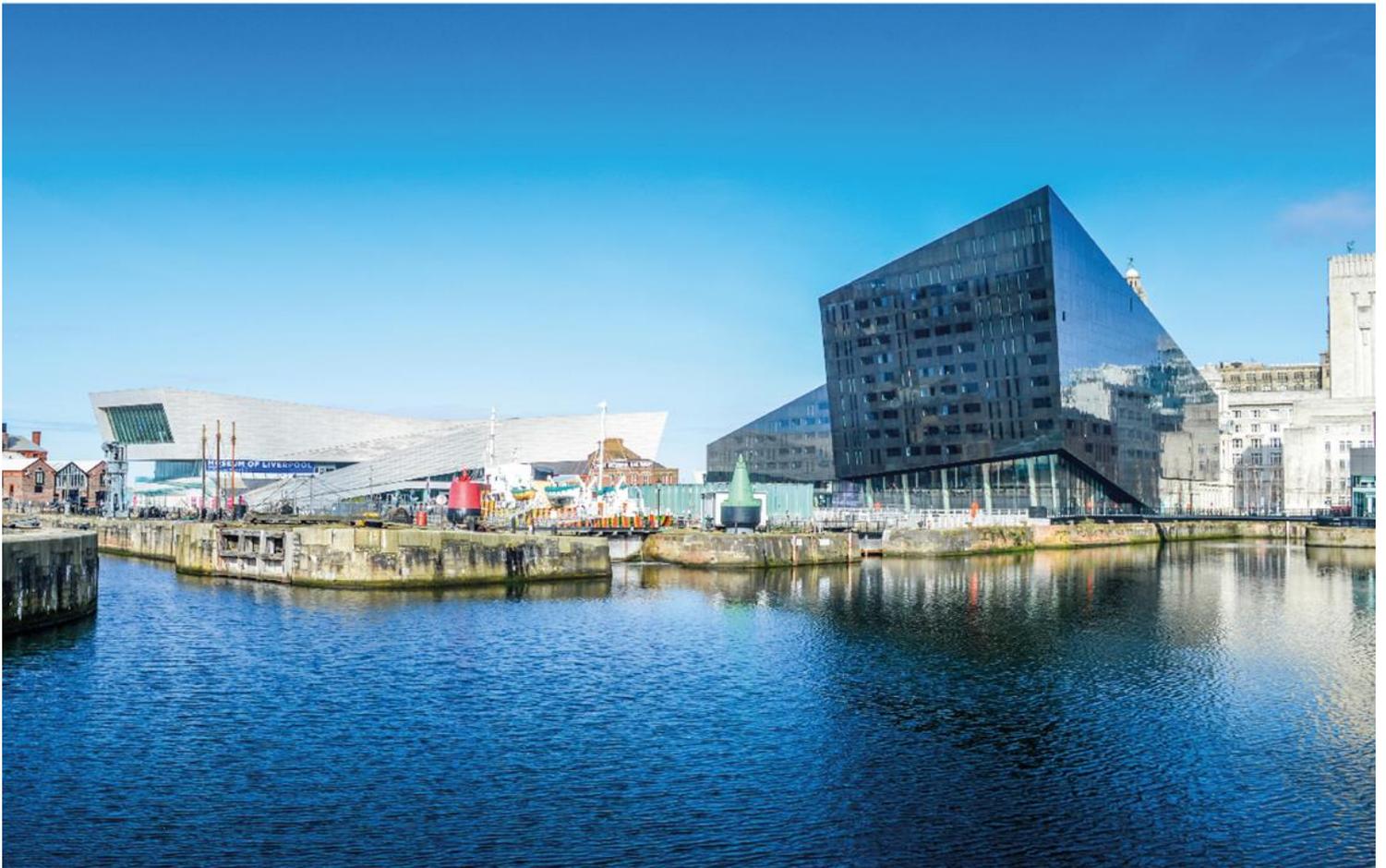




# Briefing Note:

## Learning & Legacy - Systems



# Understanding What Works for Multiple Needs Systems

October 2019

## Forward

This is the second of 2 briefings on Multiple Needs and understanding the Learning & Legacy from the Liverpool Waves of Hope National Lottery Community Funds programme Fulfilling Lives. The term Multiple Needs in this briefing refers to single people aged 18 and older who have support needs in at least 3 of Homelessness, Mental Health, Substance Misuse and Offending. Further these needs are entrenched and the individuals themselves have a background which is characterised by multiple exclusions and evictions from other services.

