

REPORT TO: HEALTH AND SOCIAL CARE INTEGRATION JOINT BOARD
REPORT ON: DUNDEE INTEGRATION JOINT BOARD PROPOSED BUDGET 2020/21
REPORT BY: CHIEF FINANCE OFFICER
REPORT NO: DIJB15-2020

1.0 PURPOSE OF REPORT

1.1 The purpose of this report is to advise Dundee Integration Joint Board of the implications of the proposed delegated budget for 2020/21 from Dundee City Council and indicative budget from Tayside NHS Board and to seek approval for the range of savings required to set a balanced budget for Dundee Health and Social Care Partnership for 2020/21.

2.0 RECOMMENDATIONS

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

- 2.1 Notes the content of the report.
- 2.2 Notes the implications of the proposed delegated budget to Dundee Health and Social Care Partnership from Dundee City Council and Tayside NHS Board for 2020/21 as outlined in sections 4.2 to 4.5 of this report.
- 2.3 Notes this budget represents the underlying mainstream delegated budget for 2020/21 and does not reflect the impact of the Covid-19 crisis on the IJB's expenditure for this financial year.
- 2.4 Approves the delegated budget proposed by Dundee City Council and NHS Tayside as set out in Table 4 of this report.
- 2.5 Notes the implications of the Scottish Government's direction to ensure Fair Work Practice is applied throughout the delivery of adult social care services as part of its Covid19 response by increasing eligible private and voluntary sector contracts by 3.3% subject to sufficient Scottish Government funding being provided as set out in section 4.7.3 of this report.
- 2.6 Approves an uplift of 1.25% for 2020/21 to all contractual arrangements with the third sector for the provision of health and social care services which are not covered by the Scottish Government's Living Wage uplift as detailed in para 4.7.4.
- 2.7 Approves the range of savings set out in the attached Savings Proposals Report (Appendix 2) in order to bring the projected budget position to balance.
- 2.8 Remits to the Chief Officer to issue directions as set out within Section 8 of this report.

3.0 FINANCIAL IMPLICATIONS

3.1 The proposals outlined in this report set out an overall budget for 2020/21 for Dundee Health and Social Care Partnership of £248.8m as noted in section 4.10 of this report.

4.0 MAIN TEXT

4.1 Background

- 4.1.1 Report DIJB49-2019 (Delegated Budget 2020/21 – Initial Outlook) presented to the IJB meeting held on the 29th October 2019 (Article VI of the minute refers) set out an initial overview of the projected financial pressures likely to be faced within the delegated budget during 2020/21. This report focussed on the totality of the potential pressures but did not at that stage identify the funding solutions which would offset these given the relative stages of the budget process within NHS Tayside and Dundee City Council and the overall Scottish Government's Budget. Subsequent to that, due to the UK election in December, announcements on both the UK and Scottish Government budgets were delayed with a resultant impact on the budget setting timetables of the IJB's partner bodies.
- 4.1.2 The IJB was provided with an update at its meeting on 25th February 2020 (Report DIJB7-2020 –Dundee Integration Joint Board 2020/21 Budget Development Update) (Article XIV of the minute refers) which further refined the estimated financial pressures and noted the potential impact of the likely budget offers to be made to the IJB from Dundee City Council and NHS Tayside following the announcement of the Scottish Government's Draft Budget. This included details of additional funding of £96m nationally from the Scottish Government to invest in social care and to contribute to delivering national policies such as the living wage for adult's social care, free personal care uplifts and the implementation of the Carers Act. The combined effect of these and specific Scottish Government funding for Primary Care Improvement and Mental Health Action 15 Funding resulted in a projected deficit of around £3.5m.
- 4.1.3 Since then, further work has been undertaken to refine the financial assumptions included in the delegated budget which now projects a deficit in funding of £2.342m in 2020/21. The detail of this is set out in Appendix 1. In addition, officers have been working through the range of interventions required to deliver a balanced budget for the IJB in 2020/21.
- 4.1.4 The factors noted above and subsequent negotiations have shaped the development of Dundee Health and Social Care Partnership's proposed 2020/21 budget and includes the range of savings with associated risks which is set out within the following sections.
- 4.1.5 The budget proposals set out within this paper relate to the underlying mainstream IJB delegated budget and do not take into account the impact of the Health and Social Care Partnership's response to the Covid-19 crisis. While the HSCP's operations have been and will continue to be severely disrupted over the 2020/21 financial year, there is a need to establish the recurring financial framework for the partnership for this and future financial years. Additional funding is being provided by the Scottish Government to support HSCP's responses to the Covid-19 crisis and financial monitoring reports to the IJB throughout the financial year will provide information on this additional spend.

4.2 NHS Tayside Delegated Budget

- 4.2.1 NHS Tayside's Financial Plan 2020/21 was approved by Tayside NHS Board on the 30th April 2020. In relation to the delegated budget to the IJB, NHS Tayside has uplifted the recurring budget by 3% in line with the uplift received by NHS Tayside from the Scottish Government. These uplifts will fully fund inflationary increases such as the pay settlement and inflationary and growth increases in prescribing in 2020/21. The budget has been developed in accordance with the Scottish Government's expectations around the funding of IJB delegated budgets from NHS Boards for 2020/21 and the Chief Finance Officer deems this to be consistent with the parameters set out by the Scottish Government.
- 4.2.2 The expectation from Tayside NHS Board is that each of the IJB's bring their delegated budgets in to balance in 2020/21, thereby removing financial risk to NHS Tayside in 2020/21. Under the terms of the Integration Scheme, NHS Tayside is currently exposed to financial risk of around 2/3rds of any overspend in Dundee IJB's delegated budget.

