



REPORT TO: DUNDEE HEALTH AND SOCIAL CARE INTEGRATION JOINT BOARD – 25 FEBRUARY 2020

REPORT ON: FINANCIAL MONITORING POSITION AS AT DECEMBER 2019

REPORT BY: CHIEF FINANCE OFFICER

REPORT NO: DIJB6-2020

1.0 PURPOSE OF REPORT

1.1 The purpose of this report is to provide the Integration Joint Board with an update of the projected financial monitoring position for delegated health and social care services for 2019/20.

2.0 RECOMMENDATIONS

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

- 2.1 Notes the content of this report including the overall projected financial position for delegated services to the 2019/20 financial year end as at 31 December 2019 as outlined in Appendices 1, 2 and 3 of this report.
- 2.2 Notes the progress with implementation of savings initiatives as outlined in Appendix 4.
- 2.3 Notes that officers within the Health and Social Care Partnership are progressing with a number of actions required to effect a recovery plan as outlined in section 4.7.1 of this report.

3.0 FINANCIAL IMPLICATIONS

3.1 The financial monitoring position for Dundee Health and Social Care Partnership based on expenditure to 31st December 2019 shows a net projected overspend position at the year-end of £3,897k. Officers within the Health and Social Care Partnership continue to progress a number of actions required to deliver a recovery plan.

4.0 MAIN TEXT

4.1 Background

- 4.1.1 As part of the IJB’s financial governance arrangements, the Integration Scheme outlines that “The Chief Finance Officer will ensure routine financial reports are available to the Chief Officer and the Integration Joint Board on a timely basis and include, as a minimum, annual budget, full year outturn projection and commentary on material variances”.
- 4.1.2 The IJB set out its final budget for delegated services at its meeting of the 25 June 2019 following receipt of confirmation of NHS Tayside’s budget (DIJB31-2019). Within this report, the risks around the prescribing budget were reiterated after being formally noted in the budget report presented to a meeting of the IJB held on 29 March 2019 (Article VI of the minute refers).
- 4.1.3 The financial information presented has been provided by the finance functions of NHS Tayside and Dundee City Council as set out within the Integration Scheme.

4.1.4 Under the terms of the Integration Scheme, the risk sharing arrangements in relation to any residual overspends incurred by the end of the financial year will be met proportionately by the Council and NHS Tayside. Discussions will be ongoing throughout the financial year with both parties to consider the implications of this should an overspend arise. Officers within the partnership will however continue to explore areas to control expenditure and achieve the savings targets identified.

4.2 Projected Outturn Position – Key Areas

4.2.1 The following sets out the main areas of note from the financial information contained within Appendices 1 (Summary Position) and 2 (More Detailed Position) and provides commentary on the reasons for significant variances, actions being taken to manage these and outlines the key elements of risk which may remain.

4.3 Services Delegated from NHS Tayside

4.3.1 The financial projection for services delegated from NHS Tayside to the IJB indicates a projected underspend of around £349k by the end of the financial year. Community based health services managed directly by Dundee Health and Social Care Partnership are projected to be underspent by approximately (£743k) and overall prescribing is projected to be underspend by (£576). An overspend of £144k is projected in General Medical /Family Health services and an overspend of £826k as a result of the net effect of hosted services risk sharing.

4.3.2 Service underspends are reported within Community Based Psychiatry of Old Age (£190k), Allied Health Professionals and Community Nursing (£250k), Keep Well (£165k), hosted services such as Psychology (£730k), Tayside Dietetics (£180k) and Sexual & Reproductive Health (£230k) mainly as a result of staff vacancies.

4.3.3 Service overspends are anticipated in Enhanced Community Support £620k, Intermediate Care £95k and Medicine for the Elderly £525k. These are associated with the Delayed Discharge issues highlighted at section 4.4.2 below. Community Mental Health services are also anticipated to be overspent by £245k. Additional staffing pressures have contributed to the adverse position within these services through ensuring safe staffing levels in accordance with the National Nursing and Midwifery workload tools requirements.

4.3.4 The Family Health Services prescribing budget currently projects an overspend of £165k based on the expenditure trends to date and predictions to the year-end however this is offset by an underspend in Other Prescribing items. General Medical Services is forecasting an overspend of £167k.

