



REPORT TO: HEALTH AND SOCIAL CARE INTEGRATION JOINT BOARD – 21ST JUNE 2023

REPORT ON: SPECIALIST PALLIATIVE CARE SERVICES REMODELLING

REPORT BY: CHIEF OFFICER

REPORT NO: DIJB34-2023

1.0 PURPOSE OF REPORT

1.1 The purpose of this report is to inform the IJB of the remodelling work being undertaken within Specialist Palliative Care Services.

2.0 RECOMMENDATIONS

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

2.1 Notes the work being undertaken to remodel Specialist Palliative Care Services as outlined in this report.

3.0 FINANCIAL IMPLICATIONS

3.1 Investment has been identified from delegated recurring resources to Dundee Health and Social Care Partnership, additional recurring Scottish Government allocations, and National Urgent and Unscheduled Care Collaborative. Where appropriate, these investments have already been incorporated in and reported to the IJB as part of the IJB's delegated budget.

3.2 A bid was submitted to the Unscheduled Care Board in 2022 to support an Enhanced Community Care model. The bid was successful as it aligns to the Unscheduled Care Board key priority of Discharge without Delay. The service was awarded £138,980 to recruit the staff required to undertake the remodelling.

4.0 MAIN TEXT

4.1 The continued focus of strategic planning in Dundee remains the development of integrated, multidisciplinary services in community settings in order to shift the balance of care away from acute hospital and institutional settings towards a more community facing whole system pathway of care.

4.2 The Tayside Community Palliative Care Service aims to deliver high quality palliative and end of life care (PEOLC) to patients and families affected by progressive, life limiting illness. It does this in partnership with other agencies involved in the delivery of PEOLC. Through enhancement of the existing specialist Community Palliative Care Service in Dundee, the aims of this project are:

1. To reduce potentially avoidable inpatient admissions to hospital or hospice for people with PEOLC needs.

2. To enhance the transition of care from inpatient to community settings for people with PEOLC needs.

Funding from Unscheduled Care Board has enabled successful recruitment and establishment of additional workforce including:

- Full time Clinical Fellow in Roxburghe House, which has released an experienced Specialty Doctor to work 6PA dedicated to the Dundee Community Palliative Care Service. This post commenced in August 2022.
- 2 x Band 3 Health Care Assistant's (one redeployed from within service). Both Health Care Assistant's established in post end of January 2023.
- 1 x Band 7 Clinical Nurse Specialist – established in post February 2023.

Currently the project is being delivered through 3 workstreams that have looked to improve and enhance patient access to Specialist Palliative care in the community or on discharge from a hospital setting. This has included RAG rating of referrals with standards devised for response times, this also creates early access to senior decision makers to manage and consider treatment plans for any patient in the community.

Through establishing a Multi-disciplinary team with social care and third sector agencies, a weekly meeting with wide representation from all enables prioritisation of patient need and requirement for potential social care interventions and or any other AHP or supportive measure required.

Communication and co-ordination of care between Specialist Palliative care and other care delivery teams has increased enabling responsive and effective patient care in the community reflecting the realistic medicine ethos of right time, right place, right person. Scottish Ambulance Service are undertaking a test of change with a Decision making SBAR to support crews attending patients who have PEOLC needs.

With all of these workstreams data is being collected with patient feedback being sought.

- 4.3 Realistic medicine champions the need for partnership decision making with our patient population to ensure Person-centred care is delivered. Palliative and End of Life Care requires open and honest communication at a pace that a patient and family are ready to receive it. Ensuring that the care that they need is delivered by the right person at the right time and in the place that the patient prefers.

Innovation and creativity is actively encouraged through Realistic Medicine, by encouraging teams to consider how care can be delivered differently, incorporating evidence-based practice, evaluate the progress through data collection whilst respecting the patients' needs and opinions.

- 4.4 Clinical and co-learning collaborations already exist between Palliative care and other specialties with the purpose being to support patients who have advanced illnesses. This model has a strong evidence base that describes better patient outcomes for individuals with advanced illnesses as well as an increase in survival.

