Subject :	**North Ayrshire HSCP Transformation Plan 2024-2027**
Purpose :	IJB members are asked to approve the Transformation Plan 2024-27.
Recommendation :	It is recommended that the IJB approves the Transformation Plan 2024-27.

Direction Required to Council, Health Board or Both	Direction to :-	
	1. No Direction Required	x
	2. North Ayrshire Council	
	3. NHS Ayrshire & Arran	
	4. North Ayrshire Council and NHS Ayrshire & Arran	

Glossary of Terms	
NHS AA	NHS Ayrshire and Arran
HSCP	Health and Social Care Partnership
IJB	Integrated Joint Board
SMT	Senior Management Team

1.	**EXECUTIVE SUMMARY**
1.1	The North Ayrshire HSCP Transformation Plan is an ambitious programme of change consisting of a range of improvement and reform projects across all service areas, each aiming to improve the quality of our services and contribute to the long-term sustainability of health and care in North Ayrshire. Our Transformation Plan is regularly reviewed, ensuring we respond effectively to challenges and opportunities as they arise.
1.2	The Budget 2024-25 paper outlines the significant financial challenges for future years and in particular between 2025-27 when the benefit of the non-recurring pension change impact ceases. It is imperative that the IJB and HSCP focus on the transformation and reform of services to ensure the financial challenges can be addressed and financial sustainability of services is secured.
2.	**BACKGROUND:**
2.1	Transformation is defined as making best use of available resources to transform services to achieve better outcomes and experiences.

	It is a deliberate planned process that sets out to achieve our high aspirations of health equity, improved social circumstances, and long-term sustainability for the people of North Ayrshire. It delivers measurable improvement by fundamentally changing how care is delivered, what staff do (changing both the types of roles, and the capabilities, required in the future), as well as the role of communities and individuals.
2.2	Our high level aspirations are set out in our Strategic Plan. The measurable improvement and fundamental change required to achieve our high level aspirations will be underpinned by: • a deliberate and planned process – Transformation Plan • understanding the types of roles, and the capabilities, required in the future – Workforce Plan • better use of data to measure impact – Digital and Data Plan
2.3	The Transformation Plan is a programme of change, aligned to our Strategic Priorities, consisting of a range of improvement projects across each service area, and across the Partnership. The plan was developed in close collaboration with Heads of Service and Professional Leads, and each project is mapped to one or more of the following key drivers: (i) **Savings/overspend reduction**, in response to current challenges, but also to improve the long-term sustainability of health and social care services in North Ayrshire. Initial figures have been identified; however, project scoping work is ongoing and detailed savings proposals will be brought to IJB for approval. (ii) **Investment** in services to ensure we continue to deliver safe and effective care now and in the future, in line with relevant policies and legislation. (iii) **Improve the quality and safety** of our services, improving outcomes for individuals and communities, and moving towards a more predictive, proactive, and preventative model. (iv) In response to a **national or local policy**.
2.4	The governance structures required to effectively manage the programme of work have been reviewed and are being updated to support robust planning and effective and consistent monitoring, with an increased focus on benefits realisation, user-centred design, and a move to more data-driven and value-based approaches. (i) The Transformation Plan will be overseen by the HSCP Transformation Board who will provide assurance of progress and effectiveness to the Integration Joint Board (IJB).

	(ii) Individual projects will be monitored by a Programme Board or by Service Strategic Management Team. Reporting will be by exception with any issues escalated to the Transformation Board, and mitigation plans put in place as necessary.
	(iii) Each transformation project will have a designated Planning Manager to ensure a robust and consistent approach to project management. Each project will also have a lead from the Service.
2.5	Support for delivery of the Transformation Plan will be primarily funded through the Service Redesign and Change fund, although some projects are funded by existing budgets or savings elsewhere.

Work is ongoing to scope out detailed savings targets for some of the projects and these will be brought to IJB for agreement in-year rather than delaying until next year's budget paper. |
3.	**PROPOSALS**
3.1	It is recommended that the IJB approves the North Ayrshire HSCP Transformation Plan 2024-2027 which is detailed in full at Appendix 1.
3.2	Anticipated Outcomes
	The areas identified in the plan aim to deliver efficiencies, improve quality, or are in response to a national or local policy. They are aligned to the Strategic Plan, and will be underpinned by an updated Workforce Plan, and a new Digital and Data Plan. A new robust and consistent approach to project management will ensure risks and benefits are managed, and that members can be assured of appropriate monitoring.
3.3	Measuring Impact
	Each project will be expected to have clearly defined benefits, and a consistent approach to benefits management, so members can be assured *all* benefits are tracked and measured over time.

