



**West Yorkshire - Finding Independence**  
Delivering Fulfilling Lives:  
Supporting People with Multiple Needs Programme

# **WY-FI Business Plan Review**

## **Position Paper September 2016**

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## 1. Introduction

This Paper aims to set out the evidence and experience generated in the first 27 months of operation of the WY-FI Project. It draws on the Annual Report submitted to the Big Lottery Fund in June 2016, the Annual Review prepared by CRESR as part of their external evaluation of WY-FI as well as data drawn from the management information system (MIS) and discussion with project staff. The report focuses on the delivery of the project to date. All reports referred to in this paper can be found at <https://wy-fi.org.uk/resources/>

As a reminder the WY-FI Project's Vision and Strategy submitted to the Big Lottery Fund in 2013 was:

*The West Yorkshire Partnership's commitment to supporting people to achieve their aspirations and lead fulfilling lives underpins our Vision that by 2020 adults with complex needs in West Yorkshire should have the opportunity of a settled home, positive health and wellbeing, access to education and employment and trust in a positive future. We will support people to access the services and interventions they need, build their resilience, gain confidence and acquire the personal and social assets they need to meet their aspirations. Through improved coordination and integration of services we will demonstrate the benefits that can accrue to people facing at least 3 or the 4 multiple and complex problems identified. We will use this experience to facilitate service change and the long term reconfiguration of service commissioning and provision.*

*Our model has the following key elements; 'Navigators', working with low caseloads, effective integration of care planning and service provision, swift and strong engagement, personal empowerment through choice and sustainable change. 'Advocates' will challenge existing models of delivery, break down barriers to effective engagement and increase access to relevant services. Peer mentors and volunteers will bring real life experience to the programme. Policy development staff will promote and share good practice with a view to facilitating system change.*

*We will adopt delivery options assessed to best identify, motivate, engage and retain people in services. We are looking to provide transformational experiences for people and plan to equip staff and services with the skills and knowledge to achieve this. The Locality Partnerships will work to identify local problems and issues and explore potential solutions. Our model will provide person centred planning with simple pathways; a Single Point of Access, agreed Integrated Multi-Agency Assessment, Portable Support Plans(Passports) and joint review and Case Conferencing.*

*We will evidence the impact and cost savings of key elements of the model; Navigator/Advocacy, a flexible Personalisation Fund; information sharing, integrated care planning (Portable Passports), Peer Mentoring. Monitoring and Evaluation of success will be used to inform and influence commissioners' decision making and effect policy We plan to develop Regional Initiatives for; Women, Minority Ethnic Groups, Care Leavers and Migrants in the Business Plan.*

## 2. Executive Summary

### Service Delivery

The quantitative and qualitative data collected by the project show that WY-FI continues to work with the most complex, entrenched and excluded individuals. The numbers of people being worked with are slightly exceeding predictions overall and navigator caseloads in some teams are too large to be sustainable beyond the short-term. Continued attention will have to be given to the recruitment and retention of Peer Mentors and Trainees to maintain capacity in the teams. Some teams are experiencing the build-up of a “waiting list”. An active approach to caseload balance and management later in year 3 and onwards will ensure that beneficiaries are receiving the appropriate levels of support for the stage in the journey they are at. The process of introduction, trust building and engagement is working well for beneficiaries who are showing good levels of progress in terms of reducing assessment scores and improving Housing Outcomes Scores. The flexible multi-agency approach to co-ordinate packages of care is well received amongst other service providers and the MARB’s seem particularly effective at providing appropriate solutions to individual circumstances.

### Passport

This piece of work was on hold for much of Year 2 due to a key staff vacancies in the Hub team. With posts focused on Co-production and Expert Engagement now filled the Passport is a key priority for Year 3 and is developing through a process of Co-production between people with lived experience, front-line professionals, managers and IT/ information specialists.

### Training to Professionals and Workforce Development

An induction training programme has been delivered and established. The principle of staff training colleagues in their specialisms has been well received and effective. Staff outside the WY-FI Project have enrolled on the project’s training courses around working with specific groups of people and this is one of the areas where the project hopes to be able to generate some culture change amongst mainstream service delivery agencies. Multi-Agency Practice Development Groups are planned, with the first to start in Kirklees in October 2016.

### The Roles of People with Lived Experience

People with lived experience have been involved in the ongoing design, development and delivery of the project. Good levels of engagement have been achieved in the project governance structures and Peer Mentors are making a great contribution to the navigator teams. Beneficiaries are starting to enrol as Peer Mentors. The Experts by Experience Group has undergone a significant turnover in membership, principally because people have gone into substantial volunteering and employment roles. The new group continues to meet and members have been pivotal in delivering the Peer Research survey as well as participating in selection and recruitment processes at all levels in the project. Embedding the Experts in the process of learning and evaluation around project delivery and system change will be a feature of WY-FI in years 3 and 4.

