



**REPORT TO:** HEALTH AND SOCIAL CARE INTEGRATION JOINT BOARD –  
20 APRIL 2022

**REPORT ON:** STRATEGIC AND COMMISSIONING PLAN 2022/23 EXTENSION

**REPORT BY:** CHIEF OFFICER

**REPORT NO:** DIJB20-2022

## **1.0 PURPOSE OF REPORT**

1.1 To submit to the Integration Joint Board for approval an addendum to the Strategic and Commissioning Plan 2019-2022 extending the plan to 31 March 2023.

## **2.0 RECOMMENDATIONS**

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

- 2.1 Note the work undertaken by the Strategic Planning Advisory Group develop the addendum to the Strategic and Commissioning Plan 2019-2022 (section 4.2).
- 2.2 Approve the addendum to the plan with the effect of extending the plan to 31 March 2023 (section 4.3 and appendix 1).
- 2.3 Note that the Strategic Planning Advisory Group will continue to oversee the implementation of the strategic and commissioning plan throughout 2022/23, reflecting progress in quarterly and annual performance reports submitted to the Performance and Audit Committee and Integration Joint Board (section 4.3).
- 2.4 Instruct the Chief Officer to submit an update regarding plans for the development of a full replacement strategic and commissioning plan for 2023/23 onwards to the IJB no later than 30 August 2022 (section 4.4).
- 2.5 Instruct the Chief Officer to issue directions to NHS Tayside and Dundee City Council as set out in section 8.

## **3.0 FINANCIAL IMPLICATIONS**

3.1 The strategic and commissioning plan addendum outlines financial implications within the 2022/23 budget and 5-year financial framework which delivery of priorities and actions will be set against.

## **4.0 MAIN TEXT**

- 4.1 In February 2022 the IJB concluded the statutory review of the Strategic and Commissioning Plan 2019-2022 and agreed to extend the plan for a further one-year period to 31 March 2023 (article XIII of the minute of the meeting of the Dundee Integration Joint Board held on 23 February 2022 refers). At that time the Chief Officer was instructed to support the Strategic Planning Advisory Group to make the necessary amendments to the strategic and commissioning plan and to submit this to the IJB for approval.
- 4.2 As reported to the IJB in February 2022, having carried out the statutory review of the current strategic and commissioning plan the Strategic Planning Advisory Group found that the vision

and strategic priorities, as well as the overall format of the plan, remained fit for purpose. However, work was required to update action lists associated with each priority taking into account feedback gathered from stakeholders, including member of the public, and other evidence gathered during the desktop review of the existing plan. The Strategic Planning Advisory Group met in March 2022 and considered a range of approaches to making the necessary amendments. The group concluded that this is best achieved by agreeing and publishing an addendum to the original plan, setting out the rationale for the extension and communicating the priority actions to be delivered during the extension year. The addendum has been developed to be read alongside the Strategic and Commissioning Plan 2019-2022 and the Equality Outcomes and Mainstreaming Framework 2019-2022. It is supported by care group strategic planning / commissioning statements and transformation plans previously agreed by the IJB for areas such as mental health and wellbeing, carers, drugs and alcohol and primary care. The addendum also reflects priorities arising from COVID-19 remobilisation activity.

- 4.3 The draft addendum to the strategic and commissioning plan, which it is recommended the IJB approve, is contained in appendix 1. The Strategic Planning Advisory Group will continue to oversee the implementation of the strategic and commissioning plan throughout 2022/23, reflecting progress in quarterly and annual performance reports submitted to the Performance and Audit Committee and Integration Joint Board. The implementation of the addendum will be supported by the IJB budget for 2022/23. Successful delivery of the actions contained within the addendum will also be dependent on the ongoing corporate support provided to the Health and Social Care Partnership by the corporate bodies, this includes workforce, property, IT / digital and communications functions that are critical to providing an enabling hybrid working and service delivery environment.
- 4.4 Should the IJB approve the plan addendum it will be published as an electronic document on the Dundee Health and Social Care Partnership website. A summary version has been developed to further enhance accessibility and will be published alongside the full version, this is contained within appendix 2. Work will also be progressed between the Strategic Planning Advisory Group and the Communication Team in Dundee City Council to highlight the publication of the plan through media channels, including social media. The addendum will also be shared with key stakeholders, including Health and Social Care Scotland (who maintain a national repository of current plans) and the Scottish Government.
- 4.5 The Strategic Planning Advisory Group, supported by officers from the Strategy and Performance Team, will now begin to make detailed plans for the development of a full replacement strategic and commissioning plan for the period from 2023/24 onwards. Workplans will take into account parallel work by the Dundee Partnership to replace Dundee's City Plan during 2022/23 and also strategic planning activities within each of the corporate bodies. They will also take into consideration the current suite of companion documents to the strategic and commissioning plan and the need to replace the IJB's Equality Outcomes and Mainstreaming Framework by 31 March 2023. An update report will be provided to the IJB on this activity, workplans and timescales no later than 30 August 2022.

