



To: Coventry Health and Wellbeing Board

Date: 8th July 2019

From: Mike O'Hara, Chief Superintendent, Coventry Police

Title: Multiple Complex Needs evaluation and future governance

1 Purpose

This paper updates the Health and Wellbeing Board on the evaluation of the Multiple Complex Needs programme within Coventry and informs Board members about plans for future governance.

2 Recommendations

The Health and Wellbeing Board is asked to:

1. Note the findings of the evaluation;
2. Note the context around this work has changed significantly since the inception of the Multiple Complex Needs Board in 2016;
3. Note the proposal for future governance of Multiple Complex Needs, including consideration of both the Operational Group and the Multiple Complex Needs Board.

3 Information/Background

The Multiple Complex Needs Board is chaired by the Police Commander and supported by public health colleagues. The purpose of this Board is to set the strategic direction and report to the Health and Wellbeing Board, as one of the priorities in Coventry's 2016-19 health and wellbeing strategy was to improve the health and wellbeing of individuals with multiple complex needs. This Board was picking up work around rough sleepers in the council.

The Multiple Complex Needs Operational Group reports to the Board and is overseen by Public Health and Insight. The role is to ensure delivery of the projects and identify, manage and flag risks. The projects covered include:

- Case management forum (now forming part of the Vulnerable Persons forum) – where individuals are discussed using a person-centred asset-based approach.
- Experts by Experience – developing an approach to meaningfully working with people with lived experiences and establishing a co-production approach in Coventry
- Making Every Adult Matter (MEAM) – cross-sector approach that aims to ensure people receive coordinated support, helping individuals to reach their full potential and to contribute positively to their communities by flexing the system and undertaking systems change

- Steps for Change – a multi-agency weekly drop in advice & information shop to address problems of homelessness, begging & drug/alcohol addiction in the city centre
- Evaluation – a project to establish the extent to which the programme improved outcomes from an individual, organisational and system perspective
- Housing First – a pilot with support for up to 109 individuals who are rough sleepers with multiple needs

An evaluation of the Multiple Complex Needs project was carried out in late 2018/early 2019 and was largely positively reported on, with respondents in agreement it has influenced the way organisations work with the bringing together of experts and professionals leading to better working relationships and outcomes. The success of STEPS and Experts by Experience in particular was highlighted. Challenges noted included difficulties of improving outcomes through available resources, referencing both the lack of funding and lack of a MEAM coordinator.

Future points mentioned to consider included:

- Engaging with other organisations, in particular expanding out from the voluntary sector to include involvement from mental health and social care
- More explicit consideration of housing
- Sustaining Steps for Change
- Embedding multiple complex needs thinking in more panels and Council strategies
- Refreshing the vulnerable persons forum

It is noted that since the evaluation was carried out, there have been a number of strategic and operational changes which have addressed some of the points raised by the evaluation. This includes a review of the vulnerable persons forum and additional funding secured to support homelessness. The Strategic Housing Board is chaired by the Chief Executive, where Housing and Homelessness is considered from a City Council perspective and the strategy is set and supported by the Housing and Homelessness Operational Group. Delivery of Housing First is now being overseen by the Housing Commissioner and Head of Housing, with support as required provided by Public Health and reporting into the Strategic Housing Board.

Moving forward, following the refresh of the Health and Wellbeing Strategy and consideration of the evaluation findings, it is proposed to integrate and mainstream multiple complex needs work across programmes and initiatives in the council. New housing contracts are currently being revised and it is envisaged a complex needs panel will be established, addressing the work currently overseen by this operational group and Board.

4 Options Considered and Recommended Proposal

In light of these strategic and operational changes, options considered for future governance around Multiple Complex Needs included:

- 1) To retain the current Multiple Complex Needs governance and structure
- 2) To dissolve the Multiple Complex Needs Operational Group and Multiple Complex Needs Board
- 3) to dissolve the Multiple Complex Needs Board and retain the operational group in a transitional state while housing contracts are being revised.

The recommended proposal from the Multiple Complex Needs Board is to adopt number 3.

It is proposed the Multiple Complex Needs Operational Group continues to oversee the remaining projects (case management forum, Experts by Experience, Making Every Adult Matter and Steps for Change) in a transitional phase in the form of a transformation group, addressing the ongoing development points raised above. It will be held by, and be accountable to Public

Health and Insight, within the Council while the new housing contracts are established, and the complex needs panel set up. Following on from this, the work will be overseen by Housing with support as required by Public Health and Insight and reporting into the Strategic Housing Board.

It is proposed the Multiple Complex Needs Board is dissolved and the Transformational group, evolved from the Multiple Complex Needs Operational Group will report by exception into the Head of Housing.

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Appendices

Appendix 1 - Multiple Complex Needs Programme in Coventry - Evaluation