It is noted that the Transformation Plan could make better use of data in terms of informing the plan, baselining, and measuring impact. Effective use of data is challenging due to the complexity of the multiple systems and processes in use across health and social care, and the, at times, manual workarounds required. It is hoped that a new Digital and Data Plan will identify opportunities for significant improvement in this area. |
| **4.** | **IMPLICATIONS** |
| 4.1 | Financial |

	The aim of transformation plan is to ensure long term financial sustainability; however, this requires some initial investment. The Transformation Plan will be primarily funded through the Service Redesign and Change fund, although some projects are funded by existing budgets or savings elsewhere.
4.2	Human Resources Individual projects will consider potential impact, and any issues and risks monitored and escalated.
4.3	Legal Each project will have to consider legal implications individually and escalate risks and issues as appropriate.
4.4	Equality/Socio-Economic The aim of transformation is to ensure health equity and improved social circumstances for the people of North Ayrshire. To deliver this, future project requests will require Equality and Children's Rights Impact Assessment Screening, and *all* projects will require an Equality Impact Assessment.
4.5	Risk The health and social care sector is experiencing a number of challenges, and the biggest risk is 'doing nothing'. The Transformation Plan is a response to these challenges which range from operating in an unsustainable model, to changing population demographics, to recruitment and retention issues, and the changing nature of work. Individual projects will monitor risk consistently, and members can be assured of regular programme level updates and appropriate escalation.
4.6	Community Wealth Building Individual projects will identify and track any community benefits.
4.7	Key Priorities The Transformation Plan is clearly aligned to our Strategic Priorities, and will both inform, and be informed, by the Strategic Planning Group.
5.	**CONSULTATION**
5.1	The Transformation Plan was developed in close collaboration with Heads of Service.
5.2	Further engagement with appropriate stakeholders will be built into the project management / service redesign approach.

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North Ayrshire Health and Social Care Partnership
Transformation Plan 2024/25 to 2026/27

Service Area	Strategic Priorities					Project Description/Workstream	Driver(s)				Project Profiling			Primary Project Governance Route
	Enable Communities	Develop and support workforce	Early and Effective Support	Mental and Physical Health and Wellbeing	Tackle Inequalities		Savings/ Overspend reduction	Investment	Quality or Safety Improvement	Local or National Policy	2024/25	2025/26	2026/27	
Children, Families and Justice Services														
Re-modelling Children's Care Options			√		√	Develop Throughcare and Aftercare Policy with Housing providers	√		√	√	Plan, Initiate, Monitor	Monitor, Close by Mar 26	x	Brighter Pathways Programme Board
			√		√	Grow and nurture and increase Foster placements and supported carers - recruitment, policy and support	√	√	√	√	Plan, Initiate, Monitor	Monitor, Close by Mar 26	x	
			√		√	Develop pathway to Residential School Placements with Education	√		√	√	Plan, Initiate, Monitor	Monitor, Close by Mar 26	x	
		√	√		√	Reconfigure Model of Care in Children's Houses	√		√	√	Plan, Initiate, Monitor	Monitor, Close by Mar 26	x	
			√	√	√	Early intervention and crisis/intensive support pathways	√		√		Plan, Initiate, Monitor	Monitor, Close by Mar 26	x	
		√	√		√	Strategic Needs Assessment/Data/Workforce	√		√		Plan, Initiate, Monitor	Monitor, Close by Mar 26	x	
		√	√		√	Best Practice Models and research	√		√		Plan, Initiate, Monitor	Monitor, Close by Mar 26	x	
Transport provision		√			√	Transfer children's transport provision to the HSCP and reconfigure how service is provided moving away from single journey taxi provision	√		√		Plan, Initiate, Monitor, Close by end 24	x	x	CF&J SMT
North Ayrshire Justice court team		√				Carry out a review of the current delivery model at Kilmarnock Sheriff Court.	√				Plan, Initiate, Monitor, Close by end 24	x	x	CF&J SMT
Family Support - Early Intervention and Crisis Approaches		√	√	√	√	In line with Whole Family Wellbeing Funding and investment in Early Intervention Teams review approach to crisis response (eg Rosemount and Whole Family Wellbeing Service)			√	√	Plan, Initiate, Monitor	Monitor, Close by Mar 26	x	CF&J SMT
Neurodevelopmental Supports - Children	√	√	√	√	√	Implement the Neuro Specification for Children and Young People		√	√	√	Plan, Initiate, Monitor	Monitor	Monitor, Close	North Ayrshire Lifespan Neurodevelopment strategy group

