ITEM No ...9......



REPORT TO: HEALTH AND SOCIAL CARE INTEGRATION JOINT BOARD -

21ST AUGUST 2024

REPORT ON: REDESIGN OF MACKINNON CENTRE SERVICES

REPORT BY: CHIEF OFFICER

REPORT NO: DIJB24-2024

1.0 PURPOSE OF REPORT

1.1 The purpose of this report is to seek approval from the Integration Joint Board to revise the model of care provided at the MacKinnon Centre in order to respond to changing demands for services and increased complexity of needs.

2.0 RECOMMENDATIONS

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

- 2.1 Notes the alteration of the use of 10 Respite Beds at the Mackinnon Centre to deliver a flexible combination of Respite Care beds and Longer-Term Step-Down beds for those in complex situations
- 2.2 Agrees to cease providing a Skills Service at Mackinnon Centre to reflect low demand levels and alternative available supports
- 2.3 Instructs the Chief Officer to issue the Direction as set out in Section 8 of this report.

3.0 FINANCIAL IMPLICATIONS

3.1 Ceasing provision of the Skills Service and revision of staffing model to support the respite and step down beds is anticipated to release net recurring budget amounting to £207k.

4.0 MAIN TEXT

- 4.1 Mackinnon Centre is situated in the Broughty Ferry area of the city. The unit historically consisted of a 10-bed respite unit and a skills centre. More recently the HSCP developed two rooms for clinical use. These provide a range of Care and Treatment and Physics services, operating from there. The Centre's primary Service User Group was people with a Physical or Sensory impairment, Brain Injury or Progressive Illness. The unit was originally established as a Tayside wide resource but over time services in Perth & Kinross and Angus have identified alternative provision.
- 4.2 The respite unit provides 24-hour care for services users. We have seen the demand for this service fall. As the demand for the service has decreased the needs of those using the service have become increasingly complex. This has meant that the previous staffing arrangements were no longer appropriate.
- 4.3 The Skills Service at Mackinnon Centre has been non-operational since day services were shut down because of the COVID-19 pandemic. The service was designed to empower adults with a known physical disability, brain injury, sensory impairment and progressive illness, to manage

the associated life changes and transitions by learning, developing and regaining skills. The service was not intended to be used longer term but instead to be used quickly after diagnosis and then for service users to be discharged when they had regained their full potential. Prepandemic the service had approximately 50 service users using the service on a weekly basis however the Care Inspectorate had advised that the service was no longer delivering its intended purpose and instead was delivering a day service rather than a skill service.

- A review of the service was undertaken and supported the view of the Care Inspectorate that service users were using the service for much longer than its intended purpose, were mainly using this for social interaction and only a small percentage were using this for its intended purpose of rehabilitation. While it is recognised that social interactions and needs are a vital part of the delivery of any service, it is also recognised that there are a wide variety of services across Dundee available to meet these needs out with the Skills Service. The referral rate has fallen over the years accordingly.
- 4.5 Work was undertaken with colleagues within the Stroke services and Neuro rehabilitations services at Royal Victoria Hospital to return the service to its initial purpose. Throughout 2023 there has been a clear lack of demand for the redeveloped service. The lack of demand would indicate that the remobilising of the Skills service would not be financially viable nor would this best serve the people of Dundee.
- 4.6 As a test of change we have been using the capacity to support a growing number of people for whom it is difficult to source an appropriate housing or care facility. Without the support of the Mackinnon Centre most if not all these Service Users would have to remain in an acute hospital setting. The centre has been designed to support people with complex physical needs and the staffing group have the appropriate skills to support individuals with very complex needs associate with progressive illness, neurological conditions, head injury or other physical disability. To meet these increasingly complex needs it was necessary to alter nightshift arrangements. Without additional staffing resources the unit can only operate at 60% of its capacity.
- 4.7 It is therefore proposed that the HSCP ceases to provide a Skills Service and the accommodation based unit is enabled to operate at full capacity to meet the needs for respite and step down accommodation.
- 4.8 The Skills Service currently employs a range of roles many of which will be realigned to Respite /Step Down service to support the increased complexity of service users. There are sufficient vacancies across HSCP to redeploy the other staff (less than 5 individuals) and there would be no requirement to consider redundancy.
- 4.9 It is proposed that the work to develop the building as a hub to support the local population continues.

5.0 POLICY IMPLICATIONS

5.1 This report has been subject to an Integrated Impact Assessment to identify impacts on Equality & Diversity, Fairness & Poverty, Environment and Corporate Risk. An impact, positive or negative, on one or more of these issues was identified. An appropriate senior manager has checked and agreed with this assessment. A copy of the Integrated Impact Assessment showing the impacts and accompanying benefits of / mitigating factors for them is included as an Appendix to this report.