4.3.5 Members of the IJB will also be aware that Angus and Perth and Kinross IJBs host delegated services on behalf of Dundee IJB and a number of services are hosted by Dundee on behalf of Angus and Perth and Kinross. These are subject to a risk sharing agreement whereby any over or underspends are reallocated across the three Tayside IJBs at the end of the financial year. The financial monitoring position of these services in their totality are reflected in each of the IJB's financial monitoring reports and for information purposes the projected net impact of these services on each IJB's budgeted bottom line figure is noted. More detail of the recharges from Angus and Perth and Kinross IJBs to Dundee IJB are noted in Appendix 3. This shows net overspends to the value of £671k being recharged with the net impact of hosted services to Dundee being an overspend of £826k.

4.3.6 As with 2018/19, the financial position of Dundee City IJB continues to be impacted upon by the significant overspend in the Mental Health Inpatient service which is hosted by Perth & Kinross IJB. Perth & Kinross IJB in collaboration with NHS Tayside and the Scottish Government have invested in project management capacity to seek to address these issues and to support the transformation of In-Patient Mental Health Services. However, the latest projection from Perth and Kinross shows Dundee's share of this overspend increased from the £688k previously reported to £722k. As instructed by the IJB at the October meeting, the Chief Finance Officer has formally written to the Chief Finance Officer of Perth & Kinross IJB to request an update on progress with implementation of the transformation programme and likely impact on the financial position for 2019/20 and beyond. At this stage no response has been received.

4.4 Services Delegated from Dundee City Council

- 4.4.1 The financial projection for services delegated from Dundee City Council to the IJB shows an anticipated overspend of £4,246k which is a deterioration from the figure of £3,085k formally presented to the IJB in December, which was based on the October expenditure position to date.
- 4.4.2 A significant financial challenge facing the IJB's delegated budget continues to be the provision of home and community based social care at a sufficient level to meet increasing demographic demand and reduce delayed discharges in hospital while balancing financial resources. At this stage of the financial year, the activity in this area is at such a level that a significant overspend is projected across a range of services. An overspend of approximately £965k is anticipated within externally purchased care at home services. An increased number of placements in private and voluntary sector care homes compared to previous years position results in an overspend of £1,234k. In addition, expenditure on respite care is higher than budget by around £211k again mainly due to high levels of demand. An overspend of around £863k is projected within the Assessment at Home service. Staff costs across services are expected to be around £1,307k overspent due to the non-achievement of staff savings and slippage targets, including the delay in implementing the home care review.
- 4.4.3 A range of underspends within Mental Health, Substance Misuse and Other Adults functions mainly arising from staff turnover as well as slippage in the development of new services are currently projected to partly offset these budget pressure areas.

4.5 Reserves Position

- 4.5.1 The IJB's reserves position was adversely affected at the year ended 31st March 2019 as a result of a greater than anticipated overspend incurred during last financial year. The reserves position is noted below. Within the net overspend position set out within the Council's projected figures in section 4.4, £300k of earmarked reserves in relation to transition funding for the Assessment at Home Service will be drawn down at the year end as planned while a further £94k will be drawn down as Transformation reserves to support the implementation of the Home Care Review. The balance of Non-Earmarked reserves will need to be applied to the IJB's net year end overspend position prior to funding requests to the partner bodies under the terms of the Integration Scheme. The balance of earmarked reserves are being used as per Scottish Government guidance to fund specific initiatives as set out below.

	Opening Balance £000	Anticipated Commitments	Projected Net Position at 31 st March 2020**
Non-Earmarked Reserves	561	-	561
Earmarked Reserves – Transformation	400	(300)	100
Earmarked Reserves – Specific*	1,805	(1,805)	-
Total	2,766	(2,105)	661

*These balances mainly consist of Primary Care, Alcohol and Drug Partnership and Mental Health Action 15 Scottish Government Funds which must be spent on the purposes for which they were provided for. In addition, a balance of funding of around £300k is to be used to support the assessment at home service.

