

DUNDEE CITY COUNCIL

REPORT TO: POLICY AND RESOURCES COMMITTEE – 27 OCTOBER 2014

REPORT ON: HEALTH AND SOCIAL CARE INTEGRATION

REPORT BY: CHIEF EXECUTIVE

REPORT NO: 416-2014

1.0 PURPOSE OF REPORT

- 1.1 The purpose of this report is to advise members of the Committee of the timescale and programme for progress from the current interim integration arrangements towards the establishment of the formal Integration Authority for Dundee and to seek approval for the progression of certain aspects of the arrangements.

2.0 RECOMMENDATIONS

It is recommended that the Policy and Resources Committee:

- 2.1 Approves the timeframe and programme for progress towards the establishment of the Integration Authority for Dundee, including the consultation processes involving the Council's Head of Democratic and Legal Services, and other officers as appropriate.
- 2.2 Approves the proposals contained in the report for the nominations of voting and non-voting membership of the Integration Joint Shadow Board as contained within paragraph 4.4.8 of this report and notes that, if the proposals are approved, the City Council will be asked to nominate Members at their meeting on 10 November.
- 2.3 Remits to the Chief Executive in co-operation with the Chief Executive of NHS Tayside the responsibility to agree and confirm all the necessary arrangements to allow for the Chief Officer Designate to be appointed by March 2015.
- 2.4 Confirms approval of the Local Authority functions and services outlined in Appendix 2 as the basis upon which the Integration Authority is to be taken forward.
- 2.5 Notes that the Chief Executive will report back to the Committee for further approval as necessary.
- 2.6 Remits to the Director of Corporate Services the responsibility to negotiate with partners to achieve the establishment of a permanent Chief Financial Officer role for inclusion in the Integration Scheme.
- 2.7 Notes that the Chief Executive will report back to the Committee with proposals for appropriate scrutiny arrangements in relation to the work of the Integration Authority for Dundee.

3.0 FINANCIAL IMPLICATIONS

None.

4.0 MAIN TEXT

- 4.1 The Public Bodies (Joint Working) (Scotland) Bill received Royal Assent on 1 April this year, and will come into force on 1 April 2015 (the Act). The framework for the detailed implementation of the Act will be contained within the regulations and guidance that will accompany the Act. The draft regulations, which were issued in two batches during May, were subject to formal consultation. The Council's response to these draft regulations was approved at the Policy and Resources Committee on 25 August 2014 (report number 308-2014 Article XIII refers). It is anticipated that the final regulations will be issued shortly by the Scottish Government. In the meantime the Integration Implementation Group, which is co-chaired by COSLA's Health & Wellbeing spokesperson and the Cabinet Secretary for Health & Wellbeing, has continued to oversee the development of the draft regulations and the supporting statutory guidance.
- 4.2 Complementary planning and development work has been taking place in Dundee and across Tayside. As previously reported the Dundee Shadow Board has a set of actions it is working through and necessary Tayside-wide co-ordination is being taken forward by a Joint Issues Group. Both these sets of activity have been enhanced by the three Local Authority Chief Executives, along with the Chief Executive of NHS Tayside coming together and issuing a Health & Social Care Integration route map (the route map) to guide the co-ordination of activity across the three Local Authority partnership areas within Tayside. (The route map is attached as Appendix 1).
- 4.3 The issues about which the approval and/or instruction of the Committee is being sought at this stage derive from the content of the route map. In the order in which they appear in the route map they are:
- a) Membership and formal establishment of the Integration Joint Board;
 - b) Appointment of the Integration Joint Board Chief Officer Designate;
 - c) Scope of the integrated partnership.

Consideration and recommendations on each of these issues follow below.

4.4 MEMBERSHIP AND ESTABLISHMENT OF THE INTEGRATION JOINT BOARD

- 4.4.1 The purpose of the Integration Joint Board is to take responsibility for ensuring that the improvements in quality and consistency, and that the framework provided by the Public Bodies (Joint Working) (Scotland) Act (the Act) requires, are in place and are operating in line with the core policy objective that underpins the legislation. The aim is 'to improve the quality and consistency of services for patients, carers, service users and their families; to provide seamless, joined up, quality health and social care services in order to care for people in their own homes, or a homely setting, where it is safe to do so; and to ensure resources are used effectively and efficiently to deliver services that meet the increasing number of people with longer term and often complex needs many of whom are older'.
- 4.4.2 There are four possible models of integration that can be adopted for integration. The Dundee partnership has agreed to adopt the 'body corporate model' which allows for the delegation of functions and budgets from the Local Authority and Health Board to the Integration Authority – the Integration Joint Board. The draft order issued for consultation set out the proposed membership proceedings and arrangements for the Integration Joint Board. These include the categories for membership and their participant lists; voting rights; chairperson and vice-chairperson roles; removal of voting members; multi-council arrangements; term of office; expenses; resignation and removal; disqualification; and the creating of standing orders by the Integration Joint Board for the proceedings of the Integration Joint Board.

