

REPORT TO ABERDEENSHIRE INTEGRATION JOINT BOARD – 01 MARCH 2023

STRATEGIC PLANNING GROUP UPDATE

1 Recommendation

It is recommended that the Integration Joint Board (IJB):

- 1.1 Acknowledge the report from the Strategic Planning Group (SPG) following its meeting on 14th February 2023.
- 1.2 Acknowledge and provide comment on the updates for the Autism Strategy Development and Analogue to Digital Transition projects.
- 1.3 Note the SPG's decision regarding the commencement of planning for a Joint Strategic Needs Assessment over the coming year.

2 Directions

- 2.1 No direction requires to be issued to Aberdeenshire Council or NHS Grampian as a result of this report.

3 Risk

- 3.1 IJB Risk 1 - Sufficiency and affordability of resource - transformational change is required to ensure service and financial efficiencies.
- 3.2 IJB Risk 6 - Service/business alignment with current and future needs - transformational change will determine and deliver priorities to meet needs.
- 3.3 IJB Risk 8 - Risk of failure to deliver standards of care expected by the people of Aberdeenshire in the right time and place - transformational change and service improvement will support the delivery of this outcome.

4 Background

- 4.1 The Strategic Planning Group (SPG) has responsibility for oversight of the transformational workstreams arising from the Aberdeenshire Health and Social Care Partnership (HSCP)'s Strategic Delivery Plan, monitoring and reporting on progress to the Integration Joint Board (IJB) as part of its performance reporting framework.
- 4.2 This update report provides a summary of the main items of discussion at the SPG's most recent formal meeting on 14th February 2023 including specific updates on two transformational workstreams: Autism Strategy Development and the Analogue to Digital Transition project.

5 Summary

Analogue to Digital Transition Project Update

- 5.1 Euan Stratton, Project Manager, provided the SPG with a comprehensive update on the process of migration to digital fibre connectivity and specific implications for telecare/community alarms and warden call systems across Aberdeenshire sheltered and very sheltered housing complexes. The project update report is included at Appendix 1. The SPG noted the significant work being undertaken and particular risks attached to the project including timescales for tender delivery and costs. The focus being given to building and ensuring resilience, and the potential greater functionality offered for example in relation to telehealth monitoring, were also highlighted. It was agreed to consider a further update to the SPG at a later date should risks contributing to the current amber status of the project remain.

Aberdeenshire Autism Strategy

- 5.2 Ryan McGregor, Mental Health and Learning Disabilities Manager – North Aberdeenshire, presented the draft five-year Aberdeenshire Autism Strategy jointly produced by the AHSCP and Aberdeenshire Council's Education and Children's Services (ECS). It was noted that the strategy aims to improve supports and services for autistic people of all ages, with outputs from the engagement phase identifying seven key themes for focus:
1. Whole Lifespan – Meeting the needs of autistic people from birth to death by supporting them to access appropriate support and services from our organisations, third sector and from the wider community.
 2. Diagnostic Pathways (Children, Young Persons, Adults and Older Adults): Supporting the delivery of a clear autistic assessment pathway and transitions process.
 3. Training - Supporting training, learning and development to improve knowledge and understanding for those who work in ECS and AHSCP who support autistic people.
 4. Lifelong Learning – Delivering inclusive support wherever learning takes place
 5. Employment – Enhancing employment opportunities and pathways to enhance the skills and experiences of autistic people.
 6. Connecting: Keeping autistic people and their families connected to information and their communities
 7. Community: Building a community that is inclusive, accepting and knowledgeable.
- 5.3 Members noted and commended the approach taken in developing the strategy working in partnership with autistic individuals, carers and family representatives, third sector and multi-disciplinary professional groups, and endorsed the draft strategy. It was noted that as this is a joint strategy the draft will also be presented to the ECS Leadership Team and GIRFEC Strategic Group as part of phase 1 of the consultation and approval stage. Following this, Stage 2 from February to April 2023 will involve public consultation including online surveys, face-to-face and online public consultation sessions

across Aberdeenshire as well as consultation with Area Committees. Stage 3 from May-June 2023 will see the strategy presented to both the IJB and ECS Committee for final approval, to include consideration of the supporting delivery plan.