Within Tayside there are supportive care/collaborative models already in existence such as Renal Supportive Care and Interstitial Lung Disease. The success of these two examples has demonstrated that the current models of palliative care fit within a whole system, integrated approach and inclusion of early palliative care, enhanced community support and supportive care models has resulted in discussions from other specialties who, recognise the value for their patients as well as the likelihood of cost benefit.

- 4.5 Remodelling the current service would provide a cohesive approach to supportive care for advanced disease, demonstrating innovative ways of working and recognition of the growing

numbers of patients who would benefit. By supporting patients with PEOLC needs in the community will ensure that we are respecting patients and families wishes, prevent unplanned admissions into acute hospitals, reduce the length of stay from either acute hospital wards or specialist palliative care beds. By shifting the balance of care away from hospital delivered care resources can be directed to the place of greatest need and impact.

- 4.6 The next steps are to build upon our existent and developing models of care with the aim of improving patient value based health and care outcomes for the population of Tayside. This would require redirection of resource and investment from Perth and Kinross and Angus to enable the model to be fully replicated across all of Tayside.

5.0 POLICY IMPLICATIONS

- 5.1 This report has been subject to the Pre-IIA Screening Tool and does not make any recommendations for change to strategy, policy, procedures, services or funding and so has not been subject to an Integrated Impact Assessment. An appropriate senior manager has reviewed and agreed with this assessment.

6.0 RISK ASSESSMENT

This report has not been subject to a risk assessment as it relates to the provision of an update.

7.0 CONSULTATIONS

- 7.1 The Chief (Finance) Officer, the Clerk, Urgent and Unscheduled Care Board, Macmillan, Marie Curie, Scottish Ambulance Service and Cluster leads 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:	
	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

Fiona Barnett
Associate Locality Manager

DATE: 25 May 2023

Dundee Integration Joint Board Integrated Impact Assessment

Part 1 - Pre-Integrated Impact Assessment Screening.

NB For Dundee City Council Committees the Citrix Firm Step Process must be used.

This word document can be completed and information transferred to Firm Step if required.

Title of Report/Project/Strategy	
Lead Officer for Report/Project/Strategy (Name and Job Title)	Fiona Barnett Associate Locality Manager
Name and email of Officer Completing the Screening Tool	Fiona Barnett Fiona.Barnett@nhs.scot
List of colleagues contributing information for Screening and IIA	Fiona Barnett Lynne Morman Jenny Hill Joyce Barclay
Screening Completion Date	24/05/2023
Name and Email of Senior Officer to be Notified when Screening complete	Jenny Hill

Is there a clear indication that an IIA is needed? Mark one box only		
<input checked="" type="checkbox"/>	YES	Proceed to IIA
<input type="checkbox"/>	NO	<i>Continue with Screening Process</i>

Is the purpose of the Committee document the approval of any of the following Mark one box either Yes or No				
<i>NB When yes to any of the following proceed to IIA document.</i>				
	Yes		No	
A major Strategy/Plan, Policy or Action Plan	Yes	<i>Proceed directly to IIA</i>		<i>Continue with Screening Process</i>
An area or partnership-wide Plan	Yes	<i>Proceed directly to IIA</i>		<i>Continue with Screening Process</i>
A Plan, programme or Strategy that sets the framework for future development consents	Yes	<i>Proceed directly to IIA</i>		<i>Continue with Screening Process</i>
The setting up of a body such as a Commission or Working Group		<i>Proceed directly to IIA</i>	No	<i>Continue with Screening Process</i>
An update to a Plan		<i>Proceed directly to IIA</i>	No	<i>Continue with Screening Process</i>

There a number of reports which do not automatically require an IIA. If your report does not automatically require an IIA you should consider if an IIA is needed by completing the checklist on following page.

These include: An annual report or progress report on an existing plan / A service redesign. / A report on a survey, or stating the results of research. / Minutes, e.g. of Sub-Committees. / A minor contract that does not impact on the wellbeing of the public. / An appointment, e.g. councillors to outside bodies, Senior officers, or independent chairs. / Ongoing Revenue expenditure monitoring. / Notification of proposed tenders. / Noting of a report or decision made by another Committee including noting of strategy, policies and plans approved elsewhere.

