West Berkshire Highlight Report

PROGRAMME	WEST BERKSHIRE BCF PROGRAMME	PROGRAMME MANAGER	Tandra Forster & Steve Duffin	OVERALL RAG	
REPORT MONTH END	1 – 31 JANUARY 2015	REPORT ISSUE DATE	6 February 2015	REPORT STATUS	DRAFT

JOINT CARE PROVIDER (inc 7 day services and direct commissioning)
PROJECT/ SCHEMES STATUS

Finance - Whilst the CTA funding was significantly less than bid for every effort is being made to manage the project from the resources available. At this stage it is not clear what funding will still be available at year end to complete project work.

Milestone Status - some of the service redesign work has slipped into February as a result of a greater than expected level of feedback from staff..

	Project Status
	Financial Status
	Activity Status
	Milestone Status

KEY ACHIEVEMENTS	
Project Level	Draft Comms Strat completed and circulated to WBC Comms Team Revised PID (using new V2 template) circulated to WBC Programme Managers Activity Log prepared to support work package progress
BCF04 Joint Care Provider	**Work Package 1 – 'Care Delivery Redesign'** 1. Glossary of Terms drafted & circulated – ongoing document 2. Revised 'To Be' model re-drafted - issues clarified by team 3. Service Dependency Grid drafted – recognises interfaces between teams 4. Initial rostering conversations completed – to identify differences between shifts/working hours across organisations 5. Provisional 'Duty Manager' daily task list created – to identify function of role
BCF04 Joint Care Provider	**Work Package 2 - 'Workforce'** 1. Pre-Workshop planning completed – presentation for combined staff 2. Workshop held with BHFT & WBC frontline staff to present concept & request feedback 3. Confirmation that staff will not be transferred between organisations & no secondments required 4. Confirmation that co-location of staff across organisations desirable (see next steps)
BCF05 7 Day Services	**Work Package 3 – '7 Day Services'** 1. Initial rostering conversations underway - to identify differences between shifts/working hours across WBC/BHFT organisations 2. Outline review of EDT (Emergency Duty Team) at Bracknell – recognition of current service issues and update requested from WBC regarding contract extension
BCF04 Joint Care Provider	**Work Package 4 – 'Transfer to Long Term Care Proposal'** 1. Existing model to continue in short term – recognition that review & proposals should be delayed until new 'To Be' process and new staffing model have been embedded
BCF04 Joint Care Provider	**Work Package A – 'IT Systems'** 1. Initial meeting held with cross-organisation systems teams – confirmation that manual intervention required and no automated solution available. Confirmation that software integration

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	not feasible
BCF01 Community Nurses Directly Commissioning Care / Reablement Services	**Work Package B – 'Trusted Assessor'** 1. Training Model/Staff 'License' development underway
BCF04 Joint Care Provider	**Work Package C – 'Performance data/measurement'** 1. Decision taken to delay commencement of this work package until 'To Be' model and staffing function agreed

NEXT STEPS / PLANNED ACTIVITIES	
BCF04 Joint Care Provider	**Work Package 1 – 'Care Delivery Redesign'** 1. Process Mapping to be undertaken 2. Agreed standards to be identified 3. Potential patient numbers to be identified – through a staged approach - first factoring in MI & IC functions before widening to AFA function 4. Protocols & Governance to be drafted 5. Activity thus far to be approved at full Project Team meeting (13 Feb)
BCF04 Joint Care Provider	**Work Package 2 'Workforce'** 1. Analysis of staff feedback following 22 Jan workshop 2. Revised staffing model to be further reviewed by staff following additional analysis/review by project team 3. Co-locations to be established 4. Confirmation regarding no requirements for transfers/secondments to be approved at full Project Team meeting (13 Feb) 5. Confirmation regarding decision regarding co-location of staff at full Project Team meeting (13 Feb)
BCF05 7 Day Services	**Work Package 3 – '7 Day Services'** 1. Additional staffing requirements for WBC/BHFT to be considered at at full Project Team meeting (13 Feb) 2. Meet with CCG & RBH(18 Feb) to get greater understanding of organisational working hours and identify barriers to progress
BCF04 Joint Care Provider	**Work Package 4 – 'Transfer to Long Term Care Proposal'** 1. Await next outputs from Work Packages 1 & 2
BCF04 Joint Care Provider	**Work Package A – 'IT Systems'** 1. Seek further understanding of existing manual data capture processes 2. Meet to discuss options
BCF01 Community Nurses Directly Commissioning Care / Reablement Services	**Work Package B – 'Trusted Assessor'** 1. 'As is' Process to be mapped 2. 'To Be' Process to be detailed 3. 'Licence' Requirements to be considered at full Project Team meeting (13 Feb) 3. First draft of 'Trusted Assessor Licence' to be produced