6.0 RISK ASSESSMENT

Risk 1	Risk that sufficient alternative supports to the skills centre are not available
Description	to meet future demand
Risk Category	Operational
Inherent Risk Level	Likelihood (2) x Impact (3) = Risk Scoring (6) Moderate Risk

Mitigating Actions	Continuous review of new referrals for unmet need
(including timescales	Continued development of more personalised community supports and
and resources)	alternative self directed support options
Residual Risk Level	Likelihood (1) x Impact (3) = Risk Scoring 3 Low Risk
Planned Risk Level	Likelihood (1) x Impact (3) = Risk Scoring 3 Low Risk
Approval	Give the low levels of risk and mitigating actions this risk should be
recommendation	accepted

7.0 CONSULTATIONS

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

8.0 DIRECTIONS

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:	
	No Direction Required	
	2. Dundee City Council	Х
	3. NHS Tayside	
	4. Dundee City Council and NHS Tayside	

9.0 BACKGROUND PAPERS

9.1 None

Dave Berry Acting Chief Officer DATE: 12 August 2024

CHRIS HEBENTON – INTEGRATED MANAGER

ALLISON LEE – ASSOCIATE LOCALITY MANAGER

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DIRECTION FROM DUNDEE CITY INTEGRATION JOINT BOARD

1	Reference	DIJB24-2024
2	Date Direction issued by Integration Joint Board	21st August 2024
3	Date from which direction takes effect	21st August 2024
4	Direction to:	Dundee City Council
5	Does this direction supersede, amend or cancel a previous direction – if yes, include the reference number(s)	No
6	Functions covered by direction	Skills Service at MacKinnon Centre
7	Full text of direction	Instructs Dundee City Centre to cease providing a Skills Service at MacKinnon Centre
8	Budget allocated by Integration Joint Board to carry out direction	£207k
9	Performance monitoring arrangements	None
10	Date direction will be reviewed	None

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There are 2 steps in this Integrated Impact Assessment process. **Step1** is a pre-assessment screening tool which should be completed for every IJB report. **Step 2** is the Integrated Impact Assessment record to be completed when screening has indicated that IIA is required.

Step 1-Essential Information and Pre- Impact Assessment Screening Tool Complete all boxes with an X or an answer, or indicate not applicable(n/a).

Document Title	ument Title Mackinnon Service Review								
Type of document	Policy	F	Plan	х	Othe	r- describe			
Date of this Pre-Integrated Impact Assessment Screening 22/05/2024									
Date of last IIA (if this is an update) N/A									
Description of Document	Description of Document Content & Intended Outcomes, Planned Implementation & End Dates								
The report highlights the lac	k of dema	and for th	ne Ski	lls ser	vice b	ased in Mack	Kinnon centre, ai	nd the	
proposed new model of care	e for this s	service.	It is in	itende	d to n	ot remobilise	the skills service	e which	has
not operated for 3 years and	d instead	focus on	the re	espite	and st	tep-down bed	d models which a	are mor	e in
demand. The respite and st	tep-down	models	are al	ready	establ	lished, and w	e are looking to	cease t	the
skill service with immediate	effect.								
Lead Officer/Document Au	uthor (Na	me, Job	Title/I	Role, E	Email)				
Dave Berry, Acting Chief Of	ficer, DHS	SCP							
Officer completing Pre-Int	egrated I	mpact A	sses	smen	t Scre	ening & IIA	(Name. Job Title/F	Role. Em	nail)
Allison Lee, Associate Local		-					(1.10.1.10)	10.0,	,
7 tilloon 200, 7 toodolato 200a	inty iviana	J O1							
Job Title of colleagues or	name of	groups	who d	contri	buted	to pre-scree	ening and IIA		
Chris Hebenton, Integrated Manager									
Note- some reports to IJB m	night not r	equire a	n IIA.	Comp	leting	screening wi	II help identify w	hen an	IIA is
needed. Common documents and reports that <u>may not</u> require this can include: report or progress report									
on an existing plan / A report on a survey or stating the results of research. / Minutes, e.g., of Sub-									
Committees. / Ongoing Revenue expenditure monitoring. When the purpose is the noting of information									
or decisions made by another body or agency (e.g. Council, NHS), including noting of strategy, policies									
and plans approved elsewhere, reference should be made in the IJB report to the Impact Assessment (or									
Screening) which accompanied the original report to the decision makers and where this can be found.									
Can the IJB report and a			<u> </u>					Yes	No
following? Indicate Yes or No for each heading. When you answer YES this is an									
A document or proposal that	A document or proposal that requires the IJB to take a decision x								
Tracoament of proposal tha	roquiros	נווט וטט	to tak	o a ac	0,01011			^	