NHS Grampian Plan for the Future – Delivery Plan Update

- 5.4 The SPG continues to remain sighted on progress with the NHS Grampian Plan for the Future following its publication last year through regular updates from Jenna Young, NHS Grampian Planning Manager. It was noted that focus is now on development of the 3-year delivery plan to 2026, with Scottish Government seeking an integrated planning framework and whole-systems approach including areas such as community care and social care where HSCPs hold lead responsibility. Engagement is underway around ambitions and outcomes to 2026 with the aim being for a draft document to be discussed at the SPG in April.

National Care Service Update and Getting It Right For Everyone (GIRFE)

- 5.5 Members were advised of the ongoing scrutiny process around the National Care Service Bill and framework legislation, noting that Joint Trade Unions have been actively involved in the process of providing evidence and particular areas of concern. SPG members were further advised that Aberdeenshire has been selected as one of 11 GIRFE pathfinders, with local implementation to be led by Lindsey Flockhart, Lead Social Worker for the HSCP. Consideration is now being given to how implementation can be integrated across a number of existing transformational workstreams under the HSCP's Strategic Delivery Plan (including for example Primary Care Improvement Plan, Primary Care Mental Health hub) based around a community hub approach.

Joint Strategic Needs Assessment (JSNA) – Presentation from Midlothian HSCP and Proposal for Aberdeenshire JSNA

- 5.6 The HSCP Strategy Team has commenced planning in preparation for the next iteration of the HSCP's Strategic Plan with the existing plan coming to the end of its life in 2025. This early planning is to allow sufficient time to prepare for implementation of a strategic needs assessment, recognising this as a critical part of the process to ensure we have robust information and data to support our understanding and analysis of the health and social care needs of the Aberdeenshire population. Initial discussions have taken place with the Local Intelligence Support Team (LIST) of Public Health Scotland as to the proposed methodology.
- 5.7 Through this process the HSCP was advised of the model adopted by Midlothian HSCP, with representatives joining the SPG meeting to discuss the more iterative approach they have taken to strategic needs assessment, whereby datasets and information continues to be updated and reviewed on

an ongoing basis as an accessible and current resource. Opportunities were identified in relation to how such an approach could support Aberdeenshire for example, in relation to locality planning as an ongoing iterative process, future demographic modelling to inform and guide the prioritisation of resources to population health and wellbeing priorities, as well as the potential for this to be augmented by qualitative 'lived experience' information.

- 5.8 Following discussion and consideration, the SPG approved the proposal to establish a short-life working group to lead on implementation of the JSNA on behalf of the SPG, providing regular updates on progress and reporting its conclusions/findings to the SPG by the end of December 2023. The IJB will remain sighted on this work through reports from the SPG.

Commissioning and Procurement Group Update

- 5.9 The SPG was provided with an update on the work of the AHSCP's Commissioning and Procurement Group and associated project groups in implementing the AHSCP's commissioning and procurement plan. The aim of this plan is to ensure work on specific contracts is completed within required timescales and aligned with the priority workstreams within the strategic delivery plan. Various project groups have continued to lead work around the review and recommissioning of services to ensure these services remain fit for purpose in terms of affordability, sustainability, meeting service user outcomes and ensuring alignment with the HSCP's strategic plan and service specific strategies.
- 5.10 Over recent months this has included work to review and ensure clarity and consistency in the governance arrangements around the allocation of external spend whether through a commissioned service or grant funding route and ensuring adherence to local procurement procedures and Following the Public Pound guidance. A process has been formalised including the updating of evaluation criteria and guidelines for grant awards, to be implemented under the oversight of the Commissioning and Procurement Group.
- 5.11 SPG members noted the measures in place through the contracts process to support and provide assurance as to providers' compliance with Fair Work practices including the Real Living Wage. Sustainability and staffing challenges were highlighted as particularly current concerns for many providers, and potential implications from the ceasing of Covid supplier relief funding in terms of continued provision of Personal Protective Equipment (PPE). SPG will continue to receive updates from the Commissioning and Procurement Group as part of its reporting relationship to the SPG, in addition to the HSCP Senior Management Team.

6 Equalities, Staffing and Financial Implications

- 6.1 The Chief Officer, along with the Chief Finance Officer and the Legal Monitoring Officers within Business Services of the Council have been consulted in the preparation of this report and their comments have been incorporated within the report.
- 6.2 A high level Equalities Impact Assessment was completed for the Strategic Plan 2020-2025. Potential impacts of this high level multi-faceted strategic plan have been considered. Implementation of aspects of the strategic plan could result in unintended negative impacts on certain population groups.
- 6.3 To provide assurance each individual project delivering the priorities within the Strategic Plan will be required to complete an Integrated Impact Assessment. This will mitigate against potential negative impacts when designing the service improvements.
- 6.4 Financial and staffing outcomes and measurements will be determined on an individual project basis and scrutiny will be provided through the agreed governance structure.