## 5.0 POLICY IMPLICATIONS

- 5.1 This report has been screened for any policy implications in respect of Integrated Impact Assessment. An Integrated Impact Assessment is attached.

## 6.0 RISK ASSESSMENT

<b>Risk 1 Description</b>	Strategic planning and commissioning plan does not fully reflect the health and social care needs and preferences of the population and is therefore less effective in terms of impact on health and social care outcomes.
<b>Risk Category</b>	Operational, Governance, Political
<b>Inherent Risk Level</b>	Likelihood 4 x Impact 5 = Risk Scoring 20 (which is an Extreme Risk Level)

<b>Mitigating Actions</b> (including timescales and resources )	<ul style="list-style-type: none"> <li>- Review of strategic and commissioning plan has been informed by full update of strategic needs assessment.</li> <li>- Consultation activity with health and social care stakeholders has been undertaken.</li> <li>- Some public engagement has been undertaken (within relevant public health restrictions) although it is acknowledged this has had limitations.</li> <li>- Commitment to undertake activity to develop full replacement plan during 2022/23 including more expansive and accessible public engagement.</li> </ul>
<b>Residual Risk Level</b>	Likelihood 2 x Impact 3 = Risk Scoring 6 (which is a Moderate Level)
<b>Planned Risk Level</b>	Likelihood 1 x Impact 3 = Risk Scoring 3 (which is a Low Risk Level)
<b>Approval recommendation</b>	Given the low level of planned risk, this risk is deemed to be manageable.

<b>Risk 2 Description</b>	The strategic and commissioning plan addendum is not fully implemented and/or does not achieve the desired outcomes.
<b>Risk Category</b>	Operational, Governance, Political
<b>Inherent Risk Level</b>	Likelihood 3 x Impact 4 = Risk Scoring 12 (which is High risk level)
<b>Mitigating Actions</b> (including timescales and resources )	<ul style="list-style-type: none"> <li>• The Plan is supported by a range of more detail Strategic Commissioning Statements developed by individual Strategic Planning Groups who lead implementation work in their own areas of expertise.</li> <li>• The Strategic Planning Advisory Group will continue to monitor implementation of the plan and reflect progress in quarterly and annual performance reports.</li> <li>• The plan addendum is supported by a balanced budget for 2022/23.</li> </ul>
<b>Residual Risk Level</b>	Likelihood 2 x Impact 3 = Risk Scoring 6 (which is Moderate risk level)
<b>Planned Risk Level</b>	Likelihood 2 x Impact 3 = Risk Scoring 6 (which is Moderate risk level)
<b>Assessment of Risk Level</b>	Given the risk mitigation actions in place the risk is assessed to be manageable and acceptable.

## 7.0 CONSULTATIONS

7.1 Members of the Strategic Planning Advisory Group, the Chief Finance Officer, Heads of Service, Health and Community Care and the Clerk have been 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.

<b>Directions Required to Dundee City Council, NHS Tayside or Both</b>	<b>Direction to:</b>	
	1. No Direction Required	

	2. Dundee City Council	
	3. NHS Tayside	
	4. Dundee City Council and NHS Tayside	X

## 9.0 BACKGROUND PAPERS

9.1 None.

Vicky Irons  
Chief Officer

DATE: 18 March 2022

Kathryn Sharp  
Service Manager, Strategy and Performance

Joyce Barclay  
Senior Officer, Strategy and Performance

Ailsa McAllister  
Senior Officer, Strategy and Performance

DIRECTION FROM DUNDEE CITY INTEGRATION JOINT BOARD

1	Reference	DIJB20-2022
2	Date Direction issued by Integration Joint Board	20 April 2022
3	Date from which direction takes effect	20 April 2022
4	Direction to:	Dundee City Council and NHS Tayside
5	Does this direction supersede, amend or cancel a previous direction – if yes, include the reference number(s)	Yes, DIJB12-2019.
6	Functions covered by direction	All delegated services
7	Full text of direction	Dundee IJB directs Dundee City Council and the NHS Tayside Board to develop and align their services to support the vision, priorities and actions identified within the plan addendum.
8	Budget allocated by Integration Joint Board to carry out direction	2022/23 Delegated budget £279.6m
9	Performance monitoring arrangements	The performance of the Strategic and Commissioning Plan will be measured by national targets and indicators, including Ministerial Strategic Group measures through the regular submission of information to the IJB's Performance and Audit Committees and respective Committees of Dundee City Council and NHS Tayside.
10	Date direction will be reviewed	31 March 2023

