



To: Coventry Health and Wellbeing Board

Date: 14th January 2019

**From: Coventry Police Commander – West Midlands Police
(Chair, Coventry Multiple Complex Needs Board)**

Title: Multiple Complex Needs Programme Progress Update

1 Purpose

- 1.1 The purpose of this paper is to present an update to the Coventry Health and Wellbeing Board on the progress made against the priority of the Coventry Health and Wellbeing Strategy (2016-2019) on Improving the health and wellbeing of individuals with multiple complex needs.

2 Recommendations

Coventry Health and Wellbeing Board is recommended to:

- 1) Endorse the progress made to date to improve the health and wellbeing of individuals with Multiple Complex Needs
- 2) Agree in principle to mainstream support for Multiple Complex Needs, linking it with Housing First, through the City Council's Housing Governance Structure

3 Multiple Complex Needs Programme Background

- 3.1 The Coventry multiple complex needs programme intended to respond to the Coventry JHWBS priority to improve the health and wellbeing of individuals with multiple complex needs by looking at ways in which services can be coordinated to deliver better results as well as value for money by reducing demand pressures on services. In particular, the programme aimed to:

pilot new interventions for people facing MCN – test and evaluate new co-ordinated services, approaches or interventions for individuals, informed by research evidence and information sharing; and

help bring about systems change – improve understanding of how the range of organisations and services supporting people facing homelessness, substance misuse, offending behaviour, mental health difficulties and worklessness in Coventry can be redesigned and better co-ordinated around helping people facing multiple complex needs manage their lives better to reduce future demand.

- 3.2 The successful delivery of the MCN programme would help bring about systems change and pilot new interventions for people facing MCN that would result in: improvements to the life chances and outcomes of people facing multiple complex needs so that they feel more resilient and connected; are empowered to lead productive lives, free from harm; and reduce their dependency on intensive public services; enable people facing MCN to manage their lives better through access to more person centred and co-ordinated services; and reduce the intensity of demand on public services.
- 3.3 The Coventry Multiple Complex Needs programme is in line with the Council's priority of improving the quality of life for Coventry people by working with local communities, in particular, making communities safer together with the police, to reduce crime and anti-social behaviour; protecting our most vulnerable people by providing early intervention for families who need it, enabling people to exercise choice and control in their daily lives and preventing homelessness and helping people who do become homeless.
- 3.4 In particular it is doing so in an enabling approach: by **empowering citizens** to uncover and use their own assets to achieve their ambitions; share and improve local services; and design and implement solutions that meet local priorities.

4 Progress to date

- 4.1 The programme currently consists of six projects, which, with the exception of the evaluation, will be used to shape future work. The projects will likely continue post April 2019, notwithstanding the outcome of the Health and Wellbeing Strategy refresh, as in the past 3 years the Multiple Complex Needs programme has made progress and the environment in which it is operating has changed. This provides the opportunity to mainstream the work the programme has delivered and offers the Housing First scheme, in particular, potentially an initial cohort. STEPS for Change provides the opportunity for the foundations of a partnership approach to supporting street homeless in the City Centre.
- 4.2 **Housing First** – the Multiple Complex Needs Programme can support the pilot implementation of Housing First in Coventry, through the partnership links it has established and the identification of an initial cohort through its case management work. The tender for the support element of Housing First is due to go through the political process in January 2019, which will enable the project to progress.
- 4.3 **Steps for Change** – the multi-agency weekly drop in advice & information shop to address problems of homelessness, begging & drug/alcohol addiction in Coventry city centre has been established. The objectives of this are to provide easy access to help, support & advice; quicker access to health services; support individuals into finding suitable accommodation; reducing the amount of begging, drug and substance abuse across the city center. There have been some issues around the current property and lease in Hertford Street, but partners have been working to resolve these, with a relocation of STEPS to City Arcade likely to take place early in 2019.
- 4.4 **Experts by Experience** – The Coventry system is really embracing the Experts by Experience group and the co-production approach it offers. An informal Multiple Complex Needs Board meeting was held to ensure that professionals and experts by experience met in an informal context to build relations and as a result, representatives of the group are now Members of the MCN Board. The Group have been involved in responding to the Draft Housing and Homelessness Strategy, directly with officers and presented to Elected Members at Scrutiny Co-ordination Committee. Further approaches have been made to

engage the group in the transformation work currently taking place in Housing and they have also sat on interview panels at partner agencies.