** Prior to use of reserves to fund any residual overspend

4.6 Savings and Transformation Plan

- 4.6.1 The IJB agreed a savings and transformation programme at its meeting of 29th March 2019 to the value of approximately £5,400k which was around £500k short of the required target to fully balance the budget. This shortfall is included within the projections contained within this report.
- 4.6.2 A review of progress in relation to these reviews has been made and is set out in Appendix 4 to this report. This notes that £2,808k of these agreed savings have been or are on track to be achieved with a further £2,582k regarded as either unlikely to be achieved or high risk of not being delivered. Officers from the Health and Social Care Partnership will continue to progress the outstanding savings proposals where possible to reduce the risk of non-delivery of savings. The impact of these risks are considered as part of the financial monitoring projections set out in this report.

4.7 Recovery Action

- 4.7.1 Given the level of overspend projected and continued increasing demand for services officers from the Health and Social Care Partnership are progressing a number of actions to restrict future spend and recover the overspend incurred to date. These actions are as follows:

Action:

- *Review of health and care pathways to reduce hospital stays including delayed discharge to ensure any system blockages are cleared and systems and processes are working at their optimum level.*

An action plan has been developed and is in the process of being implemented by operational services to ensure component parts of pathways can work effectively

- *Continuous scrutiny of staff vacancies and managing these effectively where safe to do so.*

All requests for approval to recruit signed off by Head of Health and Community Care Services and Chief Finance Officer with requirement to demonstrate all other alternative approaches have been explored. Patient and service user safety remains the priority.

- *Continuous review of discretionary spend across all service areas.*

Budget holders to ensure expenditure is only incurred when absolutely necessary.

- *Review of specific expenditure areas such as Learning Disability Services.*

Benchmarking exercise to be undertaken to compare cost base with other systems across other authorities in Scotland

- *Work with partners to ensure resources are maximised across the whole system supporting health and social care.*

Continued dialogue with partner agencies to ensure relevant services continue to prioritise complementary services which support the health and wellbeing of the local population. Explore joint areas of investment, for example through the agreement of the Winter Plan with NHS Tayside and the other Tayside IJBs

- *Review of progress of previously agreed savings proposals.*

As noted in Section 4.6 above and Appendix 4

- *Options around use of remaining reserves.*

As noted in section 4.5 above

- *Restatement of eligibility criteria for access to services to critical and substantial*

As agreed at the August 2019 IJB meeting (Article VI of the minute refers)

- *Review of additional support in care packages*

Ensure any support arrangements above standard levels (eg 1:1 support in care homes) remain appropriate to meet the needs of service users

- *Review of Intermediate Care Provision*

Ensure maximum value is achieved through current contractual arrangement

4.8 Budget Variation

- 4.8.1 Throughout the financial year, adjustments are made to the original approved budget as a result of additional funding and service transformation. Changes to the delegated budget are provided below:

	Dundee City Council £000k	NHS Tayside £000k	Total £000k
Approved budget	77,047	158,879	235,926
Adjustments	82k Women's Aid 140k Apprenticeship Levy Budget 9.4k Other Minor Adjustments	496k Superannuation Adjustments / Action 15 Mental Health 788k Increase in Hospital and Community budget 2,516k Increase in General Medical Services/ Family Health services 35k increase in Hospital and Community budget 1k decrease in FHS - Cash Limited & Non Cash Limited	4,065
Adjusted Budget	77,278	162,713	239,991

5.0 POLICY IMPLICATIONS

- 5.1 This report has been screened for any policy implications in respect of Equality Impact Assessment. There are no major issues.

6.0 RISK ASSESSMENT

Risk 1 Description	There is a significant risk that the IJB is unable to deliver a balanced budget over the financial year.
Risk Category	Financial
Inherent Risk Level	Likelihood 4 x Impact 5 = Risk Scoring 20 (which is Extreme Risk Level)
Mitigating Actions (including timescales and resources)	The IJB has agreed a range of efficiency savings and other interventions including the use of reserves to balance expenditure. A range of service redesign options through the Transformation Programme will offer opportunities to further control expenditure. Regular financial monitoring reports to the IJB will highlight issues raised.

Residual Risk Level	Likelihood 3 x Impact 4 = Risk Scoring 12 (which is a High Risk Level)
Planned Risk Level	Likelihood 3 x Impact 4 = Risk Scoring 12 (which is a High Risk Level)
Approval recommendation	While the inherent risk levels are extreme, the impact of the planned actions reduce the risk and therefore the risk should be accepted.