The following document includes all questions in DCC IIA- The Dundee City Council IIA Guidance document can be found [here](#).

Dundee Integration Joint Board Integrated Impact Assessment

PART 2- Assessment

Integrated Impact Assessment Record

Report Author	Fiona Barnett
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Dundee Health and Social Care Partnership	
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Document Title	Specialist Palliative Care Services Remodelling
IJB Report Number	
Document Type	IJB Report re remodelling of service
New or Existing Document?	New
Document Description	The purpose of this report is to inform the IJB of the remodelling work being undertaken within Specialist Palliative Care Services. This work is detailed in the body of this report and with the accompanying presentations
Intended Outcome	Improve service provision for patients who require SPCS
Planned Implementation Date	Test of Change started 2023
Planned End Date	
How the proposal will be monitored and how frequently	Regular evaluation of Test of Change and analysis of the Data by Senior Managers and Clinicians
Planned IIA review dates	Annual
IIA Completion Date	07/06/2023
Anticipated date of IJB	21/06/2023

Summary of Activities undertaken as part of information gathering and assessment of potential impacts including local involvement, research and meeting discussions.

Officer	People/groups	Activity/Activities	Date
Fiona Barnett		Dialogue with Urgent and Unscheduled Care board, Macmillan, Marie Curie, SAS and Cluster leads	

Equality and Fairness Impact Assessment Conclusion

(complete after considering impacts through completing questions on next pages)

Dundee Integration Joint Board Integrated Impact Assessment

This development is expected to benefit people with Palliative Care needs by providing high quality complex care in their homes. People in most protected characteristics will be positively impacted (or not be subject to negative impact).

People who are experiencing low household income may be adversely affected by increasing household costs will be identified at an early stage of assessment and money advise and financial help sought. There will be increased employment and career opportunities for Health and Social care workforce.

PART 2- Assessment (continued)

When assessing impacts throughout this document an explanation is required when a positive, negative or not known impact is selected. There may be positive and negative impacts for the protected group described. For not known this should indicate if further research is needed and if not, why not. When there is No Impact identified, no narrative is required.

Equality, Diversity & Human Rights Indicate Yes or No by marking Y or N in each Box

Age	Y/N	Explanation, assessment and any potential mitigations
Positive	Y	Both models should improve access of Specialist Palliative Care for the adult age population. May advantage older people's health requirements as more likely to access this services
No Impact		
Negative		
Not Known		
Disability	Y/N	Explanation, assessment and potential mitigations
Positive	Y	Both models should improve access of Specialist Palliative Care for the adult age population. Should be more accessible for disabled patients who will not require travel to outpatient appointments or for treatment
No Impact		
Negative		
Not Known		
Gender Reassignment	Y/N	Explanation, assessment and potential mitigations
Positive	Y	This may increase access to care at home as provides more privacy as patients undergoing gender reassignment and will require less care in a shared setting.
No Impact		
Negative		
Not Known		
Marriage & Civil Partnership	Y/N	Explanation, assessment and potential mitigations
Positive		
No Impact	Y	
Negative		
Not Known		
Race & Ethnicity	Y/N	Explanation, assessment and potential mitigations
Positive	Y	As one of the models is expanding the reach of the service out in the community it is envisaged that all patients regardless of race or ethnicity will have better access to palliative care services closer to home
No Impact		
Negative		
Not Known		
Religion & Belief	Y/N	Explanation, assessment and potential mitigations
Positive	Y	As one of the models is expanding the reach of the service out in the community it is envisaged that all patients regardless of religion or beliefs will have better access to palliative care services closer to home
No Impact		
Negative		
Not Known		
Sex	Y/N	Explanation, assessment and potential mitigations
Positive		
No Impact	Y	
Negative		
Not Known		
Sexual Orientation	Y/N	Explanation, assessment and potential mitigations
Positive		

Dundee Integration Joint Board Integrated Impact Assessment

No Impact	Y	
Negative		
Not Known		
Describe any Human Rights impacts not already covered in the Equality section above.		
None		

PART 2- Assessment (continued)

Fairness & Poverty Geography – Describe how individuals, families and communities are affected in each area- particular consideration is needed where there are previously identified areas of deprivation.