4.3 Large Hospital Set Aside

- 4.3.1 A key component of the overall funding of health and social care is in relation to progressing the arrangements to release resources through the Large Hospital Set Aside mechanism. The system reform assumptions in the Scottish Government's Health and Social Care Medium Term Financial Framework include material savings to be achieved from reducing variation in hospital utilisation across partnerships. Planning across the whole unplanned care pathway is key to delivering this objective. Provision has been made within NHS Tayside's financial plan 2020/21 to transfer £1m of resources to Dundee IJB on a recurring basis to reflect a sustained reduction in the number of occupied bed days by Dundee residents since the baseline year 2015/16 (the year prior to the IJB formally taking responsibility for delegated functions.) as noted in Table 1 below:

Table 1

IJB	2015/16 OBDs	2016/17 OBDs	2017/18 OBDs	2018/19 OBDs	Increase (Decrease) Bed Days (v 15/16)	% Increase (Decrease)
Dundee IJB Total	40,498	39,602	36,158	32,595	-7,903	-19.5%

OBD – Occupied Bed Days

This shift of resources will assist the IJB in maintaining community based health and social care activity levels and contribute to meeting anticipated demographic demand while continuing to reduce unplanned hospital admissions.

4.4 Primary Care and Mental Health Additional Funding

- 4.4.1 The Scottish Government's Budget sets out the continued additional planned funding for Primary Care Transformation and Mental Health Action 15 Funding. Primary Care funding will increase from £155m to £205m in 2020/21 while Mental Health and CAMHS funding will increase from £61m to £89m. This funding is directed through NHS Boards to IJB delegated budgets.
- 4.4.2 Dundee's core share of the Primary Care Funding for 2019/20 is £3,259k which will be enhanced through a transfer from Angus and Perth and Kinross to recognise GP practice boundaries and patient flow. The share of Mental Health funding is £711k. Both of these funding streams are subject to strong governance arrangements through the Scottish Government and come with high expectations of delivering increased capacity and improvement within the respective areas. This additional funding will support the continued development of community based health and social care services in line with the IJB's strategic priorities.

4.5 Dundee City Council Budget Implications

- 4.5.1 Dundee City Council approved its budget on the 5th March 2020 which set out the net budget offer to the IJB. The changes to the delegated budget as part of this offer are set out in table 2 below and consists of provision for inflationary pressures and reflects Scottish Government investment to be directed to Integration Authorities. This consists of an additional £96m nationally included in the core local government settlement to support the continued implementation of the Carers (Scotland) Act 2016, delivery of the living wage for adult social care staff, uprating of free personal care allowances and investment in social care. This funding is to be additional to each council's recurrent 2019/20 budget levels for social care.
- 4.5.2 As part of the final local government settlement, the Scottish Government has provided local authorities the flexibility to offset their adult social care allocations by up to 2% compared to 2019/20 i.e. up to £50m across all local authorities to help them manage their own budgets. Dundee City Council has not chosen to adopt this approach however the consequence of the requirement that the share of the additional £96m needs to be additional to 2019/20 budget levels as set out in paragraph 4.7.1 mean that local authorities are under no obligation to also pass on inflationary uplifts to the delegated budget. As part of Dundee City Council's financial savings programme it has agreed to remove inflationary provision to the IJB resulting in a financial saving to the council of £1,640k. The Chief Finance Officer considers the budget offer to be within the parameters set out by the Scottish Government. The net increase to the delegated budget is £3,031k.

- 4.5.3 It is Dundee City Council's expectation that the IJB's budget is in balance at the end of the financial year 2020/21.

Table 2 – Dundee City Council Budget Uplift Details

	£000
Miscellaneous Net Budget Increases to Delegated Budget*	232
Additional Scottish Government Funding:	
Free Personal Care Uprating	33
Carers Act Implementation	295
Additional Investment in Social Care	2,443
Appropriate Adults Scheme	28
Total Net Uplift	3,031

*such as apprenticeship levy, transfer of Women's Aid Budget. Excludes funding for free personal care (£834k) and additional carers allocation (£15k) confirmed during 2019/20 and now in IJB base budget.

4.6 Delegated Budget Current and Anticipated Financial Pressures

- 4.6.1 The range of cost pressures to be funded within the IJB's delegated budget for 2020/21 includes provision to respond to financial overspends incurred within 2019/20 which are expected to be recurring in 2020/21 and beyond. This includes a higher level of investment required than planned to meet demand for services and the resultant impact on care pathways driven by increasing demographic growth and the need to continue to reduce unplanned hospital admissions and delayed discharges.
- 4.6.2 The cost pressures also include provision for anticipated demographic growth and other planned expenditure commitments anticipated to be incurred in 2020/21. This includes provision for increased social care and accommodation with support packages for people with a learning or physical disability and mental health issues, connected to the completion of a number of adapted housing units likely to be available during 2020/21.

4.7 Provision for 3rd Sector Rolling Contract Uplifts

- 4.7.1 The delegated budget funds a range of health and social care services provided by the third and voluntary sector on behalf of the Health and Social Care Partnership. These arrangements are governed by contractual frameworks with baseline funding agreed at the commencement of the service through the tendering process. Subsequent increases in the level of contractual funding for these (other than to reflect changing needs of individual service users) are a matter for the commissioning body to decide.
- 4.7.2 As part of Dundee IJB's original financial modelling work for 2020/21 and taking into account the range of budget pressures the IJB was expected to be faced with prior to the Covid-19 outbreak, and potential level of savings the IJB would have to be made, the initial proposition for increases to care providers was a 1.25% uplift (1.9% for care at home providers) based on affordability. This applied all the additional living wage funding the Scottish Government provided.
- 4.7.3 As a response to the challenges faced by care providers as a result of the Covid-19 crisis, the Scottish Government announced that all care providers would receive an uplift to their hourly rate of 3.3% to ensure the payment of the Scottish living wage across the sector. This arrangement overrides local arrangements which had been put in place. This approach will result in an additional cost of £627k for Dundee IJB for which additional funding is to be provided by the Scottish Government. This additional expenditure is not reflected in the budget proposals set out within this report and confirmation of the overall funding position is still awaited from the Scottish Government. It is recommended that this uplift is applied should sufficient funding be provided however should this be inadequate the Chief Finance Officer will seek further instruction from the IJB.

4.7.4 For all other care service providers not covered by the Scottish Government's living wage arrangements it is recommended that the original proposition of an uplift of 1.25% is applied.

4.8 Dundee IJB Proposed Savings Programme

4.8.1 The impact of all the elements in the previous sections on the proposed delegated budget is noted in Appendix 1 attached. This highlights that the IJB needs to identify savings to the value of approximately £2.3m in 2020/21 to provide a balanced budget. Over the last few months, officers from the IJB have developed a proposed savings programme, reflecting a thorough review of service budgets, development of service redesign and transformation programme initiatives and an assessment of corporate savings in order to meet the financial challenge.