7.0 CONSULTATIONS

7.1 The Chief Officer and the Clerk were consulted in the preparation of this report.

8.0 DIRECTIONS

8.1 The Integration Joint Board requires a mechanism to action its strategic commissioning plans and this is provided for in sections 26 to 28 of the Public Bodies (Joint Working)(Scotland) Act 2014. This mechanism takes the form of binding directions from the Integration Joint Board to one or both of Dundee City Council and NHS Tayside.

Direction Required to Dundee City Council, NHS Tayside or Both	Direction to:	
	1. No Direction Required	✓
	2. Dundee City Council	
	3. NHS Tayside	
	4. Dundee City Council and NHS Tayside	

9.0 BACKGROUND PAPERS

9.1 None.

Dave Berry
Chief Finance Officer

Date: 5 February 2020

DUNDEE INTEGRATED JOINT BOARD - HEALTH & SOCIAL CARE PARTNERSHIP - FINANCE REPORT 2019/20

Dec-19

	Dundee City Council Delegated Services		NHST Dundee Delegated		Partnership Total	
	Net Budget	Projected Overspend / (Underspend)	Net Budget	Projected Overspend / (Underspend)	Net Budget	Projected Overspend / (Underspend)
	£,000	£,000	£,000	£,000	£,000	£,000
Older Peoples Services	40,130	2,457	15,973	1,013	56,102	3,470
Mental Health	4,320	(99)	3,637	240	7,957	141
Learning Disability	24,448	1,101	1,411	45	25,858	1,146
Physical Disabilities	6,008	88	0	0	6,008	88
Substance Misuse	1,977	(213)	2,711	(40)	4,689	(253)
Community Nurse Services/AHP/Other Adult	716	(216)	12,412	(365)	13,128	(581)
Hosted Services	0	0	20,174	(858)	20,174	(858)
Other Dundee Services / Support / Mgmt	(320)	1,128	27,055	(485)	26,735	643
Centrally Managed Budgets	0		559	(292)	559	(292)
Total Health and Community Care Services	77,278	4,246	83,932	(743)	161,210	3,504
Prescribing (FHS)	0	0	32,233	165	32,233	165
Other FHS Prescribing	0	0	821	(741)	821	(741)
General Medical Services	0	0	26,650	167	26,650	167
FHS - Cash Limited & Non Cash Limited	0	0	19,077	(23)	19,077	(23)
Total	77,278	4,246	162,713	(1,175)	239,991	3,072
Net Effect of Hosted Services*			6,090	826	6,090	826
Grand Total	77,278	4,246	168,802	(349)	246,081	3,897
Less: Planned Draw Down From Reserve Balances		(394)				(394)
Revised Net Projected Position	77,278	3,852	168,802	(349)	246,081	3,503
*Hosted Services - Net Impact of Risk Sharing Adjustment						

- AHP – Allied Health Professionals
- FHS – Family Health Services

Dundee City Integration Joint Board – Health and Social Care Partnership – Finance Report December 2019

	Dundee City Council Delegated Services		NHST Dundee Delegated Services		Partnership Total	
	Annual Budget	Projected Over / (Under)	Annual Budget	Projected Over / (Under)	Annual Budget	Projected Over / (Under)
	£,000	£,000	£,000	£,000	£,000	£,000
Psychiatry Of Old Age (POA) (In Patient)			4,916	(98)	4,916	(98)
Older People Serv. – Ecs			1,062	620	1,062	620
Older Peoples Services -Community			626	23	626	23
Medicine for the Elderly			5,280	525	5,280	525
Medical (POA)			684	0	684	0
Psychiatry Of Old Age (POA) - Community			1,972	(190)	1,924	(190)
Intermediate Care			(44)	95	(44)	95
Dundee- Supp People At Home			0	0	0	0
Medical (MFE)			1,524	38	1,524	38
Older People Services	40,130	2,457			40,130	2,457
Older Peoples Services	40,130	2,457	15,973	1,013	56,102	3,470
General Adult Psychiatry			3,637	240	3,637	240
Mental Health Services	4,320	(99)			4,320	(99)
Mental Health	4,320	(99)	3,637	240	7,957	141
Learning Disability (Dundee)	24,448	1,101	1,411	45	25,858	1,146
Learning Disability	24,448	1,101	1,411	45	25,858	1,146

