turning the tide

a vision paper for multiple needs and exclusions
A joint publication from Making Every Adult Matter (MEAM) and Revolving Doors Agency
MEAM and Revolving Doors

• **Making Every Adult Matter** (MEAM) is a coalition of four national charities – Clinks, DrugScope, Homeless Link and Mind – formed to influence policy and services for adults facing multiple needs and exclusions.

• **Revolving Doors Agency** is a charity working across England to change systems and improve services for people with multiple problems, including poor mental health, who are in repeat contact with the criminal justice system.
Lucy’s story
Aged 24
Abused as a child
Placed in care
Depression and anxiety
Crack and heroin to cope
Sofa surfing and rough sleeping
Regularly arrested
ASBOd from city centre
No diagnosis of “severe and enduring mental ill health”
Banned from GP surgery

Ahmed’s story
Aged 52
A “normal life” until 3 years ago
Bereavement in family
Depression
Heavy drinking and ill health
Rough sleeping
Refusing to speak to anyone apart from the police
“Frequent flyer” at A&E
Multiple needs and exclusions

- Experience several problems at the same time
- Ineffective contact with services
- Live chaotic lives

Lucy, Ahmed and 60,000 others:

Known to everyone.
Served by no-one
Why care?

Our failure to respond effectively damages our society:

1. Damage to individuals and families
2. Damage to communities
3. Damage to services
4. Damage to the public purse
5. Damage to intended government outcomes
Why now?

There are many reasons why now is the right time to act:

Economic situation
• Cuts means services focus even more on their ‘core client group’
• Existing multiple needs initiatives threatened
• We all need to find new ways of working

Policy direction to build on
• Recognition of the issue
• Localism and the big society
• Early intervention and prevention
Our vision…

That in every local area people experiencing multiple needs are:

• **Supported** by effective, coordinated services

• **Empowered** to tackle their problems, reach their full potential and contribute to their communities.
Our vision...

The help Ahmed needed:
• Small team commissioned to better coordinate existing services
• Strategic buy in and well attended monthly multi-agency meetings
• Many know Ahmed – all have a reason not to work with him
• Multiple needs coordinator visits Ahmed daily, reducing call outs
• Brokers deal between hostel and social care
• Attends assessments, helps him settle, introduces to alcohol team

Result:
• Ahmed has reduced drinking and less depressed
• Looking to move to shared accommodation
• In three months just one ambulance and not been seen by police
Achieving the Vision – a role for government

• Despite some good progress, it is clear that local services cannot achieve this vision alone.

• A new approach is needed from national government to create an environment in which it becomes the norm for leaders in local areas to put coordinated services in place.

• This Vision Paper sets out five building blocks for this new approach.
Five building blocks:

1. Communicating a clear message that tackling multiple needs and exclusions is a government priority.
2. Defining and identifying people experiencing multiple needs and exclusions.
3. Creating accountability, leadership and transparency.
4. Making outcomes and commissioning work for this group.
5. Getting the finances right in local areas.
A clear message

The problem:
- For many years there has been no clear or consistent message from government about the importance of tackling multiple needs

The solution:
- A clear message from the PM that tackling multiple needs and exclusions is a government priority
- A top-level strategy that says “multiple needs is core to our understand of social justice.” “We are doing our bit, now local areas too must act”
- A role for local leaders and services in adopting this message
Creating accountability, leadership and transparency

The problem:

• No one locally or nationally responsible for this group

• Often excluded from frameworks that ensure coordinated support for others

• Public unable to challenge

The solution:

• Nominate roles in every local area to be responsible and accountable for provision of effective support

• Enable people facing multiple needs to access existing coordination frameworks or put an alternative in place

• Increase transparency through new right of enquiry
Getting the finances right in local areas

The problem:
It is difficult to persuade local agencies and commissioners to work together on outcomes, jointly fund coordinate services or to spend their budget on people at the threshold of their particular ‘client group’

- Multiple budgets
- Not every area saves
- No ‘area level’ incentive

The solution:
The government should develop new ‘area level’ economic arrangements to incentivise solutions for tackling multiple needs

- Pooled budgets
- Variable contribution or payback mechanisms
- Allow areas to keep savings made from coordinated working
What can I do?

- MEAM and Revolving Doors will continue to work with government on the five building blocks.
- But there is no need to wait for government.
- Everyone has a role to play. You can:
  - Recognise the group locally
  - Talk to cross-sector colleagues about providing coordinated services
  - Break down some of the old barriers
  - Take coordinated service proposals to commissioners
  - Raise the issue with local leaders
Together, we can turn the tide

• **Take action**: together we can turn the tide.

• Please take a copy or download the Vision Paper from:
  
  www.meam.org.uk
  www.revolving-doors.org.uk

• Contact us:
  
  oliver.hilbery@meam.org.uk
  anna.page@revolving-doors.org.uk

• Thank you