A Plan/Programme/Strategy that sets the framework for future development consents

The setting up of a body such as a Commission or Working Group

A major Strategy/Plan, Policy or Action Plan

An area or partnership-wide Plan

Χ

Χ

Χ





An update to an existing Plan (when additional actions are described and planned)

Will the recommendations in the report impact on the people/areas described below? When the answer is yes to any of the following an IIA must be completed Y Ν Individuals who have Equality Act Protected Characteristics I.e. Age; Disability; Gender Х Reassignment; Marriage & Civil Partnerships; Pregnancy & Maternity; Race / Ethnicity; Religion or Belief; Sex; Sexual Orientation Human Rights. For more information visit: https://www.scottishhumanrights.com Children's Rights. Visit https://www.unicef.org/child-rights-convention#learn Individuals residing in a Community Regeneration Area (CRA)? i.e. Living in the 15% most Х deprived areas in Scotland according to the 2020 Scottish Index of Multiple Deprivation. People who are part of households that have individuals who are more at risk of negative Χ impacts? Including Care Experienced children and young people; Carers (Kinship carers and unpaid carers who support a family member or friend); Lone Parent Families/ Single Female Parents with Children; Households including Young Children and/or more than 3 children); Retirement Pensioner (s). Individuals experiencing the following circumstances? Working age unemployment; unskilled Χ workers; homelessness (or potential homelessness); people with serious and enduring mental health conditions; people/families impacted by drug and/or alcohol issues People (adversely) impacted by the following circumstances: Employment; education & skills; Χ benefit advice / income maximisation; childcare; affordability and accessibility of services Offenders and former offenders Χ Effects of Climate Change or Resource Use Χ Ways that plans might support mitigating greenhouse gases; adapting to the effects of climate Χ change, energy efficiency & consumption; prevention, reduction, re-use, recovery or recycling waste; sustainable procurement. Transport, Accessible transport provision; sustainable modes of transport. Χ Natural Environment Χ Air, land or water quality; biodiversity; open and green spaces. Х Built Environment. Built heritage; housing. Х An IIA is required when YES is indicated at any question in the screening section above. The following IIA pages will provide opportunity to explain how the recommendations in the report impact on the people/areas described above. From information provided in Step 1 (Pre-screening) Is an IIA needed? In circumstances when IIA is completed describe the plan made for monitoring the impact of the proposed changes in the report (include how and when IIA will be reviewed) The skill service has not been operational for 3 years and the impact has been reviewed and monitored in this time. Only one family had concerns from over 50 families, this was resolved.

Anticipated Date of IJB

IJB Report Number







Complete STEP 2 only if pre-screening indicates that IIA is needed.

STEP 2 -Impact Assessment Record

Conclusion of Equality, Fairness and Human Rights Impact Assessment

(complete this **after** considering the Equality and Fairness impacts through completing questions on next pages)

We can demonstrate no impacts through this assessment. The service was a historic way of providing a skill service to people with physical disabilities in a communal setting. The demand had reduced significantly prior to the pausing of the service through Covid. The demand after this reduced even further. The remaining possible users all found alternative supports to their individual needs.

Summary of Activities undertaken as part of information gathering and assessment of potential impacts including local involvement, research and meeting discussions.					
Date	Activity/Activities	People/groups	By whom		
2020	Questionnaires	To service users and families regarding use of service and views of service. See report	C Hebenton		
2021	Review of service model	Undertaken to ascertain what service/ users' needs were	C Hebenton /F Barnett		
2021	Consultation with users/families	To discuss the review and explain possible proposals. Assisted people to consider other community options	C Hebenton/ F Barnett		
2022	Development of new models	Looking at rehabilitation pathway from RVH to Mackinnon. This demand was not evident. Further review in respite and step down models	F Barnett		



STEP 2- Impact Assessment Record (continued)

Equality, Diversity & Human Rights – Mark **X** in all relevant boxes where there are possible / likely impacts. When assessing impacts throughout this record a brief explanation is required for all boxes marked (including summary of evidence gathered and analysis) and any planned mitigating actions should be described. It is possible that both positive and negative impacts can be identified for the circumstances described.

Not known – this option should be used where the report is of relevance to the particular group but there is no data/evidence or incomplete data/evidence available to assess the likely/probable impact. Comment should be made on any further steps that are planned to obtain further information; if this is not possible then it should be explained why not.