Mark either Yes or no (Y or N) in each box

Y or N	Area	Fairness Explain Impact / Mitigations / Unknowns
Y/N	Strathmartine (Ardler, St. Mary's & Kirkton)	<p><i>(Note: this section of the record asks for a single, collective narrative for each of positive, negative, or not known given as a response in one or more areas)</i></p> <p>As this remodelling includes an enhanced community support team this would support increased access for all areas across Dundee city.</p> <p>The professional teams who are visiting patients at home will have greater insight into the social and financial positions of those patients they will be able to help find supportive measures to address those needs. Eg Macmillan grants for heating. And ready access to special equipment such as hospital beds, commodes and other personal care equipment.</p>
Y	Positive	
	No Impact	
	Negative	
	Not Known	
Y/N	Lochee (Lochee Beechwood, Charleston & Menzieshill)	
Y	Positive	
	No Impact	
	Negative	
	Not Known	
Y/N	Coldside (Hilltown, Fairmuir & Coldside)	
Y	Positive	
	No Impact	
	Negative	
	Not Known	
Y/N	Maryfield (Stobswell & City Centre)	
Y	Positive	
	No Impact	
	Negative	
	Not Known	
Y/N	North East (Whitfield, Fintry & Mill O'Mains)	
Y	Positive	
	No Impact	
	Negative	
	Not Known	
Y/N	East End (Mid Craigie, Linlathen & Douglas)	
Y	Positive	
	No Impact	
	Negative	
	Not Known	
Y/N	The Ferry	
Y	Positive	
	No Impact	
	Negative	
	Not Known	
Y/N	West End	

Dundee Integration Joint Board Integrated Impact Assessment

Y	Positive	
	No Impact	
	Negative	
	Not Known	

Dundee Integration Joint Board Integrated Impact Assessment

Household Group- consider the impact on households and families may have the following people included.

Y/N	Looked After Children & Care Leavers	Explanation, assessment and any potential mitigations
	Positive	
Y	No Impact	
	Negative	
	Not Known	
Y/N	Carers	Explanation, assessment and potential mitigations
Y	Positive	This will enable a partnership approach to care for the carer with the professionals, the team will identify and support the carer's with any needs that they may have.
	No Impact	
	Negative	
	Not Known	
Y/N	Lone Parent Families	Explanation, assessment and potential mitigations
	Positive	
Y	No Impact	
	Negative	
	Not Known	
Y/N	Single Female with Children	Explanation, assessment and any potential mitigations
	Positive	
Y	No Impact	
	Negative	
	Not Known	
Y/N	Young Children and/or Greater Number of Children	Explanation, assessment and potential mitigations
	Positive	
Y	No Impact	
	Negative	
	Not Known	
Y/N	Retirement Pensioner (s)	Explanation, assessment and potential mitigations
Y	Positive	
	No Impact	
	Negative	
	Not Known	
Y/N	Unskilled Workers and Unemployed	Explanation, assessment and any potential mitigations
Y	Positive	Can provide job opportunities for unskilled local people to upskill and provide career framework.
	No Impact	
	Negative	
	Not Known	
Y/N	Serious & Enduring Mental Health	Explanation, assessment and potential mitigations
Y	Positive	Gives option for anyone who has serious and or enduring Mental health needs to be cared for at home if they have palliative care needs.
	No Impact	
	Negative	
	Not Known	
Y/N	Homeless	Explanation, assessment and potential mitigations
	Positive	
Y	No Impact	
	Negative	
	Not Known	
Y/N	Households of Single Female with Children	Explanation, assessment and any potential mitigations
	Positive	
Y	No Impact	
	Negative	
	Not Known	
Y/N	Drug and/or Alcohol	Explanation, assessment and any potential mitigations
	Positive	
Y	No Impact	
	Negative	
	Not Known	
Y/N	Offenders and Ex-Offenders	Explanation, assessment and any potential mitigations
	Positive	
Y	No Impact	
	Negative	
	Not Known	

Dundee Integration Joint Board Integrated Impact Assessment

PART 2- Assessment (continued)