		Dundee City Council Delegated Services		NHST Dundee Delegated Services		Partnership Total	
		Annual Budget	Projected Over / (Under)	Annual Budget	Projected Over / (Under)	Annual Budget	Projected Over / (Under)
		£,000	£,000	£,000	£,000	£,000	£,000
Physical Disabilities		6,008	88			6,008	88
	Physical Disabilities	6,008	88	0	0	6,008	88
Substance Misuse		1,977	(213)	2,711	(40)	4,689	(253)
	Substance Misuse	1,977	(213)	2,711	(40)	4,689	(253)
A.H.P. Admin				406	(20)	406	(20)
Physiotherapy				3,809	(230)	3,809	(230)
Occupational Therapy				1,455	0	1,455	0
Nursing Services (Adult)				6,193	(30)	6,193	(30)
Community Supplies - Adult				155	(35)	155	(35)
Anticoagulation				395	(50)	395	(50)
Joint Community Loan Store				0	0	0	0
Intake/Other Adult Services		716	(216)			716	(216)
	Community Nurse Services / AHP / Intake / Other Adult Services	716	(216)	12,412	(365)	13,128	(581)

	Dundee City Council Delegated Services		NHST Dundee Delegated Services		Partnership Total	
	Annual Budget	Projected Over / (Under)	Annual Budget	Projected Over / (Under)	Annual Budget	Projected Over / (Under)
	£,000	£,000	£,000	£,000	£,000	£,000
Palliative Care – Dundee			2,777	(55)	2,777	(55)
Palliative Care – Medical			1,180	30	1,180	30
Palliative Care – Angus			348	15	348	15
Palliative Care – Perth			1,731	170	1,731	170
Brain Injury			1,719	180	1,719	180
Dietetics (Tayside)			3,001	(180)	3,001	(180)
Sexual and Reproductive Health			2,195	(230)	2,195	(230)
Medical Advisory Service			162	(90)	162	(90)
Homeopathy			28	4	28	4
Tayside Health Arts Trust			62	0	62	0
Psychology			5,192	(730)	5,192	(730)
Psychotherapy (Tayside)			953	50	953	50
Learning Disability (Tayside AHP)			826	(22)	826	(22)
Hosted Services	0	0	20,174	(858)	20,174	(858)
Working Health Services			0	(15)	0	(15)
The Corner			416	(40)	416	(40)
Grants Voluntary Bodies Dundee			46	0	46	0
IJB Management			797	(125)	797	(125)
Partnership Funding			23,842	0	23,842	0
Urgent Care			0	0	0	0
Public Health			762	(65)	762	(65)
Keep Well			632	(165)	632	(165)
Primary Care			560	(75)	560	(75)
Support Services/Management Costs	(320)	1,128			(320)	1,128
Other Dundee Services / Support / Mgmt	(320)	1,128	27,055	(485)	26,735	643

	Dundee City Council Delegated Services		NHST Dundee Delegated Services		Partnership Total	
	Annual Budget	Projected Over / (Under)	Annual Budget	Projected Over / (Under)	Annual Budget	Projected Over / (Under)
	£,000	£,000	£,000	£,000	£,000	£,000
Centrally Managed Budgets			559	(292)	559	(292)
Total Health and Community Care Services	77,278	4,246	83,932	(743)	161,210	3,504
Other Contractors						
Prescribing (FHS)			32,233	165	32,233	165
Other FHS Prescribing			821	(741)	821	(741)
General Medical Services			26,650	167	26,650	167
FHS - Cash Limited and Non Cash Limited			19,077	(23)	19,077	(23)
Grand Total HSCP	77,278	4,246	162,713	(1,175)	239,991	3,072
Hosted Recharges Out			(11,911)	154	(11,911)	154
Hosted Recharges In			18,001	671	18,001	671
Hosted Services - Net Impact of Risk Sharing Adjustment			6,090	826	6,072	826
Total	77,278	4,246	168,802	(349)	246,081	3,897
Less: Planned Draw Down from Reserves		(394)				(394)
Total	77,278	3,852	168,802	(349)	246,081	3,503

**NHS Tayside - Services Hosted by Integrated Joint Boards - Charge to Dundee IJB
Risk Sharing Agreement - December 2019**

