

# East Lothian Integration Joint Board



**REPORT TO:** East Lothian Integration Joint Board

**MEETING DATE:** 22 March 2018

**BY:** Chief Officer

**SUBJECT:** Review of HSCP Community Grant Funding

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## **1 PURPOSE**

- 1.1 To inform the Integration Joint Board and to seek agreement to the outcome of the December 2017 'Best Value and Strategic Fit' reviews of East Lothian HSCP grant funded and externally provided community support services.

## **2 RECOMMENDATIONS**

- 2.1 The IJB is asked to agree the removal of HSCP grant funding from organisations which do not meet Best Value requirements and/or did not demonstrate sufficient Strategic Fit following the review process.
- 2.2 The IJB is asked to agree that those organisations meeting Best Value and Strategic Fit requirements should have their grant funding renewed for only 12 months in the first instance and further, that the organisations should undergo a service redesign process to deliver further efficiencies in 2019/20.
- 2.3 The IJB is asked to note that following the reviews, a broader needs assessment will be carried out on all internally and externally provided Community Support. The outcome of the needs assessment will shape the services to be delivered and grant funding arrangements to provider organisations from 2019/20 onwards.

## **3 BACKGROUND**

- 3.1 The IJB asked East Lothian Council to review community grants in 2017/18. The work was overseen by the Health and Social Care Procurement Board. The Board set the following aims in the work:

- that East Lothian Health and Social Care Partnership is obtaining Best Value<sup>1</sup> from services it commissions
- That the provision of services is equitable across different client groups
- That services are in line with the East Lothian IJB Directions (appendix 1) and;
- That services deliver on the priorities of the IJB Strategic Plan 2016-19<sup>2</sup>.

It was agreed that delivery of all these elements by externally commissioned HSCP grant funded community services would demonstrate robust strategic fit.

3.2 The review process was divided into 4 distinct areas:

- Community supports review
- Financial support for Independent Living Fund and Direct Payment user review
- Independent advocacy review and interface agencies review.
- Housing support review (not part of IJB delegated authority)

3.3 All reviews used a Best Value review template (appendix 2) to ensure they were robust and fair in their conclusions. In completing the template, views and opinions were sought from service providers as well as service users and carers where appropriate.

3.4 All provider organisations were informed of the review in September 2017. A further letter in early February informed them of the intention to take the review recommendations to the IJB on 22<sup>nd</sup> February with a subsequent decision to table the proposals at the March 22<sup>nd</sup> IJB meeting. A communication plan has been developed to inform press, service users, stakeholders and the public of the outcomes of the review. This plan will be put in place following the IJB March IJB meeting.

3.5 All organisations involved in the review have a contract with East Lothian Health and Social Care Partnership with a three months' notice period.

3.6 Where the review showed an organisation to be providing Best Value and demonstrating Strategic Fit a further period of funding of no more than 12 months is proposed. During this period of funding, the organisations will be asked to undergo service redesign to improve their financial position as well as the outcomes of the service.

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<sup>1</sup> An approach to ensure a balance between cost and quality considerations in service provision across all public services.

<sup>2</sup> [http://www.eastlothian.gov.uk/downloads/file/11117/ijb\\_strategic\\_plan\\_2016-19](http://www.eastlothian.gov.uk/downloads/file/11117/ijb_strategic_plan_2016-19)

- 3.7 Following these reviews, the Community Support Project will complete a Needs Assessment by October 2019 to establish what model and level of community provision is required across East Lothian for the future. The needs assessment will be based on the premise that mainstream community services can be better used to support people to integrate into their communities and move people away from or avoid necessarily having to use statutory services.
- 3.8 Table 1 below sets out the recommendations of the review process.

**Table 1 – Outcome of the Review Process**

**Proposals for disinvestment**

<b>Organisation</b>	<b>Funding Per Annum</b>	<b>Recommendation of Review</b>	<b>Impact on org. and service users</b>
Macmerry Lunch Club	£742	Remove Funding April 2018 (plus unused monies one off £1,600)	Org – no impact as not meeting. Service users – can access Pencaitland and Haddington lunch clubs.
North Berwick Voluntary Car Scheme	£944	Remove Funding June 2018 (10 month saving)	Org – medium as loss represents 10% of total income.   Service users – org. will likely continue
Strive; Community Connections (befriending service)	£14,359	Remove Funding June 2018	Org – minimal as funding small % of total funding. And unable to match fund. Service users – will transfer to alternative service.

