



CÙRAM IS SLÀINTE NAN EILEAN SIAR

WESTERN ISLES HEALTH AND SOCIAL CARE PARTNERSHIP

IJB INVESTMENT 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 digital and physical infrastructure.

COMPETENCE

2. There are no immediate legal or HR matters arising from the paper. The financial investment proposals are set out in the detail, and further work will be undertaken across all investment lines, reporting back through the IJB as appropriate.

SUMMARY

3. Since 2016, through careful financial management, better than anticipated income generation and ongoing recruitment challenges, the IJB has developed reserves which are capable of being invested in our long-term strategic objectives. Our recent Strategic Plan Refresh outlines a number of new priorities, including the reform of primary care. In June 2018, we agreed a five year investment plan, focused on investing £4.1m across three broad areas:
 - £1.1m in support of a Sustainable Workforce
 - £1.9m in support of Digital Innovation and Infrastructure
 - £1.1m in support of Service Transformation
4. These baskets of reform align with and supported our strategic priorities. We also agreed to hold some of the resource in reserve to provide some protection against the cost of increasing service pressures.
5. However, our financial position has changed and our medium term financial strategy will require the use of reserves to plug short term budget gaps. To that end, we have re-profiled our reserves to liberate £850k which can be used to bridge part of our budget gap for 2019/20. The revised prospectus for investment is described at Annex A. It involves: the removal of £250k for double running costs allocated to Mental Health Redesign, which are no longer needed; £50k for a mental health post assigned to 2018/19 which wasn't developed; a reduction in the monies set aside for NHS apprenticeships by £100k; a reduction in the monies allocated to co-location by £100k; the removal of an allocation of £250k against digital transformation; and £100k assigned to address workforce sustainability. While there is an obvious opportunity cost associated with the revised strategy, it is recommended given our budgetary position.
6. Further work will be undertaken on the IJB budget for 2019/20 and we may therefore revisit the matter of our investment strategy upon signing off the final budget position in March.

RECOMMENDATIONS

7. It is recommended that the IJB agrees to the investment plan set out at Annex A.

Ron Culley
Chief Officer, Health and Social Care
CÙRAM IS SLÀINTE



CÙRAM IS SLÀINTE NAN EILEAN SIAR

WESTERN ISLES HEALTH AND SOCIAL CARE PARTNERSHIP

ANNEX A – INVESTMENT PROPOSAL

Short Term Project < 5years and in year pressures		2018/19	2019/20	2020/21	2021/22	2022/23	Total
		£'000	£'000	£'000	£'000	£'000	£'000
Short Term Projects							
<u>Transformational Change</u>							
	Mental Health Redesign (Transitional Funding)	214		-	-	-	214
	Palliative Care - Respite and Training	30	30	30	30	30	150
	Transformation of Primary Care	30	140	80	-	-	250
	Organisational Development	15	15	20	-	-	50
	Community Development and Communication	30	40	40	-	-	110
		319	225	170	30	30	774
<u>Workforce Sustainability</u>							
	Apprenticeships (CnES)	250	250	-	-	-	500
	Apprenticeships (HB)	-	25	125			150
	Co - Location of Teams	100		-	-	-	100
	Marketing and Communication	10	15	10			35
		360	290	135	-	-	785
<u>Digital Innovation and Infrastructure</u>							
	Lewis Residential Care (capex)		893	250	250	-	1,393
	Digital Homes			250			250
		-	893	500	250	-	1,643
In Year Cost Pressures							
	CnES Placements	400	-	-	-	-	400
	NHS Acute Mental Health	200					200
	General IJB Cost Pressures		850				850
		600	850	-	-	-	1,450
Reserves Total							
		1,279	2,258	805	280	30	4,652



CÙRAM IS SLÀINTE NAN EILEAN SIAR

WESTERN ISLES HEALTH AND SOCIAL CARE PARTNERSHIP

Health & Community Partnerships