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**Appendix 1**

**Draft Strategic and Commissioning Plan Extension 2022/23**

Dundee Health and Social Care Partnership

Extension of Strategic and Commissioning Plan 2019-2022 (2022-2023)



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## 1. Introduction

The Dundee City Integration Joint Board (the IJB) is the body responsible for the planning, commissioning and oversight of the services of the Dundee Health and Social Care Partnership. The IJB published the Partnership's current strategic and commissioning plan, 2019-2022, in April 2019. The [strategic and commissioning plan](#) is the document that sets out the collective vision and priorities for integrated adult health and social care in Dundee. It directs how Dundee Health and Social Care Partnership (the Partnership) uses its resources to improve health and social care outcomes; this includes the services it delivers itself and those that are commissioned from the third and independent sectors. The Partnership is responsible for delivering person-centred adult health and social care services to the people of Dundee. The workforce of the partnership includes employees of Dundee City Council, NHS Tayside and providers of health and social care services from across the third and independent sectors.

The IJB must review their plan at least once every three years to determine whether or not it remains fit for purpose and decide whether to extend, revise or replace the plan. During 2021/22 the IJB has worked with members of the public including supported people and carers, the health and social care workforce, providers of services and partner organisations to review the Strategic and Commissioning Plan 2019-2022.

The review process included:

- Updating the IJB's strategic needs assessment and considering trends and information within this.<sup>1</sup>
- Assessing the impact of the COVID-19 pandemic on the delivery of actions contained within the 2019-2022 plan and progress made in implementing actions within the partnership's COVID recovery plan.
- Considering changes in national policy and strategy, including the proposed establishment of a National Care Service.
- Considering the priorities and actions contained within care group specific strategic plans and transformation programmes, including for mental health and wellbeing, drugs and alcohol, carers and primary care.
- Consultation sessions with members of the health and social care workforce and partner organisations. Some feedback received at these sessions is highlighted throughout this document.
- A public survey along with telephone, on line and face-to-face consultation meetings for members of the public, supported people and carers. Some feedback received from these activities is highlighted throughout this document.

In February 2022 the IJB agreed to extend the 2019-2022 plan for a further one-year period to cover April 2022 to March 2023. The review of the plan found that the vision and priorities for integrated adult health and social care continue to reflect the needs of the population and current local and national policy and strategic priorities. However, the review also identified that the action lists supporting each of the strategic priorities within the 2019-2022 require to be updated in order to reflect the current areas of focus that have emerged over the last three years, including from the

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<sup>1</sup> [https://www.dundeehscp.com/sites/default/files/publications/strategic\\_needs\\_assessment\\_summary\\_sep21.pdf](https://www.dundeehscp.com/sites/default/files/publications/strategic_needs_assessment_summary_sep21.pdf)

pandemic.<sup>2</sup> At the same time the IJB also agreed to extend the [Equality Outcomes and Mainstreaming Framework](#) for a further one-year period.

### 1.1 Extension of 2019-2022 Plan

This extension to the Strategic and Commissioning Plan 2019-2022 presents revised actions aligned to each of the existing priorities within the Plan. The development of these actions has taken into account:

- Progress that has been made in implementing actions identified within the original 2019-2022 plan.
- Actions contained within the IJB's pandemic remobilisation / recovery plans.
- Information contributed by the public and partner organisations during the consultation sessions held as part of the review process.
- The content of care group strategic plans and IJB transformation programmes.

This extension should be read alongside the full [Strategic and Commissioning Plan 2019-2022](#).

The actions identified against each priority are those that will be priorities for implementation throughout 2022/23. Alongside this key strategic developments that aim to improve health and social care outcomes, quality of services and underpin other improvement and transformation activities. This is not an exhaustive list of all actions that will be taken forward over the next year. Further detail about other planned actions is contained within care group specific strategic plans and transformation programmes that are linked throughout this extension document.

Every person and family should have access to enhanced community-based provision to take greater control of their lives and make positive lifestyle choices that enhance their health and wellbeing and reduce the need for service-based interventions.

Comment from public survey 2022

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<sup>2</sup> If you would like more information about the review process and outcomes you can find this at the following links:  
[https://www.dundee.gov.uk/minutes/report?rep\\_id=DIJB12-2021](https://www.dundee.gov.uk/minutes/report?rep_id=DIJB12-2021)

- [https://www.dundee.gov.uk/minutes/report?rep\\_id=DIJB29-2021](https://www.dundee.gov.uk/minutes/report?rep_id=DIJB29-2021)
- [https://www.dundee.gov.uk/minutes/report?rep\\_id=DIJB51-2021](https://www.dundee.gov.uk/minutes/report?rep_id=DIJB51-2021)
- <https://www.dundee.gov.uk/reports/agendas/hsc151221ag.pdf> - item 9
- <https://www.dundee.gov.uk/reports/agendas/hsc230222ag.pdf> - item 12