Appendix 3

Services Hosted in Angus	Annual Budget	Forecast Over (Underspend)	Dundee Allocation
Forensic Service	1,005,937	(120,000)	(47,280)
Out of Hours	7,901,746	(170,000)	(66,980)
Tayside Continence Service	1,850,857	0	0
Ang-loc Pharmacy	1,440,571	(36,000)	(14,184)
Speech Therapy (Tayside)	1,128,915	(72,000)	(28,368)
Hosted Services	13,328,026	(398,000)	(156,812)
Apprenticeship Levy	41,188	2,400	946
Baseline Uplift surplus / (gap)	13,000	0	
Balance of Savings Target	-193,272	193,300	76,160
Grand Total Hosted Services	13,188,942	(202,300)	(79,706)
Services Hosted in Perth			
Angus Gap Inpatients	1,417,906	55,000	21,670
Dundee Gap Inpatients	6,470,535	70,000	27,580
Dundee Gap Snr Medical	3,642,248	1,750,000	689,500
P+K Gap Inpatients	4,323,357	(42,500)	(16,745)
Learning Disability (Tayside)	6,385,196	0	0
T.A.P.S.	707,287	(2,500)	(985)
Tayside Drug Problem Services	851,085	(110,000)	(43,340)
Prison Health Services	3,849,749	(135,000)	(53,190)
Public Dental Service	2,141,151	(60,000)	(23,640)
Podiatry (Tayside)	3,111,776	(215,000)	(84,710)
Hosted Services	32,900,290	1,310,000	516,140
Apprenticeship Levy - Others	41,700	(2,176)	(857)
Apprenticeship Levy - IPMH	76,600	(585)	(230)
Baseline Uplift surplus / (gap) - Others	67,000	0	0
Baseline Uplift surplus / (gap) - IPMH	12,000	0	0
Balance of Savings Target	(273,553)	273,553	107,780
Balance of Savings Target - IPMH	(325,009)	325,009	128,054
Grand Total Hosted Services	32,499,028	1,905,801	750,886
Total Hosted Services	45,687,970	1,703,501	671,170

Appendix 4

DUNDEE INTEGRATION JOINT BOARD					
2019/20 BUDGET - BUDGET SAVINGS LIST – UPDATE NOVEMBER 2019	2019/20 Original Savings Proposal	Projected Savings Delivered 2019/20	Projected Savings Undelivered 2019/20		
	£000	£000	£000	Nature of Saving	Reason for Projected Delay in Savings Delivery / Revised timescales
Base Budget Adjustments:					
<i>These are operational budget savings to reflect decisions already made by the IJB or through changes in service to reflect demand levels or operational requirements</i>					
Housing Support Service Changes - Resource Release	125	125	0	Resources released through change in model of provision of housing support through sheltered and very sheltered housing	n/a
General increase in income through increasing existing charges	54	54	0	Already set out within the Council's Review of Charges Exercise through the annual uprating of charges to service users	n/a
Realignment of Practical Support & Meals Service Staffing Levels to reflect reduced service demand	517	517	0	Demand for practical support and meals services continue to decrease with alternatives available from external care providers. Staff numbers in post have reduced accordingly but budget has not reduced accordingly.	n/a

Review use of voids in accommodation with support for people with a learning disability	100	0	100	Reconfigure in-house accommodation with support to ensure void levels are reduced and capacity is maximised	Delays due to legal process in transferring tenancies to other units. Some level of savings may be achieved during the latter part of 2019/20. Full saving to be achieved from April 2020
Review of transport services for day care services	50	0	50	Review of transport arrangements for service users who access building based services	Review not commenced at this stage. Reflection that this needs to be wider review of supports and should not be looked at in isolation.
Income generation for White Top Centre through offering services to neighbouring authorities	77	0	77	Maximise capacity of Whitetop Respite service through offering spare capacity to neighbouring authority areas	No current spare capacity within the service to offer to other areas due to current staffing levels impacted by recruitment difficulties
Review external provision of day care	40	17	23	Demand for traditional day services for people with a disability has reduced significantly over recent years due to an increase in the range of alternative supports available. Resources will be reviewed to ensure they are more appropriately aligned with demand levels.	Negotiation with care provider taken longer than anticipated. Full year saving to be achieved in 2020/21
Test of Change - Move from sleepovers to overnight responder services within Mental Health and Learning Disability Services (external care providers)	75	0	75	Test of change to complement existing waking night workers and replace some sleepover services where safe to do so. Working in partnership with external care providers	Care provider commissioned to implement test of change has had difficulty in recruiting. Anticipated start date now April 2020
Realign level of domestic service required for housing support / care at home services for people with a learning disability	32	32	0	An internal review of domestic services has been undertaken which assessed current levels of provision against need, including the need to encourage service user independence. This has	n/a