Socio-Economic Disadvantage- consider if the following circumstances may be impacted		
Y/N	Employment Status	Explanation, assessment and any potential mitigations
Y	Positive	Can provide job opportunities for unskilled local people to upskill and provide career framework.
	No Impact	
	Negative	
	Not Known	
Y/N	Education & Skills	Explanation, assessment and any potential mitigations
Y	Positive	Can provide job opportunities for unskilled local people to upskill and provide career framework.
	No Impact	
	Negative	
	Not Known	
Y/N	Income	Explanation, assessment and any potential mitigations
Y	Positive	If patient remains at home for care they will reduce travel costs, and fluctuations in disability income due to hospital admissions.
	No Impact	
	Negative	
	Not Known	
Y/N	Fuel Poverty	Explanation, assessment and any potential mitigations
Y	Positive	Patients in fuel poverty may struggle to heat their house. The team can identify this through their early assessment and can remedial action.
	No Impact	
Y	Negative	
	Not Known	
Y/N	Caring Responsibilities (including Childcare)	Explanation, assessment and any potential mitigations
Y	Positive	Patient who maybe a carer can receive advise and care at home so not impacting on their caring responsibilities. The patients carers will be supported by the team
	No Impact	
	Negative	
	Not Known	
Y/N	Affordability & Accessibility of Services	Explanation, assessment and any potential mitigations
Y	Positive	All service provision is non chargeable. Criteria for service is for any person who has a life limiting illness and is experiencing symptoms that are burdensome.
	No Impact	
	Negative	
	Not Known	

Inequalities of Outcome- consider if the following may be impacted		
Y/N	Connectivity / Internet Access	Explanation, assessment and any potential mitigations
	Positive	
Y	No Impact	
	Negative	
	Not Known	
Y/N	Income / Benefit Advice / Income Maximisation	Explanation, assessment and any potential mitigations
Y	Positive	The team will have early assessment and can signpost and refer to money advise services and financial support grants
	No Impact	
	Negative	
	Not Known	
Y/N	Employment Opportunities	Explanation, assessment and any potential mitigations
Y	Positive	The service will employ a range of staff. Will offer a flexible working arrangement
	No Impact	
	Negative	
	Not Known	

Dundee Integration Joint Board Integrated Impact Assessment

PART 2- Assessment (continued)

Y/N	Education	Explanation, assessment and any potential mitigations
	Positive	
Y	No Impact	
	Negative	
	Not Known	
Y/N	Health	Explanation, assessment and any potential mitigations
Y	Positive	Early access and increased access for positive health support
	No Impact	
	Negative	
	Not Known	
Y/N	Life Expectancy	Explanation, assessment and any potential mitigations
y	Positive	Supportive care models have demonstrated and are evidenced to have increased life expectancy and with less invasive treatment and interventions.
	No Impact	
	Negative	
	Not Known	
Y/N	Mental Health	Explanation, assessment and any potential mitigations
Y	Positive	Patients and carers will have less hospital interactions and will receive care closer to home which is usually the preferred place to be.
	No Impact	
	Negative	
	Not Known	
Y/N	Overweight / Obesity	Explanation, assessment and any potential mitigations
	Positive	
Y	No Impact	
	Negative	
	Not Known	
Y/N	Child Health	Explanation, assessment and any potential mitigations
	Positive	
Y	No Impact	
	Negative	
	Not Known	
Y/N	Neighbourhood Satisfaction	Explanation, assessment and any potential mitigations
	Positive	
Y	No Impact	
	Negative	
	Not Known	
Y/N	Transport	Explanation, assessment and any potential mitigations
Y	Positive	Reducing the use of transport
	No Impact	
	Negative	
	Not Known	
Environment- Climate Change		
Y/N	Mitigating Greenhouse Gases	Explanation, assessment and any potential mitigations
Y	Positive	Reducing patient travel, increasing the use of electronic pool cars for patient visits at home
	No Impact	
	Negative	
	Not Known	
Y/N	Adapting to the Effects of Climate Change	Explanation, assessment and any potential mitigations
	Positive	
Y	No Impact	
	Negative	
	Not Known	