# Strategic and Commissioning Plan

## Care Group Strategic Plans

- Mental Health and Wellbeing Strategy
- Substance Misuse Strategic and Commissioning Plan (Dundee Partnership)
- A Caring Dundee 2 - A Strategic Plan for Working Alongside, Supporting and Improving the Lives of Carers
- Adult Support and Protection Delivery Plan (Dundee Partnership)
- Learning Disability and Autism Strategic and Commissioning Plan (in development)

## Transformation Programmes

- Primary Care Improvement Plan
- Reshaping Non-Acute Care
- Unscheduled Care
- Drug Death Action Plan for Change (Dundee Partnership)
- Living Life Well - Tayside Mental Health and Wellbeing Strategy (Tayside Mental Health Alliance)
- Transforming Public Protection Programme (Dundee Partnership)

### 1.2 Vision and Priorities

As set out in the 2019-2022 Plan the vision for integrated adult health and social care in Dundee is:

**Each citizen of Dundee will have access to the information and support that they need to live a fulfilled life.**

This vision will continue to be supported during the extended year (2022/23) through the four strategic priorities:



1

**Health Inequalities**



2

**Early Intervention  
Prevention**



3

**Localities and Engaging  
with Communities**



4

**Models of Support/  
Pathways of Care**

## 2. Strategic Priorities – Actions for 2022/23

**Health Inequalities Ambition: Health inequalities across Dundee will reduce so that every person, regardless of income, where they live or population group will experience positive health and wellbeing outcomes.**



Through engagement with stakeholders, including people who use health and social care services and unpaid carers, it was established that during 2022/23 there is a need to prioritise:

- **Reconnection** with individuals and groups in the population who have been most negatively impacted by the pandemic and associated public health restrictions.
- **Accessibility** of health and social care services and supports, whether delivered by the Partnership or by third and independent sector providers.
- Consider the potential for **digital exclusion** as services remobilise following the pandemic and digital service models become further embedded.

The following key actions have been identified:

1. Re-design the health and social care ‘front-door’ to simplify the way in which individuals, families and carers access support for health and social care needs, including during the evening and at weekends.
2. Work with the Dundee Partnership to identify the unique contribution of the Partnership to projects addressing poverty and inequality, including place-based initiatives.
3. Rationalise and enhance existing service directories and other information resources to ensure accessible information (in digital and other formats) is available about supports, services and resources that can address people’s health, social care and wellbeing needs.
4. Work with partners, including people with lived experience and their carers, to develop and implement the Dundee Wellbeing Centre to improve the range and accessibility of services for people with mental health and wellbeing needs.
5. Work with the Alcohol and Drugs Partnership to progress the implementation of the Medically Assisted Treatment Standards across Partnership services.
6. Work with Dundee’s Children’s Services Partnership to improve transition planning and responses for young people, including care experienced young people and young carers.
7. Integrate trauma-informed leadership, workforce development and practice across Partnership services, with a particular focus on mental health and drug and alcohol support and services.

**Need to ensure socio-economic factors are addressed, targeted at those with most need – supporting access to welfare, food, housing, employment etc.**

Comment from stakeholder consultation session 2021

**Need early recognition when you have issues – I was not sure what was happening, didn’t know what help was there.**

Comment from public consultation session 2022

## Early Intervention and Prevention Ambition: Enhanced community-based supports are enabling people to take greater control of their lives and make positive lifestyle choices that enhance their health and wellbeing and reduce the need for service-based interventions.



Early Intervention  
Prevention

Through engagement with stakeholders, including people who use health and social care services and unpaid carers, it was established that during 2022/23 there is a need to prioritise:

- **Co-ordinated approach** to connecting people at an earlier stage to health and social care resources and supports within their neighbourhoods and localities.
- **Addressing social isolation and loneliness**, particularly the impact of public health restrictions on vulnerable and at-risk populations.
- **Health promotion activity** in relation to mental health and wellbeing and obesity.

The following key actions have been identified:

1. Develop a single, shared framework for the further development of social prescribing across Dundee that takes account of services delivered directly by the Partnership alongside a wide variety of signposting and support services within the third sector and can inform future improvement and commissioning.
2. Develop a lead professional model for adults to better co-ordinate responses to the needs of adults with multiple health and social care needs at an earlier stage.
3. Further develop community-based services that respond to social isolation and loneliness, including the impact of the pandemic and associated public health restrictions on vulnerable groups within the population.
4. Develop an up-to-date understanding of community-based health and social care resources and identify effective and accessible mechanisms (digital and other formats) for sharing this information with communities.
5. Develop partnerships with NHS Tayside Public Health to enhance health promotion activity across Partnership services and delivery sites.

