



**REPORT TO:** HEALTH AND SOCIAL CARE INTEGRATION JOINT BOARD –  
26 OCTOBER 2022

**REPORT ON:** CARERS DELIVERY PLAN AND PERFORMANCE FRAMEWORK

**REPORT BY:** CHIEF OFFICER

**REPORT NO:** DIJB72-2022

**1.0 PURPOSE OF REPORT**

1.1 The purpose of this report is to present and seek approval for the Dundee Carer's Strategy Delivery Plan and proposed Performance Framework to the Integration Joint Board (IJB.)

**2.0 RECOMMENDATIONS**

It is recommended that the Integration Joint Board:

- 2.1 Notes the attached Delivery Plan (Appendix 1) as a working document which will be updated on an ongoing basis in response to newly identified opportunities for improvement and development in line with the agreed Carers Strategy – A Caring Dundee 2
- 2.2 Approves the attached Performance Framework (Appendix 2) which outlines the proposed approach to performance management of services and supports to Carers by Dundee IJB.

**3.0 FINANCIAL IMPLICATIONS**

3.1 All financial implications included within the Carers Investment Plan 2022-23 were agreed by the Board at its meeting on 22<sup>nd</sup> June (Article XVII of the minute refers).

**4.0 MAIN TEXT**

- 4.1 The attached Delivery Plan outlines the key actions agreed by the Dundee Carers Partnership to support the implementation of Caring Dundee 2. The delivery plan does not include the huge variety of on-going activity to support Carers, but instead focuses on required development work which will drive forward change and improvement in care and support for carers in Dundee.
- 4.2 The Delivery Plan is designed to be a working document for the Carers Partnership, to act as a focus for joint action against the identified strategic priorities. As such the Carers Partnership will monitor and review the delivery plan at each of its meetings to ensure that it remains relevant and up to date.
- 4.3 Lead agencies have been identified for each action, but actions will be taken forward in Partnership with all partners being responsible for the completion of said actions.
- 4.4 Key actions in relation to services and support for Young Carers will be taken forward via the Young Carers subgroup, which reports to both the Carers Partnership and Children and Families Planning Groups.

4.5 The attached Performance Framework report outlines the proposed approach to be taken with regards to measuring the impact of activity to support Carers in Dundee. The Framework extends beyond monitoring and review of the Delivery Plan, recognising the multi-factorial nature of our services and supports for carers.

## 5.0 POLICY IMPLICATIONS

5.1 This report has been screened for any policy implications in respect of Equality Impact Assessment. There are no major issues.

## 6.0 RISK ASSESSMENT

<b>Risk 1 Description</b>	A number of achievements to date have been supported by Scottish Government Carers (Scotland) Act implementation funding. This funding is unlikely to increase in future years which potentially restricts the ability to respond to further increase in demand for carers support.
<b>Risk Category</b>	Financial, Political
<b>Inherent Risk Level</b>	Likelihood 3 x Impact 3 = Risk Scoring 9 (High Risk)
<b>Mitigating Actions</b> (including timescales and resources)	<ul style="list-style-type: none"> <li>Refreshed Carers Strategy identifies priorities and resource requirements for the period of the strategy.</li> </ul>
<b>Residual Risk Level</b>	Likelihood 2 x Impact 2 = Risk Scoring 4 (Moderate)
<b>Planned Risk Level</b>	Likelihood 2 x Impact 2 = Risk Scoring 4 (Moderate)
<b>Approval recommendation</b>	The risk level should be accepted with the expectation that the mitigating actions are taken forward.

<b>Risk 2 Description</b>	Some of the actions within the Delivery Plan are dependent on recruitment to key posts, delays in recruitment will lead to delays in implementation.
<b>Risk Category</b>	
<b>Inherent Risk Level</b>	Likelihood 3 x Impact 3 = Risk Scoring 9 (High Risk)
<b>Mitigating Actions</b> (including timescales and resources)	<ul style="list-style-type: none"> <li>Key actions to be prioritised</li> <li>Timescales to be reviewed regularly</li> <li>Where possible recruitment to posts to be prioritised.</li> </ul>
<b>Residual Risk Level</b>	Likelihood 3 x Impact 2 = Risk Scoring 6 (Moderate)
<b>Planned Risk Level</b>	Likelihood 3 x Impact 2 = Risk Scoring 6 (Moderate)
<b>Approval recommendation</b>	The risk level should be accepted with the expectation that the mitigating actions are taken forward.