### Specialised Funds

The Personalisation Funds are being frequently accessed by all navigator teams and have been primarily requested for housing related issues. Over £10,500 has been allocated so far for nearly 58 grants, 48 of which are for housing (furnishings, rent arrears/ deposits, damage). The others have been for social activities, training courses and equipment.

There have been three substantive applications to the Co-production and Innovation Fund. These are:

- **specialist housing support in Bradford;**
- **sober living pilot in Kirklees**
- **Housing first pilot for chaotic female sex workers in Leeds.**

Further applications are expected from Calderdale for mental health advice and information and in Wakefield for specialist support for female sex workers with multiple needs

## **Policy, Research and Evaluation**

WY-FI staff continue to contribute to and bring back learning from Fulfilling Lives National Learning Events. The maintenance of data collection (MIS) and the provision of data to the national and local evaluators is an ongoing activity. The analysis of data for presentations, reports and meetings enables the project to give up to date evidence about its work to the Core Partnership Management Board, Operational Managers' Group, and Strategic Stakeholders Group which include thematic reports. Ad hoc reports are also provided to individual localities. The Policy and Networks Officer has prepared briefings on the key policy developments affecting people with multiple needs and the organisations supporting them. The Policy and Networks Officer has worked with Navigators, stakeholders and people with lived experience to make significant contributions to both local and national policy consultations.

## **Evaluation Priorities for Years 3 and 4**

### **• Testing the WY-FI Project Assumptions**

How have our assumptions about the prevalence, types and geographical nature of multiple needs been borne out?

- In terms of engagement and retention of beneficiaries
- In terms of sustainment of beneficiary progress and improvement of outcomes
- To what extent are beneficiaries and people with lived experience at the centre of WY-FI delivery?
- Do services work together more effectively and efficiently?
- To what degree can public policy, systems and organisational cultures be changed by the project?

### **• What happens when the Big Lottery Funding ceases? (sustainability)**

Delivery:

- Navigator roles and teams
- Co-Production
- Service User Involvement/ Involvement of people with lived experience
- Person-centred, holistic approach

Partnerships:

- Governance – Core Partnership – Locality Groups: VCS Partnership Lead, strategic and working relationship with public agencies, austerity
- Practical – MARBs
- Delivery – within and outside services to people with multiple needs

### **• Evidence of Impact** Evaluation of WY-FI's analysis of 30 costed case studies

### 3. Service Delivery – Quantitative Data (01/06/2014 – 31/08/2016)

#### Navigator Teams

Navigator teams continue to work with the most entrenched and complex of individuals with an average Chaos Index score of 37.5 (out of a possible 48). The table below shows all the combinations of the HARM needs our beneficiaries have and the number of each combination.

HARM Combination	No. of beneficiaries	Percentage
HARM	243	64%
ARM	48	13%
HAM	50	13%
HAR	14	4%
HRM	7	2%
AM	9	2%
AR	1	0%
HA	2	1%
HM	3	1%
RM	1	0%
None	3	1%

What is borne out is the overwhelming proportion (90%) of beneficiaries with some sort of mental health problem and problematic substance misuse.

#### Navigator Team delivery

##### Navigator Team Notifications

	June 2014-May 2016	June- Aug 2016	Totals to date
Bradford	162	18	180
Calderdale	121	17	138
Kirklees	107	8	115
Leeds	184	34	218
Wakefield	143	16	159
Non-Geographical	135	0	135
Total	852	93	945

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- Navigator Caseloads to end August 2016

**Snapshot of Active Cases and Total Beneficiary Starts (by Locality)**

Locality	Case Finding	Pre-navigation	Pre-navigation "Parking Bay"	Navigator Caseload	Navigation "Parking Bay"	Total Active Cases at 31/08/2016	Deactivated	Total Number of Beneficiary Starts	Locality Cumulative Target to 31/08/2016
Leeds	21	7	5	43	4	59	50	109	100
Bradford	41	17	1	42	15	75	14	89	81.25
Kirklees	11	6	7	18	5	36	9	45	63.75
Calderdale	14	13	3	33	6	55	9	64	50.75
Wakefield	6	4	0	35	1	40	10	50	63.75
Specialists	2	2	0	2	0	4	20	24*	
<b>Total</b>	<b>95</b>	<b>49</b>	<b>16</b>	<b>173</b>	<b>31</b>	<b>269</b>	<b>112</b>	<b>381</b>	<b>359.5</b>

## Effectiveness of Engagement

### Disengagement at Pre-Navigation and Navigation Stages

The table below shows the reasons for disengagement from the WY-FI Project by beneficiaries in the pre-navigation stage analysed by service.