- 4.4.3 The draft order goes on to prescribe the membership for the Integration Joint Board under two categories – voting and non-voting members. The voting members are to be made up of representatives nominated by the Health Board and Local Authority. The non-voting members are to be made up of a number of prescribed representatives.
- 4.4.4 The Local Authority and Health Board are to nominate the same number of representatives and must agree on the number they will each nominate. They must nominate a minimum of three nominees each, however Local Authorities can require that the number of nominees is to be a maximum of 10% of their full Council number. The Health Board will nominate non-executive Directors to sit on the Integration Joint Board and must have at least two non-executive Directors on each of the Integration Joint Boards created.
- 4.4.5 Scottish Ministers consider it appropriate for members nominated by the Health Board and Local Authority to have a vote. This will mean that the voting members are either democratically elected members of the Council or appointed by Scottish Ministers, via the Public Appointments system, to the Health Board and are therefore accountable by virtue of these robust and transparent mechanisms.
- 4.4.6 The recommended minimum non-voting membership for each Integration Board is: Chief Officer; prescribed registered health professionals employed and nominated by the Health Board; Chief Social Work Officer; Staff side representation; carer representation; third sector representation; service user representation; and other members as may be appointed by the Integration Joint Board.
- 4.4.7 The current Shadow Board arrangements for Dundee are consistent with the prescribed voting and non-voting representation prescribed by the standing orders. However, in line with the Chief Executives' route map, confirmation is being sought of the Council's position on the membership of the Shadow Board in anticipation of that membership continuing as the established membership of the Integrated Joint Board when formally constituted.
- 4.4.8 It is recommended therefore, that the Council (a) confirm that three Elected Members of the Council should be nominated as the members of the Board and (b) that the Council moves to nominate and approve the Elected Members that should take up the representation on the Board. It is also recommended that members of the Committee note that the non-voting membership will be as prescribed by the statutory instruments as follows:
- Prescribed registered health professionals employed and nominated by the Health Board;
 - Chief Social Work Officer;
 - Staff side representation;
 - Carer representation;
 - Third sector representation;
 - Service user representation; and
 - Other members as may be appointed by the Integration Joint Board
- 4.4.9 On the other matters related to the membership and proceedings identified in paragraph 4.4.2 above, members of the Committee are asked to note that discussions are taking place involving, amongst others, the Council's Head of Democratic and Legal Services. These arrangements will be included in the Dundee Integration Scheme that will require to be prepared and consulted upon to allow the proposed Integration Authority to be approved by Scottish Ministers and then formally established.
- 4.5 **APPOINTMENT OF THE INTEGRATION BOARD CHIEF OFFICER**
- 4.5.1 The act requires that each Integration Joint Board appoint, as a member of staff, a Chief Officer. If the person is an existing member of staff of the Local Authority or Health Board then they are to be seconded to the Board by that authority. If the person to be appointed is not an existing member of staff of a constituent authority, the person is to be so appointed and is then to be seconded to the board by the authority by agreement.