Pamela Milliken, Chief Officer, Aberdeenshire HSCP

Report prepared by Angela MacLeod, Interim Strategy & Transformation Manager
06 February 2023

Appendix 1 – Project Update Report – Analogue to Digital Transition Project.

APPENDIX 1: PROJECT UPDATE REPORT – ANALOGUE TO DIGITAL TRANSITION PROJECT

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| Submitted by: Euan Stratton, Project Manager | | Date of Report: 2 nd February 2023 | | |
| Project title: Analogue to Digital Telecare Migration | | Priority workstream (if applicable): | | RAG status for current phase* Amber |
| Project phase Planning | | | | |
| Initiation ** Complete | Planning** Q4 2023 | Implementation** December 2025 | | Close** Q1 2026 |
| Which strategic priority does the project align to? | | | | |
| Prevention and early intervention | Reshaping care | Engagement | Effective use of resources | Tackling inequalities and public protection |
| Brief description of the project <p>By the end of 2025, the current analogue telephone service on copper wires will be switched off as the UK's telecoms infrastructure is upgraded to digital fibre connectivity. This process has been underway for some time now, however the next 3 years will see the biggest impact on private and business telephone users as migration to digital is progressed by the various telecom providers. This migration is being driven by these providers due to the instability and vulnerability of the existing analogue network and we are unable to influence this process, or the areas selected for migration. For some time now, customers who seek to upgrade or switch their telephone or broadband package have been upgraded to a purely digital service, if available. Forced migration was paused at the end of 2021 following serious storms in the UK, however it is set to resume in early 2023.</p> <p>Telecare, which includes community alarms, previously relied on a traditional telephone line to raise an alarm call. These analogue alarms use audio tones (STMF/DTMF) to send specific information through to an alarm receiving centre (ARC) before the voice call is connected, however these tones are not suitable and can prove unreliable when used over a digital connection. The advice from the Scottish Government Digital Office is for analogue alarms to be replaced with digital alternatives. Aberdeenshire currently have about 2600 community alarms installed with clients.</p> <p>This work also impacts the 1637 tenants in our sheltered and very sheltered housing complexes, who rely on a Tunstall warden call system. This system includes door entry, warden call via an emergency button or pull cord, and fire alarms. With about sixty complexes throughout the</p> | | | | |



LCA, each warden call system connects to the ARC via a traditional analogue telephone line when the system is switched to 'off-site'. These warden call systems are not currently compatible with digital telephone lines.

Aberdeenshire Council/HSCP currently utilise the Regional Communication Centre (RCC) based at Aberdeen City Council as our ARC to manage any alarm calls made from community alarms or from sheltered housing warden call systems which have been set to 'off-site'. The RCC utilises a Tunstall platform to receive and manage alarm calls. At present, this platform can only receive analogue signalling and is not compatible with digital lines.

A project board comprising of managers from Aberdeenshire Council Housing and Building Standards, AHSCP, the Principle Electrical Engineer from Property and Facilities and a project leader were installed around April 2021 to plan, develop and ultimately deliver the migration to digital for telecare and warden call systems. Funding for the project leader role has to date been provided by the Scottish Government at £50k for the last 2 years, however it is understood this funding is very unlikely to continue into the next financial year. A paper seeking joint funding for a further year is going to SMT – housing have confirmed their 50% contribution, the AHSCP contribution from Transformation funding.

It was identified that the project involves three separate but interconnecting strands, namely community or dispersed alarms, the alarm receiving centre and sheltered housing.

Project update as of 31st January 2023

The forced migration to digital telephony is due to resume this year with stop/sell notices being introduced in many areas. This means it will no longer be possible to have a new analogue line installed. Any new or updated connection will be digital. There are two areas within Aberdeenshire with order restriction dates, namely Rosehearty 9th May 2023 and Inverurie 1st November 2023. Openreach provide the infrastructure for digital telephony although the various telecom providers, BT, Sky, Talk Talk etc, are responsible for the migration of customers telephone and broadband services to digital.