4.8.2 The savings proposals are set out in detail within the attached Proposed Savings Programme 2020/21 (Appendix 2). The Chief Finance Officer will continue to work with the Chief Officer and Head of Health and Community Based Services to identify ways of ensuring expenditure remains within budget during 2020/21.

4.9 Reserves Position

4.9.1 At the financial year end 2018/19 the IJB's reserves stood at £2,766k however this mainly consisted of reserves earmarked and ring fenced for a specific purpose such as Primary Care Improvement Funding, Alcohol and Drug Partnerships and Action 15 Mental Health funding and in relation to IJB decisions such as transition funding for reshaping non acute care. The balance of non-earmarked reserves was £561k.

4.9.2 The Integration Scheme risk sharing agreement notes that should there be any residual overspend in operational services at the end of the financial year, reserves should be drawn on prior to overspends being picked up by the partner bodies. As projected throughout the financial year, the IJB's financial position at the end of the 2019/20 financial year was a net overspend of around £4m. This resulted in the risk share agreement being triggered with available reserves of £561k applied to offset this overspend prior to Dundee City Council and NHS Tayside contributing to the balance of overspend. This means that there is no uncommitted reserve available to the IJB in 2020/21.

4.9.3 The IJB has a reserves policy which states that reserves should be at a level of around 2% of budgeted resources therefore an appropriate level of reserves would equate to around £5m for Dundee IJB. Audit Scotland noted a risk around financial sustainability of the IJB in the 2018/19 Annual Audit Report which included the projected level of reserves. Given the scale of financial challenges anticipated to be faced in 2020/21 it is unlikely that the IJB will be in a position to increase its reserves position in the short term.

Table 3 – IJB Reserves Position (as at 31 March 2020)

	£000
Opening Value of Reserves 2019/20	2,766
Add: Transfer In (SG funding for ADP, Primary Care)	434
Less: Expenditure Commitments - Earmarked Reserves	(2,147)
Less: Residual Non-Earmarked Reserves Required to Offset Overspend at 31 st March 2020	(561)
Reserves Balance (all Earmarked Reserves)	492

4.10 Proposed Dundee IJB Delegated Budget 2020/21

4.10.1 Factoring all of the above against the delegated budget results in a proposed position for 2020/21 as noted in Table 4 below.

Table 4 – Dundee Health & Social Care Partnership Proposed Delegated Budget 2020/21

	Dundee City Council	NHS Tayside	Total Proposed Budget 2020/21
	£m	£m	£m
2020/21 Baseline Budget			
Hospital & Community Based Services		82.7	82.7
Family Health Services Prescribing*		34.1	34.1
General Medical Services*		45.6	45.6
Large Hospital Set Aside (value tbc)			
Adult Social Care	77.0		77.0
Total Baseline Budget	77.0	162.4	239.4
Add:			
Inflationary Uplifts		3.5	3.5
Investment in New Scottish Got Legislation/National Policy	2.8		2.8
Primary Care/ Action 15 Mental Health Funding		1.8	1.8
Miscellaneous Budget Adjustments	0.3		0.3
Funding Transfer Under Large Hospital Set Aside Resource Release		1.0	1.0
Total Proposed Budget 2020/21	80.1	168.7	248.8

*Previous years figure – 2020/21 figure to be confirmed

4.10.2 The scale and pace of the delivery of the IJB's revised Strategic and Commissioning Plan is dependent on the level of resources delegated to the IJB. While the 2020/21 financial position is challenging, the partnership is receiving a net growth in its resources for 2020/21 through additional investment in areas such as Primary Care, Mental Health, Carers and social care, all of which will support the delivery of the priorities set out within the Strategic and Commissioning Plan.

5.0 POLICY IMPLICATIONS

5.1 This report has been screened for any policy implications in respect of Equality Impact Assessment. An impact assessment is attached.

6.0 RISK ASSESSMENT

Risk 1 Description	There is a risk that the IJB will not be able to balance its resources and achieve its strategic objectives should the combination of the level of funding provided through the delegated budget and the impact of the IJB's Transformation Efficiency Programme be insufficient.
Risk Category	Financial
Inherent Risk Level	Likelihood 4 x Impact 4 = 16 (Extreme)
Mitigating Actions (including timescales and resources)	Developing a robust and deliverable Transformation Programme. Negotiations with Dundee City Council and NHS Tayside to agree the most advantageous funding package as part of the development of the IJB's delegated budget.
Residual Risk Level	Likelihood 3 x Impact 4 = 12 (High)

Planned Risk Level	Likelihood 3 x Impact 4 = 12 (High)
Approval recommendation	Although the risk levels remain high, the range of interventions identified generally have a medium to low risk of delivery in 2020/21 therefore it is recommended that the risks be accepted. Risks around the Prescribing budget will be continually monitored and reported to the IJB throughout the year.

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: 12th June 2020

DUNDEE IJB SIGNING DOCUMENT

In view of the timescales involved this Report/Agenda Note was approved by the Chief Officer in consultation with the Chief Finance Officer, Clerk and Standards Officer, Chairperson, Vice Chairperson and all other voting members on the Integration Joint Board.

Vicky Irons

Chief Officer

22nd July 2020

Date

Dave Berry

Chief Finance Officer

22nd July 2020

Date

Roger Mennie

Clerk and Standards Officer

22nd July 2020

Date

Trudy McLeay

Trudy McLeay, Chairperson

4th August 2020

Date

Ken Lynn

Councillor Ken Lynn, Vice Chairperson

4th August 2020

Date

Helen Wright

Baillie Helen Wright

4th August 2020

Date

Roisín Smith

Councillor Roisín Smith

11th August 2020

Date

Jenny Alexander

Jenny Alexander

11th August 2020

Date

Donald McPherson

Donald McPherson

4th August 2020

Date

DIRECTION FROM DUNDEE CITY INTEGRATION JOINT BOARD

1	Reference	
2	Date Direction issued by Integration Joint Board	June 2020
3	Date from which direction takes effect	1 April 2020
4	Direction to:	NHS Tayside & Dundee City Council
5	Does this direction supersede, amend or cancel a previous direction – if yes, include the reference number(s)	Yes
6	Functions covered by direction	All delegated services.
7	Full text of direction	Dundee Integration Joint Board directs Dundee City Council and NHS Tayside to provide health and social care services as commissioned by Dundee Integration Joint Board within the resources allocated as set out in this report, subject to formal notification from NHS Tayside as to the level of budget offer. Further Directions will be issued by Dundee Integration Joint Board during 2020/21 as to the future provision of these services.
8	Budget allocated by Integration Joint Board to carry out direction	Dundee City Council - £80.1m NHS Tayside - £168.7m
9	Performance monitoring arrangements	Through regular financial monitoring reports to Dundee Integration Joint Board.
10	Date direction will be reviewed	31 st March 2021