Area	Signposted to other services	Disengaged from project	Service User Died	Unknown	Sub-threshold needs / inappropriate referral	Moved out of area	Unable to continue engagement due to circumstances	Total
Bradford	4	1	0	1	1	2	0	9
Calderdale	0	1	0	0	0	0	0	1
Kirklees	1	2	0	1	0	1	2	7
Leeds	7	18	1	2	0	2	4	34
Wakefield	5	2	0	0	0	0	1	8
Specialists	5	6	0	2	0	2	3	18
<b>Total</b>	<b>22</b>	<b>30</b>	<b>1</b>	<b>6</b>	<b>1</b>	<b>7</b>	<b>10</b>	<b>77</b>

The table below shows the reasons for disengagement from the WY-FI Project by beneficiaries in the navigation stage analysed by service.

Area	No longer requires support	Disengaged from project	Service User Died	Unknown	Moved out of area	Unable to continue engagement due to circumstances	Totals
Bradford	1	1	0	1	1	1	5
Calderdale	0	3	2	1	2	0	8
Kirklees	0	1	1	0	0	0	2
Leeds	7	7	0	0	2	0	16
Wakefield	1	0	0	0	1	0	2
Specialists	1	1	0	0	0	0	2
<b>Totals</b>	<b>10</b>	<b>13</b>	<b>3</b>	<b>2</b>	<b>6</b>	<b>1</b>	<b>35</b>

Overall the rate of disengagement at each stage is:

	2014-2015	2014-2016
Notification	40.1%	55%
Pre-Navigation	25%	20%
Navigation	1.7%	9%

The Research and Evaluation Team will analyse the data on beneficiaries' journey length to see if there are any emerging patterns on degree of need or demographics of beneficiaries. NDTA data/ HOS data/

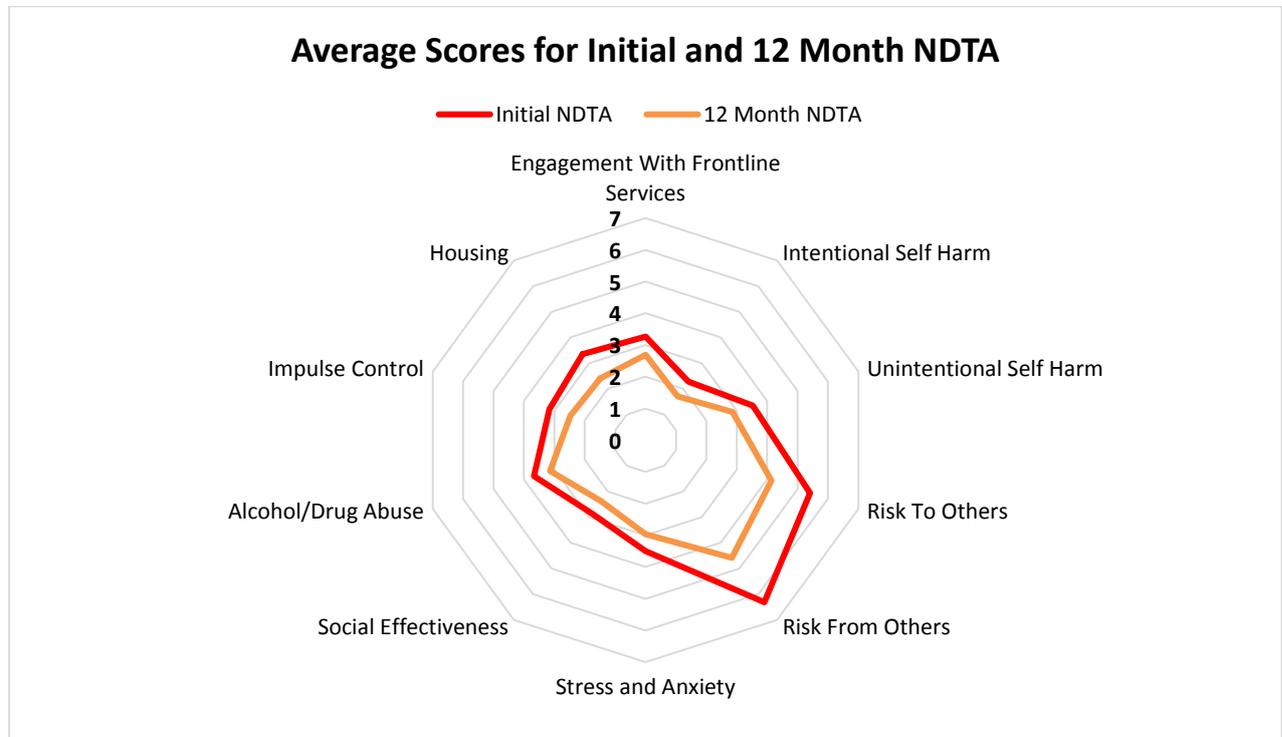
### Risk Assessment

The WY-FI Navigator (or specialist worker) uses the NDTA to assess whether people are suitable to be taken on as beneficiaries of the project and this is the score used by the Multi-Agency Review Board (MARB). The NDTA is repeated 6 monthly thereafter. The Housing Outcome Star is the beneficiary’s own assessment of their position and is first completed as part of the initial support plan and is recorded 6 monthly after that on the MIS. Personal risk assessments are undertaken at all stages of interaction with individuals and are updated at regular intervals or when risk levels change.

