Project Initiation Document

Multiple/Complex Needs

1. Purpose of Document

1.1. The purpose of this document is to:

- Set out the aims, objectives and deliverables of the Project;

- Define the scope;

- Set out the activities, resources and responsibilities;

- Define the management structure and controls;

- Detail the business justification;

- Act as an updated specification for the review and provide a baseline from which the relevant Governance can assess progress and apply change control;

- Ensure that all parties share a common understanding of the above issues; and

- Act as formal agreement with respect to the commitment of resources, the effort that is required to complete the project and achieve its outputs.

2. Background and Context

2.1. There is growing awareness that populations experiencing the sharp end of problems such as homelessness, drug and alcohol misuse, poor mental health, and offending behaviours overlap considerably. There is also concern that these vulnerable individuals may 'fall between the gaps' in policy and services altogether, or be viewed through a succession of separate and uncoordinated 'professional lenses'.

2.2. The Lankelly Chase report *Hard Edges* found that Coventry has a higher than average prevalence of adults at Severe and Multiple Disadvantage (SMD) given the relative levels of poverty seen in the city. Coventry's rate per 1,000 population is 28.9 compared to an England average of 17.4. Coventry has the 19th highest rate out of all upper tier local authorities. People with SMD are mainly male and most age groups have some people experiencing SMD, although numbers are very low in the over 65 age category. Within Coventry, SMD is most prevalent amongst 25-44 year olds. The research also demonstrates that quality of life for those individuals with complex needs tends to be much poorer than that reported by other low income and vulnerable groups.

2.3. Coventry's Health and Well-being Board identified as one of its key priorities as 'improving health and well-being of individuals with multiple complex needs'. The Board recognises the significant challenges that this vulnerable group of the city's population faces and is keen to stimulate thought and action on whether single issue systems and services are any longer the most effective response, and to shift the focus of policies and plans from organisations to places.

3. Project purpose, scope, and outcomes

3.1. **Purpose**

3.1.1. The purpose of this project is to both improve services for people facing multiple complex needs and make savings whilst reducing demands on the public sector. In particular, this project aims to:

- implement system change in order to design services which are more accessible, person-centred, and better co-ordinated in order to help people manage their lives better;
- Improve the way in which we deliver and commission services;
- encourage people who are using existing services to share their experiences so that future processes can be designed and delivered sustainably and learning can be shared amongst service providers;
- model cost and savings; and
- Improve the way we share data and information between agencies.

3.2.   Project Scope

3.2.1. An individual with MCN is likely to be experiencing two of more factors such as, but not exclusively:

- homelessness;
- offending behaviour;
- mental ill health;
- substance misuse; and
- worklessness.

3.2.2. This project will be split into two phases:
- Phase one will focus on system change in order to improve outcomes for those who are already affected by multiple/complex needs
- Phase two will look at developing and implementing early intervention and prevention approaches towards multiple/complex needs whilst working with a range of partners and existing bodies, such as the Early Help Board. This second phase is closely aligned to the approach and work undertaken by West Midlands combined Authority in relation to MCN.

3.2.3. This project will work with partner agencies involved in commissioning and delivering services for the above client groups. This project provides the opportunity for organisations to become more aligned and work on a systems approach rather than being constrained by organisational and geographical boundaries.

3.3.   Project outcomes

3.3.1. The Health and Well-being Board's ambition is to improve the health and well-being of people facing multiple complex needs, to make it as easy as possible for them to access the support they need, as early as possible. This project will seek to:
- Improve the life chances and outcomes of people facing multiple complex needs so that they:

    a.   Feel more resilient and connected
    b.   Are empowered to lead productive lives, free from harm
    c.   Reduce their dependency on intensive public services

- Enable people with MCN to manage their lives better through access to more person centred and co-ordinated services;
- Reduce the demand placed on public services.

4. **Project Governance Structure**

   4.1. The management structure and reporting channels are as follows:
   - Strategic governance of the project will take place through the Health and Well-being Board, which can take an overview of the project and provide strategic direction.
   - The operational governance of the project will be through the Multiple Complex Needs Board, which will identify and manage risks, ensure delivery of the project and report to the Health and Well-being Board. The Board will be jointly supported by WM Police and Coventry City Council
   - Task and finish groups will be established to take forward specific elements of the project. These will report to the Multiple Complex Needs Board at agreed intervals.