No impact – this option should be used where the report is of no relevance to the particular group OR where data/evidence is available and when assessed demonstrates neither a positive or negative impact for the particular group. A brief explanation should be included.

Age		Explanation, assessment and potential mitigations				
Positive						
No Impact	Х					
Negative						
Not Known						
Disability		Explanation, assessment and potential mitigations				
Positive		All previous service users have been accommodated through other				
No Impact	Χ	actions/services to meet current needs				
Negative						
Not Known						
Gender Reass	ignn	nent Explanation, assessment and potential mitigations				
Positive						
No Impact	Х					
Negative						
Not Known						
Marriage & Civ	vil Pa	ertnership Explanation, assessment and potential mitigations				
Positive						
No Impact	Х					
Negative						
Not Known						
Pregnancy and	d Ma	ternity Explanation, assessment and potential mitigations				
Positive						
No Impact	Х					
Negative						
Not Known						
Religion & Bel	lief	Explanation, assessment and potential mitigations				
Positive						
No Impact	Χ					
Negative						
Not Known						
Sex		Explanation, assessment and potential mitigations				
Positive						
No Impact	Χ					
Negative						
Not Known						
	Sexual Orientation Explanation, assessment and potential mitigations					
Positive		<u> </u>				
No Impact	Χ					
Negative						
Not Known						



Describe any Human Rights impacts not already covered in the Equality section above.				
Describe any Children's Rights impacts not covered elsewhere in this record.				
Consultation with families and service users has been concluded. There have been no detrimental				
outcomes as all users have managed to have supports/ opportunities met elsewhere.				
3.2.2.2.2.2.2.2.2.2.2.2.2.2.2.2.2.2.2.2				



STEP 2- Impact Assessment Record (continued)

Fairness & Poverty Geography – Describe how individuals, families and communities might be impacted in each geographical area. Across Dundee City it is recognised that targeted work is needed to support the most disadvantaged communities. These communities are identified as Community Regeneration Areas (CRA) and are within the 15% most deprived areas in Scotland according to the 2020 Scottish Index of Multiple Deprivation.

Mark X in all relevant boxes. X must be placed in at least one box

	Positive	No Impact	Negative	Not Known
Strathmartine (Ardler, St. Mary's & Kirkton)		Х		
North East (Whitfield, Fintry & Mill O'Mains)		х		
Lochee (Lochee Beechwood, Charleston & Menzieshill)		х		
Coldside (Hilltown, Fairmuir & Coldside)		х		
East End (Mid Craigie, Linlathen & Douglas)		х		
Maryfield (Stobswell & City Centre)		х		
Other areas in Dundee (not CRA but individual/househo	lds still mig	ght be impac	ted by Fairn	ess issues)
West End		х		
The Ferry		х		
Description of impacts on Fairness Highlight when or	ne or more	area is more	likely to be	impacted
and particularly consider known areas of deprivation.			•	·

The Ferry

Description of impacts on Fairness-. Highlight when one or more area is more likely to be impacted and particularly consider known areas of deprivation.

Although this was based in the Ferry Ward it was accessed by people from all over Dundee.



STEP 2- Impact Assessment Record (continued)

Household circumstances have considerable long-term impacts on Fairness and Poverty.

Child Poverty (Scotland) Act 2017 addresses the impact on child poverty and some local improvement activity can influence this including activity that affects: Income from employment, Costs of living, Income from social security and benefits in kind.

Household and Family Group- consider the impact on households with people with the following circumstances

Mark X in all relevant boxes. X must be placed in at least one box Explanation, assessment and any potential mitigations **Care Experienced Children and Young People** Positive No Impact X Negative Not Known Carers/people with Caring Responsibilities (Include Child Care and consider Kinship carers and carers who support a family member or friend without pay) Positive No Impact Х Negative Not Known Lone Parent Families/Single Female Parent Household with Children Positive No Impact Negative Not Known Households including Young Children and/or more than 3 children Positive No Impact X Negative Not Known **Retirement Pensioner (s)** Positive No Impact X Negative Not Known **Serious & Enduring Mental Health Conditions** Positive No Impact X Negative Not Known Homeless (risks of Homelessness) Positive No Impact X Negative Not Known Drug and/or Alcohol issues Positive No Impact X Negative Not Known Offenders and Former Offenders Positive No Impact X Negative

Not Known



STEP 2- Impact Assessment Record (continued)