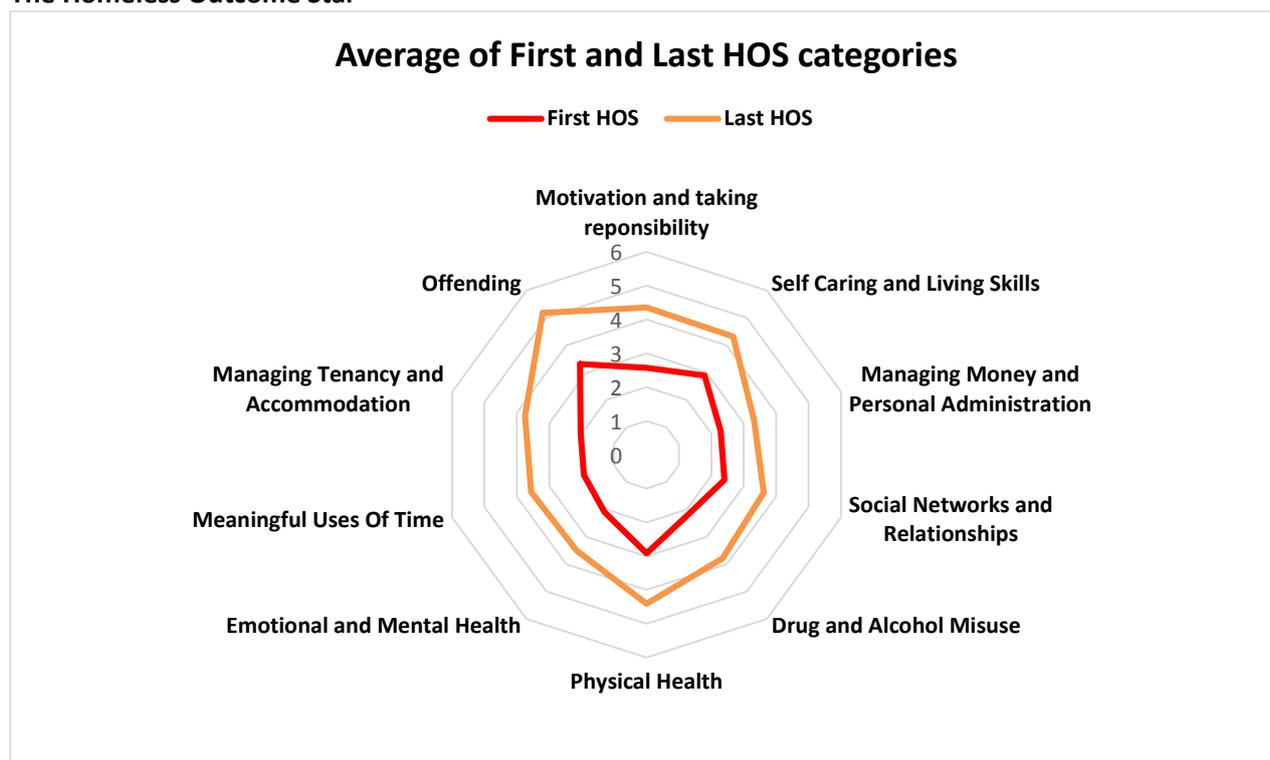
We have described the detail and purpose of the assessment tools in the previous (2015) Position Paper. West Yorkshire remains the highest scoring of all the 12 Fulfilling Lives Projects nationally, for complexity of need on both the NDTA and the Housing Outcome Star.

The following charts show the average change in NDTA and HOS scores for all beneficiaries.

### New Directions Team Assessment (NDTA or Chaos Index)



## The Homeless Outcome Star



### Description

The average scores have increased (changed positively) across the board (with some small variations). Some individuals are showing reduced (negative) scores on one or two points of the star, but these are broadly outweighed by other improvements. No area of need in the HOS stands out as being a particular problem in the comparison between the first and second assessment.

### Risk Assessment

#### Findings

A detailed risk assessment is undertaken with beneficiaries in the pre-navigation stage and is updated regularly. The scale of scores is 0-4, so the base maximum score is 32. However, as unknown risks score 9, very high scores represent a high degree of unknown or unmeasurable risk. In practice this is used to alert co-workers to treat unknown risk as high risk to mitigate against untoward incidents. In year one the average scores for Risk and the NDTA broadly correlate. It should be noted that the specialist (i.e. non-geographic teams) appear to deal with both higher risk and higher need beneficiaries. It appears that the mean scores for risk have risen and the mean scores for the chaos index have slightly dropped. This may reflect a growing awareness of risk and the more consistent recording of risk scores.