- 4.5 **Case Management Forum** – Case management of individuals with MCN is moving from the Operational Group to the Harm Reduction and Vulnerable Persons forum. This has been done to streamline processes to ensure duplication is minimised. This move only started in November and the terms of reference of Vulnerable Persons Forum are due for refresh to capture MCN and Housing First. All Members of the MCN Ops group have been invited to attend Vulnerable Persons Forum, including the experts-by-experience.
- 4.6 **Making Every Adult Matter** –In November 2017, Coventry became one of twenty-seven MEAM approach areas in the country. The MEAM Approach helps local areas design and deliver better coordinated services for people with multiple needs. Becoming a MEAM approach area has given Coventry access to hands-on support from the MEAM partners – as well as access to a network of other local areas implementing MEAM, as part of the MEAM network. Coventry has signed up to be a MEAM area until January 2022 which extends beyond the scope of the current Coventry Health and Wellbeing Strategy. The MCN Board received a presentation at their meeting on 17 December 2018 which outlined what Coventry has achieved in the 12 months since it adopted MEAM. It was agreed that the approach has proven beneficial and there is ongoing commitment to it in Coventry. It is proposed that the MCN and Housing First governance arrangements take on responsibility for MEAM, as referenced in paragraph 5.5 below..
- 4.7 **Evaluation** – An evaluation framework has been developed to determine the extent to which the programme improved outcomes from an individual, organisation and system perspective, looking at metrics, attitudes and behaviors and predictive modelling. Quantative data has been collected and there are a number of focused interviews taking place. The analysis will be supported by Coventry University and that process is due to begin mid-January 2019. The Evaluation report is due to be completed by the end of March 2019 and the outcomes will be reported to the Health and Wellbeing Board.

5 Sustainability of Multiple Complex Needs work

- 5.1 In 2016, Coventry's Health and Wellbeing Board (HWBB) selected 'improving health and well-being of individuals with multiple complex needs' as one of its three priorities. This was set out in the Coventry Joint Health and Wellbeing Strategy (JHWBS) for 2016-19, and was chosen as a priority due to growing awareness that populations experiencing the sharp end of problems such as homelessness, drug and alcohol misuse, poor mental health, and offending behaviours overlap considerably. There was also concern these vulnerable individuals may 'fall between the gaps' in policy and services altogether.
- 5.2 Since 2016, there has been a significant increase in the number of people who are homeless, many of whom have increasingly complex needs.
- 5.3 Coventry City Council, are in the process of refreshing their Housing and Homelessness strategy and Governance Arrangements. The revised strategy incorporates the need to provide better outcomes for those who are homeless and to provide more cost-effective solutions. The Housing First pilot, funded by the West Midlands Combined Authority, has also come on online and the first lot of funding allocated to Coventry is due to be drawn down in early 2019.
- 5.4 There is now an opportunity to embed the work, and learning, from the Multiple Complex Needs programme, into these new structures and programmes, particularly as there is

strong correlation between those with MCN and the Housing First cohort.

- 5.5 At the MCN Board on 17 December 2018, it was agreed that the two should sit together and that elements of the MCN programme should be used to form the delivery base of the Housing First pilot, capitalising on the partnerships which have been developed through the MCN programme. Responsibility for MEAM should also sit within this structure.
- 5.6 The reporting structure for MCN and Housing First into the City Council's housing governance structure is still under development to ensure partners, who are integral to this work, continue to have an opportunity to shape and deliver on this agenda.

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