## 7.0 CONSULTATIONS

7.1 The Chief (Finance) Officer and the Clerk were consulted in the preparation of this report. The Delivery Plan has been developed by a sub-group of the Carers Partnership, and the Performance Framework by the Chair of the Carers Partnership with support from the Lead Officer for Carers Contract and the Service Manager (Strategic Planning, Health Improvement, and Commissioning) DHSCP.

## 8.0 DIRECTIONS

8.1 The Integration Joint Board requires a mechanism to action its strategic commissioning plans and this is provided for in sections 26 to 28 of the Public Bodies (Joint Working) (Scotland) Act 2014. This mechanism takes the form of binding directions from the Integration Joint Board to one or both of Dundee City Council and NHS Tayside.

Direction Required to Dundee City Council, NHS Tayside or Both	Direction to:	
	1. No Direction Required	X
	2. Dundee City Council	
	3. NHS Tayside	
	4. Dundee City Council and NHS Tayside	

## 9.0 BACKGROUND PAPERS

9.1 None

Vicky Irons  
Chief Officer

DATE: 29 September 2022

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## DRAFT A CARING DUNDEE 2 STRATEGIC PLAN 2021 – 2024 – DELIVERY PLAN

<b>Carer Strategic Outcome 1: I am heard, recognised, respected and I am able to be involved</b>				
Carers will say that they have been identified, given a voice and feel listened to, understood and respected. They will be an equal partner in the planning and shaping services and supports. Carers will also say that they know and understand their rights and are respected as a Carer.				
	Priority areas	Planned actions:	Timescale/Status	Lead:
<b>1.1</b>	Work with Carers and relevant agencies to find ways to identify Carers, thinking creatively and utilising best practice locally and nationally	Building informal support/partnership working and supporting the wider workforce to improve skills, confidence and develop resources to support sustainable carer identification and support (in person and e-module options)	In development	Dundee Carers Centre Localities Team
		Building on improved informal support/partnership recording to better evidence locality/informal reach	In development	Dundee Carers Centre
		Re-launch of the Carers Interest (Workforce) Network in 2022	Autumn 2022	Dundee Carers Centre
		Review existing contractual arrangements for engagement with carers	March 2023	DH&SCP
<b>1.2</b>	Involve carers as equal partners in care	Enhance carer involvement in hospital discharge, to address requirements of section 28 of the Carers (Scotland) Act 2016.	March 2023	DH&SCP Hospital Discharge Team
		Review learning from Triangle of Care improvement work - Carseview Carers Group, partnership work with Carseview and Mental Health Agencies	Development work	Penumbra/Carseview/ Carers Trust Triangle of Care work
		Identify areas for joint working with the personalisation agenda and Adult Carer Support Planning	Development activity	DH&SCP

<b>1.3</b>	Find the best ways to ensure that carers and others who aren't online can continue to access information and support in other ways,	Work with Lead Scotland to facilitate a 'Drop in Clinic' for carers of all ages and evaluate re future provision		Dundee Carers Centre/Lead Scotland
		Develop and launch learning opportunities for both carers and the workforce along with the new online Learning Portal on <a href="http://www.carersofdundee.org">www.carersofdundee.org</a> and continuing to develop information in accessible formats.	Ongoing Development and improvement	Dundee Carers Centre Learning & Development resource
<b>1.4</b>	Undertake targeted engagement work with Carers with similar types of caring roles to further understand, plan and design solutions to reduce the impact of caring	Deliver targeted work to develop and strengthen support and opportunities for carer participation in the decisions that impact on their lives, services and communities – Carers Partnership Engagement	Development work	Carer Involvement subgroup
		Design with carers and organisations an engagement framework to grow the involvement culture ensuring that the voices of carers are sought, heard, and acted upon to enhance carer outcomes.	Development work	Carer Involvement Subgroup
		Test a PB approach in a locality involving carers and communities in the process of deciding priorities for the allocation of funds, how the funds will be used and monitor the activity funded	March 2023	Dundee Carers Centre/ Carer Involvement Subgroup
		Agree role and remit of Involvement sub group, establish group to develop new engagement opportunities and continue to develop links with other broader engagement activities and ensuring links with C&F sub group	Development activity	Carer Involvement Subgroup
<b>1.5</b>	Ensure all practitioners understand and implement their roles and responsibilities in relation to identification of/support to carers of all ages	Develop workforce plan to build confidence and skills of our workforce in supporting Carers.		Dundee Carers Partnership/all partners
<b>1.6</b>	Enhance workforce learning opportunities regarding identifying carers, carers matters and carers priorities and opportunities to support	Continue to develop workforce learning online modules via Carers of Dundee platform)	Ongoing/development work	Dundee Carers Centre Learning & Development resource/CofD

