



To: Business Coordination Board

From: Chief Executive

Date: 18 September 2019

Commissioning a countywide MEAM Approach

1. Purpose

1.1 The purpose of this report is to inform the Business Co-ordination Board (“the Board”), of the Office of the Police and Crime Commissioner’s (“OPCC”) commissioning of the Counting Every Adult (CEA) Service to extend delivery of their work, centred on the Making Every Adult Matter (MEAM) approach, into Peterborough.

2. Recommendation

2.1 The Board is recommended to note:

- the contents of the report;
- the opportunity to reflect on the system wide approach to vulnerability;
- the partnership emerging workforce development plans.

3. The MEAM Approach

3.1 The MEAM Approach is a non-prescriptive framework used by 27 local areas across England to develop better co-ordinated approaches to multiple disadvantage that can increase wellbeing, reduce costs to public services and improve people’s lives. The MEAM Approach was created by the MEAM coalition, formed of the national charities Clinks, Homeless Link, Mind and Collective Voice.

3.2 Local areas using the MEAM Approach explore seven elements¹, designing and delivering a new approach to tackling multiple disadvantage that reflects their local

¹ Detailed on meam.org.uk these 7 elements are: Partnership, coproduction and vision; Consistency is selecting a caseload; Coordination for clients and services; Flexible responses from services; Service improvement and workforce development; Measurement of success; Sustainability and systems change

environment and current service structure. The aim of the work is to better coordinate existing services, not develop a new one. At all times, the work remains owned and driven by local partnerships and organisations. A regionally based team of MEAM Partnership Managers provides critical friend support to local areas.

- 3.3 The evaluation of the initial pilots (including the CEA service in Cambridgeshire) reported a 23% reduction in wider service use costs after two years, alongside a 44% improvement in outcomes for individuals. These savings are driven primarily by reductions in criminal justice costs.

4. The Counting Every Adult Service in Cambridgeshire

- 4.1 The CEA Service has worked to improve outcomes for adults facing multiple disadvantage in Cambridgeshire, and the communities in which they live, since 2011.
- 4.2 The CEA team was one of the products of the Cambridgeshire Joint Strategic Needs Assessment on Homelessness (2010) and partnered with MEAM to apply the MEAM Approach locally as one of three pilots. An evaluation showed significant costs savings could be achieved as well as improvement to individual wellbeing.
- 4.3 In line with most MEAM Approach areas, the work of the CEA service is led by a team of co-ordinators who engage proactively with individuals who have been routinely excluded from mainstream services. The co-ordinators take a personalised approach, which builds on individuals' strengths and recognises the trauma they have experienced. The support provided by the co-ordinator is shaped by the needs and wishes of the individual (not the needs of the service) and stays with the individual along their journey, regardless of accommodation status, imprisonment or hospitalisation.
- 4.4 The CEA service recognises that the support provided by the co-ordinator is only possible with the commitment and engagement of wider services. The CEA service has worked with a successful "operational group" consisting of individuals across a range of voluntary and statutory services (including the police, probation, CPFT, local authority housing teams, social care, substance misuse, and outreach and housing providers). The group meets every six weeks to discuss existing cases, agree new referrals, and develop coordinated support packages for individuals.
- 4.5 The CEA service also recognises that any co-ordinated intervention is unlikely to be sustainable in the long-term unless the local area can tackle system blockages that cannot be dealt with at the operational level; ensure the regular and continued provision of flexible responses from mainstream services; and promote wider system changes, for example, around prevention. Over the years, the work of the CEA service has been supported and overseen by a "strategic group" of senior directors from statutory and voluntary services. This oversight is currently being reshaped given the expansion to Peterborough

5. Expansion to Peterborough and new strategic oversight

- 5.1 The Integrated Recovery Offender Project (IROP) was set up in 2016/17 to reduce demand on custody suites from 'frequent flyers' with substance misuse issues in Peterborough using an innovation fund created by the Police and Crime Commissioner.

The service was delivered by CGL Aspire, the Public Health Commissioned drug and alcohol recovery service in Peterborough.

- 5.2 Following success of the MEAM approach and the challenges experienced by IROP, the OPCC commissioned Counting Every Adult (CEA) at Cambridgeshire County Council to provide a MEAM approach to this cohort of “frequent flyers”. This provided a natural evolution to improve the outcomes for this vulnerable cohort. This also “industrialised” an evidence-based approach countywide.
- 5.3 The new model will see:
- A CEA Co-ordinator which will allow the CEA service to expand its work into Peterborough.
 - A Complex Case Drug and Alcohol Recovery Worker based with CGL Aspire continue to work with the complex cohort of drug and alcohol dependent clients, including a large cohort of vulnerable sex workers.
 - A 0.2 FTE Mental Health Nurse seconded from the Liaison and Diversion Service to support workforce development and knowledge of key mental health pathways.
- 5.4 The new model will go live on the 1st October 2019. As the service will be covering an increased geographical area with a different demographic, a Peterborough specific operational group has been created in close consultation with stakeholders in Peterborough to sit alongside the current Cambridgeshire operational group. This will help to ensure the effective day-to-day management of the caseload in Peterborough.
- 5.5 For the CEA intervention to be successful across the wider geography, a single form of strategic oversight for the two operational groups will also be required. This will ensure strategic buy-in, tackle system blockages that cannot be dealt with at the operational level and ensure the continued provision of flexible responses from mainstream services.
- 5.6 The MEAM approach forms part of a wider co-ordinated approach to grants, commissioning and partnership working focused on removing system blockages. Known system blockages include access to housing, mental health support, and engagement with services. Establishing a countywide MEAM approach will provide an opportunity for partners to reflect on the way they approach vulnerability at a system wide level, and provide opportunity to draw on other evidence based workstreams, such as those being developed through the Police Transformation Fund.
- 5.7 The Countywide Community Safety Strategic Board agreed to provide strategic oversight for the CEA operational groups. The Board is well-placed to oversee work across the two geographies. It recognises that many of the complexities of multiple disadvantage operate countywide and its membership is uniquely placed to influence these systems.

6. Linkage of MEAM with other change programmes

- 6.1 The County Council have recently secured national funding to extend Family Safeguarding from Peterborough to across Cambridgeshire. Like MEAM, family safeguarding, builds on individuals’ strengths and has delivered positive outcomes in Peterborough.
- 6.2 The principles of the MEAM Approach also align closely with the “Think Communities” conditions of a new operating system which are: Common Agenda, Shared Measurement, Mutually Reinforcing Activities, Mind-set Shift, Continuous Communication and Backbone Support.
- 6.3 Through Think Communities consideration is being given on how approaches to working with vulnerable groups can be converged and the potential impact of this on shared workforce development

4. Recommendation

- 5.1 The Board is recommended to note the contents of the report.

BIBLIOGRAPHY

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| Source Document | n/a |
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