

Our Learning: Multiple and Complex Needs



This document explains our approach and learning about designing successful investments. Clearly, we cannot condense all our learning here and your conversations with your Big Lottery Fund contact will go into more detail.

Our approach to all our investments

We apply a number of approaches across all our investments. We expect these to be reflected, in a proportionate way, across the jointly funded ESIF activities.

Our funding is distributed primarily through **voluntary, community and social enterprise (VCSE) organisations**. We are well placed to broker strong partnerships between the VCSE, the private sector and statutory services – the partnerships which are necessary to find, and sustain, solutions to cross-cutting problems. We have an extensive range of contacts and networks at local level.

We focus on the **impact** of our funding, rather than just the process. This means, for example, that we will invest for the long-term, because we recognise that deep seated issues can take time to resolve.

Across our investments, we focus on **rigorous evaluation and learning**. We use this to focus our funds to where there is compelling evidence of need that is not otherwise being met. We also use our knowledge to understand the needs and solutions for different communities. This is supported by our locally-based teams and existing networks to make sure we reach, and listen to those communities and people most in need.

We have **established procedures** for fair decision-making, reporting and monitoring the progress and impact of our funds. We run our operations as efficiently as possible, while still providing an excellent service, which we will continue to apply to ESIF work.

We **involve people** whose lives are affected by the problems we seek to address directly in the development, design and delivery of our plans. Collaborations, including co-design or co-production, are important to how we work. We also value approaches that build on existing community assets, skills, talents and resources.

Our approach to Multiple and Complex Needs

Ineffective contact with support services often means that the 60,000 adults in England facing multiple needs and exclusions rotate through various welfare and justice systems, deepening the complexity of their lives. However, if tackled in effective and connected **partnerships**, then both the suffering of blighted lives, and the whole system costs, can be reduced.

Our Learning: Multiple and Complex Needs

We focus on the ***most entrenched needs***, which means designing investments for beneficiaries who are excluded from services, accessing the wrong type of services, or are rotating through multiple services. People with complex needs typically use high cost interventions in the absence of more effective support routes (e.g A&E rather than GP appointments). As well as people who constantly revolve around the system, we want to reach those who are furthest away from the systems.

We designed the Fulfilling Lives: Multiple and Complex Needs investment with the help of service user groups from the Revolving Doors Agency. The long term ambition for that investment is to help with long-term ***systems change***. This aims for services to be planned and commissioned as a package (rather than in silos), with service user input being an integral part of commissioning, and for the long-term public finance costs for helping people with multiple and complex to be lower.

Features of good Multiple and Complex Needs Projects

No wrong door: Services are more accessible to individuals with multiple and complex needs where there is a single point of entry, continuous access, assertive and positive outreach and dedicated activities. We are investing in creative, whole-system, changes that are designed with multi-, and trans-disciplinary, teams using Common Assessment Frameworks.

Person-centred, blended services: Project will need to demonstrate an holistic response to users' needs and ensure services allow the user choice and control.

Partnership: We support our projects to work in wide partnerships that include representatives from across the different sectors that might interact with beneficiaries. This removes many of the barriers they may face. Equally, people who have disengaged from statutory services can often be reached by local VCSE organisations.

Long-term solutions: Projects should consider addressing the challenges of service re-design so that changes will last and give a sustainable improvement to people's lives. This means bringing together partners with ambition and investing in the space needed to develop locally-owned solutions.

Involve service users: In line with our own approach, service users should play a full part in shaping the design and development of a project, and be a representative element within project partnerships. This is different from - and more than - simply being consulted.

Understanding Impact and Evaluation: In 2011, three pilot areas were supported to better co-ordinate their existing services. These pilots showed that improved co-ordination could deliver better social and economic outcomes for individuals, services, communities and the public purse. Projects might benefit from this 'MEAM approach', to ensure that all benefits – including cost savings – are captured.

Our Learning: Multiple and Complex Needs

ANNEX – Multiple and Complex Needs investments to date
(further details are available at www.biglotteryfund.org.uk)

Fulfilling Lives: Multiple and Complex Needs

Big Lottery Fund (England)'s largest investment in multiple needs is through the £112m investment. This investment aims to improve the lives of people with multiple needs, by enabling better blended services. The focus for our investment is people who are experiencing at least two of the following: homelessness, reoffending, problematic substance misuse and mental ill health.

We have funded twelve projects of between £5m and £10m, each running between 5 to 10 years. Each partnership is led by a voluntary sector organisation together with practitioners, service users, commissioners, key workers, VCS organisations, local authorities and other agencies. Partnerships have designed their approaches to fill these gaps and to meet the needs of the local areas.

We also have a number of other investments in this area, such as:

Improving Futures

Up to £26 million is available. Improving Futures aims to improve outcomes for children in families with multiple and complex needs; generate new approaches to local delivery, demonstrating replicable models; and invest in tailored and joined-up support for families.

Investing in Communities: Life Transitions

This investment in Scotland supports people at key times of change, helping them make their lives better for the future.

Youth in Focus

Aims to support vulnerable young people through difficult changes in their lives. Some projects work with young people that have or are more likely to experience multiple needs alongside experiencing difficult changes in their lives such as leaving care.