BCF04 Joint Care Provider	**Work Package C – 'Performance data/measurement'** 1. Requirements to be scoped

NEW ISSUES RAISED THIS PERIOD

No new issues raised this period

NEW RISKS IDENTIFIED THIS PERIOD

Risk Ref	Category	Source & Date Raised	Risk Description	Inherent risk score			Required controls and actions to reduce/mitigate risk	Review Dates	SRO and Monitor/ Review body	Residual Risk Score and Rating		
				L	I	RR				L	I	RRR
Combined Risks												
COMB 10	Performance	06/01/2015	Different interpretation of terminology across organisations resulting in inconsistencies, assumptions, errors, underestimations, overestimations	3	3	9	Development of common Glossary of Terms authored by all organisations - drafted & circulated 7 Jan	Monthly	Integrated Steering group	1	1	1
COMB 11		06/01/2015	All proposals need to work in tandem with separate WBC Care Act and New Ways of Working projects and initiatives to ensure common direction of travel	3	3	9	Regular sharing of updates and strategic decisions between organisations	Monthly	Integrated Steering group	2	2	4
COMB 12		06/01/2015	Ability of organisations and external providers to retain staff following introduction of new service proposals - concern at loss of expertise if new proposals are not embraced by existing staff	3	3	9	Ensure staff and providers are aware of the opportunities generated by the new service model through updates, workshops, meetings, engagement	Monthly	Integrated Steering group	2	2	4
Joint Care Provider only												
JCP 12	Financial	05/01/2015	Agreement required between BHFT & WBC regarding management of pooled budget. Risk concerning charging to cost centre/authority to spend/invoice queries	2	3	6	BHFT/WBC to agree Pooled Budget mechanism. Project to liaise with BCF finance group and relevant finance teams	Monthly	Integrated Steering group	2	2	4
JCP 13	Performance	06/01/2015	Potential number of service users who might use 'To Be' model not currently known making workforce planning difficult. In addition the % of these patients who will subsequently need long term care not known - estimated at 40%.	3	3	9	Identification of phase one cohort numbers required alongside review of data from recent periods to gain understanding of range of potential users	Monthly	Integrated Steering group	2	2	4
JCP 14	Performan &	06/01/2015	Ability of 'Business as Usual' to continue effectively if the proposed model impacts on workforce and existing arrangements.	3	4	12	Current business to be reviewed in light of proposed new model. Existing KPIs - caseload, response times etc - might be negatively affected during transition period	Monthly	Integrated Steering group	3	3	9
JCP 15		06/01/2015	Organisational difference with regards charging model - health - free at point of access, LA - payment upon completion of agreed package - might lead to confusion with new model	2	3	6	clarity required with regards charging model to be captured within process	Monthly	Integrated Steering group	1	2	2