	Carers	Anticipated workforce learning & development via HSCP Adult Carer Support Plan Test of Change/Improvement Activity	Development activity	DH&SCP ACSP Improvement Work
1.7	Young Carers are identified, respected and involved	Continue to increase the number of young carers identified (in particular at an early stage in primary school)	June 2023	Young Carers Sub Group
		Continue to recruit, train and include young carer ambassadors and college carer ambassadors to work on local actions with young carer coordinators and local link worker	June 2023	
		Young Carers Subgroup to work with and include Young Carers Voice	Ongoing activity	
		Develop a dashboard of all supports/activities/networks available for carers at D&A college including developing work with staff who are carers	Development work	
		Continue a pro-approach to identifying those young carers who may require a young carer statement	Ongoing/development activity	

### Carer Strategic Outcome 2: I am supported to have the best possible caring experience

Carers will say that they have had positive experiences of supports and services designed to support them and the person they care for. Carers will say that they feel services are well coordinated for them and the person they care for and that they have access to a range of information and advice.

	Priority areas	Planned Actions:	Timescale/Status	By Who
2.1	Support ways to ensure Health and Social Care and associated workforce remain alert for any possible critical concerns in caring situations and have	Anticipated workforce learning & development via HSCP Adult Carer Support Plan Test of Change/Improvement Activity	Development/improvement activity	DH&SCP

	pro-active conversations with Carers to ensure access to the supports and services they need now and in the longer term	Support Health and Social Care professionals and associated workforce to proactively involve and seek the views of carers' when planning supports for the person they care for	Development activity	ACSP Improvement Work
<b>2.2</b>	Support ways to ensure suitable and sufficient contingency arrangements are made if Health and Social care provision for Supported Persons ever has to be reduced again	Further develop and promote use of Local Carers Emergency Planning information resource, consider links with ACSP improvement work	Development activity	DH&SCP ACSP Improvement Work & Personalisation Work
<b>2.3</b>	Ensure that appropriate services and structures hear Carers feedback and concerns	Design with carers and organisations a framework to grow the involvement culture ensuring that the voices of carers are sought, heard, and acted upon to enhance carer outcomes.	Development/improvement activity	Carer Involvement Subgroup
<b>2.4</b>	Promote and support ways that formal services in local authorities and health give Carers and their families clear, timeous information about any service changes overall and individually	Communication & Digital Involvement - central support to increase capacity within the HSCP for communication and digital development	March 2023	DHSCP Communications/ Info & Communication funded post
<b>2.5</b>	Promote public awareness of carers and the diversity of caring roles	Evaluate Carers of Dundee Awareness Campaign during National Carers Week and TV advertising campaign (short bursts throughout 2022/23) and monitor impact and reach of campaign activity	March 2023	Carers Centre Comms/Carers of Dundee
<b>2.6</b>	Young Carers will say that they have had a positive caring experience	Develop a range of toolkits, resource and supports/training on how to use them for partner agencies	June 2023	Young Carer Subgroup
		Enable Young Carers to access specialist information, support or training from the Carers Centre and other carers specific organizations	Ongoing/development work	
		Celebrate young carers contribution and reduce the stigma associated with being a young carer	Ongoing/development work	



		Work with adult services to improve the extent to which young carers views, and the impact of the caring role, is taken into account when planning for the supported person	Ongoing/development work	
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### Carer Strategic Outcome 3: I can live a full and healthy life

Carers will say that they have opportunities to lead a fulfilled and healthy life. This may include accessing supports to improve their health and wellbeing, financial security and identifying what is important to them and how they will achieve this.