DUNDEE HEALTH AND SOCIAL CARE PARTNERSHIP		
REVENUE BUDGET 2020/21		
Anticipated Cost Pressures:		Total Delegated Budget Cost Pressures
		£000
<i>Current Year Non-Recurring Savings / Budget Pressures</i>		
Non-Recurring Savings 2019/20		200
Current Year Budget Pressures		1,974
Total Current Years Funding Requirements		2,174
<i>New Pressures 2020/21 - Inflationary Pressures/Demographic Growth</i>		
Staff Pay Increases		2,733
Increased Costs of Externally Provided Services (including living wage)		1,453
Anticipated Demographic Demand Growth		2,147
Prescribing Growth		814
Total Inflationary / Demographic Pressures		7,147
<i>National Policy / Legislative Costs:</i>		
Carers Act Implementation - Year 3		295
Appropriate Adults Scheme		28
Free Personal & Nursing Care Rate Increases		33
Primary Care Improvement Plan		1,629
Mental Health Action 15		207
Total National Policy / Legislative Costs		2,192
Total Anticipated Cost Pressures 2020/21		11,513

Anticipated Net Funding Increase:		
Dundee City Council (passing on of additional SG Funding)		2,799
NHS Tayside		4,537
Scottish Government Funding - Primary Care / Mental Health		1,836
Total Anticipated Additional Funding		9,172
Net Anticipated Residual Funding Shortfall		2,341

	Dundee Health and Social Care Partnership			
	Revenue Budget 2020/21 - Proposed Budget Savings Programme			
		Estimated Saving 2020/21	Estimated Saving 2021/22	Comments
		£000	£000	
(A)	Base Budget Adjustments			
1)	Reduction in GP Prescribing Budget	306	306	Reflects projected expenditure position after accounting for growth in volume and price of items during 2020/21 against budgeted resources.
2)	Full Year Effect of 2019/20 Saving - Review of Learning Disability Day Care	58	58	Given the low number of service users at Jean Drummond Centre, the centre closed in January 2020. A £40k reduction in the budget was approved in the 2019/20 budget savings programme. Total Savings of £98k are achieved in a full financial year.
3)	Reduction in NHS Operational Discretionary Spend	400	400	Reflects actual expenditure pattern throughout 2019/20
	Total Base Budget Adjustments	764	764	
(B)	<i>New Savings for 2020/21</i>			
1)	New Meals Contract Price from Tayside Contracts under new CPU arrangements	114	167	Reflects projected price reduction based on Tayside Contracts Business Case for development of Central Processing Unit. Assumes new arrangements in place from August 2020.
2)	Reshaping Non-Acute Care Programme:			
	Net Reduction in Withdrawing Intermediate Care Contract	496	496	Contract to provide Intermediate Care at Riverside Care Home ended April 2020. Total funding released £1.1m. Reinvestment proposals utilising £600k of this funding

				being developed as part of the Reshaping Non Acute Care Programme to reflect new models of care.
3)	Review of Voluntary Sector funding for Older People	96	96	SBAR attached – Review of Third Sector Commissioned Services
4)	Impact of DCC Review of Charges	152	152	As per DCC Review of Charges Exercise
5)	Review Investment of Additional Carers Funding (short term)	148	0	Additional Carers Act funding provided to meet anticipated increase in demand for access to Carers support - delay commitment of 50% of additional funding on a non-recurring basis in 2020/21. Full funding to be re-instated for 2021/22.
6)	Increasing Eligibility Criteria for Homecare	271	tbc	SBAR attached – Eligibility Criteria for Homecare
7)	Learning Disability Benchmarking Review	100	tbc	A full review of the cost of providing Learning Disability Services is underway which includes consideration of higher prevalence levels in Dundee, a categorisation of services into different levels of need to support comparison of in-house services against similar services across Scotland as well as externally commissioned services. Potential cost savings in the longer term have not as yet been established.
8)	Review of Strategic Housing Investment Planning	200	tbc	All future commitments for new build adapted housing units as part of the Strategic Housing Investment Plan currently being reviewed to determine affordability of providing accommodation with support including consideration of ceasing to provide similar services in "older" properties. Aim is to reduce future cost pressures.
	Total New Savings Identified	1,577	912	
	Total Base Budget Adjustments and New Savings	2,341	1,676	
	Savings Target	2,341		

SBAR

REVIEW OF THIRD SECTOR COMMISSIONED SERVICES

SITUATION

Dundee Health and Social Care Partnership (DHSCP) currently commissions a number of services from the Third Sector. Some of these are funded from the mainstream revenue budget having first been established through short-term funding sources such as the Reshaping Care of Older People Change Fund or the subsequent Integrated Care Fund. This short-term funding was used to test a range of innovative and preventative approaches and provide a catalyst for change.

As commissioners of the service, who wish to make the most effective use of the available resources to meet outcomes for the people of Dundee in line with our strategic priorities, a review has been undertaken of services provided by the Third Sector with recommendations being made on the funding of these services for 2020-21. This includes the services that should end, those that should continue to be funded at the same level, and the ones that should receive additional funding to increase the capacity to support more people.

