failed because the services and systems are so firmly entrenched. Also, as a result of being continually failed, people’s behaviour can result in further exclusion and people being labelled as “hard to help”. Society’s response is often to punish them further.

Is this the only reason?

No. There are a number of other reasons beyond the control of services. These relate to the way society functions and the way people in need are viewed. We call this structural or cultural disadvantage. For example:

- People in this situation are discriminated against, not least on grounds of ethnicity and gender
- Inequality in society means that where you are born or live heavily influences what happens to you.
- Wider economic factors, such as the way employment and housing works, can exclude people from the market.
- People in this situation are viewed as problematic and incapable rather than in terms of their potential, strength and ability.

What do we want to do about it?

It is unacceptable that people are in this situation and we believe that the response of services and society is inadequate and usually counterproductive. We want to promote change. We want to ensure people are given the right opportunities to change their lives. We want this to be the case for everyone.

The change could incorporate support and help that:

- stops people getting into the situation in the first place.
- looks at the person rather than each need.
- is led by the individual with guidance and support from others.
- is available when a person wants it for as long as they want it.
- looks at the person in terms of what they want to become rather than how they are now.

What will make this happen?

We need to help those who design and spend money on services to understand what “good” looks like. We need to show them how to achieve improvements in often complex and stuck situations. And we need to motivate them to make changes that might look difficult and risky.

This could include:

- Clearer evidence of need, cost and savings.
- Holding those in charge to account.
- Help with the process of change e.g. how do you make coproduction work locally?
- Ensuring the voice of people facing multiple disadvantage is heard.
- Asserting people’s rights, using the law where necessary.

What could stop us from making change happen?

There are a number of things that are challenges or opportunities for us. These include:

- Cuts to provision.
- Changes to benefits.
- The move to spend money and make decisions as locally as possible.
- The need to innovate new ways to deliver this.

What can LankellyChase Foundation do to help all of this happen?

We can use our resources to:

- Help people who have lived experience speak out.
- Build a network or movement for change.
- Find different ways to tell people's stories.
- Build the evidence base.
- Support organisations to take risks and try new things that can make the change we have described happen.
- Create the space where different and risky ideas can be explored.
- Influence others such as local authorities to come with us as we go on this journey.
- Support change in local areas and systems rather than just organisations.
- Change the definition of success.
- Support ideas which work at different times in a person's life from childhood through to adulthood.

There is a lot to be done and our resources are limited. We will therefore prioritise:

- Issues that aren't touched by other funders.
- Ideas where there is a potential to make fundamental change happen.
- Ideas or services which could be an inspiration to others.
- Ideas that push at the boundaries of current systems and norms; that are taking risks.

We believe that change is possible. If you do too, then we want to hear from you.