	Priority areas	Planned Actions:	Timescale/Status:	By who:
3.1	Increase support and explore additional ways to enable Carers to improve and maintain their health and wellbeing	Evaluate impact of additional capacity of the NHS Tayside/DHSCP Bereavement Service to provide direct support to carers whose mental health and wellbeing has been negatively impacted upon by COVID, providing support to those who have been bereaved over the period.	March 2023	NHST
		Evaluate impact of additional capacity of the existing Community Listening Service (CLS) to meet increased demand. Further awareness raising to be carried out with carers and with signposting organisations.	March 2023	NHST
		Evaluate impact of delivery of Carer Health Checks and wellbeing sessions to all identified Young Carers in Dundee	March 2023	The Corner & Partner Agencies
		Evaluate impact of Enhanced provision of Dundee Carers Centre counselling service to increase overall capacity of the service to meet demand	March 2023	Dundee Carers Centre

<b>3.2</b>	Explore action that might be taken to further understand and reduce the financial impacts on Carers and their families	Work with the money advice sector to ensure that Carers know what their rights are, what information and advice is available and enhance access	Development activity	Dundee Carers Partnership
		Evaluate impact of Carers Winter Assistance Fund and consider potential future delivery	Development work/ Scottish Government funding 2022	Dundee Carers Centre
<b>3.3</b>	Explore additional ways to support Carers who want to gain, maintain or return to employment	Scope range of employability services/projects across Dundee and develop links to ensure that Carers can access employability advice and support	Development activity	Dundee Carers Partnership
		Consider future promotion of the Carer Positive award	Development activity	Dundee Carers Partnership
		Promote uptake of the Carers Charter working alongside employers to identify and support carers in the workplace	Development Activity	Dundee Carers Centre
		Explore ways to work with more employers Including using Local Carers Charter to facilitate support to employees in a caring role, offering flexible working arrangements	Development work	
<b>3.4</b>	Young Carers will say that they can live a fulfilled and healthy life.	Improve and streamline processes for young carers to be able to access a short break (link to respite actions)	Development work	Young Carers Sub-Group

		Ensure that young carers entitled to a funded young carer statement are accessing those supports	Development work	
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<b>Carers Strategic Outcome 4: I can have a life of my own and I can balance the caring role in my life</b>				
Carers will say that they have a good balance between caring and other things in their life and have choices about caring. Carers will say that they want to do and are able to continue in the caring role.				
	<b>Priority areas</b>	<b>Planned Actions:</b>	<b>Timescale/Status:</b>	<b>By who:</b>
<b>4.1</b>	Continue to explore how best to utilise Adult Carer Support Plans to provide planned support to Carers, based on the Carer's identified needs which meet the local eligibility criteria	Undertake improvement work to processes & systems via HSCP Adult Carer Support Plan Test of Change Activity	Development work	DHSCP ACSP Improvement Work
		Increase the appropriate uptake of Adult Carer Support Plans by planned improvement to the process and systems	Development/improvement activity	DHSCP ACSP Improvement Work DHSCP
		Work to increase respite provision helping to ensure ability to maintain caring role.	Development work	DHSCP ACSP Improvement Work DHSCP
<b>4.2</b>	Ensure eligible carers have a range of self-directed support opportunities and choices which support them to achieve their outcomes	Self-Directed Support development work to enhance carer outcomes and reduce barriers to accessing SDS and increase local uptake	March 2023	Short Breaks/SDS Personalisation proposal bid
<b>4.3</b>	Consider need for additional/enhanced Advocacy support for Carers.	Identify any further requirements for informal/formal advocacy support	In development	Carers Partnership
<b>4.4</b>	Utilise and review Local Authority Short	Review Local Short Breaks Services Statement including review of	Development work	Carers Partnership

	Breaks Services Statement to identify specific requirements for specific groups, identify barriers and solutions to enhance access and provision	provision of short breaks/respite and any related charging policies		
4.5	Young Carers will say that they can balance the caring role with their life	Enable Young Carers to access peer support in school, College and their community to maintain attendance/attainment and life balance	Ongoing/development work	Young Carer Subgroup
		Support Young Carer Champions & Carers Centre Link workers	Ongoing/development work	

### Further work

A number of other key areas have been identified which require further work to develop proposals and to clarify the resources required.

These areas are:

**Workforce Development** – to increase workforce awareness and knowledge, enhancing carer identification, support and access to ACSPs

**DHSCP Respite Provision** - Provision of respite has been consistently identified as a priority for carers in the City. It is proposed that an allocation be made for 2021-22 to support respite, in particular the re-establishment of respite provision at Turriff House.