BACKGROUND

The services that are being considered in this review are as follows:

Organisation (Provider)	Service	Funding £ (2019-20)
Caledonia Housing Association and Hillcrest Homes (partnership)	HOPE (Helping Older People Engage)	75,381.36
Dundee Community Transport	Community Cars	42,680.00
DVVA (Dundee Voluntary Action and Volunteer Dundee merged organisation)	Community Companions (2 posts)	79,665.20
DVVA	Community Companion Café Support Worker	7,313.00
DVVA	Dial-OP/Morning Call/Blether Buddies	28,000.00
DVVA	Good Governance Award	25,246.00
DVVA	Older People Services Development Officer	45,524.45
DVVA	Preventing of Under Nutrition Development Worker	35,000.00
DVVA	Respite Care Development Worker	37,934.82
DVVA	Third Sector Capacity Building	100,811.13
DVVA	Third Sector Capacity Building Team	128,585.63
Mid-Lin Day Care	Help at Home	45,832.40
Royal Voluntary Service	Supporting Your Recovery (Home from Hospital)	50,000.00
	Total	701,973.99

The aims of the above services can be broadly summarised as:

- reducing the social isolation of people
- promoting the independence of individuals by offering information, signposting to other services and low level support
- engaging and supporting the development of groups in Dundee to raise community resilience
- supporting the Third Sector to build its capacity to meet strategic priorities
- promoting volunteering opportunities

ASSESSMENT

A summary of each service and any factors that require to be considered is provided below, along with recommendations for each service:

Caledonia Housing Association and Hillcrest Homes - HOPE (2019-20 Funding = £75,381.36)

The main aim of the service is to help older people feel less lonely and isolated by encouraging participation in local groups and activities and providing advice on a number of issues. The service can make referrals or signpost people to services that help people keep safe, well, active and independent.

In addition to this, the service can also support people with housing options advice and support and assistance to complete welfare benefits claims.

Recommendation - consideration should be given to additional funding for 2020-21 of £37,691 to allow an additional HOPE worker to be recruited, which would take the number of staff up to three. HOPE is now established as an integral service that links people into other Third Sector services that we commission. The success of the service can be demonstrated by the outcomes that it has achieved and it has been required to introduce a waiting list due to increasing referral numbers.

Dundee Community Transport - Community Cars (2019-20 Funding = £42,680.00)

The purpose of the service is to provide transport solutions to older people in Dundee who do not have access to their own car or are unable to access public transport.

The co-ordinator of the service accepts referrals and matches an appropriate volunteer driver. Each service user is able to undertake a maximum of eight journeys per month, with the reasons for the journeys generally being social, medical or shopping.

As added value, DHSCP's funding for this service also helps Dundee Community Transport to operate the Out & About Bus. This service provides opportunities for groups of people to go on trips that they would have otherwise struggled to attend, meet other people and take part in social outings. The destinations are chosen by service users and include trips within Dundee and further afield.

As Community Cars is the only social transport solution for individuals that escorts them from their front door and supports them to their destination, funding should be retained at the same level for 2020-21. Other transport options in Dundee rely on the person making their own way to a pick up point which is often not possible for the people we support.

Recommendation - funding should remain at the same level for 2020-21 subject to any inflationary uplifts agreed by Dundee Integration Joint Board.

DVVA - Community Companions (2019-20 Funding = £79,665.20)

Community Companions is aimed at adults in Dundee who are either experiencing or have the potential to experience social isolation. Each person is matched up to a volunteer Community Companion based on personality, hobbies, interests and general living experiences. Community Companions befriend people in many ways, for example, visiting them in their own home, accompanying them to social activities or shopping trips, or even a visit to a local café.

The person receiving the companionship can choose how often they require support and what types of support they require.

Community Companions is currently funded for two posts. The first post having been mainstream funded from 1 April 2018 and the second post subsequently been mainstreamed from 1 April 2019. DVVA planned to use the addition of a second post to review and develop the service in order that it can support more people whilst still having an appropriate level of management support in place for its volunteers.

Recommendation - funding should remain at the same level for 2020-21 subject to any inflationary uplifts agreed by Dundee Integration Joint Board, however, a six monthly review should take place. The service has not demonstrated the increase in service activity that would be expected from the addition of a second post and needs to increase the number of volunteers and service users as there is currently unmet need in relation to befriending. If there is no further development then the service could operate with one staff member leading it.

DVVA - Community Companion Café Support Worker (2019-20 Funding = £7,313.00)

The cafés provide opportunities for groups of people to get together when they would otherwise be socially isolated. This enables people to feel connected, access information and form natural friendships and is an effective way of providing a service to a lot of people through a small amount of funding.

The service is currently funded by an underspend in previous years' funding and as such would require to be funded from the revenue budget if it is to continue in future years.

Recommendation - funding should continue for 2020-21 subject to any inflationary uplifts agreed by Dundee Integration Joint Board.

DVVA - Dial-OP/Morning Call/Blether Buddies (2019-20 Funding = £28,000.00)

The service comprises three components:-

Dial-OP - a telephone helpline that acts as a one stop shop for any information needs. Information is provided to members of the community, workers and professionals on a range of topics, including local social and physical activities, practical support, learning and volunteering opportunities. Morning Call - a telephone service that aims to provide reassurance and connectivity to people who are vulnerable and/or isolated. A short, scheduled, morning call is provided to check on an individual's health and wellbeing. The service can also be used as reminder for medical appointments or repeat prescriptions.

Blether Buddies - weekly calls are provided by trained volunteers to people who are looking for a few minutes of friendship. Blether Buddies helps to address issues of social isolation as the calls that are made can last for around 30 minutes.

Recommendation - funding should continue for 2020-21 subject to any inflationary uplifts agreed by Dundee Integration Joint Board. All three parts of the service contribute towards the strategic aims of early intervention/prevention and reducing social isolation.

DVVA - Good Governance Award (2019-20 Funding = £25,246.00)

The funding is provided by DHSCP to part fund the post of an officer to take forward the Good Governance Award.

Through a fully supported evaluation process, the Good Governance Award helps organisations develop and enhance their governance and management arrangements, including help to develop robust policies, procedures and processes.

It is recognised by DVVA that the Good Governance Award has so far been achieved by a limited number of organisations. As a consequence of this an Introduction to the Good Governance Award has recently been introduced.

Prior to the establishment of the Good Governance Award, organisations could access similar support by other means such as the Volunteer Friendly Award which is still available. Also, some organisations have already invested in management and quality assurance systems that scrutinise their internal processes and identify areas for improvement.