- 4.5.2 In common with the other two localities within Tayside, Dundee has made Interim Chief Officer arrangements. In the Chief Executives route map it is proposed that all the localities move to make formal Chief Officer Designate Appointments to secure designates for the Chief Officer role by March 2015. To fulfil this agreement a job description, terms and conditions and appointment arrangements will require to be confirmed. It is recommended therefore that the Chief Executive in co-operation with the Chief Executive of NHS Tayside is asked to proceed to agree and confirm all the necessary arrangements to allow for the Chief Officer Designate to be appointed by March 2015.
- 4.5.3 In addition to the role of integration board Chief Officer, draft guidance has been issued on a permanent Chief Financial Officer for Integration Joint Boards. This guidance has been issued in recognition of the fact that there will be significant management accounting, monitoring and strategic planning to be undertaken which will be core to the business of the new Board. It is also likely that detailed advice and support will be required on a day to day basis to ensure the smooth running of the joint services in an integrated way.
- 4.5.4 It is recommended therefore, that the Director of Corporate Services should negotiate with partners the establishment of such a role for inclusion in the Integration Scheme. It is also proposed that this post should initially be filled on an interim basis.
- 4.6 **SCOPE OF THE INTEGRATION PARTNERSHIP**
- 4.6.1 In the first set of regulations that were issued for consultation, the Health Board and Local Authority functions that must be delegated to the new integration authorities were specified. In the Council's response to the draft regulations and the accompanying report members were advised that a proposed set of services for inclusion within the partnership had been developed, based upon local pathways analysis. Work on these proposals has continued and, in line with these further considerations, the list of proposed Local Authority services for inclusion is now being resubmitted. The proposed list of functions and services is not substantially altered from that received for consideration in August.
- 4.6.2 Attention is drawn to the fact that the list now makes reference to those services other than front line services, like strategy development, staff development, protecting people and finance and human resources, which would be essential for the safe running of the organisational service delivery and to meet necessary governance arrangements. In addition, clarification has been received from COSLA on housing support services.
- 4.6.3 Based upon this and the local modelling work the housing support areas which are included are the provision of aids and adaptations (now mandatory) and those areas of support that involve an indistinguishable overlap between personal care and housing support. This has not had the effect of substantially changing the recommended set of functions and services for inclusion.
- 4.6.4 It is not proposed to alter the position put forward about Children's Services at the August Committee which means that Children's Services would not be put forward for inclusion in the integration partnership. It should also be noted that although the final outcome of the arrangements for the future of Criminal Justice Services are not yet available, our local considerations suggest that the scale of overlap between Children's Services and Criminal Justice Services would suggest that it would be best to keep our Criminal Justice Service integrated and aligned with Children's Services.
- 4.6.5 The Chief Executives route map indicates end of October as the proposed date for confirmation of services and functions to be included in scope. NHS Tayside anticipate confirming their position on services and functions in scope at the December Board.
- 4.6.6 It is recommended therefore that members of the Committee confirm their approval of the Local Authority functions and services outlined in the Appendix 2 as the basis upon which the Integration Agreement should be taken forward. The Chief Executive will report further to Committee if the position, functions and services proposed for inclusion alter materially in the course of further development or negotiation with NHS Tayside.

- 4.6.7 It will also be necessary to put in place appropriate scrutiny arrangements in relation to the work of the Integration Authority for Dundee and the Chief Executive will be reporting back to Committee with proposals for such arrangements.

5.0 POLICY IMPLICATIONS

This Report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management. There are no major issues.

6.0 CONSULTATIONS

The Director of Corporate Services and Head of Democratic and Legal Services were consulted in the preparation of this report.

7.0 BACKGROUND PAPERS

None.










David Dorward
Chief Executive

DATE: 15 October 2014

APPENDIX 1

HEALTH & SOCIAL CARE INTEGRATION ROUTE MAP																	
	2014					2015											
	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC
Integration Scheme	DEVELOP →				CONSULT →			SIGN OFF	DEVELOP OPERATIONAL DETAIL (Model Scheme of Establishment) → <ul style="list-style-type: none"> Finalise membership of Shadow Board Establish Integrated Joint Board Integrated Joint Board to appoint a Chief Officer Integrated Joint Board is to appoint, as a member of staff, an officer responsible for the proper administration of its financial affairs. Strategic Planning Group established The division of areas into localities 								
Scope	DEVELOP →	SIGN OFF															
Arrangements for Services NOT in Scope	DEVELOP →							SIGN OFF									
Strategic Plan	DRAFT ONE →		DRAFT TWO → Consultation						FINAL DRAFT(3) Consultation			SIGN OFF					
Population Profile	DRAFT LOCALITY PROFILES																
Information and Intelligence	DRAFT LOCALITY PROFILES																

APPENDIX 1 (continued)

	2014					2015												
	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JNE	JLY	AUG	SEP	OCT	NOV	DEC	
Governance and Accountability Arrangements	DEVELOP 																	
	CONSULTATION 																	
Integration Fund	DEVELOP 			SIGN OFF														
Change Fund	REVIEW 			SIGN OFF	Application Transition													
Operational Shadow Period (most services)		Agree membership of Shadow Board 				Agree permanent membership of Full Integrated Joint Board			FORMAL ESTABLISHMENT 									
Final Services (other services e.g. mental health)									CONSULTATION PERIOD 						SIGN OFF	Implement		
Dissolution of CHP's									TRANSITION PLANS 									

APPENDIX 2

Scoping Recommendations – Dundee Partnership

The following Table details the proposed alignment of adult and older people services when moving to the new Health and Social Care Arrangements.