Community Alarms

Digital compatible community alarms (hybrid, as they can also use analogue protocols) have been purchased for the past year and installed with new clients and with any clients whose line has already been migrated to digital. Approximately 14% of community alarm clients now have a digital compatible community alarm. Supply chain issues connected with the pandemic and the global chip shortage has created excessive lead times for alarms and peripherals which is exacerbated by the competition for products with the telecare providers nationally, who are in the same position with the impact of migration to digital telephony.

The TEC Service Association (TSA) have carried out testing of analogue alarms connected via broadband routers (with a voice package) to various digital and analogue receiving platforms. These initial tests carried out in ideal test situations have produced areas for concern with



using analogue alarms in this way and the recommendation from both the TSA and the Digital Office is not to use analogue alarms in this manner. There have been situations within Aberdeenshire where this method has been used as there was no other available solution. This risk is detailed on the risk register for the project.

Alarm Receiving Centre

The tender release for the Shared Alarm Receiving (ARC) platform for Scotland has been subject to continued delays. Further work between the Digital Office and Scotland Excel to finalise the documentation is being carried out and the most recent update is for the tender to be approved by Scotland Excel late February 2023 following internal governance, and release of the tender by 3rd March 2023. The project leader is part of the Shared ARC for Scotland working group and engages regularly both with the Digital Office, Aberdeen City Council and RCC in this regard.

Sheltered Housing

Meetings are to continue with Tunstall to discuss the sheltered housing digital connector solution, primarily regarding its availability and the infrastructure that will be required at each site for the equipment. The most recent update is that the connector might be available around May 2023. There have been continued delays with the availability of this product. Similar products from other manufacturers along with utilising community alarms for the more vulnerable tenants are being explored as mitigating factors should delays by Tunstall continue.

Estimated Costs

| <div> <div>HSCP Funding</div> <div>Housing Funding</div> <div>HSCP/Housing Funding</div> </div> | | | |
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| Type | Cost | Spend to Date | Annual Rolling Cost |
| Community/Dispersed Alarms | Approx £800,000 - £900,000 (equipment only, alarms and peripherals) | £238,169 (including staff costs of £76,231) | SIM charges total approx. £117,000-£135,000 (alarms purchased to date have 2 years of SIM charges included in the initial cost) |
| Sheltered Housing – Tunstall Digital Connector Option at all sites | Total approx. £118,000 + any necessary infrastructure works | £0 | Total approx. £14,750 (additional to existing maintenance costs and includes yearly SIM charges) |
| Alarm Receiving Centre – New digital receiving platform with RCC managing alarm calls | Unknown presently though possibly £170,000 - £250,000 per year | Current arrangement with RCC £170,00 per year | Estimated approx. £170,000 - £250,000 |



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| Key achievements <p>The Project Board have discussed and agreed upon the three option appraisal papers submitted;</p> <ul style="list-style-type: none">• To continue testing new community alarm options, purchasing suitable and available digital alarms and installing them where possible.• To maintain the agreement and to continue working in partnership with Aberdeen City Council for RCC to manage community alarm calls (Continuing engagement with Aberdeen City Council is necessary to formalise partnership arrangements)• To continue as early adopters for the shared ARC for Scotland digital platform along with Aberdeen City Council/RCC• To continue with Tunstall as the preferred method of ensuring the sheltered housing estate warden call systems are digitally compatible• The project leader role has enabled awareness of all the latest and significant developments from national and local groups to be fed back to the project board, allowing them to make informed decisions.• The role also links closely to the relevant front-line teams ensuring the ability to respond at speed with any developments. | Case Study / Testimonials <p>Scottish Government Digital Office</p> <p>‘One of the biggest risks associated with the UK’s transition to digital telephony is that older analogue devices do not operate reliably over digital connections. For life-critical services, such as telecare, any disruption to services could have serious consequences. This reliability risk is one of the key drivers for the transition to digital telecare’</p> |
| Deliverables <p>Although presently out with our control and dependent on successful ARC tender completion and the adoption of a suitable platform as well as availability of suitable products, the following can be achieved;</p> <ul style="list-style-type: none">• Shared digital Alarm Receiving solution to be user accepted by Q4 2023 and full client migration by Q1 2024.• Continued rolling programme of installing digital dispersed alarms to ensure complete migration to digital telecare by Q4 2025.• Sheltered housing estate to be upgraded to digital converter solution by Q4 2025 | Benefits <ul style="list-style-type: none">• Digital telecare will have the ability to support emerging and next generation telehealth technology which is not possible with analogue equipment. This is in line with the AHSCP strategic priorities• Remote monitoring, programming and resolution of faults saving staff time and reducing vehicular travel• The shared digital ARC for Scotland and digital telecare may have clear alignment with the proposed National Care Service• Digital calls connect quicker and more reliably than analogue and can transmit much greater volumes of data, reducing the time |