**Local Capacity Assessment** - Following the impact of Covid 19 on the increase in the number of carers, increase of hours caring and the increasing complexity we need to ensure that the rest of the system that supports carers can continue to management the demand now and into the future. It is therefore proposed that an assessment is undertaken as part of the next stage of this process and any gaps are identified.

**Clarify planning responsibilities for parent carers** - The Partnership recognises that parent carers have needs which can only be met through close working between HSCP and Children and Families services. It is vital that we take a whole family approach and work together to identify priorities for development

## **A Caring Dundee 2 – Performance Framework**

### **Situation and Background**

Dundee Integration Joint Board (IJB) agreed the Dundee Carers Strategy, A Caring Dundee 2, in October 2021. Following approval of the Strategy the Carers Partnership was asked to develop an associated Delivery Plan and Performance Framework.

The Carers Partnership appreciates very much the important scrutiny being placed on its work by the IJB, reflecting the importance the IJB places on the roles played by unpaid carers in the City.

### **Assessment**

Measurement of performance in relation to Carers issues is multifactorial, reflecting the fact that improving outcomes for carers is everybody's business.

The Strategic direction has been set out though the Carers Strategy, but operationalisation of the Strategy involves a broader partnership, and input/action from across the HSCP, including ongoing improvements across HSCP services. Dundee HSCP also has a number of contracts with third sector providers specifically in relation to providing ongoing direct services and supports for carers – which are not specifically covered through the Delivery Plan. It is crucial that the Performance Framework is integrated with existing performance and governance processes, to ensure that responsibility for carers outcomes is not viewed as solely the responsibility of the Carers Partnership.

As has been highlighted to the IJB at previous meetings, progress in relation to the performance framework has been delayed due to a lack of organisational capacity to take this work forward. Recruitment to posts to support this is progressing as a priority as reported previously to the Board.

### **Recommendations**

It is recommended that performance management in relation to Carers issues be established through 3 main routes:

#### **Dundee IJB Reporting**

Dundee Carers Partnership will report annually to the IJB in relation to progress of the Delivery Plan of the Carers Strategy. This report will focus on progress in relation to fulfilling the actions set out in the Delivery Plan and will highlight any barriers to implementation required to be unblocked through support by the IJB, as well as successes. It is anticipated that this report will be mainly narrative in nature, but will highlight the impact of activities where this can be measured.

More regular reporting on progress and escalation of any challenges/barriers throughout the rest of the year will be managed by the IJB's Strategic Planning Advisory Group (SPAG). The SPAG has the ability to escalate any concerns to the IJB outwith the scheduled annual report if this is necessary and proportionate.

#### **Dundee IJB Performance and Audit Committee reporting**

It is proposed that a number of high-level performance indicators are reported regularly via the Performance and Audit Committee. Currently proposed indicators are:

- Percentage of carers who feel supported in their caring role (note this is measured through a national survey and reported on a biennial basis).
- Number of carers supported via contracted services
- Number of Carers with Adult Carer Support Plans in place
- Number of Carers accessing short breaks
- Number of hours of respite provided related to carers support
- Number of carers supported through the SDS process

These indicators and frequency of reporting will be agreed with the PAC as part of wider arrangements for performance reporting.

Further work will be undertaken, when additional resources are in place, to explore reporting of each of the identified indicators at LCPP level and in relation to breakdowns by protected characteristics.

The Carers Partnership will continue to work with partners to develop approaches to evidencing the impact of services and supports on outcomes for carers.

### **Contract monitoring arrangements**

All contracts for services to provide direct support to carers are monitored via Dundee Health and Social Care Partnership contracts monitoring processes. Outcomes within contracts are reviewed annually to ensure that they continue to align with the IJB's agreed strategic directions and continue to meet agreed standards of service provision. There is a need to ensure a cohesive approach to monitoring such contacts and ensure a more explicit link to the Carers Partnership and thus the PAC and IJB. This is particularly important where funding has been "mainstreamed" by the IJB to ensure continued robust monitoring and performance management. Work will be taken forward with the Social Care Contracts Team and the relevant service leads to ensure this happens.

Jenny Hill, Head of Health and Community Care  
Kathryn Sharp, Service Manager  
Allison Fannin, Integrated Manager