Service Area	Strategic Priorities					Project Description/Workstream	Driver(s)				Project Profiling			Primary Project Governance Route
	Enable Communities	Develop and support workforce	Early and Effective Support	Mental and Physical Health and Wellbeing	Tackle Inequalities		Savings/ Overspend reduction	Investment	Quality or Safety Improvement	Local or National Policy	2024/25	2025/26	2026/27	

Mental Health and Learning Disabilities

Service Area	Enable Communities	Develop and support workforce	Early and Effective Support	Mental and Physical Health and Wellbeing	Tackle Inequalities	Project Description/Workstream	Savings/ Overspend reduction	Investment	Quality or Safety Improvement	Local or National Policy	2024/25	2025/26	2026/27	Primary Project Governance Route
Woodland View - Models of Care		√	√	√	√	Continued programme of review of inpatient models of care with a focus on promotion and expansion of community rehabilitation models of care for mental health, building on learning from Warrix Avenue.This will include development of business cases for ARBD (Alcohol Related Brain Damage), CAMHS tier 4, forensic provision, community based forensic rehabilitation, EMH phase 3 ACH site (Caring for Ayrshire)	√	√	√	√	Monitor, Close	x	x	Extended Pan Ayrshire SMT/SMT, MH governance group and Pan Ayrshire Strategy Leadership group
						Income generation for national highly specailist service gap in forensic services to other boards - Low secure & forensic rehabilitation	√				Plan	Monitor, Close	x	
						Income generation for national specialist inpatient services gap (IPCU) bed to other Boards	√				Plan	Monitor, Close	x	
						Review and extend programme of inpatient income generation SLA's including AMH services to toher boards.	√				Plan, Initiate, Monitor	Monitor, Close	x	
		√	√	√		Workforce redesign in alignment with new models of carel	√		√	√	Plan, Initiate, Monitor, Close	x	x	
				√		Review high cost placements including UNPACS			√	√	Plan	TBC (based on Plan)	TBC (based on Plan)	
MAT Standards	√	√	√	√	√	Set up the systems required to report on Medical Assisted Treatment standards for Addictions and roll out the 10 standards across NA. The programme will be run on a pan ayrshire basis led by NA. Includes dual diagnosis pathway development.		√	√	√	Monitor, Close	x	x	North Ayrhsire MAT implementation group & Pan Ayrshire MAT oversight group
Community Mental Health Services and Primary Care Mental Health services	√	√	√	√	√	Building on the business case development for MH Primary Care and investment in SW and MHO capacity in Mental Health Community Services undertake a review of CMHT/Primary Care MH service configuration, access criteria, pathways and capacity. Ties in with meeting Adult Secondary Mental Health Services Quality Standards			√	√	Plan, Initiate, Monitor, Close	x	x	North Ayrshire Mental health & wellbeing group (to be established), Core standards group & Pan Ayrshire Leadership strategy group
	√	√	√	√	√	Launch a pilot Early intervention in first episode psychosis service - revisit business case, bid for national funding		√	√	√	Initiate, Monitor, Close (if funded)	x	x	
	√	√	√	√	√	Review community recovery and rehab service provision across 3rd sector, Recovery College, Acorn, mental health in primary care and community link workers.	√		√	√	Plan, Initiate, Monitor, Close	x	x	
Complex Care/ Coming Home	√	√	√	√	√	Launch the LD Intensive Support Team and monitor progress of assessments of out of area placements. A dynamic register should be developed and maintained which will feed into national data.		√	√	√	Monitor	Monitor, Close	x	North Ayrshire complex care group, LD Transformation board & Pan Ayrshire leadership strategy group
	√	√	√	√	√	Review provision Acute Assessment model based at Woodland View alongside community models and in alignment with IST service	√		√	√	Plan, Initiate	Monitor, Close	x	
	√	√	√	√	√	Implement recommendations from Extreme Team - Supporting People with Learning Disabilities through the whole life course	√		√	√	Monitor	Monitor	Monitor, Close	
	√	√	√	√	√	Review the service delivery and workforce model for Trindlemoss complex care service	√		√	√	Plan, Initiate, Monitor, Close	x	x	
				√	√	Review service delivery model at Trindlemoss Supported Accommodation	√		√	√	Plan, Initiate, Monitor, Close	x	x	
	√	√	√	√	√	Implement TEC/Responder Service, piloting at Trindlemoss base	√		√		Plan, Initiate, Monitor, Close	x	x	
	√	√	√	√		Engage in and influence West of Scotland CAMHS pathways and service developments			√	√	Plan, Initiate, Monitor	Monitor	Monitor	