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| | <p>vulnerable clients may spend trying to raise an alarm</p> <ul style="list-style-type: none">• Ability to monitor and assess digital data and provide routes to early intervention/support where necessary e.g. evidence of increased falls |
| <p>Additional comments</p> <p>There are areas of significant risk associated with this project which have been exacerbated by global supply chain issues, delays in availability of a suitable and affordable sheltered housing solution and with the continued delay in the release of the tender for the shared digital ARC for Scotland.</p> <p>With the resumption of telecom providers migrating greater numbers of customers to digital telephony, the project will need to remain able to react to emerging issues to provide clients who are affected with a resilient telecare solution over the next 24-36 months.</p> <p>The risks associated with this project have been added to the AHSCP risk register and presented to the Risk and Assurance Group.</p> <p>Telecare clients currently pay £3.75 per week for a basic community alarm. If additional equipment is required, for example a fall detector, a further charge of £3.75 per week is applied. The maximum charge per client is currently £7.50 per week.</p> <p>To absorb the future costs for annual SIM charges alone would involve a price increase of £1 per client to £4.75 per week. Increasing this even further would absorb some of the expenditure involved in the purchasing of the new equipment, although is likely to be met with resistance by clients and could be considered politically unpopular.</p> | <p>Equalities</p> <p>Digital telecare and the integration of emerging telehealth opportunities, supports the delivery of the Equalities outcomes agreed for 2020-2024 for people with protected characteristics, for example;</p> <ul style="list-style-type: none">• to live in a homely environment• to live healthy, independent lives• to enable monitoring and assessment to provide earlier clinical intervention if necessary |



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| <p>It is understood the Scottish Government may also be considering removing the recharging of clients for services such as telecare in the future therefore all costs would then fall to the HSCP.</p> | |
| <p>Challenges and support</p> <p>The next 24-36 months will see the largest change to the telephone network for decades and will impact everything that currently relies on a standard telephone connection.</p> <p>With so many areas of risk identified, there is a need to actively manage, identify, mitigate and resolve any challenges or issues that may arise during this period for telecare and sheltered housing, which supports and enables vulnerable and elderly clients and tenants to lead safer independent lives.</p> | <p><u>Engagement</u></p> <p>Engagement has been undertaken throughout the project with information sheets being sent to all telecare clients. Information is also available on the Aberdeenshire telecare webpage and a questionnaire survey of sheltered housing tenants and staff was carried out.</p> <p>Referring teams have been informed of the need for change and the impact to services.</p> <p>There has been close communication with the telecare technicians throughout testing and installation of digital compatible alarms. Their input has been vital in determining decisions made by the project board.</p> <p>A recent release of information on the gov.uk website regarding the <u>analogue to digital telephone migration</u> has been forwarded so as to be made accessible from appropriate pages of the Aberdeenshire/AHSCP website.</p> <p>It is intended to again include relevant A2D telecare migration information with telecare clients along with annual invoicing documentation.</p> |



*RAG status explanations

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| Green | On track - no forecast issues with achieving project aims and milestones |
| Amber | Some issues but manageable by project team |
| Red | Significant issues requiring escalation to the SPG/SMT |

**Explanation of project phases and typical activities

Initiation – This stage involves identifying the need for the project. Key activities may include forming a project group, undertaking research to investigate and understand the problem, data gathering, undertaking an options appraisal of possible solutions, identifying high level benefits, agreeing on a solution and developing a draft project charter.

Planning – In this stage the project solution is developed in detail. Key activities may include more detailed benefits mapping, risk planning, resource planning (e.g. staff and funding), communication and engagement planning, project planning and defining of key deliverables.

Implementation – In this stage the project plan is put into action. Key activities may include undertaking project tasks, monitoring progress and performance of the project, managing problems/change requests and executing the communication and engagement plan.

Close – In this stage the project is fully embedded into business as usual (BAU). Key activities may include handing over the project, releasing project resources, communicating project closure to key stakeholders, undertaking a review to capture lessons learnt and developing a control plan to monitor performance. The review of project benefits (Benefits Realisation) should also be undertaken at an appropriate time after the project has been closed, to measure the overall benefits of the project.