5. Project Deliverables

   5.1. The deliverables have been sub-divided into a number of stages of activity. In summary these are:

   - Determine current needs and service provision
   - Describe future service model and identify the gaps
   - Define changes needed
   - Plan, organise and implement the change
   - Carry out evaluation of the changes

Stage one – Determination of Current Needs and Service Provision
This stage involves data gathering, data analysis and establishment of the service baseline.

Deliverable	1. Data Gathering and Baseline
Deliverable Description	• Undertaking research into the nature and extent of multiple/complex needs within the city, including both qualitative and quantitative research • Collecting information on the existing scope of the service and costs. • Baseline report/ presentation
Purpose	To enable the project team to understand current service provision and inform the baseline. .
Key Activities	The baseline will establish the following: **Customer needs** • To define the customers of the service • Determine current and future needs for the service • Present findings from current access arrangements **Scope** • List of services provided • Level of service provided **Cost of existing services** **Fragmentation and duplication** • Identify any duplication across services/partnership forums
Progress January 2017	• **Data analysis and research** – significant work

	undertaken to collate data from partnership organisations and begin to understand the impact of MCN on our City.
	• With the completion of this baseline work, the research arm to the MCN Board will be able to support future decision making in terms of identifying areas, groups, services and/or individuals in order to help the board begin to focus on where to prioritise the next steps.
	• **Service scoping** - Board members, connected organisations and city wide partnerships have been consulted to begin a scope of services across the city
	• A number of responses to date already begins to highlight gaps in provision around housing young adults
	• This is a huge piece of work and will continue over some months, running alongside the remaining project scope.
	Both of the above were presented to the MCN Board in January 2017 and an executive summary will be provided to the Health and Wellbeing Board in February 2017.
Dependencies / Inputs	– Data gathering and analysis
Owner	– Andy Baker/Sarah Tambling
Assistance provided by	– Si Chun Lam – Robina Nawaz

Stage two - Description of the Future High Level Model

This stage takes on board the future vision and:

- identifies gaps in service provision
- identifies options for joining up existing services
- develops a model for future working, including identifying interventions

Deliverable	**2. Service vision and outcomes**
Deliverable Description	A document that sets out options for future provision. The model will support the delivery of the vision and outcomes
Purpose	To provide a basis for the consideration of alternative ways of achieving the desired vision and outcomes.
Key Activities	• Understand statutory responsibilities • Gather local aspirations of the service from service users/experts by experience, elected members, front line workers, providers and commissioners • Understand good practice elsewhere • Identify options for joining up existing services • Identify gaps in service provisions • Develop a high level model for future working, including identifying interventions that could be piloted in specific areas/services within the city
January 2017 Update	A number of opportunities have presented themselves which the board are keen to progress:

	MHCC – opportunities to develop nationally funded pilots in Coventry with the support of the mental health commission **MEAM** – we have learned about national approach to a system to support people with MCN – MEAM are willing to support Coventry and provide feedback and guidance as we progress **Fulfilling Lives** – annual report back on the progress of 12 Big Lottery funded pilots – with recommendations on how we could adopt some of the learning from locations such as Birmingham and the WM Combined Authority. **Future Options** – as a result of discussions during the January MCN board a number of high level options are emerging on how to take this project forward. - These options are being drawn up into an action plan, which will provide further focus for the group around what we have learned so far. - An **operational group** will be set up in early 2017 to begin to carry out activity against these options and demonstrate tangible outcomes. - As a result a timeline of opportunities will emerge and we will have clearly defined goals
Dependencies / Inputs	– Baseline – External good practice
Owner	– Project leads
Assistance provided by	– All stakeholders

Stage three – Define Changes Needed

This stage involves the detailed implications of the agreed future way of working/model.