Category	Partnership	Hosted by a single lead Partnership on behalf of the 3 Tayside Partnerships	Hosted by NHS Tayside	National Service – Hosted By NHS Tayside	
Older People (Social Work, Health and Commissioned Services)	HEALTH SERVICES TO BE CONFIRMED <ul style="list-style-type: none"> Residential Care Homes – Local Authority Review Team Home Care – Internal and external services Care & Assessment Teams Community Mental Health Team – Social Work Day Care Services – Internal and External Enablement Services/CMHT SCO Meals Service Practical Support Social Care Response Service 	TO BE CONFIRMED	TO BE CONFIRMED	TO BE CONFIRMED	<ul style="list-style-type: none"> Local Authority Services Local Authority Services Local Authority Services Local Authority Services Local Authority Services Local Authority Services Local Authority Services Local Authority Services Local Authority Services Local Authority Services

Category	Partnership	Hosted by a single lead Partnership on behalf of the 3 Tayside Partnerships	Hosted by NHS Tayside	National Service – Hosted By NHS Tayside	
	<ul style="list-style-type: none"> Housing with Care – Internal Housing with Care External Respite at home Respite Budget - Residential/Nursing care Placement Budget – Residential/Nursing Care Homes Alzheimer’s Post Diagnostic Support Change Fund Projects Social Care External Providers (8) Short Breaks & Other Care Supports Volunteer Drivers Social Care End of Life provision – (Older People) Food Train OPEN 				<ul style="list-style-type: none"> Local Authority Services Procured/Commissioned Services Procured/Commissioned Services Procured/Commissioned services Procured/Commissioned Services Procured/Commissioned Services Procured/Commissioned Services Procured/Commissioned Services Procured/Commissioned Services Procured/Commissioned Services Procured/Commissioned Services Procured/Commissioned Services

Category	Partnership	Hosted by a single lead Partnership on behalf of the 3 Tayside Partnerships	Hosted by NHS Tayside	National Service – Hosted By NHS Tayside	
	<ul style="list-style-type: none"> Celebrate Age Network Lunch Clubs Housing Support Tayside Health and Arts Trust (THAT) 				<ul style="list-style-type: none"> Procured/Commissioned Services Procured/Commissioned Services Procured/Commissioned Services Procured/Commissioned Services
Adult Mental Health (Social Work, Health and Commissioned Services)	<ul style="list-style-type: none"> Community Mental Health Teams (Social Work) Social Work /Social Care Officers Choose Life Budget Respite Budget Placement Budget – Residential/Nursing Care Homes Care at Home services Dramatherapy SAMH Scottish Richmond Fellowship 				<ul style="list-style-type: none"> Local Authority Services Local Authority Services Local Authority Services Procured/Commissioned Services Procured/Commissioned Services Procured/Commissioned Services Procured/Commissioned Services Procured/Commissioned Services Procured/Commissioned Services

Category	Partnership	Hosted by a single lead Partnership on behalf of the 3 Tayside Partnerships	Hosted by NHS Tayside	National Service – Hosted By NHS Tayside	
	<ul style="list-style-type: none"> • Carr Gomm • Gowrie Care • Penumbra - • DAMH • Support in Mind - Tayside Involvement Service • DVA – Service user/Provider involvement • Hope and Recovery • Art Angel • Chrysalis • Hearing Voices Network 				<ul style="list-style-type: none"> • Procured/Commissioned Services • Procured/Commissioned Services • Procured/Commissioned Services • Procured/Commissioned Services • Procured/Commissioned Services • Procured/Commissioned Services • Procured/Commissioned Services • Procured/Commissioned Services • Procured/Commissioned Services • Procured/Commissioned Services
Drugs and Alcohol and Blood Borne Virus (Social Work, Health and Commissioned Services)	<ul style="list-style-type: none"> • SW DABBV Team – Social Work; • SW DABBV Team - Support Worker; • SW DABBV Team – SCO Team; 				<ul style="list-style-type: none"> • Local Authority Services • Local Authority Services • Local Authority Services