	Mean Scores 2014-15	
	Risk	NDTA
Leeds	20.6	37.8
Bradford	20.9	36.2
Calderdale	24	36.6
Kirklees	20.3	36.7
Wakefield	19	38
Touchstone	23.7	33.7
TWP	27.5	44.3

	Mean Scores 2015-16	
	Risk	NDTA
Leeds	20.5	33.1
Bradford	28.3	34.9
Calderdale	26.5	37.5
Kirklees	21.6	32.5
Wakefield	23.4	38.5
Touchstone BME	23.0	34.3
TWP	20.0	43.0

Max Score	32	48
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Max Score	32	48.0
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## 4. Service Delivery – Qualitative Data

### Navigator Team Capacity

Last year we noted that:

*To date the Navigator Team caseloads appear to be manageable in terms of numbers and the intensity of work. As the teams have expanded in year 2, beneficiary numbers in some of the larger teams are increasing exponentially. So far the project has mostly concerned with taking beneficiaries on. Forethought needs to be given within the Navigator Teams to preparing and managing beneficiary journeys from intensive Navigator support, balancing and managing the needs of new beneficiaries with increasing the empowerment of current beneficiaries. The role of Peer Mentors, trainees and the ETE team will be critical in creating the additional capacity to deliver a quality service to all beneficiaries.*

At the end of year 2 it is clear that the Navigator Teams have been working effectively. Although in a couple of cases the number of beneficiaries is below the target, overall the project is overachieving on the number of beneficiary starts. In some areas there are waiting lists and the Leeds team has had to work hard to reduce their waiting list down from 75 to a more manageable number. If year 2 was about achieving the expected numbers on Navigator Teams' caseloads, year 3 will be about managing quality work within those caseloads.

The external evaluators for WY-FI, the Centre for Regional Economic and Social Research at Sheffield Hallam University (CRESR), produced a briefing paper on the practical work of Navigators in April 2016. The summary findings were:

#### Navigator practice:

- **Outreach work** (street-based and on the premises of service providers) has been a more prominent feature of navigator practice in Bradford and Leeds.
- There is a high degree of consistency of approach across the five districts. All take a **client-led approach** and provide **tangible help** through the Personalisation Fund. Nevertheless, the larger teams in Bradford and Leeds may be better able to broker effective matches between Navigators and beneficiaries.

Navigators are often engaged in **long-term intensive relationships** with beneficiaries and provide a great deal of emotional and practical support. The role is emotionally draining with staff having to deal with frequent set-backs, challenging behaviour and the prospect that 'success' may be elusive. There is often a fine judgement to be made between moving people on and risking relapse. Consequently, there is an active debate in some teams about whether the role is better conceptualised as '**support worker**'.

- The positive nature of the relationships forged with beneficiaries is evidenced by the Beneficiary Insight Survey, which has found that over **80% of respondents reported that their experience with a Navigator was better or consistently better than expected.**
- Furthermore, **Navigators have been able to improve beneficiary experiences of a range of services.** The Beneficiary Insight Survey shows that the biggest improvements in service ratings after entering into navigation have been in Health, Mental Health, Housing and Benefits.

### Equality and Diversity Profile of Beneficiaries

The profile of beneficiaries by age, gender and ethnicity is broadly consistent with the multiple needs population as a whole and remains in line with what was predicted in 2013, and what we found in the previous Business Plan Review research. A sense check of cases suggests that in terms of the BME

population it is harder to identify three out of the four HARM needs, but that considerable exclusion is compounded by other related factors – physical ill-health, immigration status, language, social isolation and cultural barriers to accessing services. The project had identified that women may be disadvantaged in entering the project by the NDT Assessment tool (Chaos Index), however this is not borne out by the data in the table comparing risk scores and the NDTA scores.

Comparing the Equality and Diversity data from the project with the findings of the research in the development phase, publications from MEAM and the Lankelly Chase Foundation shows a strong match among the beneficiaries on the active caseload in terms of age range (25-54 years); gender split (65% male – 35% female), sexuality (90% heterosexual – 10% gay, lesbian or bisexual) and BME (15% BME – 85% White British).

### **Specialist Workers**

In line with the feedback from the Year 2 Business Plan Review the case management role of the Specialists has been scaled back. The focus of the work has been shifted to the effective promotion of WY-FI to BME communities and entering into a dialogue about multiple needs in those communities. The output of this work in the final year of the BME Specialist's roles will be a report with recommendations for WY-FI to take forward the continued engagement of beneficiaries from BME communities. To date WY-FI has maintained a broad alignment in the ethnicity profile of beneficiaries compared to the population as a whole (roughly 85% White British and 15% BME). Both the Male and Female Prison Leaver Engagement Workers continue to work with new and existing beneficiaries whilst in prison, preparing them for release and setting up support plans for their lives in the community. They will also undertake some research which will prepare WY-FI for the planned ending of those roles by June 2017.