DVVA receive additional funding from the Scottish Government which has established a full-time post and they plan to roll out the Good Governance Award across Scotland as the quality standard for Scottish charities. The aim was to make the Good Governance Award self-sustainable by charging organisations who undertake it.

Recommendation - the recommendation is that funding should end on 31 March 2020. It will be the decision of DVVA if it wants to continue with the Good Governance Award by means of part funding from the Scottish Government and income from organisations undertaking it.

DVVA - Older People Services Development Officer (2019-20 Funding = £45,524.45)

The funding is provided by DHSCP for the post of Older People Services Development Officer, with the key duties of the post holder being to support the active involvement of older people in the planning, development and delivery of services across public/statutory sectors, and to communicate these views at a strategic level. This includes helping older people groups to build their capacity and sustainability so they can continue to have an active involvement in the development of services.

We are committed to the principle of active engagement with the people who may use services and this post is used as a vehicle to identify the views of a variety of older people from different socio-economic backgrounds.

Recommendation - funding should remain at the same level for 2020-21 subject to any inflationary uplifts agreed by Dundee Integration Joint Board.

DVVA - Preventing of Under Nutrition Development Worker (2019-20 Funding = £35,000.00)

The funding is provided by DHSCP for the post of Development Worker Preventing of Under Nutrition.

The key duties of the post holder will be to support the delivery of the Prevention of Under Nutrition Project for Older People Living in Dundee and raise awareness to ensure a wide range of health and social care partners understand the risks of under nutrition and are able to recognise the signs and provide appropriate advice.

Recommendation - the recommendation is that funding should end on 31 March 2020. The Development Worker should focus on the dissemination of information across health and social care partners until this date.

DVVA - Respite Care Development Officer (2019-20 Funding = £37,934.82)

The funding is provided by DHSCP for the post of Respite Care Development Worker, with the key duties of the post holder being to research and develop a range of respite opportunities for older people in Dundee. Part of this role involves engagement with social care providers, care management teams and service users to identify the gaps in current provision and to develop solutions to meet a range of respite needs.

There have been a number of post holders since the role was created with limited success in terms of delivering alternative respite options. **The post is currently vacant.**

Recommendation - funding for this post came from the H&SCP's 'respite at home' budget. The recommendation is that funding for this post should end and the monies should be returned to support the overall HSCP respite budget which is currently in an overspend position.

DVVA - Third Sector Capacity Building (2019-20 Funding = £100,811.13 per year)

The funding is provided by DHSCP for the post of Team Manager, Health & Wellbeing and the post of Monitoring & Communications Officer. The funding for both posts came from the Reshaping Care for Older People Change Fund before both posts were then allocated mainstream funding.

The Team Manager, Health & Wellbeing is responsible for building and strengthening a strong Third Sector to respond to the objectives laid out in DHSCP's Strategic and Commissioning Plan.

The post holder is responsible for social care services delivered by DVVA and takes a lead role within DHSCP's Strategic Planning Groups from the Third Sector viewpoint.

Recommendation - Team Manager, Health & Wellbeing - for this post the recommendation is that funding should remain at the same level for 2020-21 subject to any inflationary uplifts agreed by Dundee Integration Joint Board.

The original purpose of the post of Monitoring & Communications Officer was to be responsible for project monitoring and reporting in relation to the projects funded by Reshaping Care for Older People/Change Fund/Integrated Care Fund.

Latterly the job description has been updated and now includes co-ordinating external and internal communications and working collaboratively to provide information for staff, management and Board members.

As the role of the post holder now involves servicing the needs of DVVA and not its original purpose, the recommendation is that funding for the post should be met by DVVA through the management charge that is attributed through each contract and helps support infrastructure costs within the organisation.

Recommendation – Monitoring and Communications Officer - for this post the recommendation is that funding should end on 31 March 2020.

DVVA - Third Sector Capacity Building Team (2019-20 Funding = £128,585.63)

The service consists of four workers who together cover the whole of the city.

The service aims to build capacity in localities across Dundee by engaging and working with people to help establish groups where this a common interest. The service can help groups access funding opportunities with the goal being that the group becomes self-sustainable.

The service also promotes volunteering opportunities as the establishment of the groups may mean there is the potential for people, families and carers to volunteer where they would have in the past perhaps visited group members who were previously socially isolated. **There is currently a vacant post.**

Recommendation - the recommendation is that funding for 2020-21 should be adjusted based on a 'three worker service'. The service should also have a focus on increasing volunteer numbers to facilitate Third Sector services that are dependent on volunteers.

Mid-Lin Day Care - Help at Home (2019-20 Funding = £45,832.40)

The service provides flexible, person-centred, low-level support so people can remain at home within their communities whilst they are assisted by others, such as Enhanced Community Support and Dundee Enhanced Community Support Acute, rather than requiring an admission to hospital.

The service complements other regulated and non-regulated services that may be arranged to meet the person's assessed care and support needs. The range of support can include practical assistance, household tasks, collecting prescriptions, providing information/signposting and helping the person to access services. The service can help address social isolation and build up an individual's confidence by supporting them for a short period to attend activities and appointments.

Recommendation - funding should remain at the same level for 2020-21 subject to any inflationary uplifts agreed by Dundee Integration Joint Board, however, a six monthly review should take place which will consider activity levels.

Royal Voluntary Service - Home from Hospital (2019-20 Funding = £50,000.00)

The purpose of the service is to provide low level interventions for individuals who are being discharged from hospital.

The co-ordinator can meet the patient in the ward or at home to have a discussion around the short-term support that they need to meet their outcomes. The co-ordinator then matches a volunteer to work alongside the individual for a short period of time. If the person then requires longer-term support then a referral is made to an appropriate agency or the person is given advice on how to arrange this themselves.

Home from Hospital will work alongside other services to help the service user regain their confidence and skills following a stay in hospital.

In light of the refocusing on Social Care Eligibility criteria this service is a fundamental part of the strategy as it helps people be at home without deploying social care services when they are not necessary.

Recommendation - funding should remain at the same level for 2020-21 subject to any inflationary uplifts agreed by Dundee Integration Joint Board.

