

# Meeting complex needs and the prevention of rough sleeping innovation fund

## 1. Introduction

Norwich City Council's role is to support the city in the best way we can with the resources we have available. Using an evidence based approach we know that certain people struggle to access help and services that are available throughout the city. We want to work in partnership with organisations to find innovative solutions to the growing problem of people with complex and multiple needs who are often homeless (sometimes rough sleeping) and can face social exclusion from mainstream society. The issues that lead to them being excluded are complex in their nature and are often inter-connected and cannot (and should not) be dealt with in isolation. These issues include:

- Increasing homelessness and rough sleeping
- Increasing poverty
- Increasing numbers of people with physical and mental ill health
- Increasing levels of crime

### 1.2

The issue of increasing numbers of people with complex and multiple needs is not just a local problem. In England, there is an estimated 58,000 people who are living with multiple needs. Sometimes services can struggle to meet the needs of people whose situation does not fit into a neat solution or service offer response. We have recognised this in our work to combine what resources we have with other statutory sector providers to look at innovative ways to create better, more rounded services for people with complex and multiple needs and the growing number of people who are homeless and rough sleeping in the city. The following partners have contributed to the innovation fund:

- Norwich City Council
- Norfolk County Council Adult Social Services
- Norfolk County Council: Public Health
- NHS Norwich Clinical Commissioning Group

The fund of £761,000 is available over a three year period from 2018/19 (with £367k in year one, £197k in years two and three). We are interested in organisations who can bring additional funding to their delivery solutions and are committed to working in partnership for any other funding opportunities as and when they become available.

### 1.3

The key outcomes we would like to see as a result of this funding are:

<b>Overall</b>	<b>For the individual</b>
Reduction and prevention of street homelessness	Pathways to accommodation Sustained tenancies
Reduction in begging/offending/arrests	Pathways to employment Engaging in meaningful activities/purpose
Reduction in A&E visits	Accessing community or primary care services
Reduction in Mental Health crisis call outs	Self-efficacy
Evidence improved access to health services	Accessing community or primary care services
Reduction in the delayed transfers of care from hospital	Pathways to accommodation
Increase in the proportion of people who remain out of hospital 91 days after discharge	Pathways to accommodation Pathways to employment Engaging in meaningful activities/purpose Accessing community or primary care services
Reduction of permanent admissions of over 65s to residential/nursing care	Accessing community or primary care services Sustained tenancies

### 1.4

As well as the funding available we are interested in proposals that meet the following principles:

- Making Every Adult Matter (MEAM)
- Housing First
- New techniques to reduce rough sleeping and engage with entrenched rough sleepers
- Improve capacity of day centres and bring evening food provision indoors

Where relevant bids meet the criteria and outcomes for funding the council itself also has at its disposal (non-monetary) resources and expertise that can help support an approach.

## **2. Outcomes based approach**

The council intends to use an outcomes based approach to the commissioning of any services that are supported by the funding being made available. We want to encourage innovation; not stifle it.

The principal outcome we want to see as a result of the investment is a decrease in the number of people with multiple and complex needs; and prevent, and reduce the numbers of people rough sleeping in Norwich. We know that the longer someone is sleeping rough or homeless it increases the likelihood that a person can and will develop complex and multiple needs.

The awards that the council will provide for the three year period from 2018/19 are:

Lo t no.	Outcome	Target group	How
1.	<p>Overall reduction in numbers of rough sleepers in Norwich</p> <hr/> <p>Former rough sleepers with multiple and complex needs sustaining accommodation beyond 3,6,9,12 months or more</p> <hr/> <p>Numbers of people prevented from rough sleeping</p>	All age groups	<p><b>Working in an integrated way with alcohol and drug, mental health, primary care and sexual health services.</b></p> <hr/> <p>This could include the following types of housing:</p> <ul style="list-style-type: none"> <li>• Supported housing</li> <li>• Housing First</li> <li>• Other specialist accommodation</li> </ul> <hr/> <p>Signpost to alternative accommodation/stay in their own home, current housing situation</p>
2.	Helping sustain former rough sleepers with complex and multiple needs in their own accommodation with support for as long as they need it	All age groups	<p><b>Working in an integrated way with alcohol and drug, mental health, primary care and sexual health services.</b></p> <hr/> <p>Day centre provision can support this work</p> <p>Supporting people to claim benefits that they are entitled to</p> <p>We would expect a caseworker to support an individual through the pathway of services in Norwich to help them live as independently as possible</p>
3.	Improving the quality of day centre provision for rough sleepers and people	All age groups	<p><b>Working in an integrated way with alcohol and drug, mental health, primary care and sexual health services.</b></p>

Lot no.	Outcome	Target group	How
	who are vulnerably housed		Help engage people in day centre activities and help people shape the services they use  Build capacity in the system
4.	Enable rough sleepers and people who have experienced homelessness to give back to services who helped them and assist the design of existing and new services	All age groups	<b>Working in an integrated way with alcohol and drug, mental health, primary care and sexual health services.</b>  People should be able to contribute and give their valuable experience to help improve services  Where suitable people with lived experience should have work based/training opportunities in services

## 2.1 Additional information

The council welcomes bids from single agencies or consortiums, but will expect a single organisation to act as the lead agency for any consortium bid for each lot.

No specific service delivery model has been designed for each lot but we would expect an offer that supports individuals from first engagement (using a single caseworker approach) through their resettlement period to help provide continuity for the person. We know that building a relationship with a single caseworker helps build trust especially with people who have been damaged by homelessness and that this helps prevent people from becoming homeless again in the future.

Any successful agency or consortia would be expected to engage in the MEAM approach. Norwich City Council and its partners were successful in their application to be nationally recognised as one of the new MEAM approach areas.<sup>1</sup> In these chosen areas local authorities, statutory agencies and the voluntary sector are working together to transform the lives of people experiencing a combination of homelessness, substance misuse, contact with the criminal justice system and mental ill health. These local areas will use a framework called the MEAM Approach to help shape their work and receive support and advice from MEAM coalition staff

<sup>1</sup> <http://meam.org.uk/a-coordinated-response-to-multiple-needs/>

based across the country. All providers who receive funding would be expected to measure outcomes and take part in any national or local evaluation of MEAM.

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