East Lothian Community Care Forum	£53,154	Remove Funding June 2018	Org – major impact. Service user engagement through alternative means.
Capability LAC service	£87,167	Remove Funding April 2018	Org – no impact. Capability indicated intention to withdraw. Service users – transferred to other org. NBC to be supported and managed.

### Proposals for continued investment for 12 months

Alzheimer's Dementia Café	£4,568	Continue funding in 2018/19, with further review to develop synergies with Post Diagnostic Link Worker support.
Pink Ladies	£5,000	Continue funding in 2018/19, with further review
East Lothian Young Carers	£10,693	Continue funding in 2018/19, with further review
RVS Good Neighbours	£14,676	Continue funding in 2018/19, with review of overall contract management of RVS
LCIL – Independent Living Services	£32,076	Continue funding in 2018/19, with further review
EARS	£32,625	Continue funding in 2018/19, with further review for all advocacy organisations
Partners In Advocacy	£42,800	Continue funding in 2018/19, with further review for all advocacy organisations

Changes	£46,263	Continue funding in 2018/19, with further review
Stepping Out	£60,207	Continue funding in 2018/19, with further review
Neighbourhood Networks	£62,000	Continue funding in 2018/19, with further review.
Carers of East Lothian	£63,502	Continue funding in 2018/19, with further review
CAPS (Advocacy)	£77,830	Continue funding in 2018/19, with further review for all advocacy organisations
Cameron Cottage	£280,000	Continue funding in 2018/19, with further review of Care Provider to ensure best value
East Lothian and Mid Women's Aid	£70,000	Continue funding in 2018/19, within a three year SLA
Lunch Clubs (Wallyford & Whitecraig and Pencaitland)	£3,157	Review still outstanding
RNIB	£61,887	Review still outstanding - ongoing with Midlothian
Deaf Action	£50,025	Review still outstanding - ongoing with Midlothian
Scottish Huntingdon's Association	£7,159	Review still outstanding
<b>Total Funding</b>	<b>£1,080,839</b>	

**Table 2 - Summary of Resource Released Following Review**

Funding to be ended in June 30th 2018	9 month efficiency
£157,966	£140,852
<b>2018/19 Total</b>	<b>£140,852 (includes fye for 2 providers)</b>

#### **4 ENGAGEMENT**

- 4.1 All service providers involved in the review were contacted at the start of the review process and were allocated a Strategy Officer from the HSCP who worked with them in the completion of the Best Value Review templates.
- 4.2 A communication plan has been developed to inform the press, service users, stakeholders and the public of the outcomes of the review.

#### **5 POLICY IMPLICATIONS**

- 5.1 This review of community commissioned provision ensures that current commissioning arrangements are adhering to current strategic priorities as outlined in the current Strategic Plan as well as preparing the way for a re-modelling of future community provision to be influenced by key strategies being developed, an overall review of community provision and a resulting needs assessment.

#### **6 INTEGRATED IMPACT ASSESSMENT**

- 6.1 The subject of this report has been through the Integrated Impact Assessment process and no negative impacts have been identified as a result of alternative measures having been put in place.

#### **7 RESOURCE IMPLICATIONS**

- 7.1 Financial – The projected full year effect efficiencies by April 2018/19 will be £157,966 from the total annual budget of £1,080,839 for community grant funding. This is equivalent to 13%. Total realised in 2018/19 will be £140,852.
- 7.2 Personnel – Implications for the staff teams within the services proposed for de-commissioning from June 2018.
- 7.3 Other – none

## 8 BACKGROUND PAPERS

8.1 Appendix 1 - IJB Directions

8.2 Appendix 2 - Best Value Review Template

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<b>DESIGNATION</b>	Group Service Manager – Planning & Performance
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<b>DATE</b>	15.03.18