RECOMMENDATIONS

As detailed in the assessment of each service the recommendations regarding funding are as follows:

Service	2019-20 Funding £	Recommended funding 2020-21 £	Additional comments
HOPE (Helping Older People Engage)	75,381.36	113,072	
Community Cars	42,680.00	42,680.00	
Community Companions (2 posts)	79,665.20	79,665.20	Six month review of current funding
Community Companion Café Support Worker	7,313.00	7,313.00	
Dial-OP/Morning Call/Blether Buddies	28,000.00	28,000.00	
Good Governance Award	25,246.00	0	Cease funding at 31/3/20
Older People Services Development Officer	45,524.45	45,524.45	
Preventing of Under Nutrition Development Worker	35,000.00	0	Cease funding at 31/3/20
Respite Care Development Worker	37,934.82	0 (37,934.82)	Funding to remain in respite budget
Third Sector Capacity Building	100,811.13	60,000	Monitoring and Comms Officer to end 31/3/20
Third Sector Capacity Building Team	128,585.63	96,439	Reduce by one post at 31/3/20
Help at Home	45,832.40	45,832.40	Six month review of current funding
Supporting Your Recovery (Home from Hospital)	50,000.00	50,000.00	
Total	701,973.99	606,460.90	
Total Proposed Reduction		£95,513.09	

SBAR

Eligibility Criteria for Homecare Services

Situation and Background

Demographic pressures and remodelling of services over the past few years has resulted in significantly more homecare being delivered in the community. The HSCP currently provides over 17,000 hours of homecare a week. While it is a good thing as it means more people are able to stay at home for longer, the service cannot continue to expand at the rate it has been. Even at the current level of provision it is very difficult to ensure access to services and people often have to wait for services to become available, often resulting in delayed hospital stays (delayed discharges.)

Not only is this not financially sustainable but we would not be able to sustain the level of recruitment required to keep providing this. As part of the research work undertaken as part of the Reshaping Care for Older People programme, the prediction is that if services continue to expand in the way we anticipate even if everyone who left school locally went into a caring role there would still be insufficient people to fill the required roles.

There is therefore a need to ensure the HSCP resources managers are allocated fairly to ensure people are supported to stay at home as long as possible. Currently as we have insufficient capacity to meet increasing demand, there is a risk that people experience adverse consequences such as staying in hospital longer, losing their independence skills while waiting or having to go into a care home for respite as care is not available quickly enough.

Assessment

In order to ensure as many people are able to stay at home as long as possible we need a model of care that supports this. The life curve is one such model. This model of care provision tries to ensure longer healthier years and allows people to keep as much independence as possible. People who can be supported to achieve their previous level of functioning receive support to do that. Those who can no longer achieve that but who can use aids or adaptations to support them will be provided with equipment. Once that is not possible then higher level direct care will be provided. This model ensures care is available for those who most need it and that people are prevented from unnecessary deterioration or loss of independence.

The key to achieving this model is early intervention and prevention. If services are responsive and can be provided quickly enough then further deterioration is prevented and a better outcome is achieved. Currently delays in social care provision mean that often the end result is more costly than it might otherwise have been and poorer outcomes for the person.

In order to ensure sufficient provision is available, and to ensure early intervention is possible it is proposed that a number of measures are taken. These are to ensure systematic application of eligibility criteria, further development of the model of care and associated workforce, improved coordination of assessment and development of multidisciplinary teams. When resources are scarce it is also important to ensure fair access to available resources. Currently a small number of people are able to access very high levels of care but the impact is a large number cannot access services quickly and experience poorer outcomes. Eligible individuals under the current eligibility criteria can receive a home care package up to the value of the national care home rate plus 15% (£851 per week.) It is proposed that this is brought into line with other areas in Scotland whereby each eligible individual will be provided with care based up to the level of a nursing home placement only (£740 per week). It is anticipated that this will result in reducing the cost of meeting demographic pressures by around £271k per annum.

Recommendations

- 1. Work continues to implement eligibility criteria across the system including assessing the financial impact of slowing the rate of access to services**
- 2. Further work is undertaken to develop the model of care as set out in the report**
- 3. Further work is undertaken to develop coordination of assessment and multi-disciplinary teams**
- 4. People will be given care at home up to a maximum of the nursing care home rate (currently £740 per week)**

Committee Report No: DIJB15-2020

Document Title: Dundee Integration Joint Board 2020/21 Revenue Budget

Document Type: Other

New/Existing: New

Period Covered: 01/04/2020 - 31/03/2021

Document Description:

The report sets out the proposed revenue budget for the Dundee Integration Joint Board for 2020/21, including the proposed savings programme for 2020/21.

Intended Outcome:

The report is intended to support the Integration Joint Board to set a budget for 2020/21 that enables the delivery of supports and services in-line with the Strategic Priorities set out in the Partnership's Strategic and Commissioning Plan 2019-2022.

How will the proposal be monitored?:

The Integration Joint Board receives regular Revenue Monitoring Reports throughout the year which support monitoring of financial aspects of the budget proposal. The progress and impact of savings proposals will be monitored through further, more detailed papers being presented to the Integration Joint Board on each of the individual savings proposals made. The impact of the budget and savings proposals will also be monitored through regular performance reports submitted to the Performance and Audit Committee.

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A. Equality and Diversity Impacts:

Age:	Positive
Disability:	Positive
Gender Reassignment:	No Impact
Marriage and Civil Partnership:	No Impact
Pregnancy and Maternity:	No Impact
Race/Ethnicity:	Positive
Religion or Belief:	No Impact
Sex:	Positive
Sexual Orientation:	No Impact

Equality and diversity Implications:

Overall the proposed budget sets out financial arrangements that will support the implementation of the Partnership's Strategic and Commissioning Plan 2019-2022 and Equality Outcomes and Mainstreaming Framework 2019-22. Both of these documents have a clear focus on addressing health inequalities and protected characteristics (as defined in the Equality Act 2010) and people affected by socio-economic disadvantage. The agreement and implementation of the revenue budget will therefore support the delivery of a range of health and social care supports and services that will positively impact on equality and diversity matters.

The effect of implementation of the Living Wage in social care services will have a positive impact on socio-economic equality and is expected to have a positive impact on women who form the majority of the social care workforce.