Category	Partnership	Hosted by a single lead Partnership on behalf of the 3 Tayside Partnerships	Hosted by NHS Tayside	National Service – Hosted By NHS Tayside	
	<ul style="list-style-type: none"> • Priory Court – Supported Accommodation • Residential rehabilitation – spot purchase • AddAction • Jericho House • Vice Versa • Cairn Centre- Injecting Equipment Programme (Harm reduction) • TCA • Positive Steps • Eclipse • Axis Forward • Waverly Care Self Management Groups BBV 				<ul style="list-style-type: none"> • Procured/Commissioned Services • Procured/Commissioned Services • Procured/Commissioned Services • Procured/Commissioned Services • Procured/Commissioned Services • Procured/Commissioned Services • Procured/Commissioned Services • Procured/Commissioned Services • Procured/Commissioned Services • Procured/Commissioned Services • Procured/Commissioned Services
Adults with a Physical Disability including Sensory services (Social Work, Health and Commissioned Services)	<ul style="list-style-type: none"> • Mackinnon Skills Service • Mackinnon Respite Service 				<ul style="list-style-type: none"> • Local Authority Services • Local Authority Services

Category	Partnership	Hosted by a single lead Partnership on behalf of the 3 Tayside Partnerships	Hosted by NHS Tayside	National Service – Hosted By NHS Tayside	
	<ul style="list-style-type: none"> Physical Disability Care Management Team MS Specialist Care Manager Placement Budget – Residential/Nursing Care Homes Respite Budget Capability – Upper Springlands Margaret Blackwood Housing Association – Housing Support Service Care at Home Care Management Service – Sight Impairment Care management Service – Hearing Impairment Scottish Huntington's Association Sounds Sense 				<ul style="list-style-type: none"> Local Authority Services Local Authority Services Procured/Commissioned Services Procured/Commissioned Services Procured/Commissioned Services Procured/Commissioned Services Procured/Commissioned Services Procured/Commissioned Services Procured/Commissioned Services Procured/Commissioned Services

Category	Partnership	Hosted by a single lead Partnership on behalf of the 3 Tayside Partnerships	Hosted by NHS Tayside	National Service – Hosted By NHS Tayside	
Specialist Palliative Care (Health services only) Working assumption that Steps to Better Health Care has already commenced a programme of improvement work to create a Tayside Wide Specialist palliative care Service, however expectations would be that this delivers at a local level and close to patients					
Learning Disability (Social Work, Health and Commissioned Services)	<ul style="list-style-type: none"> • White Top Day Support Service (PMLD) • White Top Respite (PMLD) • Weavers Burn – Care at Home / Housing Support Service (Complex needs/ challenging behaviour) • Wellgate Day Support Service 				<ul style="list-style-type: none"> • Local Authority Services • Local Authority Services • Local Authority Services • Local Authority Services

Category	Partnership	Hosted by a single lead Partnership on behalf of the 3 Tayside Partnerships	Hosted by NHS Tayside	National Service – Hosted By NHS Tayside	
	<ul style="list-style-type: none"> • SW Care Management Team (LD) – Social Workers/ Nurses/Mental Health Officers/Social Care Workers • Dundee Community Living - Care at Home/Housing Support Service • Supported Living Team - Care at Home/Housing Support Service • Employment Support Service (generic Community Care service hosted within LD cost centre) • Sense Scotland –Fleuchar Street Respite Service • Day Opportunities–Hillview Sense Scotland • Day Opportunities/Enabling– Sense Scotland • Rose Lodge • Dudhope Villa 				<ul style="list-style-type: none"> • Local Authority Services • Local Authority Services • Local Authority Services • Local Authority Services • Procured/Commissioned • Procured/Commissioned • Procured/Commissioned • Procured/Commissioned • Procured/Commissioned

Category	Partnership	Hosted by a single lead Partnership on behalf of the 3 Tayside Partnerships	Hosted by NHS Tayside	National Service – Hosted By NHS Tayside	
	<ul style="list-style-type: none"> Westlands Cornerstone Turning Point Scotland Scottish Autism Sense Scotland Anton/Ogilvie– Capability Scotland CLS/FSS - Capability Scotland Cornerstone The Inclusion Group Jean Drummond Centre North Lindsay St - Scottish Autism Carr Gomm – Rosefield Street Cornerstone Gowrie Care Care Home Placements 				<ul style="list-style-type: none"> Procured/Commissioned Procured/Commissioned Procured/Commissioned Procured/Commissioned Procured/Commissioned Procured/Commissioned Procured/Commissioned Procured/Commissioned Procured/Commissioned Procured/Commissioned Procured/Commissioned Procured/Commissioned Procured/Commissioned Procured/Commissioned Procured/Commissioned