				resulted in a net reduction in the number of hours of domestic support required	
Reduce External Care Home Budget	500	0	500	Due to transformational change around the way in which community based health and social care is provided locally, demand for care home placements has reduced and the budget required should reduce accordingly	Despite a trend over recent years in line with national and local policy to reduce care home placements, pressures around delayed discharge and a reduction in the number of self funded residents from January 2019 onwards has increased expenditure levels back to previous budgeted levels
Community Equipment Store Initiatives (eg new procurement arrangements)	40	40	0	Procurement arrangements already agreed by IJB in December 2018 (Report DIJB68/2018)	n/a
Implement Substance Misuse Service Investment Plan	40	0	40	The Substance Misuse Service Investment Plan was considered and approved by the IJB at its meeting of the 18th December 2018	Progress of redesign stopped pending response to Drugs Commission findings
Review of Operational Budgets	100	100	0	Reduce discretionary expenditure budgets and ensure all operational budgets are subject to tight control	n/a
Realign Meals Service contract to reflect lower levels of demand	100	73	27	Renegotiate contract with Tayside Contracts to reflect a reduced number of meals provided per year. This would be an interim arrangement prior to benefit realisation from the new Tayside Contracts Central Processing Unit to be developed by August 2020	Reduction in meals numbers purchased less than anticipated
Total Base Budget Adjustments	1,850	958	892		
Transformation Programme Financial Savings					

Review of Community Based Health and Social Care Services	1,400	300	1,100	Progress a whole system move to more locality working with integrated teams and co-located service provision. Expected to deliver reduction in duplication and increase efficiencies, reduction in demand for community services through early intervention, prevention, self directed support, technology enabled care and eligibility criteria. Changes anticipated to continue to reduce unscheduled care and delayed discharge leading to positive impact on the value of the large hospital set aside.	Redesign of Kingway Care centre beds base underway as agreed by IJB. Re-statement of eligibility criteria agreed at August IJB meeting. Progress with other programmes behind schedule.
Redesign of Homeless Services	150	0	150	Joint approach with DCC Neighbourhood Services Department to develop a Homelessness Investment plan to include investment and disinvestment of resources to build capacity, focus on early intervention and prevention of homelessness in line with the Homelessness Strategic Plan, Rapid Rehousing Plan and DHSCP Strategic & Commissioning Plan.	Progression of local homelessness strategy commissioning arrangements through partnership with DCC Neighbourhood services department and partner third sector agencies slower than anticipated
Integrated Admin Review	100	25	75	Explore opportunities arising as more systems and process are integrated with resultant reduction in duplication.	Limited opportunities in 2019/20 – pending review of community based health and social care services
Mobile Working / IT systems review	100	0	100	Explore ways of supporting a more mobile workforce through the use of technology and ensure MOSAIC client recording system working effectively.	Pilot project underway within OT services but unlikely to now deliver savings in 2019/20. Progress being made in reviewing processes within MOSAIC system however no cost efficiencies identified as yet.
Review Charging Policies to ensure equity across client groups as part of move to "Contributions Policy"	140	0	140	Development of a charging policy which ensures equity in charging, is compatible with Self Directed Support legislation and considers the impact of free personal care for under 65s and the waiving of charges for carers.	Review underway however now unlikely to deliver changes during 2019/20.

Total Transformation Programme Savings	1,890	325	1,565		
Corporate Savings					
Reduction in Funding Available to Support Change Projects	850	850	0	Former Integrated Care Fund and Delayed Discharge Fund now incorporated into mainstream budgets with successful change projects now funded	n/a
Assessment of impact of demand for new legislation (Free Personal Care for Under 65s, Carers Act demand)	800	800	0	Total additional funding for new legislation of approximately £1.2m includes elements to support projected increases in demand for services. It is anticipated that much of this demand will not materialise within the first full year therefore a non-recurring saving is anticipated, reducing year on year.	n/a
Total Corporate Savings	1,650	1,650	0		
Total Savings Proposals	5,390	2,933	2,457		

