



REPORT TO: PERFORMANCE & AUDIT COMMITTEE – 22 MAY 2024

REPORT ON: DUNDEE HEALTH AND SOCIAL CARE PARTNERSHIP FINANCE AND STRATEGIC SERVICES CAPACITY

REPORT BY: CHIEF FINANCE OFFICER

REPORT NO: PAC13-2024

1.0 PURPOSE OF REPORT

1.1 This paper presents the Performance and Audit Committee with an overview of the progress made within Dundee Health and Social Care Partnership’s Finance and Strategic Services to enhance service capacity to meet the increasing demands on the service.

2.0 RECOMMENDATIONS

It is recommended that the Performance & Audit Committee (PAC):

2.1 Notes the content of the report including the challenges that Finance and Strategic Services have faced due to a lack of capacity and the steps taken to remedy this through a new structure attached at Appendix 1 to this report.

3.0 FINANCIAL IMPLICATIONS

3.1 None.

4.0 MAIN TEXT

4.1 At its meeting of the 22nd November 2023, PAC members noted a number of outstanding actions on the Action Tracker had been delayed or de-prioritised as a result of staff capacity issues within the service. The Committee was advised that a staffing restructure was underway and that as a result, further capacity to deliver priorities would be released. The Chief Finance Officer was subsequently asked to provide the PAC with an overview of progress.

4.2 The resources available to the Health and Social Care Partnership to support strategic planning, business support and data and information functions are largely a historical legacy from the arrangements pre-integration from the previous Dundee City Council Social Work Department. One post was provided for from the previous Dundee Community Health Partnership from NHS Tayside. The level of resource was transferred to the IJB’s delegated budget in 2016.

4.3 As the health and social care integration arrangements have developed over the last 8 years there has been an increased focus on the need for performance information and strategic direction and support. The increased complexity of the IJB and HSCP’s governance arrangements, requiring regular assurances and reporting to be provided to statutory partners, the IJB and PAC and increasingly, the Scottish Government has driven this demand.

4.4 As a result of the increased demand with no change in staffing resource, the service has had to continually reprioritise its focus to the point where statutory work (eg information returns) has had to take precedence over all other tasks, which are then delayed or not able to be progressed. The Head of Finance and Strategic Services and the Service Manager, Strategic services

commenced a review of the service and available resources and have developed a new structure alongside the team, which will provide the right capacity in the right place to meet the current and future core needs of the service, with no additional requirement for funding. The new structure is attached as Appendix 1 for reference.

- 4.5 While the review was underway, a small number of posts became vacant and have been held to support the new structure and to ensure all current staff members have a role to play in the new structure. The changes have also enabled wider career progression opportunities for staff, providing team leader roles and re-prioritised roles, with additional posts where deemed necessary. This approach has been taking in collaboration with the existing staff group, and has ensured the best use of their considerable knowledge, skills and experience across a range of strategic and business support functions.
- 4.6 The structure is in the process of being implemented with the successful internal recruitment to the new positions of Lead Officer, Strategic Planning & Business Support and Lead Officer, Quality, Data and Intelligence and the matching of remaining Senior Officer to revised Senior Officer roles. Recruitment to a range of new/reconfigured integrated posts forms the next stage of the process which will take place over the next six months.
- 4.7 The increased capacity in terms of management and wider support will greatly enhance the services resilience and ability to lead, support and respond to new challenges the IJB and HSCP will face over the coming years, including service transformation, the implementation of the National Care Service and further in advances in digital developments.

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

- 6.1 This report has not been subject to a risk assessment as it a status update and does not require any policy or financial decisions at this time.

7.0 CONSULTATIONS

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

8.0 BACKGROUND PAPERS

- 8.1 None.

Christine Jones
Acting Chief Finance Officer

Date: 24/04/2024

DHSCP Service Structure

Vicky Irons
Chief Officer

Dave Berry
Chief Finance Officer / Head of Service
Finance and Strategic Services

Christine Jones
Partnership Finance
Manager

Sammi Pendrich
Senior Accountant

Integrated Accountant
Integrated Accountant
Integrated Accountant

Admin Assistant

Senior Clerical
Senior Clerical
Clerical Assistant
Clerical Assistant

Accountant

Lynsey Webster
Lead Officer
Quality, Data and
Intelligence

Senior Officer
Data and Intelligence

PROPOSED NEW ROLE
Data and Intelligence Officer
(Carers / Personalisation)

PROPOSED NEW ROLE
Data and Intelligence Officer

PROPOSED NEW ROLE
Graduate Trainee, Data and
Intelligence

PROPOSED NEW ROLE
Data and Intelligence Assistant

Senior Officer, Information

Senior Officer, Quality and
Governance

PROPOSED NEW ROLE
Quality Assurance Officer

Principal Analyst
Public Health Scotland

Senior Analyst
Public Health Scotland

Clare Lewis-Robertson
Lead Officer
Strategic Planning and
Business Support

Senior Officer
Strategic Planning

PROPOSED NEW ROLE
Strategic Planning Officer

PROPOSED NEW ROLE
Strategic Planning Officer

PROPOSED NEW ROLE
Planning Assistant /
Integration Co-ordinator

PROPOSED NEW ROLE
Business Support Officer

PROPOSED NEW ROLE
Information Governance
Officer

PROPOSED NEW ROLE
Business Support Officer

VACANT
Records Manager

Clerical Assistant
Clerical Assistant
Clerical Assistant

IT / Business Systems
Officer
Dundee City Council

Kathryn Sharp
Service Manager
Strategic Services

Laura Menzies
Senior Officer
Social Care Contracts

Contracts Officer

Contracts Officer

Contracts Officer

Contracts Officer

Contracts Officer

Contracts Assistant
(Carers / Personalisation)

Contracts Assistant

Contracts Officer
(Children and Families)

Contracts Officer
(Whole Family Wellbeing)

Jordan Grant
Executive Assistant

Melanie Hyatt
Lead Officer
Protecting People

Development Officer,
Protecting People

Development Worker,
Protecting People
Communication and Events
Assistant

Team interface to:
Graduate Trainee Prevention
(DVVA)

**Authentic Voice Project
Manager**
(DVVA)

Sheila Allan
Community Health Inequalities Manager
Dundee City Council

Vered Hopkins
Lead Officer
Protecting People

Senior Officer
Community Justice and Safety

Business Co-ordinator,
Protecting People

Admin Assistant

Senior Clerical

Sophie Gwyther
Lead Officer
Protecting People

Suicide Prevention
Co-ordinator

Team interface to:
Gendered Services Project
Manager (DVVA)

Trauma Development Worker
(WRASAC)

Equally Safe Learning and
Development Worker
(WRASAC / DCC)

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