In addition to this the monies for implementation of the Carers (Scotland) Act allow developments to be supported for carers. Carers are identified as a group of citizens who are often adversely directly and indirectly affected by protected characteristics, socio –economic disadvantage and health inequalities.

In relation to savings proposals:

- a number of the savings proposals reflected within the proposed revenue budget relate to reductions in current patterns of expenditure to reflect demand, such as reductions to the prescribing budget
- through reviewing eligibility criteria, scarce resources will be more equally distributed across those in need
- a number of the savings proposals reflected within the proposed revenue budget reflect efficiencies achieved by the redesign of services that will deliver more personalised and accessible services to the citizens of Dundee and consequently support improved health and social care outcomes.

Proposed Mitigating Actions:

As savings proposals are progressed reports will be presented to the Integration Joint Board for consideration and approval. These individual reports will include a more comprehensive assessment of equality and diversity implications, and will be accompanied by specific Integrated Impact Assessments where appropriate. This will allow the specific implications of individual policy implications to be understood in detail by the Integration Joint Board.

The Integration Joint Board previously approved the Partnership's Equality Outcomes and Mainstreaming Framework 2019-2022; this sets out the Partnerships priorities and commitments in relation to promoting equality, diversity and fairness, including in relation to how the Partnership develops policy and makes decisions. The implementation of the commitments made within the document will also act as mitigation to any potential negative

impacts of the proposed revenue budget and savings on equality, diversity and fairness matters.

Is the proposal subject to a full EQIA? : No

B. Fairness and Poverty Impacts:

Geography

Strathmartine (Ardler, St Mary's and Kirkton):	Positive
Lochee(Lochee/Beechwood, Charleston and Menzieshill):	Positive
Coldside(Hilltown, Fairmuir and Coldside):	Positive
Maryfield(Stobswell and City Centre):	Positive
North East(Whitfield, Fintry and Mill O' Mains):	Positive
East End(Mid Craigie, Linlathen and Douglas):	Positive . .
The Ferry:	Positive . .
West End:	Positive

Household Group

Lone Parent Families:	No impact
Greater Number of children and/or Young Children:	No impact
Pensioners - Single/Couple:	Positive
Single female households with children:	Positive
Unskilled workers or unemployed:	Positive
Serious and enduring mental health problems:	Positive
Homeless:	Positive
Drug and/or alcohol problems:	Positive
Offenders and Ex-offenders:	Positive
Looked after children and care leavers:	No Impact
Carers:	Positive

Significant Impact

Employment:	Positive
Education and Skills:	Positive
Benefit Advice/Income Maximisation:	Positive
Childcare:	No impact
Affordability and Accessibility of services:	Positive

Fairness and Poverty Implications:

Overall the proposed budget sets out financial arrangements that will support the implementation of the Partnership's Strategic and Commissioning Plan 2019-2022 and Equality Outcomes and Mainstreaming Framework 2019-22. Both of these documents have a clear focus on addressing health inequalities, particularly in relation to protected characteristics (as defined in the Equality Act 2010) and people affected by socio-economic disadvantage. The agreement and implementation of the revenue budget will therefore support the delivery of a range of health and social care supports and services that will positively impact on fairness and poverty.

The revenue budget proposals reflect an underlying strategic commitment to invest resources and target services on populations (both geographical and of interest / characteristic) with most significant health and social care needs, whilst also maintain investment in whole population early intervention and prevention approaches. This approach balances the need to invest in reducing the unequal impact of poverty on health and social care outcomes amongst those living in the most deprived communities in Dundee and maintaining good health and social care provision across the general population.

A range of savings proposals include elements of service redesign that will enhance capacity for locality based working and service delivery. This will support the Partnership to better understand and meet the needs of geographical communities, including addressing the unique health and social care needs and inequalities that arise in the most deprived areas of the city.

Proposed Mitigating Actions:

As savings proposals are progressed reports will be presented to the Integration Joint Board for consideration and approval. These individual reports will include a more comprehensive assessment of fairness and poverty implications, and will be accompanied by specific Integrated Impact Assessments where appropriate. This will allow the specific implications of individual policy implications to be understood in detail by the Integration Joint Board. The Integration Joint Board previously approved the Partnership's Equality Outcomes and Mainstreaming Framework 2019-2022; this sets out the Partnerships priorities and commitments in relation to promoting equality, diversity and fairness, including in relation to how the Partnership develops policy and makes decisions. The implementation of the commitments made within the document will also act as mitigation to any potential negative impacts of the proposed revenue budget and savings on poverty and fairness matters.

C. Environmental Impacts

Climate Change

Mitigating greenhouse gases:	Not Known
Adapting to the effects of climate change:	Not Known

Resource Use

Energy efficiency and consumption:	Positive
Prevention, reduction, re-use, recovery or recycling waste:	Positive
Sustainable Procurement:	Not Known

Transport

Accessible transport provision:	Not Known
Sustainable modes of transport:	Not Known

Natural Environment

Air, land and water quality:	Not Known
Biodiversity:	Not Known
Open and green spaces:	Not Known

Built Environment

Built Heritage:	Not Known
Housing:	Not Known

Is the proposal subject to Strategic Environmental Assessment

No further action is required as it does not qualify as a Plan, Programme or Strategy as defined by the Environment Assessment (Scotland) Act 2005.

Proposed Mitigating Actions:

stated previously all proposals will be subject to further Integrated Impact Assessment screening as they are progressed.

As

Environmental Implications:

The proposed revenue budget and savings include a number of actions which have the potential to positively impact of environmental matters through the reduction in consumption of resources. The changes to the provision of meals through Tayside Contracts move to a Central Processing Unit will provide a more effective method of providing meals from an environmental perspective.

D. Corporate Risk Impacts

Corporate Risk Implications:

The risk implications associated with the subject matter of this report are 'business as normal' risks. The subject matter is routine and has happened many times before without significant loss. There is comfort that the risks inherent within the activity are either transferred to another party, shared equally and fairly between the Council and another party or are negligible.

Corporate Risk Mitigating Actions:

Revenue Monitoring Reports are submitted to the Integration Joint Board on a regular basis. This allows the IJB to actively monitor the revenue budget and impact of savings proposals and to identify areas of emerging risk and mitigating actions as required.

