



CÙRAM IS SLÀINTE NAN EILEAN SIAR

WESTERN ISLES HEALTH AND SOCIAL CARE PARTNERSHIP

IJB INVESTMENT AND RESERVE STRATEGY

PURPOSE OF REPORT

1. This report sets out our broad strategy for investing IJB reserves. The investment is designed to support service transformation, grow a sustainable workforce and enhance our physical infrastructure.

COMPETENCE

2. There are no immediate legal or HR matters arising from the paper. The financial investment proposals are set out as part of the appendix 2 and further work will be undertaken across all investment lines, reporting back through the IJB as appropriate. Any changes coming about after the 20/21 have been audited will also be reported back through the IJB as an amended Investment and Reserve Strategy.

SUMMARY

3. The IJB had an in-year underspend of £3,853k (unaudited), which will be offset by transfer of £3,848k into general, specific and earmarked reserves. The specific reserves are money allocated by the Scottish Government for named projects and services and must be spent on those indicated on Scottish Government allocation and grant letters, for example; Primary Care Improved Fund and Mental Health Action 15 monies. Due to Covid some initiatives were unable to be taken forward. This money is ring fenced and work will be undertaken using these funds in 2021/22 and beyond. These reserves are detailed in Appendix 1.
4. A summary of reserves is shown in the table below and Earmarked and General Reserves are detailed in Appendix 2.

As of 01/04/2020 £,000	Transfer during year £,000	As of 31/03/2021 £,000
737 Specific	1,398	2,135
2878 Earmarked	1,563	4,441
582 General	887	1,469
4,197 Total	3,848	8,045

TRANSFORMATONAL CHANGE

5. The Chief Officer is seeking to use the 1st 6 months of the year, whilst still in COVID response to develop a strategy and associated plans that drive upon positive service transformation required to deliver a balanced budget without the requirement to reduce headcount. The Chief Officer intends to work with Service Leads to co-produce





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operational plans to deliver this. A key influence of this work are the recommendations outlined in the Review of Adult Social Care authored by Derek Feeley.

6. It is imperative that transformational change drives recurring efficiencies but we recognize that with the workforce and population demographics this will become increasingly difficult to do. Both investments; Transformational Change and Workforce Sustainability have to work in tandem if we are to be successful in changing and sustaining our services for the future. We will invest in Organisational Change - Care at Home (£564k), Palliative Care Training (£45k) and Community Development and Communication (£45k). Detailed project plans will come to the Board for approval.

WORKFORCE SUSTANBILITY

7. Recognising that we have an ageing workforce (with comparable health at work challenges), general depopulation across the islands, and a shrinking working age population, it is crucial that we take proactive steps to address our workforce challenges. In the absence of this, we will find services increasingly unable to function at optimal levels. We will continue to invest in an apprenticeship scheme to establish a local development programme in social care (£750k over 3 years). Certain geographical areas of Health and Social Care are under a higher level of pressures with regards to workforce sustainability and proposals will be worked up on the back of this investment being earmarked for this purpose (£523k). We also propose to set aside a modest sum of £45k over three years to support our external marketing and support specific recruitment to hard-to-fill posts and £160k to provide training to up skill staff and proactively tackle that misconception by working in the Western Isles, it is too often seen as detrimental to career development.

INFRASTRUCTURE

8. The IJB has set aside £2.039m previously to invest in the Goathill Development. This project is being delivered as part of the implementation of the review of residential care services and accommodation for Lewis and forming a significant element within the Comhairle's Strategic Housing Investment Plan 2017-22. The development is based on the preferred model of care identified by the IJB and comprises a 52-bed residential care home and a 50-unit extra care facility on a greenfield site at the former Goathill Farm. In addition to the buildings, the development also comprises ancillary facilities such as car parking and bus drop-off areas, courtyard and external garden areas, refuse compound, delivery zones, and works to the existing road infrastructure and access to the site at Perceval Road

RECOMMENDATIONS

9. It is recommended that the IJB:
 - a. Agrees to the investment plan set out at Appendix 2 and notes the specific reserves





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highlighted at Appendix 1;

b. Agrees that the Chief Officer should seek the IJB approval on individual projects within the Investment portfolio in future Board Meetings.

Debbie Bozkurt
Chief Finance Officer
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Nick Fayers
Chief Officer
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Appendix 1

2019/20			Project / Investment Area	2020/21		
Balance at 01/04/2019 £'000	Transfers £'000	Balance at 31/03/2020 £'000		Transfers Out £'000	Transfers In £'000	Balance at 31/03/2021 £'000
			Funding Streams			
91		91	Self Directed Support			91
12		12	Community Justice			12
66	(20)	46	Carers Information Strategy	(20)		26
6		6	Sight Action			6
			MHO Training		36	36
			CSWO Resource		12	12
89	(52)	37	Primary Care Fund - Pharmacy			37
155	111	266	Primary Care Transformational Fund		519	785
66	(10)	56	Mental Health & Psychological Therapies			56
36	(33)	3	Urgent Care Programme Work		108	111
25	(25)	-	- Digital Services Fund for GP's		13	13
89	66	155	Local Enhanced Services for GPs			155
157	(157)	-	- Mental Health - Action 15		173	173
94	(29)	65	Alcohol and Drug Partnership		133	198
0	0	-	- Dietetics		99	99
0	0	-	- Community Nursing & Local Improvement Funds		228	228
			Community Living Charge (3 years)		97	97
886	(149)	737	Total Specific Reserves	(20)	1,418	2,135

Appendix 2

Short Term Project < 5years and in year pressures	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
Short Term Projects				
<u>Transformational Change</u>				
Organisational Change Care at Home	150.0	250.0	164.0	564.0
Palliative Care - Training	15.0	15.0	15.0	45.0
Community Development and Communication	15.0	15.0	15.0	45.0
	180.0	280.0	194.0	654.0
<u>Workforce Sustainability</u>				
Apprenticeships - Social Care	250.0	250.0	250.0	750.0
Stabilisation and Sustainability of Work Force	200.0	200.0	123.0	523.0
Training	40.0	60.0	60.0	160.0
Marketing and Communication	15.0	15.0	15.0	45.0
	505.0	525.0	448.0	1,478.0
<u>Infrastructure</u>				
Lewis Residential Care (capex)	2,309.0	-	-	2,309.0
	2,309.0	-	-	2,309.0
In Year Cost Pressures				
General IJB Cost Pressures	1,469.0	-	-	1,469.0
	1,469.0	-	-	1,469.0
Earmarked and General Reserves	4,463	805	642	5,910