

**Item 8 (2)**

**Exception Report: Transforming Mental Health**

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| Summary of the Programme | The Transforming Mental Health consultation closed on the 15th of September. A closing point review was held the week prior to this with the Consultation Institute, in order to ensure the consultation had implemented the recommendations from the mid-point review and was on track for best practice for the consultation process. Two areas were identified as needing additional work, these were   * *Equalities:* To ensure we had engaged and consulted a fully as possible with all of the protected characteristic groups * *Supporting Information:* To ensure our technical documentation had reflected the queries coming up through the consultation events.   Both these issues have now been addressed and we are awaiting confirmation from the Consultation Institute on best practice regarding the management of the consultation process.  It is planned that the programme team will present the findings of the consultation to Board on the25th of January. In order to achieve this a number of key steps will need to be undertaken, inclusive of analysis of consultation data, consultation outcomes to be shared at key meetings and the development of a comprehensive closing report and implementation plan.  The Mental Health Implementation Group (MHIG) are currently in the process of agreeing the programme structure for the implementation stage. The Terms of Reference are being redrafted and membership is for both the MHIG and the associated workstreams is being reviewed, in order that it reflects the process of implementation going forward. |
| Period covered by the Report | November 2017 |
| Summary of overall status including RAG rating | Project moving toward significant, but recoverable, cost overrun, slippage and/or significant issues |
| Key Risks | |  |  |  | | --- | --- | --- | | K**ey Risks**  **(full list included on Project Risk Register)** | | | | **Risk**  *(MIGHT occur and mitigation plans to be established to eliminate the risk or reduce impact should the risk occur)* | **RAG**  *(insert RAG Status : Red/Amber/Green)* | **Mitigation** | | Project breaching agreed timescales. | A | The consultation analysis and report will not be brought to November Board as initially planned. Due to the depth and richness of feedback received from consultation the timescales for analysis have been extended. Currently the project team are in discussion with Hywlus with regard to the final report date and content. Once agreement has been reached and date agreed a timeline will be developed. | | The capital requirements of service redesign not being available. The utilisation of existing capital/budget within the Directorate is expected to fund part of the service redesign. Further capital may need to be obtained through a discretionary capital and Welsh Government funding. | A | An Estate, IT & Infrastructure Design Group  (Workstream reporting to MHIG) will oversee the expected capital requirements costings for a new service model.  An outline implementation draft GANNT chart has been developed which indicates expected capital requirements and timescales for these.  Regular updates with regard to the project progress and capital requirements will be provided to the CEIMT/Planning Sub-group. | | Judicial Review and resistance to change from staff and stakeholders. | G | HDUHB’s Engagement Team, staff/stakeholder representatives, as well a CHC member, are established members of the Mental Health Implementation Group.  A communication strategy has been developed and a comprehensive engagement phase within the project has been undertaken.  The MHIG will continue to work closely with the Communications and Engagement teams during the implementation phase. | |
| Key Issues | |  |  |  | | --- | --- | --- | | **Key Issues** | | | | **Issue**  *(IS happening and must be resolved to move forward)* | **RAG**  *(insert RAG Status : Red/Amber/Green)* | **Action** | | The timescales for the delivery of the consultation analysis has overrun. This is due to a complexity, richness and depth of feedback from the consultation that was not anticipated by Hywlus (independent analysis company) and the MHIG. | A | Although a delay is apparent in the completion of the consultation analysis, it is important that the MHIG take the time to consider feedback from the consultation analysis and consider the impact this may have on the proposals. A brief has been written to the chair of the health board to explain the reasoning behind the change of date for Board. Also, key stakeholders have been informed.  An adjusted timeline will be developed once an agreed date on the final consultation report has been agreed. | | Consultation to achieve best practice status, in achieving this the consultation will be assured from a legal perspective should a judicial review or legal challenge be brought. Further work needs to be completed on meeting equalities criteria in order to achieve best practice status. | G | A workshop with equality group leads across HDUHB on the consultation analysis has been set up. Once complete and feedback obtained and shared as part of the closing report, the Consultation Institute have assured the consultation will obtain best practice status. | | The expected capital requirements of the TMH implementation will need to be developed in advance of Board, in order to inform implementation planning. | G | Senior members of the Planning and Estates teams have been involved in an initial scoping exercise for the expected capital requirements of TMH. A draftGANNT and narrative plan to accompany this is currently being developed. | |
| Key Milestones | |  |  | | --- | --- | | **Management Summary** | | | **Developments and achievements this month:**   * TOR and PID updated to reflect implementation phase * Governance structure outlined for implementation phase * High level implementation GANNT complete | **Targets for next month:**   * Consultation analysis report completed * Key stakeholder and staff feedback on consultation analysis gathered * Closing Report complete, inclusive of influence of analysis feedback on proposed model * Outline implementation plan complete * Implementation workstreams established | |
| Milestones achieved/Outputs (deliverables) completed in last period | As above |
| Shortfalls/Non-completions in last period | N/A |
| Forecast for next period | As above |
| Financial status |  |