Service Area	Strategic Priorities					Project Description/Workstream	Driver(s)				Project Profiling			Primary Project Governance Route
	Enable Communities	Develop and support workforce	Early and Effective Support	Mental and Physical Health and Wellbeing	Tackle Inequalities		Savings/ Overspend reduction	Investment	Quality or Safety Improvement	Local or National Policy	2024/25	2025/26	2026/27	
CAMHS	√	√	√	√		Reconfigure West Road as the Ayrshire and Arran CAMHS/CEDS Centre for specialist assessments		√	√	√	Monitor and Close by Sep 24	x	x	CAMHS Governance group, MH governance & Pan Ayrshire Strategy leadership group
	√	√	√	√	√	Implement National Eating Disorders strategy and delivery plan		√	√	√	Plan, Initiate	Monitor	Monitor, Close	
Digital Trasnformation	√	√	√	√	√	Delivery of a programme of Digital Transformation including development of a business case for wider MH services in alignment with national strategy, Implementation of Trakcare Patient Management System in Community Services and pilot phase 1 of Strata health SPOC, triage and decision making approcahes.	√	√	√	√	Monitor, Close	x	x	Pan-Ayrshire MH Digital Transformation Group
MH Unscheduled Care		√	√	√	√	Open and monitor impact of Adult Mental Health Assessment Hub (Ward 7B) in Woodland View		√	√	√	Monitor	Monitor, Close	x	ESMT/SMT MH governance & Pan Ayrshire Leadership strategy group
Neurodevelopmental Supports - Adults	√	√	√	√	√	Through the Extreme Team implement pathways of support for Adults seeking neurodevelopment service support and diagnosis		√	√	√	Plan, Initiate, Monitor	Monitor	Monitor, Close	North Ayrshire Lifespan Neurodevelopment strategy group reporting to CSSP and Pan Ayrshire Leadership strategy group
Psychiatry Review		√		√		Review of service workforce model and leadership structures			√	√	Plan, Initiate, Monitor, Close	x	x	MH Governance, Professional leadership group, ESMT/SMT & Pan Ayrshire ;leadership strategy group
LD/MH social supports	√		√	√	√	Review low level social support provided to LD/MH service users in alignment with the wellbeing model review to reduce variance and implement an equitable approach	√				Plan			SMT & LD transformation board
Scottish Government Strategy - Local Implementation	√	√	√	√	√	Suicide Prevention - "Creating Hope Together"			√	√	Monitor	Monitor	Monitor	ESMT/SMT, MH governance, North Ayrshire MH & Wellbeing strategy group & Pan Ayrshire leadership strategy group
	√	√	√	√	√	Dementia Strategy - "Everyone's Story"			√	√	Plan, Initiate, Monitor	Monitor	Monitor	
	√	√	√	√	√	Mental Health and Wellbeing Strategy			√	√	Plan, Initiate	Monitor	Monitor	
	√	√	√	√	√	Self-harm Strategy			√	√	Plan, Initiate	Monitor	Monitor	
	√	√	√	√	√	Psychological Therapies specification & standards			√	√	Plan, Initiate	Monitor	Monitor	
	√	√	√	√	√	Adult Secondary Mental Health Services Quality Standards			√	√	Monitor	Monitor	Monitor	
	√	√	√	√	√	Barron Review - Forensic Mental Health Services			√	√	Monitor	Monitor	Monitor	