As a carer with a disability the pandemic...has caused extreme isolation for me, as well as the person I cared for.

Comment from public consultation session 2022

When the start is poor, the finish is poor.

Comment from public consultation session 2022

## Localities and Engaging with Communities Ambition: People can access services and supports as close to home as possible, with these services and supports responding to the specific needs of the local community.



Localities and Engaging  
with Communities

Through-engagement with stakeholders, including people who use health and social care services and unpaid carers, it was established that during 2022/23 there is a need to prioritise:

- Re-establishing meaningful engagement between the Partnership and the public in relation to strategic planning, service improvement and performance.
- More clearly defining our approach to locality delivery of health and social care services.
- Strengthening our public facing communications.
- Better utilising existing community-based resources, such as Community Centres, libraries and pharmacies to reconnect people to health and social care supports following the pandemic.

The following key actions have been identified:

1. Engaging with people who use health and social care services, unpaid carers, wider communities and stakeholders to develop a shared framework for the development and delivery of locality health and social care services. This will include consideration of community hubs, that respond to the unique needs and circumstances of families, neighbourhoods and localities.
2. Work with people who use health and social care services, unpaid carers and wider communities to develop a range of approaches to meaningfully engaging with them. The aim is to co-produce health and social care strategic, improvement and transformation plans, inform needs assessments and scrutinise performance.
3. Strengthen the role of the Partnership within revised arrangements for community planning within Dundee, including our contribution to locality-based community planning structures / networks.
4. Enhance arrangements for improved, consistent communication with the public regarding Partnership services and supports, developments and performance, including through the Partnership website and social media.

Although it is good to see supports moving closer into the community, locality working is more than this.

Comment from stakeholder consultation session 2021

## Models of Support/Pathways of Care Ambition: People will live more independently at home for longer, supported by redesigned community based, person centred services.



Through engagement with stakeholders, including people who use health and social care services and unpaid carers, it was established that during 2022/23 there is a need to prioritise:

- Improvements to **mental health and wellbeing** services.
- Improvements to **drug and alcohol** services.
- Enhancing the **availability of a range of community-based services**, including Community Nursing, Care at Home and primary care services.
- **Support to unpaid carers and the workforce** to address the impact of the pandemic on their health and wellbeing.
- The **personalisation** of assessment processes and service provision across all Partnership supports and services.
- Responses to **long-covid and to post-covid and post-lockdown rehabilitation**.

Over 2022/23 these priorities will be delivered through continued implementation of 7 key programmes of transformation:

- ✓ Re-shaping Non-Acute Care – this programme of work aims to provide modern, person-centred and accessible services from both the Royal Victoria Hospital and the Kingsway Care Centre through a focus on inpatient accommodation and capacity, appropriate onward journeys of care and support and ambulatory care for patients with neurological conditions.
- ✓ Unscheduled Care – in partnership with the Tayside Unscheduled Care Board, this programme of work aims to improve staff, patient and carer experiences of urgent and unscheduled care. The programme includes four key areas of focus: Redesign of Urgent Care (RUC), Ambulatory Interface Care (AIC), Discharge without Delay (DwD), and Winter and Contingency planning. These represent a programme of work to deliver, in partnership, a whole system of care offering greater integration and sustainability as a system of care for patients providing alternatives to admission, supporting care closer to home: Right Care, in the Right Place, at the Right Time, First Time.
- ✓ Primary Care Improvement Plan – a programme of work supporting the development and implementation of multi-disciplinary supports working in and around general practice, enabling GPs to focus capacity on their role as Expert Medical Generalists. This includes vaccination, pharmacotherapy, musculoskeletal services, mental health services, social prescribing, urgent care, and care and treatment services.
- ✓ Mental Health and Wellbeing – delivered through both Living Life Well, the Tayside Mental Health and Wellbeing Strategy, and Dundee’s Mental Health and Wellbeing Strategy 2019-2024. This programme of work aims to support whole systems re-design and improvement of mental health and wellbeing services and supports whilst also shifting the balance of care to community-based settings and early intervention and prevention.



- ✓ Drug and Alcohol Services – delivered in partnership with the Dundee Alcohol and Drugs Partnership, this programme of work includes the development of a whole system, recovery orientated care pathway, implementation of national standards for treatment and support and preventative activity to address the underlying causes of drug and alcohol use across the population.
- ✓ Transforming Public Protection Programme – delivered in partnership with Dundee’s multi-agency Protecting People Committees, a programme of collaboration with multi-agency leaders and the multi-agency workforce supporting the achievement of excellence across core aspects of protecting people practice and the realisation of transformative, integrated approaches that deliver sector leading whole system responses to people of all ages who are at risk.
- ✓ Personalisation – a programme of work to support Partnership services to embed personalisation of practice, services and supports, including outcomes-focused practice and the implementation of self-directed support.