Deliverable	3. Model Design
Deliverable Description	A detailed definition of the future model. This will include high level processes, what role requirements are needed, and what system requirements are
Purpose	To provide sufficient detail and clarity of how the service will operate in the future. This definition will enable the team to plan the implementation more accurately and provide stakeholders with sufficient clarity on the future way of working.
Key Activities	– High level process and service design – mapped "to be" processes – Detailed role design – set out what roles are required to deliver the model – Cost benefits of new model and compare against baseline costs
Dependencies / Inputs	– Model agreed
Owner	– Project Leads
Assistance provided by	

Stage four – Plan and Organise the Changes Needed

This stage describes the range of work streams which are required for the implementation of the new model, together with the implementation plan

Deliverable	4. Implementation Plan
Deliverable Description	Detailed implementation plan, which includes activities, resources, interdependencies and timeframes.
Purpose	The implementation plan will provide the Board with a clear view of timescales and resource requirements.
Key Activities	– Define activities for each of the work packages – Define resource requirements for each work package – Identify the interdependencies within the project and external dependencies. – Circulate the plan to key stakeholders and refine based on their feedback – Agree plan with all key stakeholders
Dependencies / Inputs	
Owner	– Project leaders
Assistance provided by	

Stage five – Evaluate the changes

This stage involves evaluating the impact of any changes made as a result of the project.

Deliverable	5. Evaluation
Deliverable Description	Evaluation plan and evaluation of the changes
Purpose	The evaluation will provide the Board with a clear view of the impact the interventions/changes in services has had on service users, front line staff and other key stakeholders
Key Activities	– Create an evaluation framework and plan – Undertake evaluation and report on outcomes, making recommendations for any changes
Dependencies / Inputs	
Owner	– Project leaders
Assistance provided by	

6. Resourcing the Project

6.1. There is no dedicated budget for the project

6.2. Project leadership and management capacity will be jointly resourced by WM Police and Coventry City Council. All partners will be involved in establishing and implementing the project.

6.3. Consideration will be given to bidding for external resource as and when opportunities arise

7. Risk and Issue Management

7.1. Risk and Issue register

Following table provides a high-level risk assessment of the project:

Risk Ref No.	Risk Description	Likelihood Rating (1-5 with 5 high)	Consequence Rating (1-5 with 5 high)	Control measures
1	Partners do not share information/data	2	4	Difficulties in identifying issues within existing service provision and therefore opportunities for improved joint working
2	Failure to engage stakeholders, incl front line staff and users – there is a risk that the project fails to engage stakeholders. There will therefore be a lack of awareness of the project and benefits	2	3	Produce a stakeholder analysis and communication and engagement strategy/plan
3	Cross agency culture change not achieved. There is a risk that the project will face difficulties around building trust, shared responsibilities, joint decision-making given the intrinsic and cultural differences of the agencies and professions involved	2	3	Regular communications, developing agreed protocols, guidance and facilitation

8. Plan on a Page

Project plan Gantt chart with columns numbered 1–48 and dates 01/10/2016 through 26/08/2017.

Task

Dates (weeks 1–48): 01/10/2016, 08/10/2016, 15/10/2016, 22/10/2016, 29/10/2016, 05/11/2016, 12/11/2016, 19/11/2016, 26/11/2016, 03/12/2016, 10/12/2016, 17/12/2016, 24/12/2016, 31/12/2016, 07/01/2017, 14/01/2017, 21/01/2017, 28/01/2017, 04/02/2017, 11/02/2017, 18/02/2017, 25/02/2017, 04/03/2017, 11/03/2017, 18/03/2017, 25/03/2017, 01/04/2017, 08/04/2017, 15/04/2017, 22/04/2017, 29/04/2017, 06/05/2017, 13/05/2017, 20/05/2017, 27/05/2017, 03/06/2017, 10/06/2017, 17/06/2017, 24/06/2017, 01/07/2017, 08/07/2017, 15/07/2017, 22/07/2017, 29/07/2017, 05/08/2017, 12/08/2017, 19/08/2017, 26/08/2017

PROJECT PREPARATION/PLANNING

Design/ Implementation Activities:
- Conduct baseline, including customer research and service provision
- Service vision and outcomes
- Develop options for future model
- Detailed design
  - High level processes
  - Identify roles needed to support changes
  - cost benefits of new approach
- Implementation
- Evaluation
- Key documentation

Key Meetings:
- MCN Board
- H&WB Board

Key Deliverables:
- Start up documents
- Initial data and 1st cutomer journey
- Baseline report
- Future model options
- Options paper detailing opportunities for joint working
- Detailed design
- Implementation plan
- Evaluation framework and plan
- Evaluation report

9