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PROJECT MILESTONES, DELIVERABLES					
Project Milestones *(Include all milestones from last month onwards)*	*Task Owner*	*Original Delivery Date*	*Planned delivery Date*	*Conf H/M/L*	*Explanation for slippage, impact on work stream and actions being taken. Has any re-planning been approved by appropriate Board?*
Joint Care Provider (inc 7 day services and direct commissioning)					
PID Sign Off	TE	Nov	Feb	H	Conversion to new (V2) BCF format
Milestone 3: Service Redesign	TE	Jan	Feb	H	Has slipped into February – greater than anticipated staff feedback/contribution
Milestone 4: Work Package Preparation	TE	Jan	Feb	H	Has slipped into February – greater than anticipated staff feedback/contribution
Milestone 5: Work Package Activity	TE	Mar	Mar	H	Work Packages underway
Milestone 6: Service Implementation	TE	Apr	Apr	H	
Milestone 7: Service Review	TE	May	May	H	
Milestone 8: 1st Phase (Frail Elderly) Project Closure	TE	Jun	Jun	H	

RESOURCE SUMMARY		
Number of Main (FTE) Resources Required	*Number Now In Post*	*Explanation for variance, impact on work stream and actions being taken.*
1 x Project Manager	1	Shared across both projects
0.5 x Project Administrator	0.5	Administrator supports both projects and ISG
1.4 x Subject Matter Experts	1.4	Shared across both projects

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	Project Budget / Cost Summary (£000s) as at 31/1/2015												
Funded From:	**s256**				**CTA**				**Council Funding**				*Explanation – please use box below if further space is required*
Cost Type	Original budget (in Business Case)	Actual spend to date	Forecast to 31st March 2015	Forecast To Completion of scheme	Original budget (in Business Case)	Actual spend to date	Forecast to 31st March 2015	Forecast To Completion of scheme	Original budget (in Business Case)	Actual spend to date	Forecast to 31st March 2015	Forecast To Completion of scheme	
Programme and Project Management costs													
Project Manager					53,200	22,786	34,135	50,668					
Subject Matter Experts (backfill0					55,720	32,251	44,921	65,634					
Project Office Admin Support					4,200	2,436	4,011	6,251					
ICT Equipment					1,050	485	485	485					
Room Hire/ Catering					2,730	1,121	1,400	1,750					
Specialist Support - HR					3,500	0	0	0					
Specialist Support - Legal					3,500	0	2,450	2,450					
Specialist Support - Finance					7,000	630	2,450	2,450					
Training					3,500	0	2,450	2,450					
Other					0	80	2,205	2,240					
Contingency					9,100	0	0	0					
Sub Total	**0**	**0**	**0**	**0**	**143,500**	**59,789**	**94,507**	**134,378**	**0**	**0**	**0**	**0**	
Pump Priming for Go Live													
Sub Total	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	

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Totals	0	0	0	0	0	0	0	0	0	0	0	0	

FINANCE	*Explanation for slippage, impact on work stream and actions being taken. Has any re-planning been approved by appropriate Board?*

The only concern regarding the finance is a suggestion that some of the CTA funding provided will be withdrawn resulting in staff seconded to the BCF programme having to return to their substantive positions with effect from 1st April 2015.
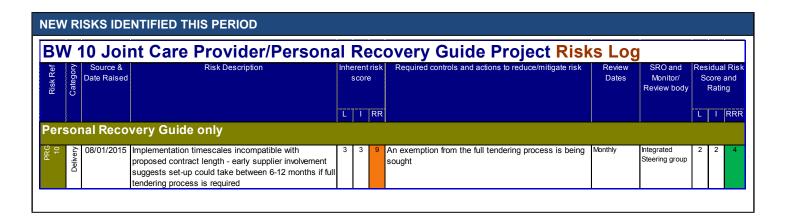
PERSONAL RECOVERY GUIDE / KEY WORKER
PROJECT/ SCHEMES STATUS

The delivery of this project is generally on track however the timetable for having the new service up and running is dependent upon obtaining approval from West Berkshire Procurement Board for an exemption from the usual LA procurement rules. If the exemption is approved at the Board meeting on the 17th February it will enable a pilot scheme to be up and running from April with a far more flexible approach to be taken with voluntary sector providers.