Dundee Integration Joint Board Integrated Impact Assessment

PART 2- Assessment (continued)

Resource Use		
Y/N	Energy Efficiency and Consumption	Explanation, assessment and any potential mitigations
Y	Positive	Reducing patient travel, increasing the use of electronic pool cars for patient visits at home
	No Impact	
	Negative	
	Not Known	
Y/N	Prevention, Reduction, Re-use, Recovery, or Recycling of Waste	Explanation, assessment and any potential mitigations
	Positive	
Y	No Impact	
	Negative	
	Not Known	
Y/N	Sustainable Procurement	Explanation, assessment and any potential mitigations
	Positive	
Y	No Impact	
	Negative	
	Not Known	

Transport		
Y/N	Accessible Transport Provision	Explanation, assessment and any potential mitigations
	Positive	
Y	No Impact	
	Negative	
	Not Known	
Y/N	Sustainable Modes of Transport	Explanation, assessment and any potential mitigations
Y	Positive	Reducing patient travel, increasing the use of electronic pool cars for patient visits at home
	No Impact	
	Negative	
	Not Known	

Natural Environment		
Y/N	Air, Land and Water Quality	Explanation, assessment and any potential mitigations
	Positive	
Y	No Impact	
	Negative	
	Not Known	
Y/N	Biodiversity	Explanation, assessment and any potential mitigations
	Positive	
Y	No Impact	
	Negative	
	Not Known	
Y/N	Open and Green Spaces	Explanation, assessment and any potential mitigations
	Positive	
Y	No Impact	
	Negative	
	Not Known	

Built Environment		
Y/N	Built Heritage	Explanation, assessment and any potential mitigations
	Positive	
Y	No Impact	
	Negative	
	Not Known	
Y/N	Housing	Explanation, assessment and any potential mitigations
	Positive	
Y	No Impact	
	Negative	
	Not Known	

Dundee Integration Joint Board Integrated Impact Assessment

PART 2- Assessment (continued)

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

SEA provides economic, social and environmental benefits to current and future generations.

Use the [SEA flowchart](#) to determine whether your proposal requires SEA.

Strategic Environmental Assessment- SELECT One of the following statements		
X	No further action is required as it does not qualify as a Plan, Programme or Strategy as defined by the Environmental Assessment (Scotland) Act 2005	<i>(No further response needed)</i>
	It has been determined that the proposal will have no or minimal environmental effects. The reason(s) for this determination are set out in the following SEA pre-screening determination section	<i>SEA Pre-Screening Determination: Explain how you made the determination that the Plan, Programme or Strategy will have no or minimal negative environmental effect:</i>
	Screening has determined that the proposal is unlikely to have any significant environmental effects. The reason(s) for this determination are set out in the Screening Report, a copy of which will be available to view at www.dundee.gov.uk/cplanning/sea	<i>Insert the 'Summary of Environmental Effects' from your SEA screening report</i>
	Screening has determined that the proposal is likely to have significant environmental effects and as a consequence an environmental assessment is necessary. A Scoping Report, which will determine the scope of the environmental assessment is being prepared for submission to the statutory Consultation Authorities for consideration	<i>Insert the 'Summary of Environmental Effects' from your SEA screening report</i>
	Screening determined that the proposal was likely to have significant environmental effects and as a consequence an environmental assessment was necessary. An Environmental Report has been prepared for submission to the statutory Consultation Authorities together with a draft Plan, Programme or Strategy for consideration. A copy of the Environmental Report will be available to view at www.dundee.gov.uk/cplanning/sea	<i>Environmental Implications: Describe the implications of the proposal on the characteristics identified:</i> <i>Proposed Mitigating Actions: Describe any mitigating actions which you propose to take to overcome negative impacts or implications:</i>

A copy of this document (or when no IIA is needed, the screening tool) must accompany relevant draft IJB Reports at IJB Pre-Agenda stage and at IJB. It should accompany IJB papers and should be published with relevant IJB Report.

Following IJB agreement of report contact Joyce.barclay@dundee.gov.uk to post IIA on DHSCP website.

NB Corporate Risk- is addressed in IJB reports