## **Appendix 1**

### **IJB Directions Operating in 2018-19**

#### **New Directions for 2017/18**

##### **10 - Directions to NHS Lothian on Primary Care**

**D10a** - Preparations for the New GMS Arrangements (supersedes D01e and D01f, aligned with D01g, D04a, D04b)

**D10b** - Support to Primary Care Quality Clusters (New Direction)

**D10c** - Primary Care Strategy (New Direction)

##### **11 - Directions to NHS Lothian and ELC on reducing use of acute services and increasing community provision**

**D11a** - Emergency Assessment Services and Emergency Admissions (New Direction)

**D11b** - Occupied Bed Days (new Direction)

**D11c** - Delayed Discharges (supersedes D07)

**D11d** - End of Life Care (new Direction)

**D11e** - Transfer of AHP resource from Secondary Care (new Direction)

**D11f** - Contracts for Care at Home (new Direction)

##### **12 - Directions to NHS Lothian and ELC on shifting the balance of care for care groups**

**D12a** - ELC delivered care at home services (supersedes D02a and D02b)

**D12b** - Extra care housing (new Direction)



**D12c** - Day services for older people (supersedes D02e)

**D12d** - Reprovision of Eskgreen and Abbey care homes and Edington and Belhaven hospitals (supersedes D01c and D02c)

**D12e** - Integrated Care Fund Review (supersedes D06)

**D12f** - Transfer of patients of Ward 2 Belhaven Hospital to Ward 3 Belhaven Hospital (issued January 2018)

### **13 - Direction to NHS Lothian to support delivery of Modern Outpatients recommendations**

**D13a** - Redesign of diabetes services and further development of care of Type 2 diabetes in primary care (new Direction)

### **14 - Direction to NHS Lothian and ELC on support to carers**

**D14a** - Finalisation and implementation of the East Lothian Carers' Strategy and preparation for the Carers' Act (aligned with D02d)

### **15 - Directions to NHS Lothian on drug and alcohol services and mental health**

**D15a** - Allocation to ELHSCP of the full 12% of Drug and Alcohol funding (new Direction)

**D15b** - Redesign of MELDAP (new Direction)

**D15c** - Provision of adult mental health services (new Direction)

**D15d** - Provision of older adult mental health services (new Direction)

### **16 - Direction to NHS Lothian and ELC on Community Justice**

**D16a** - Work with the Reducing Reoffending Board (new Direction)

## **Continuing Directions from 2016/17**

**D01a** Continue to support an Outline Business Case, Final Business Case and Financial Close for a new integrated East Lothian Community Hospital.

**D01b** Continue to support, develop and agree a 'decant programme' from Liberton and Midlothian Hospitals

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**D01d** Deliver business cases for Prestonpans and Harbours Medical Practices.

**D01g** Develop and implement a prescribing budget calculation which more accurately reflects demographic change and need across Lothian.

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**D02d** Develop and implement a new Carers Strategy for East Lothian.

**D02f** Establish a housing and health and social care planning interface group.

**D02g** Complete a scoping exercise for a redesigned model of re-ablement

**D02h** Complete a review of all current Section 10 grants against an agreed prioritisation framework to ensure strategic fit and best value and bring forward proposals for investment and disinvestment.

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**D03a** Ensure the repatriation of East Lothian residents from Liberton Hospital in Edinburgh with the associated shift in aligned financial resources to the IJB.

**D03b** Ensure the repatriation of East Lothian residents from Midlothian Community Hospital with the associated shift in aligned financial resources to the IJB, based on agreed activity data to match this.

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- D04a** Continue to work collaboratively to support and accelerate local delivery of the key recommendations of the national review of primary care out of hours services.
- D04b** Continue to work collaboratively to support and accelerate local delivery of the key actions of the Transitional Quality Arrangements for the GMS contract in Scotland.
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- D05a** East Lothian Integration Joint Board direct NHS Lothian to make payments to East Lothian Council in line with the payment schedule outlined in Section 10 of this Direction
- D05b** East Lothian Integration Joint Board direct East Lothian Council to provide services as outlined and within and in accordance with the budgets outlined in Section 10 of this Direction.
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- D08** NHS Lothian to delegate the agreed budget for the Integration (Social Care) Fund to the IJB in line with the proposal from East Lothian Council.
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- D09** Provide a full analysis on the detail of human and financial resources identified within NHS Lothian's Strategic Programmes budget within the financial year 2015/16, including an analysis of resource and activity as it relates to all delegated functions.
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## Appendix 2