### **Flex Achieved by Navigators**

Recorded examples of flex in services achieved by Navigators identified housing/ homelessness and mental health as the two areas in which services have flexed. In mental health in particular this has been achieved through building up personal/professional working relationships with sympathetic individuals in those services. In Kirklees a specific example is improved information sharing with a women's support service, which has been down to the consistency of engagement by WY-FI with that service. In Leeds the drugs service has one worker who manages all the cases of WY-FI beneficiaries that access the service. As with much of the early work it remains to be seen how much of this flex can be systematised beyond individual relationships. In some agencies familiarity and co-working with WY-FI teams has enabled certain flexed services to be offered to navigators as standard with WY-FI beneficiaries.

Examples of the issues individuals present around housing include accessing bonds and deposits to enter housing; rent, tax and benefit arrears due to the bedroom tax, local housing allowance limiting housing benefit (HB) payments; eviction; damage and anti-social behaviour. All of these have been addressed by Navigators working with other agencies. One issue emerging that is likely to impact in the future is the increasing number of people in temporary accommodation and those exiting the prison system with no fixed abode.

### **Feedback from Beneficiaries and People with Lived Experience through the Project Staff**

The WY-FI Research and Evaluation Team produced an analysis of the Beneficiary Insight Questionnaire in July 2016. The summary findings are below:

We have had 30 responses to the WY-FI Beneficiary Insight Questionnaire, designed to track beneficiaries' experience of support from WY-FI. The questionnaire was compiled by a student volunteer, Amira Darwish (Leeds Beckett University) with Experts by Experience and was completed by Experts, Peer Mentors and other members of the WY-FI team with lived experience. They interviewed WY-FI beneficiaries who had been on the project for a substantial period of time on the Navigator service (minimum 6 months) and who had also completed a minimum of two NDT Assessments (Chaos Index) and Housing Outcomes Star self-assessments. These requirements account for the relatively small sample.

The demographics of the sample are broadly in line with the demographic profile of WY-FI beneficiaries with the majority being in the 25-44 year age bracket. The sample is, however not representative of the ethnic mix of the beneficiaries – something that will be brought into balance in future samples.

Overall the results are very positive with over 95% of respondents agreeing/ strongly agreeing that WY-FI:

- *Helps achieve goals, increase confidence and hope in the future, and overcome obstacles*
- *Provides good support from Navigators and helps get support from other services*
- *Is responsive to their needs*
- *Staff build good relationships with beneficiaries*
- *Staff understand beneficiaries and help beneficiaries understand other professionals*
- *Work at the beneficiary's pace and in places where the beneficiaries feel comfortable*

Over 80% of respondents said that their experience with a Navigator was better or consistently better than they expected. Beneficiaries' experience of other services (Health, Mental Health, Housing, Job Centre, Benefits, Alcohol services, Drugs Services, Advocacy and Probation) improved across all services, with over half (55%) saying that services were good or very good. The biggest improvements were in Health, Mental Health, Housing and Benefits. The exception was Probation, which may be due partly to its re-organisation and partly because of its compulsory nature.

Some of the comments below from beneficiaries show how WY-FI has helped them:

- *Before having a Navigator, I was house bound with mental health issues. I got freedom via my Navigator.*
- *Excellent and understanding Navigator.*
- *Staying away from drugs is easier with my Navigator.*
- *Can't be any better.*
- *Retain the staff that you have at the moment. Make sure they stay.*
- *My Navigator gives me the support to move on.*
- *I have found my workers very good and patient.*

### **Multi-agency Working**

The external evaluators for WY-FI, CRESR, produced a briefing paper in December 2015 evaluating the effectiveness of the Multi Agency Review Boards (MARBs). Their summary findings were:

The operation of the MARBs:

- MARBs have been instrumental in **facilitating service flex; getting some providers to reconsider working with those previously banned from provision; and refocussing support on the most vulnerable**. There is less evidence that this is having an impact on organisational cultures or commissioning practice.
- Significant local differences may determine the ability of MARBs to drive wider change. The MARB represents a **new departure** in areas such as Calderdale whereas there was a **strong pre-existing commitment** to joint working and similar multi-agency panels in Leeds and Bradford.
- MARBs are **resource intensive** and the long-term sustainability of the approach will depend on whether there are significant **mutual benefits** for partners beyond sharing intelligence about individual cases.

CRESR will update this briefing in December 2016 and again in 2019.

### **Direct Service Delivery - Conclusion**

Taking this information, the End of Year 2 Report for the Big Lottery Fund and CRESR's second annual Evaluation Report, it is evident that the project is working with the most complex, entrenched and excluded individuals. This is borne out by the anecdotal evidence that Navigators, Trainees and Peer Mentors are engaging with individuals who have been known to disengage rapidly and frequently or indeed are known by, but have never engaged with services. The important thing is that most of those who engage with the project are seeing successful outcomes, even at this early stage. What remains to be seen is what the cohort profile looks like in years 3 and 4 in terms of level of risk and levels of need and maintaining an appropriate level of capacity through the engagement and retention of Peer Mentors and

Trainees. The project will continue the effective relationship building with other agencies as mutual way to establish each other's capacity.