The briefing has been shaped by the experiences, reporting and evaluation of Liverpool Waves of Hope which brings together a range of stakeholders from the statutory, independent and lived experience sectors in the City.

*Gary Morris, Programme Manager Liverpool Waves of Hope*

**Acknowledgements:**

Liverpool Waves of Hope would like to acknowledge the valuable contributions made to the program by its core partners.

The Waves of Hope Lived Experience Team

The Big Life Group

Liverpool YMCA

Riverside Housing

Plus Dane Housing

National Lottery Community Fund

The Whitechapel Centre

Ipsos/MORI Independent Evaluation

CFE Independent Research

Liverpool City Council

Liverpool CCG

Liverpool Public Health

Liverpool CRC

Merseyside Police

## **Waves of Hope Learning and Legacy: Systems**

### **Safe and stable accommodation is the foundation of recovery and is a priority for service users**

- People with multiple needs have consistently stressed the importance of safe and stable accommodation as a key part of their recovery journey. The provision of safe and stable accommodation for an individual with multiple needs is the foundation on which all other aspects of the recovery journey are built.

### **Cooperation between services improves the service users' experience & leads to better outcomes**

- People with multiple needs are, in the majority of cases, supported by a range of different agencies that provide support to them. The greater the levels of co-ordination, integration and co-operation between these agencies the greater the likelihood that people with multiple needs will make positive progress in their recovery journey.

### **Developing and successfully delivering co-production for people with Multiple Needs requires time and resources**

- Co-production is a significant and important aspiration, delivering a model of co-production which successfully enables people with Multiple Needs to deliver a significant role in the design, delivery and evaluation of services is time consuming, expensive and culturally challenging, it requires effective planning, significant levels of expertise, adequate resources and a shift in attitude, culture and way of working which characterises the traditional Commissioning/Provider split to be successful.

### **Developing effective collaboration in a culture driven by competition is a significant challenge**

- Many Multiple Needs services must compete for a diminishing level of resources; this competitive market approach undermines effective collaboration between agencies which is a key driver for the achievement of successful outcomes for people with Multiple Needs. Effective collaboration based on a shared vision, shared values and a shared understanding needs to be incentivised and embedded into the Multiple Needs sector.

### **Discussing, agreeing and measuring what success looks like for people with Multiple Needs is complex**

- What gets measured gets done; if the wrong things are measured then inevitably the wrong things will be done. Outcome frameworks need to be developed using a bottom up approach and should focus on the areas that are important for people with Multiple Needs themselves. Softer outcomes based on a self-assessment of mental and physical health and general wellbeing as opposed to a housing, move-on or employment model may be more appropriate for people with Multiple Needs.

## **Effective governance and leadership is critical to delivering change for people with Multiple Needs**

- Governance and leadership systems are complex in a Public Sector which is fragmented and compartmentalised driven as it is by competing priorities between national, local, sector and organisational imperatives. In this context the structure, development and delivery of effective inclusive governance supported by clear messaging about the vision for services for people with Multiple Needs and how it is to be developed, delivered and maintained is vital.

## **Frontline staff should be empowered to help shape the design, delivery and performance of Multiple Needs services**

- Case workers are critical to the success of the recovery journey for people with Multiple Needs. Frontline workers should be empowered to share their knowledge and experiences of the systems as they have a unique vantage point from which they experience the systems.

## **What needs to happen after Waves of Hope?**

- There needs to be a much sharper focus on making temporary, social and private rented sector housing opportunities in the City more readily available to people with Multiple Needs.
- There needs to be a pathway for specialist providers in the employment, educational and recreational sectors developed so that they can engage effectively with people with Multiple Needs.
- There needs to be a clear focus on improving the co-ordination resourcing and delivery of a consistent framework for the recruitment, selection, training, supervision, including psychological support and reflective practice of staff working with people with Multiple Needs.
- There needs to be a priority action which ensures that people with Lived Experience can effectively engage with the design, delivery and evaluation of services for people with Multiple Needs in a systematic and meaningful way.
- There needs to be a structured approach to developing and delivering an improved understanding and cultural acceptance that collaboration is a key driver for sustaining improvement and recovery for people with Multiple Needs.
- There needs to be a drive to articulating what success looks like for any Multiple Needs Partnership in the City that partners are engaged in developing and implementing including how that success is to be measured.
- There needs to be a much greater emphasis on inclusive decision making at all levels across the Multiple Needs sector in the City in any new Partnership arrangement.

- There needs to be a mechanism which creates the time and space for front line workers to contribute to the development of the systems and pathways that lead people with Multiple Needs to recovery.

Gary Morris  
**Waves of Hope**