Through these programmes of transformation and actions targeted to reduce social isolation and strengthen health promotion the Partnership will maintain a focus on supporting people through recovery and rehabilitation during and after the COVID-19 pandemic. This will include people who have had coronavirus, those experiencing negative impacts of lockdown restrictions and those who have been impacted by the pausing of non-critical health and social care services and supports.

In addition, work will continue to implement planned improvements set out within ‘A Caring Dundee 2’ to enhance support to unpaid carers across the city.

It is most important to people who need personal care that it should be reliable and be given by workers who are well trained and are empathetic. - I'm very happy with the (personal care) service I'm getting from a very skilled and pleasant person.

Comment from public consultation session 2022

I have had a very positive experience of support from the Partnership. The lead professional approach helped me to get support across a range of issues I needed support with. There was a team of people focused on me and I didn't need to see the engine underneath, I just had a person making a difference to my life...

Comment from public consultation session 2022

## 3. Resources

### 3.1 Financial

The Partnership's budget continues to consist of financial resources delegated by both NHS Tayside and Dundee City Council, and strategic investment and expenditure plans are set annually by the IJB.

The 2022/23 Annual Budget Report was presented to the IJB on 25 March 2022

<https://www.dundee.gov.uk/reports/agendas/hsc250322ag.pdf>

The public sector financial position continues to be challenging with tightening budget allocations, increasing demands for services and rising costs of service provision; and in addition, the Partnership (like all aspects of society) has experienced additional pressures and challenges from both Brexit and Covid-19 pandemic.

In addition to delegated budgets, the Partnership has also received additional non-recurring funding from Scottish Government in recent years to support the additional demands, remobilisation and recovery from Covid-19 pandemic, with elements of this funding now being embedded into baseline budgets to support and sustain shifts towards new ways of working and changing demands, as well as investment in independent and third sector social care providers to support good practice principles for Fairer Work and a more sustainable social care workforce.

The combined budget for 2022/23 is anticipated to be in the region of £280m.

Specific investments continue to be made in Primary Care, Mental Health, Carers, Social Care and Drug and Alcohol Recovery services, in line with national policy and Partnership strategic priorities.

Service and Transformation Plans will continue to be developed and reviewed to reflect the changing demands, working practices and demographic needs of the local population, and incorporated into the rolling 5-year Financial Framework to ensure a financially sustainable position.

### 3.2 Workforce

The workforce that delivers the Partnership's integrated health and social care services and supports is not directly employed by the IJB. Staff who deliver integrated services are employed by Dundee City Council and NHS Tayside and within independent and third sector organisations commissioned to deliver services on behalf of the IJB. Over the next 12 months it will be essential that Dundee City Council and NHS Tayside continue to consider the impact of workforce policies and developments in the context of integrated teams and to enable the further development and future-proofing of the health and social care workforce. During 2022/23 there will be a specific focus on:

- Developing an integrated workforce plan for the Partnership, aligned to wider workforce planning activities in both NHS Tayside and Dundee City Council.
- Implementing Fair Work First Commitments both in relation to the internal workforce and through commissioning arrangements with third and independent sector providers.
- Continuing to develop creative approaches to address recruitment and retention challenges in various sectors of the workforce, including linking to national initiatives.

- Further developing our modelling of future workforce requirements for health and social care, including skills needs analysis, development of further integrated job roles, career progression routes and implementation of national workforce models.
- Supporting the workforce to understand and transition to new models of working that have emerged from the COVID-19 pandemic within the context of integrated services.
- Further developing a trauma-informed response to workforce wellbeing, focusing on the four key themes of:
  - Self-care
  - Peer support
  - Team resilience
  - Visible and supportive leadership

The Partnership will also continue to work with Dundee City Council and NHS Tayside to support employees who are also unpaid carers.

### 3.3 Information Technology

During 2022/23 work will continue in partnership with within NHS Tayside and Dundee City Council, who provide the Partnership services with IT support services, to direct the development and implementation of integrated IT systems that enable hybrid working and service delivery across the health and social care workforce and services. During this period there will be a specific focus on:

- Developing IT infrastructure, hardware and systems, to enable hybrid working which is both effective and safe for the workforce and for people accessing services and unpaid carers. This will build on learning from the pandemic period and seek to extend innovative approaches across Partnership services, including the use of technology enabled care (TEC). This work will be aligned to NHS Tayside Digital Strategy.
- Improving our information pathways, including ensuring information about all our services and referral pathways are accessible for all our patients, service users, carers and workforce.
- Continue to work towards integrated information systems to ensure the workforce has relevant information to care for and support patients and service users in line with Information Governance legislation and the Scottish Government Health and Social Care Data Strategy.
- Preparing Homecare services for the switch from analogue to digital telephone lines.