Health and Community Care

Service Area	Strategic Priorities					Project Description/Workstream	Driver(s)				Project Profiling			Primary Project Governance Route
	Enable Communities	Develop and support workforce	Early and Effective Support	Mental and Physical Health and Wellbeing	Tackle Inequalities		Savings/ Overspend reduction	Investment	Quality or Safety Improvement	Local or National Policy	2024/25	2025/26	2026/27	
Systems & Technology			√			Explore and identify all available technology options and implement systems to identify and enhance the use of technology as first point of provision for accessing formal supports.	√		√		x	Plan, Initiate, Monitor, Close	Evaluate	H&CC SMT
			√	√		Analogue to Digital: Phased project to manage access to Community Alarm and Telecare services during the analogue to digital telephony transition.		√		√	Monitor and Close by March 25	x	x	Analogue to Digital Project Board
		√			√	Review and streamline processes within the Blue Badge team.			√		Monitor and Close by March 25	x	x	TBC
			√	√		Review provision of Community Alarm and Telecare call monitoring service.			√		Close by June 24	x	x	Analogue to Digital Project Board
			√	√		CM2000: Review workforce scheduling and monitoring of service delivery system.			√		Close by June 24	x	x	Transformation Board
Models of Care	√	√	√			Care packages: Programme of waiting list and existing community package reviews - targeting lower packages of care to consider alternatives, reablement approaches and need in line with eligibility criteria for support.	√				Monitor and Close by March 25	x	x	H&CC SMT
		√		√		Implement the reconfiguration of Care at Home service delivery from June 2024, as agreed by IJB in March 2023. Review required to minimise additional costs when transferring service.	√		√	√	Monitor, Close by July 24	x	x	CaH Steering / Oversight Group
		√			√	Take forward Pan Ayrshire programme of work following the Palliative/EOL Business Case, agreed PID in June 2023 and National Strategy due later in 2024. Reframing and reconfiguring existing service provision, including hospice care, within existing resources.			√	√	Plan, Initiate, Monitor	Monitor, Close	x	P/EOL Group
		√		√		Review and improve the Dementia Support and Respite models of care.	√		√		Plan, Initiate, Monitor	Monitor, Close	x	H&CC SMT TBC
			√	√		Evaluate recent Day Services Review and current Day Services models both on the mainland and the islands of Cumbrae and Arran. This should incorporate learning from recent pilots with focus on blended approach inlcuding outreach opportunities.	√				Plan, Initiate, Monitor	Monitor, Close	x	H&CC SMT TBC
				√		Explore current packages of care model and consider future sustainable delivery.	√				Plan, Initiate, Monitor, Close by end of 24	x	x	H&CC SMT
Unscheduled Care Improvement Programme		√		√		Home first Strategy			√	√	Plan, Initiate, Monitor, Close by March 25	x	x	H&CC SMT
		√		√		Delayed Discharge and Winter Preparedness Improvement Plan with a focus on Care at Home Capacity, Adults with Incapacity and Discharge to Assess.			√	√	Monitor and Close by March 25	x	x	H&CC SMT
Arran Integrated Services model	√	√			√	Continue to work towards an Integrated Hub on Arran building on the frailty work and developing a single point of contact for all health and social care services. Initial Agreement has been redrafted.	√	√	√	√	Close (or change)	x	x	n/a
Primary Care MDTs - GP Premises	√	√			√	Implement HSCP MDTs across each of the localities to support GP practices and HSCP service coordinate care for those with the most complex needs. Address premises capacity issues initially in Frew Terrace, Oxenward and Beith.		√	√	√	Monitor	Monitor, Close by end of 25	x	H&CC SMT
Community Rehab Models	√	√				Review of the Enhanced Intermediate Care Service	√		√	√	Plan, Initiate, Monitor	Monitor, Close	x	Community Rehab PB
	√	√				Review of community rehab provision incorporating the range of community rehab services and how these better link together.	√		√	√	Plan, Initate, Monitor, Close by end Mar 25	x	x	Community Rehab PB