Whilst the CTA funding was significantly less than bid for every effort is being made to manage the project from the resources available. At this stage it is not possible to predict if this will be sustainable hence the Amber status.

| Project Status |
| Financial Status |
| Activity Status |
| Milestone Status |

KEY ACHIEVEMENTS

BCF03 Personal Recovery Guide / Keyworker (note project has single work package)

1. 2nd Workshop completed – feedback from stakeholders regarding proposed specification
2. 4th Team meeting – agreement to take draft specification to ICSG, to propose pilot scheme, to propose WBC as Commissioning organisation
3. Agreement from ICSG regarding 12 month Pilot Scheme proposal
4. Agreement from ICSG regarding WBC as Commissioning organisation
5. Meeting with WBC legal regarding pilot
6. Preparation of Paper detailing pilot to be presented at WBC Procurement Board 17 February

NEXT STEPS / PLANNED ACTIVITIES

BCF03 Personal Recovery Guide / Key worker (note project has single work package)

1. Seek approval for pilot from WBC Procurement Board
2. Confirm requirements are synchronised with separate, but related, WBC Voluntary Sector Prospectus scheme
3. Confirm processes, required outcomes, pricing schedule, staffing model, milestones and KPIs with pilot partner organisations
4. Prepare to commence pilot from 1 April with limited initial cohort to be extended over coming months until full capacity achieved

NEW ISSUES RAISED THIS PERIOD

No new issues – progress has been made in dealing with last months issue around the time taken to get the new service up and running. A phased launch – initially targeting a reduced cohort – will be gradually developed until full capacity is achieved.

NEW RISKS IDENTIFIED THIS PERIOD

BW 10 Joint Care Provider/Personal Recovery Guide Project Risks Log

Risk Ref	Category	Source & Date Raised	Risk Description	Inherent risk score			Required controls and actions to reduce/mitigate risk	Review Dates	SRO and Monitor/ Review body	Residual Risk Score and Rating		
				L	I	RR				L	I	RRR
Personal Recovery Guide only												
PRG 10	Delivery	08/01/2015	Implementation timescales incompatible with proposed contract length - early supplier involvement suggests set-up could take between 6-12 months if full tendering process is required	3	3	9	An exemption from the full tendering process is being sought	Monthly	Integrated Steering group	2	2	4

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PROJECT MILESTONES, DELIVERABLES					
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Personal Recovery Guide					
PID Sign-off	TE	Nov	Feb	H	Conversion to new (V2) BCF format
Milestone 2: Assessment of requirements	TE	Dec	Feb	H	Ongoing – perceived overlaps with WBC Voluntary Sector Prospectus scheme to be resolved
Milestone 3: Specification completed	TE	Jan	Feb	H	Delayed due to requirement to seek WBC Procurement Board approval
Milestone 4: Pilot/Tender Process	TE	Apr	Apr	H	
Milestone 5: Contract Award	TE	Apr	Apr	H	
Milestone 6: Service Commencement	TE	May	May	H	
Milestone 7: Project Closure	TE	Jun	Jun	H	

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Programme and Project Management costs													
Project Manager					22,800	9,765	14,629	21,715					
Subject Matter Experts (backfill0					23,880	13,822	19,252	28,102					
Project Office Admin Support					1,800	1,044	1,719	2,679					
ICT Equipment					450	208	208	208					
Room Hire/ Catering					1,170	351	600	750					
Specialist Support - HR					1,500	0	0	0					
Specialist Support - Legal					1,500	0	1,050	1,050					
Specialist Support - Finance					3,000	270	900	1,050					
Training					1,500	0	1,050	1,050					
Contingency					3,900	0	0	0					
Sub Total	**0**	**0**	**0**	**0**	**61,500**	**25,460**	**39,408**	**56,604**	**0**	**0**	**0**	**0**	
Pump Priming for Go Live													
Sub Total	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	

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Totals	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

FINANCE   *Explanation for slippage, impact on work stream and actions being taken. Has any re-planning been approved by appropriate Board?*

The only concern regarding the finance is a suggestion that some of the CTA funding provided will be withdrawn resulting in staff seconded to the BCF programme having to return to their substantive positions with effect from 1st April 2015.