Category	Partnership	Hosted by a single lead Partnership on behalf of the 3 Tayside Partnerships	Hosted by NHS Tayside	National Service – Hosted By NHS Tayside	
	<ul style="list-style-type: none"> • Student Support Service – Gowrie Care • Dundee Independent Advocacy Support • Advocating Together • Partners in Advocacy 				<ul style="list-style-type: none"> • Procured/Commissioned • Procured/Commissioned • Procured/Commissioned • Procured/Commissioned
Sexual and Reproductive Health (Health services only)					
Pharmacy (Health services only) Current Primary and Secondary Care Pharmacy Services working closely with community pharmacy colleagues within a locality service delivery model					
Allied Health Professionals (Health Services Only)					

Category	Partnership	Hosted by a single lead Partnership on behalf of the 3 Tayside Partnerships	Hosted by NHS Tayside	National Service – Hosted By NHS Tayside	
Intake Services (Social Work Services Only)	<ul style="list-style-type: none"> • First Contact Team • Hospital Social Work team • Mental Health Officer Service • Occupational Therapy Service (Social Work) • Joint Equipment Store • Adult Support and Protection • Moving and Handling Support • Blue Badge Services • Telecare Supports (all service care groups) 				<ul style="list-style-type: none"> • Local Authority Services • Local Authority Services • Local Authority Services • Local Authority Services • Local Authority Services • Local Authority Services • Local Authority Services • Local Authority Services • Local Authority Services • Local Authority Services
Centre for Brain Injury Rehabilitation (Health services only)					

Category	Partnership	Hosted by a single lead Partnership on behalf of the 3 Tayside Partnerships	Hosted by NHS Tayside	National Service – Hosted By NHS Tayside	
Carers Services (Social Work and Commissioned Services only) An assumption is made that any services commissioned and funded by Social Work Community Care Services will be transferred to be managed through the Dundee Partnership. Examples are listed.	<ul style="list-style-type: none"> • Respite Care Placements in a Care Home • Respite Care at Home • Short break opportunities • Examples of Commissioned Services Include: • Dundee Carers Centre and Associated services • Respite at Home – crossroads • Penumbra Mental Health Carers Support Workers Service • PAMIS (PMLD) • Alzheimer Scotland Carers Support • Scottish Huntingdons Association Carers Support • SAMH Carers Support Service • Support in Mind Scotland Carers Support • Hope and Recovery 				<ul style="list-style-type: none"> • Local Authority Services • Local Authority Services • Local Authority Services • Procured/Commissioned Services • Procured/Commissioned Services • Procured/Commissioned Services • Procured/Commissioned Services • Procured/Commissioned Services • Procured/Commissioned Services • Procured/Commissioned Services • Procured/Commissioned Services • Procured/Commissioned Services

Category	Partnership	Hosted by a single lead Partnership on behalf of the 3 Tayside Partnerships	Hosted by NHS Tayside	National Service – Hosted By NHS Tayside	
Reducing Health Inequalities/Health Improvements					
Homeopathy (Health Services Only)					
Homeless Services (Social Work Commissioned Services Only)	<ul style="list-style-type: none"> • Dundee Survival group • Transform • Women's Aid • Positive Steps • Salvation Army 				<ul style="list-style-type: none"> • Procured/Commissioned Services • Procured/Commissioned Services • Procured/Commissioned Services • Procured/Commissioned Services • Procured/Commissioned Services

Category	Partnership	Hosted by a single lead Partnership on behalf of the 3 Tayside Partnerships	Hosted by NHS Tayside	National Service – Hosted By NHS Tayside	
Community Nursing					
Advocacy Services	<ul style="list-style-type: none"> All commissioned Advocacy services 				<ul style="list-style-type: none"> Local Authority Services
Universal Services/					
Other Services	<ul style="list-style-type: none"> Proportionate; <ul style="list-style-type: none"> ❖ finance, ❖ human resource ❖ staff development & training ❖ strategy & performance ❖ protecting people ❖ administration staff Proportionate other front line staff not specifically designated but required 				<ul style="list-style-type: none"> Local Authority Services Local Authority Services Local Authority Services Local Authority Services Local Authority Services Local Authority Services Local Authority Services