### Best Value Review Template

#### BEST VALUE and STRATEGIC FIT REVIEW

A. Provider Details	
Name of Service Provider	
Name of Service	
Date Service established in East Lothian	
Last Review Completed	

  

B. Contract Information & Service Delivery	
Contract Type	
<b>Strategic Relevance/Policy Alignment</b> Please evidence how your organisation/service provides Best Value and meets strategic aims as set out in the East Lothian H&SC Partnership IJB Strategic Plan 2016 – 2019:  <a href="http://www.eastlothian.gov.uk/downloads/download/2307/east_lothian_health_and_social_care_partnership_strategic_plan_summary">http://www.eastlothian.gov.uk/downloads/download/2307/east_lothian_health_and_social_care_partnership_strategic_plan_summary</a>	

<b>Background to Service</b> <ul style="list-style-type: none"> <li>• Company/Project Aims &amp; Objectives</li> <li>• Target Market</li> </ul>			
<b>Service Delivery</b> <ul style="list-style-type: none"> <li>• Current provision (No's)</li> <li>• Analysis of work &amp; outcomes met</li> <li>• Future Plans</li> <li>• Other Information</li> </ul>			
<b>Service Delivery</b> <ul style="list-style-type: none"> <li>• Quality of Care &amp; Support</li> <li>• Quality of Staffing</li> <li>• Quality of Management &amp; Leadership</li> </ul>	<b>State Grade</b>	<b>Summary of Care Inspectorate Comments</b>	<b>Previous Years Grades</b>

<b>C. Regulation</b>	
<b>Contract Compliance</b> <ul style="list-style-type: none"> <li>• Insurances</li> <li>• Company status</li> <li>• Financial viability</li> <li>• Invoicing</li> <li>• Care Inspectorate/ Other Registration</li> </ul>	<b>Summarise Evidence</b>

D. Cost and Quality	
<b>Cost of Service</b> <ul style="list-style-type: none"> <li>Hourly Rate</li> <li>Funding Received</li> </ul>	
<b>Quality of Service</b> <ul style="list-style-type: none"> <li>Internal Quality Assurances measures in place</li> <li>Accredited quality system in place</li> <li>Details of Improvement Notices / Close Monitoring in the past 4 years?</li> </ul>	

E. Service User	
<b>Stakeholder Involvement</b> <ol style="list-style-type: none"> <li>Level of Influence in Care / Support Plan</li> <li>Level of influence in Service Delivery</li> <li>Level of influence in Service Management</li> <li>Level of influence in Service Governance</li> </ol>	
<b>Individual Service Reviews</b> <ul style="list-style-type: none"> <li>are regular and demonstrated</li> <li>are meaningful and effective</li> </ul>	
	Y/N
	Y/N

<b>Satisfaction is expressed by</b>		
• Service Users	<i>Y/N</i>	
• Council Staff	<i>Y/N</i>	
• Representative Organisations	<i>Y/N</i>	
• Care Staff	<i>Y/N</i>	

<b>F. Staff Management</b>	
1. Recruitment, Selection and Retention	
2. Company/Branch Management Structure	
3. Ongoing CPD	
4. Regular Staff Meetings	
5. Staff Exit Interviews	

<b>G. Staff Training</b>		
	<b>INDUCTION</b>	<b>ONGOING TRAINING</b>
Adult Support and Protection		
Child Protection		
Risk Management		
Equalities		
Infection Control		
Manual Handling		

Medication		
Others (as relevant)		

<b>H. Evidence of Best Value</b>	
<b>Vision &amp; Leadership:</b>	
<b>Effective Partnerships:</b>	
<b>Governance &amp; Accountability:</b>	
<b>Use of Resources:</b>	



<b>Performance Management:</b>		
<b>I. Summary of Findings</b>		
<b>J. Recommendations</b>		
<b>K. View of Provider</b>		
<b>NAME;EAST LOTHIAN HEALTH AND SOCIAL CARE PARTNERSHIP</b>	<b>SIGNED</b>	<b>DATE</b>