Face-to-face connections are very important and we need to resume these as well as maintaining digital links.

Comment from stakeholder consultation session 2021

### 3.4 Property

The IJB does not own any property; Partnership services operate from a variety of buildings across the city that are owned, leased or otherwise operated by Dundee City Council and NHS Tayside. Some services are also provided from property owned or leased by third and independent sector providers. NHS Tayside and Dundee City Council have both committed to property rationalisation programmes which will continue to impact on the operation of Partnership services during 2022/23. Transformation programmes supporting the redesign of adult health and social care services often include consideration of how property supports service delivery, both now and into the future. During 2022/23 work will continue with Dundee City Council, NHS Tayside and other partners to enable the delivery of good quality, innovative and effective supports and services that meet individual, carer, families and community health and social care needs whilst also making best use of property assets that are collectively available to partners. Over the next 12 months there will be a specific focus on:

- Working with Dundee City Council and NHS Tayside to develop an integrated property strategy for Partnership services that clearly sets out:
  - Current property use;
  - Future demands for property, considering the impact of changes in demographics / demand for health and social care services, planned transformation of health and social care pathways, new models of working (including hybrid and home working) emerging from the pandemic, and property condition; and
  - Identified priorities for changes in property use in the short, medium and long-term.
- Work across Primary Care to:
  - assess current property pressures in relation to GP premises and associated with the successful implementation of priorities within the Primary Care Improvement Programme; and,
  - develop a primary care premises strategy that addresses these pressures and supports enhanced investment across primary care premises.

## **Appendix 2**

### **Summary Version of Strategic and Commissioning Plan Extension 2022/23**

# Information about Dundee Health and Social Care Partnership Strategic and Commissioning Plan Extension 2022-2023

The last Dundee Health and Social Care Partnership Strategic and Commissioning Plan was for the work we did between April 2019 until April 2022. The Plan is about health and social care services for adults in Dundee.

**The vision for the plan is:**

**Each citizen of Dundee will have access to the information and support that they need to live a fulfilled life.**

The Integration Joint Board has agreed that the plan will be extended for another year. There are four priorities the plan: Health Inequalities; Early Intervention and Prevention; Locality Working and Engaging with Communities; and Models of Support/Pathways of Care. There will be new actions will be under these 4 priorities. Actions will also be taken as part of Strategic Plans for Care Group and through Transformation Programmes.

**Here are some of the planned actions for each Priority:**

## **Health Inequalities**

- Make it easier to find support for health and social care needs.
- Improve directories of supports for people's health, social care and wellbeing.
- Work with Dundee's Children's Services to improve transition planning.

## **Early Intervention and Prevention .**

- Further develop services that respond to social isolation and loneliness.
- Work with Public Health to provide more health promotion activity across Dundee.

## **Localities and Engaging with Communities.**

- Strengthen the role of the Health and Social Care Partnership in community planning.
- Improve communication with the Public.

## **Models of Support/Pathways of Care**

There are other actions taking place in the following plans and programmes:

### Care Group Strategic Plans

- ✓ Mental Health and Wellbeing Strategy
- ✓ Substance Misuse Strategic and Commissioning Plan (Dundee Partnership)
- ✓ A Caring Dundee 2 - A Strategic Plan for Carers

# Information about Dundee Health and Social Care Partnership Strategic and Commissioning Plan Extension 2022-2023

- ✓ Adult Support and Protection Delivery Plan (Dundee Partnership)
- ✓ Learning Disability and Autism Strategic and Commissioning Plan (in development)

## Transformation Programmes

- Primary Care Improvement Plan
- Reshaping Non-Acute Care
- Unscheduled Care
- Drug Death Action Plan for Change (Dundee Partnership)
- Living Life Well - Tayside Mental Health & Wellbeing Strategy (Tayside Mental Health Alliance)

There will also be a continued focus on supporting people through recovery and rehabilitation during and after the COVID-19 pandemic.

## **Resources**

The budget for 2022/23 will be around £280m. This includes funding from NHS Tayside and Dundee City Council and some additional funding from Scottish Government.

The Workforce are employed by Dundee City Council, NHS Tayside and by commissioned independent and third sector organisations. In 2022-23 some of the actions will be to:

- Develop a workforce plan for the Health and Social Care Partnership.
- Carry out Fair Work First commitments.

Information Technology work will continue with NHS Tayside and Dundee City Council to develop integrated IT systems across the health and social care workforce and services and further developed technology enabled care.

The Integration Joint Board does not own any property; services are based in buildings owned or leased Dundee City Council, NHS Tayside, and third and independent sector providers. Over the next 12 months the Health and Social Care Partnership will working with Dundee City Council and NHS Tayside on a property strategy. There will also be work to address property pressures in relation to GP premises.