## **5. Passport: Portable Initial Assessment and Support Plans**

We undertook work in 2015 (reported in the 2015 Position Paper) on the Passport. This area of work had stalled due to the lack of staff capacity in the Hub Team to be able to work with the Experts' Group. We have, in the refinement of the team structure, given this a clear priority and allocated it to the Development and Engagement Lead. We have already taken advice from mHabitat, who do consultancy work in this field and have reviewed our goals. Instead of aiming for a specific (and probably digital) product to be the Passport, we will go back to the purpose and the process, do some low-fi trials (probably paper-based) to understand the transactional value and barriers of this type of information. The feedback will lead to a more detailed roll-out in one or two localities later in 2017.

## **6. Training to Professionals and Workforce Development**

There has been continuing training and e-learning offered to WY-FI staff "in-house" as well as a continuation of "whole team events". Because of the demands on staff time this type of internal knowledge transfer cannot cover all the issues in-depth and this is something the project will have to consider in future. One significant success has been the establishment of Practice Development Groups which meet regularly, giving staff an opportunity to share good practice and find solutions to problems from within their peer group. If the project is going to change cultures towards people with multiple needs through training in other agencies staff involved will have to demonstrate not just knowledge of the subject but also the skills and abilities to train others competently, beyond the level already on offer. With the appointment of a Workforce Development Co-ordinator the establishment of Multi-Agency Practice Development Groups is commencing, with the first to start in Kirklees in October 2016. This will bring front-line workers and managers together to develop ways of inclusive working with people experiencing multiple needs, particularly on first presentation.

In Year 2 the Training to Professionals programme WY-FI has confirmed bookings for different professionals from:

- *St Giles Trust*
- *The Market Place*
- *Support 2 Recovery*
- *Disabilities Trust*
- *Workplace Leeds*
- *Crisis Assessment Centre*
- *Leeds Housing Concern*

The courses that have been booked are:

- *Understanding Multiple Needs among Women*
- *Understanding Multiple Needs in Male Prison Leavers*
- *Understanding Multiple Needs in BME Communities*

## 7. The Roles of People with Lived Experience

- *Peer Mentors and volunteers who will bring real life experience to the programme.*
- *Service User influence and contribution to service design, delivery and governance*
- *An Employability Pathway including opportunities to work and volunteer in Navigator teams and with local service providers*

Expert by Experience engagement is integral in all aspects of the project. Co-production is at the heart of all WY-FI activities and in the last 12 months Experts by Experience have met regularly and within the project been involved in:

- *Developing the Passport*
- *Peer Research, including the redesign of the questionnaire used in the initial development of WY-FI.*
- *Delivering workshops and producing a theatrical piece at the WY-FI Launch and Multiple Needs conference.*
- *Review of Peer Mentor training, lapse policies and lone working.*
- *Recruitment.*
- *Providing representation at all levels of the WY-FI Governance Structures.*

Experts by Experience have also been invited to attend and be involved in wider external activities, these include:

- *Homeless Link work with the DWP*
- *Presenting their experiences at a West Yorkshire Police and Crime Commissioner event*
- *Helping to reduce stigma of the HARM issues for example, producing a video for new police officers to challenge stereotypes.*

At the end of year 2 quarter 1, 68 Peer Mentors are in training or have completed the accredited Peer Mentor course delivered by Touchstone. 14 Peer Mentors are in placement with Navigator teams, 3 of whom are looking into full-time work opportunities. There are 8 Trainee Navigators employed on the project. A small number of beneficiaries have applied to become Peer Mentors and we hope to see them active in Navigator teams in the coming year.

Cumulative number of <b>people with lived experience</b> who became Peer Mentors	42
Cumulative number of <b>people with lived experience</b> who volunteer on the project inc peer researchers	13
Cumulative number of <b>people with lived experience</b> who became paid staff on the project inc peer research associates	10

It is reported that the expansion of Peer Mentors and Trainees has been invaluable in Navigator Teams in terms of engaging the most excluded individuals and building credibility of the project amongst the beneficiary communities in districts. This is in addition to providing much needed capacity and support to Navigators where lone working is not an option. From the experience of working with people who have lived experience and who are transitioning into a professional role/ career path in this field, the project has to review how it best enables that transition to take place smoothly and ensure those roles and individuals are effectively supported. Consideration is currently being given to this with an emphasis on entry level roles in support work or outreach and engagement, and this has extended to a formal group which is considering best practice in the employment pathways (including employment support) for people with lived experience of multiple needs.

## 8. Specialised Funds – Co-Production and Innovation; Personalisation

These two funds were established to meet needs that were beneficiary directed and filled gaps in existing provision to help individuals progress towards a “fulfilled life”. Two projects have been approved: Specialist Housing Support (Bradford); Housing First for Chaotic Sex Workers (Leeds). In the latter stages of development are: Sex worker support (Wakefield) and Sober Living (Kirklees). A further proposal is being worked upon in Calderdale around mental health services engagement.