Service Area	Strategic Priorities					Project Description/Workstream	Driver(s)				Project Profiling			Primary Project Governance Route
	Enable Communities	Develop and support workforce	Early and Effective Support	Mental and Physical Health and Wellbeing	Tackle Inequalities		Savings/ Overspend reduction	Investment	Quality or Safety Improvement	Local or National Policy	2024/25	2025/26	2026/27	
		√		√		Community wards: Review current inpatient ward functions and rehab models.	√		√		Plan, Initiate, Monitor, Close by end of 24	x	x	Community Rehab PB
			√	√		Policy review for access to and criteria for Aids and Adaptations, linking with Housing Review.	√		√	√	Plan, Initiate, Monitor, Close by end Mar 25	x	x	Community Rehab PB
Community AHP Provision		√	√			Review of podiatry service provision with a specific focus on reducing waiting lists including eligibility criteria.			√		Plan, Initiate, Monitor	Monitor, Close	x	TBC
		√	√			Review of OT service provision with a specific focus on reducing waiting lists including eligibility criteria.			√		Plan, Initiate, Monitor	Monitor, Close	x	TBC
		√	√			Review of speech and language therapy service provision with a specific focus on reducing waiting lists including eligibility criteria.			√		Monitor, Close	x	x	TBC
	√	√				Moving and Handling: Building on investment in Castleview training centre for social care staff - improve quality of risk assessment process, support to frontline staff, support with moving and handling aids and consider provision to wider services (including providers and Carers)	√		√		Plan, Initiate, Monitor	Monitor, Close by end of 25	x	Community Rehab PB

Service Area	Strategic Priorities					Project Description/Workstream	Driver(s)				Project Profiling			Primary Project Governance Route
	Enable Communities	Develop and support workforce	Early and Effective Support	Mental and Physical Health and Wellbeing	Tackle Inequalities		Savings/ Overspend reduction	Investment	Quality or Safety Improvement	Local or National Policy	2024/25	2025/26	2026/27	
Partnership Wide														
Self Directed Support (SDS) Review			√	√	√	Engage with all stakeholders to look at how we encourage a more innovative and person centred approach to SDS. Implement the next phase of work from the Learning Review.			√	√	Initiate, Monitor	Close April 25	x	SWGB/PSMT
Carers Strategy and Service	√		√	√	√	Implement the Carers Strategy agreed at IJB in August 2023 together with new enhanced model of support from Unity.		√	√	√	Plan	TBC, based on plan	TBC	Direct to IJB
Implementation of Eclipse information system		√				Implementation of new information recording system for social care to replace Care First. This will include development of new protocols and transfer of data from current system to the new one.	√	√	√		Monitor, Close	Evaluation	x	Eclipse Project Board
Front Door Review	√	√	√		√	Commence a review of the HSCP front door first point of contact across services including duty systems. Scope to include first point of public contact, to maximise capacity and mitigate current risk.			√		12 month review	6 month to implement recommendations	x	Accessing Health and Social Care Services Learning Review Board
Workforce Planning		√				Update and further develop workforce plans to ensure the partnership has the right skills, roles, and number of people, now and in the future, including developing learning pathways, upskilling and reskilling opprtunities, and other strategies to improve recruitment and retention.	√	√	√		Workforce Plan 2 year update by Oct 24	New workforce plan Oct 2025	x	F&T SMT
		√				Develop approaches and explore options to provide alternative supports to workforce to address and support a reduction in staff absence levels, for example additional Occupational Health capacity or support.	√	√	√		Workforce Plan 2 year update by Oct 24	New workforce plan Oct 2025	x	F&T SMT
Digital & Data Plan: Phase 1	√	√	√	√	√	Develop and implement a NAHSCP Digital & Data Plan, aligned to national digital and data strategies. - fully articulating the digital & data requirements of a cohesively integrated value-based health and social care service - generating a baseline of digital capability / maturity - identifying barriers and opportunities for improvement - embedding digital & data across all teams and functions - creating a data-driven culture that supports innovation	√	√	√	√	Initial Plan developed with recommended next steps	TBC	TBC	F&T SMT
Leadership structures		√				Review leadership structures across the Partnership	√				Plan, Initiate, Monitor,Close	x	x	PSMT
CM2000			√	√		Review workforce scheduling and monitoring of service delivery system.			√		Plan, Initiate, Monitor,Close by Jun 24	x	x	PSMT
Eligibility Criteria		√	√	√	√	Consider whole-scale review of service eligibility criteria including policy and procedure used within services to ensure - resources are targeted to those most in need and an equitable approach to providing support and managing waits.	√			√	Plan	TBC	TBC	PSMT