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**Committee Report No: IJB2019**

**Document Title:** Dundee Health and Social Care Partnership Strategic and Commissioning Plan – 2022/23 Extension

**Document Type:** Strategy

**New/Existing:** Existing

**Period Covered:** 31/03/2022- 31/5 /2023

**Document Description:**

This report is an Extension of Strategic and Commissioning Plan 2019-2022 (2022-2023). Extension of 2019-2022 Plan. The extension to the Strategic and Commissioning Plan 2019-2022 presents revised actions aligned to each of the existing priorities within the Plan.

**Intended Outcome:** The Plan has been developed to support each citizen of Dundee to have access to the information and support that they need to live a fulfilled life.

**How will the proposal be monitored?**

The Plan will be monitored through Dundee Integration Joint Board and the Strategic Planning Advisory Group. An Annual Performance Report will be produced and published.

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**A. Equality and Diversity Impacts:**

<b>Age:</b>	Positive
<b>Disability:</b>	Positive
<b>Gender Reassignment:</b>	Positive
<b>Marriage and Civil Partnership:</b>	Positive
<b>Pregnancy and Maternity:</b>	Positive
<b>Race/Ethnicity:</b>	Positive
<b>Religion or Belief:</b>	Positive
<b>Sex:</b>	Positive
<b>Sexual Orientation:</b>	Positive

**Equality and diversity Implications:**

The concerns and issues raised during engagement about the extension to the plan have been incorporated into the actions in the proposed plan. It is anticipated that the planned actions will have a positive impact, in particular to people with a disability, people who are older and those subject to Health Inequality and fairness issues.

The description of impacts submitted with the original plan is noted below:

The plan is expected to deliver a positive impact to people affected by the above characteristics and by socio-economic disadvantage.

The survey available for Public Consultation specifically asked about potential negative impacts of the draft plan. 25% of 188 people answering the survey said they thought it might.

All who said there might be a negative impact were asked to comment on this. There were a limited number of comments that seemed to relate to equality or socio-economic disadvantage. These comments included:

- The plan has a potential negative impact on these sections of society (protected Characteristics and Socio-economic disadvantage) if not implemented in a co-ordinated way
- Concentrate on Health.....don't try to fix poor housing, lack of employment, low wages
- Unstable home environments may impact on delivery of Health services
- You have too much focus on IT/Tech this will exclude people
- A concern was raised about older people with dementia and lack of understanding a resources
- A mixture of local and centralised services is best. The focus on locality based services will dilute what is available. If services are centralised you can use one bus fare for more than one activity/appointment. You could spend some money subsidising transport costs into the city centre
- A greater range of services is needed
- The content of the (Draft) plan could demonstrate a better recognition of difference in gender and how it relates to gender equality

Over all the Plan is thought to be able to contribute to improving outcomes for people affected by all of the above characteristics. The Equality Outcomes which have been set at

the same time as the plan will take action to address any potential negative impacts on people. The Equality Outcomes were developed in Partnership with Dundee Citizens.

**Proposed Mitigating Actions:** Not applicable

**Is the proposal subject to a full EQIA? :** No

**B. Fairness and Poverty Impacts:**

**Geography**

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

**Household Group**

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

**Significant Impact**

<b>Employment:</b>	Positive
<b>Education and Skills:</b>	Positive
<b>Benefit Advice/Income Maximisation:</b>	Positive
<b>Childcare:</b>	No Impact
<b>Affordability and Accessibility of services:</b>	Positive

**Fairness and Poverty Implications:**

The Plan is expected to have a positive impact on most of the groups listed above. The priority given to Health Inequalities supports the Fairness agenda including work to support employment, work in deprived communities and money advice. Some areas have been identified no impact as DHSCP works in partnership with Children and Family services but has no direct responsibility for families with high numbers of children or single parents so no impact is anticipated.

There is an anticipated positive impact as the actions planned within the plan extension include seeking renewed ways to work as part of Dundee partnership on issues above

**Proposed Mitigating Actions:** Not applicable

### **C. Environmental Impacts**

#### **Climate Change**

Mitigating greenhouse gases: No Impact

Adapting to the effects of climate change: No Impact

#### **Resource Use**

Energy efficiency and consumption: No Impact

Prevention, reduction, re-use, recovery or recycling waste: No Impact

Sustainable Procurement: No Impact

#### **Transport**

Accessible transport provision: Positive

Sustainable modes of transport: No Impact

#### **Natural Environment**

Air, land and water quality: No Impact

Biodiversity: No Impact

Open and green spaces: No Impact

#### **Built Environment**

Built Heritage: No Impact

Housing: Positive

#### **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:**

Not applicable N/A

#### **Environmental Implications:**

Not applicable N/A

### **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:**

Not applicable N/A

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