



# CÙRAM IS SLÀINTE NAN EILEAN SIAR

WESTERN ISLES HEALTH AND SOCIAL CARE PARTNERSHIP

Integration Joint Board 26.03.20

Agenda Item: 5.2

Purpose: Approval

## 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 our 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. At its meeting in February 2020, the IJB agreed to further refine our investment strategy as follows:
  - To slim down investment in transformation projects, with modest annual allocations against palliative care training/pathfinder projects and community development. The latter in particular will support asset building as we seek to develop more involved discussion with communities and the third sector.
  - Apprenticeships have been rolled from two pots (CNES and NHSWI) into one, with NHS pharmacy apprenticeships earmarked to be funded from specific primary care balances. The remaining resource is allocated to apprenticeships in care.
  - There is now a substantial investment of up to £2.3m in the Goathill campus, to complement investment from HHP and the Comhairle. An additional sum of monies (£250k) has been set aside to support the transition from digital to analogue in relation to community alarms, though this may attract national funding.
  - This investment strategy leaves a residual £232k to address the in-year budget deficit and will be used to close the gap in 2020/21.
4. Further work has been undertaken on the IJB budget for 2020/21 and we are proposing to revisit our investment strategy in respect of:
  - Taking £250k originally earmarked for digital investment in community alarms (specifically to fund the transition from analogue to digital) and putting it against the bottom line. We anticipate that the digital transition will be funded by SG capital grants.

### RECOMMENDATIONS

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

**Ron Culley**  
Chief Officer, Health and Social Care  
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## ANNEX A – INVESTMENT PROPOSAL

Short Term Project < 5years and in year pressures	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
<b>Short Term Projects</b>					
<u>Transformational Change</u>					
Mental Health Redesign (Transitional Funding)		-	-	-	-
Palliative Care - Respite and Training	15.0	15.0	15.0	15.0	60.0
Transformation of Primary Care	-	-	-	-	-
Organisational Development	-	-	-	-	-
Community Development and Communication	15.0	15.0	15.0	-	45.0
	<b>30.0</b>	<b>30.0</b>	<b>30.0</b>	<b>15.0</b>	<b>105.0</b>
<u>Workforce Sustainability</u>					
Apprenticeships (CnES)	208.0	250.0	-	-	458.0
Apprenticeships (HB)	-	-	-	-	-
Co - Location of Teams	100.0	-	-	-	100.0
Marketing and Communication					
	<b>308.0</b>	<b>250.0</b>	<b>-</b>	<b>-</b>	<b>558.0</b>
<u>Digital Innovation and Infrastructure</u>					
Lewis Residential Care (capex)	893.0	710.0	706.0	-	2,309.0
Digital Homes	-	-	-	-	-
	<b>893.0</b>	<b>710.0</b>	<b>706.0</b>	<b>-</b>	<b>2,309.0</b>
<b>In Year Cost Pressures</b>					
CnES Placements	-	-	-	-	-
NHS Acute Mental Health	-	-	-	-	-
General IJB Cost Pressures	1,500.0	232.0	-	-	1,732.0
	<b>1,500.0</b>	<b>232.0</b>	<b>-</b>	<b>-</b>	<b>1,732.0</b>
<b>Reserves Total</b>	<b>2,731</b>	<b>1,222</b>	<b>736</b>	<b>15</b>	<b>4,704</b>



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