The Personalisation Fund has provided 48 payments for individuals to access or remain in housing (including furniture and soft goods) – this being necessary, particularly in terms of access to the private rented sector. Payments have been typically in the range of £100 - £650. Other payments have been made for training courses and equipment to enter employment. A total of over £10,700 has been allocated for 58 payments. A full breakdown is in the table below:

	All	Housing		Housing	
					49
Bradford	27	23		Addiction	1
Calderdale	10	10		Reoffending	0
Kirklees	6	6		Mental health	0
Leeds	8	4		Other	8
Wakefield	6	6			
Touchstone	1	0			
<b>Total</b>	<b>58</b>	<b>49</b>			

## 9. Policy, Research and Evaluation

The Research and Evaluation Team have changed the way the Peer Research Survey is conducted and will analyse the results in 2017. A major piece of work has been to standardise the data collection and improve the integrity and quality of the data held by WY-FI. The team continues to collect and analyse data from the MIS to feed into the local and national evaluations, as well as project performance meetings and research reports for presentations and meetings. They have also managed the External Evaluation of the project by CRESR and have managed the Action Learning Research projects which led to the re-design of the Specialist roles.

Sharing ideas and good practice – the Hub Team organised the second Annual Learning Event/ conference in April 2016 which attracted around 100 delegates. Experts by Experience contributed to the event, co-delivering workshops. The next Annual Conference is being planned for spring 2017. The Policy and Networks Officer, Development and Engagement Lead, Research and Evaluation Co-ordinator, the Programme Manager, Service User Involvement and Co-Production Workers all attend regular national Fulfilling Lives learning events and the National Experts Group – WY-FI has hosted some of these. The Policy and Networks Officer has specifically been involved in:

- *DCLG Call for evidence on improving services for vulnerable homeless people (Homeless Link)- June 2015*
- *National Focus on Multiple Needs (MEAM)- August 2015*
- *Spending Review (MEAM) – September 2015*
- *DWP independent review into the impact on employment outcomes of drug and alcohol addiction, and obesity – October 2015*
- *DWP review qualitative research- January 2016*
- *All Party Parliamentary Group (APPG) on Complex Needs and Dual Diagnosis call for examples of good practice in working with people with co-existing substance misuse and mental health issues – May 2016*
- *APPG on older people with multiple needs- July 2016*

Forthcoming:

- *DCLG call for evidence on effective approaches to preventing homelessness and on helping people to move on from homelessness*

The Policy and Networks Officer also co-ordinates the Regional Strategic Stakeholders Group who have received and reviewed WY-FI evidence produced by the Research and Evaluation Team on Housing and Accommodating People with Multiple Needs; Addiction and Multiple Needs; Multiple Needs and the Criminal Justice System and Mental Health and Multiple Needs.

The Policy and Networks Officer and MEAM have worked with the 5 localities and system change action plans have been agreed in each locality. The Policy and Networks Officer has also co-ordinated the development and agreement of Equality and Diversity Action Plans in each locality.

## 10. Next Steps

During Years 2 and 3 the focus of the External Evaluation by CRESR will be on the learning needed to establish the long term sustainability for person centred services for people who experience multiple needs. The focus for the evaluation of the next 2 years of the project has to be the shift from proving method to determining impact.

- In particular, WY-FI needs some clear recommendations as to what the focus of the last two years of the project should look like as the budget tapers down.
- The WY-FI Research and Evaluation Team needs some direction from the evaluators as to what data, information and evidence they require.

There needs to be some consideration given to questions of sustainability/ system change in terms of:

- Running such a programme of work nationally/ across multiple local authority areas – commonalities, constraints etc
- The extent to which this is a supply-led or demand-led project – has WY-FI “gone native” and been assimilated into provider networks or does it challenge existing supply arrangements? Are Navigators support workers or agents of empowerment?
- Running such a programme in a payment by results framework – e.g. comparison with Talent Match

### Testing the WY-FI Project Assumptions

How have our assumptions about the prevalence, types and geographical nature of multiple needs been borne out?

- In terms of engagement and retention of beneficiaries
- In terms of sustainment of beneficiary progress and improvement of outcomes
- To what extent are beneficiaries and people with lived experience at the centre of WY-FI delivery?
- Do services work together more effectively and efficiently?
- To what degree can public policy, systems and organisational cultures be changed by the project?

### What happens when the Big Lottery Funding ceases? (sustainability)

Delivery:

- Navigator roles and teams
- Co-Production
- Service User Involvement/ Involvement of people with lived experience
- Person-centred, holistic approach

Partnerships:

- Governance – Core Partnership – Locality Groups: VCS Partnership Lead, strategic and working relationship with public agencies, austerity
- Practical – MARBs
- Delivery – within and outside services to people with multiple needs

**Evidence of Impact** – evaluation of WY-FI’s analysis of <30 costed case studies



West Yorkshire - Finding Independence  
Delivering Fulfilling Lives:  
Supporting People with Multiple Needs Programme



connecting people, services and commissioners