Mark X in all relevant boxes. X must be placed in at least one box

Socio-Economic Disadvantage and Inequalities of outcome – consider if the following circumstances may be impacted for individuals in the following conditions/areas.							
Explanation, assessment and any potential mitigations							
Personal/Household Income. (Income Maximisation /Benefit Advice,							
Cost of living/Poverty Premium-i.e. When those less well-off pay more for essential goods and services)							
Positive							
No Impact x							
Negative Negative							
Not Known							
Fuel Poverty- household needs to spend 10% or more of its income maintaining satisfactory heating.							
Positive							
No Impact x							
Negative							
Not Known							
Earnings & employment-including opportunities, education, training &skills, security of employment,							
under employment & unemployment							
Positive							
No Impact x							
Negative							
Not Known							
Connectivity / Internet Access/ Digital Skills							
Positive							
No Impact x							
Negative							
Not Known							
Health (including Mental Health) Specifically consider any impacts to Child Health							
Positive							
No Impact x							
Negative							
Not Known							
Life expectancy							
Positive							
No Impact x							
Negative							
Not Known							
Healthy Weight/Weight Management/Overweight / Obesity							
Positive							
No Impact x							
Negative							
Not Known							
Neighbourhood Satisfaction-Neighbourhood satisfaction is linked to life satisfaction and wellbeing							
Positive							
No Impact x							
Negative							
Not Known							
Transport (including accessible transport provision and sustainable modes of transport)							
Positive							
No Impact x							
Negative							
Not Known							
NOW COMPLETE THE							
CONCLUSION OF EQUALITY AND FAIRNESS IMPACT ASSESSMENT AT THE START OF STEP 2							



Step 2- Impact Assessment Record(continued)

Environmen	t- Climate Change
Mitigating Gr	eenhouse Gases and/or Adapting to the Effects of Climate Change
Positive x	Reduction in transport
No Impact	
Negative	
Not Known	
Resource U	se
Energy Effici	ency and Consumption
Positive	
No Impact x	
Negative	
Not Known	
Prevention, F	Reduction, Re-use, Recovery, or Recycling of Waste
Positive	
No Impact x	
Negative	
Not Known	
Sustainable I	Procurement
Positive	
No Impact x	
Negative	
Not Known	
	onment Air, Land and Water Quality Biodiversity Open and Green Spaces
Positive	
No Impact ×	4
Negative	4
Not Known	mont Housing and Duilt Houteur
	ment - Housing and Built Heritage
Positive No Impact X	_
140 IIIIpaot	4
Negative	_
Not Known	



STEP 2- Impact Assessment Record (continued)

There is a requirement to assess plans that are likely to have significant environmental effects.

Strategic Environmental Assessment provides economic, social and environmental benefits to current and future generations. Visit https://www.gov.scot/policies/environmental-assessment-sea/

Strat	Strategic Environmental Assessment					
State	Statement 1					
	No further action is required as this does not qualify as a Plan, Programme or Strategy as defined by the Environmental Assessment (Scotland) Act 2005.					
Yes		No	x			
State	Statement 2					
Further action is required as this is a Plan, Programme or Strategy as defined by the Environmental Assessment (Scotland) Act 2005						
Yes		No		Use the SEA flowchart to determine whether this plan or proposal requires SEA.		

If Statement 2 applies Complete SEA Pre-Screening (attached to this record along with and relevant SEA information)

Complete SEA Pre-Screening (attached to this record along with and relevant SEA information

Next action will depend on the SEA Pre-Screening Determination. A copy of the Pre-Screening information, when completed, should be attached to the IIA record. Include an explanation of how the determination was made that the Plan will have no or minimal negative environmental effect or and/or 'Summary of Environmental Effects' from the SEA screening report, the Environmental Implications of the proposal on the characteristics identified and Proposed Mitigating Actions.

As Corporate Risk is addressed and recorded in IJB reports and it is not reported on this record. (See IJB report.)

End of Impact Assessment Record.

The completed 'Step 1-Essential Information and Pre- Impact Assessment Screening Tool' part of this document **must be sent to IJB** pre-agenda meetings with draft IJB reports.

When Step 1 indicates that Step 2 (IIA) is required both Step 1 and Step 2 completed pages must be must accompany draft IJB Reports to IJB Pre-Agenda stage and at should be included with IJB papers. IIA records should accompany IJB papers will be published with relevant IJB Report. Any changes or additions agreed at IJB should be made before final publication.

Additional Information and advice about impact assessment can be found at

https://www.gov.scot/publications/local-development-planning-regulations-guidance-consultation-part-d-interim-impact-assessments/pages/3/

The IJB IIA record has been developed from the DCC IIA, guidance which contains more detailed information about each of the sections in the DCC IIA can be accessed here:

https://www.dundeecity.gov.uk/sites/default/files/publications/20220131_iia_guidance_2022_v1.1.pdf

This form was last updated in February 2024.

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