



REPORT TO: HEALTH AND SOCIAL CARE INTEGRATION JOINT BOARD – 20TH AUGUST 2025

REPORT ON: 2025/26 BUDGET AND SAVINGS DELIVERY PROGRESS UPDATE

REPORT BY: CHIEF FINANCE OFFICER

REPORT NO: DIJB46-2025

1.0 PURPOSE OF REPORT

- 1.1 To provide the Integration Joint Board with a progress report and update to actions and reviews being undertaken to deliver the 2025/26 Financial Plan and Balanced Budget

2.0 RECOMMENDATIONS

It is recommended that the Integration Joint Board (IJB):

- 2.1 Notes the progress to deliver the required actions and reviews in Section 4 of this report
- 2.2 Instructs Chief Finance Officer to provide a further update on ongoing and outstanding reviews no later than 31 December 2025.
- 2.3 Approves recommendation to progress recommissioning of Rockwell Housing with Care provision, as detailed in section 4.3 and Appendix 1.

3.0 FINANCIAL IMPLICATIONS

- 3.1 This report provides an update to the proposals set out and previously approved for an overall budget for 2025/26 for Dundee Integration Joint Board of £322m.

4.0 MAIN TEXT

- 4.1.1 The IJB's 2025/26 budget for delegated services was approved at the meeting of the IJB held on 26 March 2025 (Article IV of the minute of the Dundee Integration Joint Board held on 26 March 2025 refers). This set out the cost pressures and funding available with a corresponding savings plan to ensure the IJB had a balance budget position going into 2025/26 financial year, based on information available to Officers at that time.
- 4.1.2 A further report was approved at the meeting of the IJB held on 18 June 2025 (Article IX of the minute of Dundee Integration Joint Board held on 18 June 2025 refers). This updated the 2025/26 plan following confirmation of the 2024/25 financial year-end and reserves position, and details of additional funding received via NHS Tayside at the end of financial year 2024/25.
- 4.1.3 The budget report included proposals to undertake a number of service reviews with an anticipation of being able to deliver efficiencies and savings as part of the 2025/26 financial plan. An update to each of these is noted in the following sections.
- 4.1.4 An update to each of these is noted in the following sections, along with further detailed information in the associated appendices
- 4.2 Community Meals Review (25/26 planned savings of £100k)

- 4.2.1 The Community Meals Service prepares and delivers meals twice a day to citizens who are unable to prepare meals for themselves. In March 2025 paper DIJB14-2025 Appendix 9A (Article IV of the minute to the Dundee Integration Joint Board held on 26 March 2025 refers) was submitted to the IJB and approval was given to conduct a review of the current model for the Community Meals Service with a view to reducing revenue costs by £100k during 2025/26.
- 4.2.2 Substantial progress has been made with the review process:
- Further analysis of recent data from the service has been undertaken to better understand patterns of demand and reasons for variations experienced over the last three-year period. This has included further analysis of the demographic profile of services users and of their health and social care needs.
 - A comprehensive and respectful consultation has been undertaken with service users and, where appropriate, their families and representatives. The purpose of this consultation was to: ensure transparency around the review; gather feedback on the potential impact of any service redesign; and, uphold the dignity and voice of each service user within the review process. This significantly enhances the information already available from the IJB's previous Budget Consultation exercise.
 - Workforce engagement has taken place, supported by Trade Unions. As well as having important experience and expertise to inform the development of proposals for a new model provision, there will also be engagement in line with Dundee City Council's organisational change policies in terms of impact on individual employees.
 - Analysis of the efficiency of individual meal delivery routes has been undertaken. Each delivery route has been carefully evaluated to identify opportunities for streamlining operations without compromising service quality or coverage. This has led to the identification of changes to optimise travel time, reduce duplication and improve overall logistical efficiency within the current service model, as well as contributing to the wider review process.
 - In-depth review of the delivery model for sheltered housing sites. This has also led to the identification of changes to improve overall logistical efficiency within the current service model.
 - Engagement with Environmental Health Officers at Dundee City Council has been progressed to identify changes to practices to reduce food wastage and associated costs.
 - Work has begun to understand the interdependencies between the Community Meals Service and other services, with a particular focus on social care services.
- 4.2.3 It is currently anticipated that the review will conclude and recommendations made to the IJB by 31 December 2025 at the latest.
- 4.3 Housing with Care Review (25/26 planned savings of £300k) (further information in Appendix 1 and IIA in Appendix 2)
- 4.3.1 Housing with Care is delivered at nine sites across Dundee; three sites are internal services delivered by the Partnership and six are externally commissioned services (total commissioned resource of 1000 hours). Internal Housing with Care provision is based on Baluniefield and Brington (working in tandem) and at Rockwell Gardens.
- 4.3.2 The review of the Housing with Care Service is now complete and a full report, including outcomes and recommendations is attached as Appendix 1 for consideration by the IJB.
- 4.3.3 Net anticipated budget savings of £540k per annum are anticipated from the Housing with Care Review, as detailed in Appendix 1.

4.4 Palliative Care Review (25/26 planned savings of £100k)

4.4.1 In March 2025 paper DIJB14-2025 Appendix 10 (Article IV of the minute to the Dundee Integration Joint Board held on 26 March 2025 refers) was submitted to the IJB and approval was given to conduct a whole service review that would consider alternative models of care with a primary aim of identifying revenue savings of £100k in 2025/26 whilst also considering how to reduce demand on inpatient beds where appropriate.

4.4.2 In August 2024 the IJB agreed Transformation funding of £115k to allow the recruitment of a Project Officer / Manager to review palliative care services on a whole system basis (item 7 of the minute of the meeting of the Dundee Integration Joint Board held on 21 August 2024 refers) which aligns to Tayside Together priorities and the National Palliative Care Strategy. This Project Manager has now commenced in post and an initial high level programme plan has been produced with workplan and scoping exercises to follow-on from this. A Steering Group and Operational Improvement Group have also been established.

4.4.3 Planned future review activity includes:

- Day of Care Audits for both inpatient units in August 2025 to understand the patient group that are currently within the inpatient units on that given day. This enables a full multi-disciplinary discussion to understand the circumstances around each admission and what could potentially have prevented that admission and/or what would be needed to support patients at home. This rich data offers a live review of what the service provides whilst equally understanding where gaps in community-based services maybe, consideration of unmet needs and appropriateness of inpatient admission. It is important to note that this information although rich is not totally representative of the needs of the population as only reviews the inpatients who are present on that day.
- A patient eco mapping exercise is being planned to identify where patients and staff consider any gaps in service provision are and any improvements that can be made.

4.4.4 Whilst the review process progresses other work is continuing to manage ongoing budget pressures includes:

- Recruitment to all medical posts is now complete, with significant reduction in long term sickness absence. International medical trainee placements will come to an end in August so will no longer incur additional costs.
- Senior Charge Nurse is utilising electronic safe staffing daily tools to illustrate patient dependency and ensure that staffing meets obligations in relation to safer staffing legislation. All sickness absence is being managed within the agreed policies with a reduction noted in short term absence in the first quarter of the year. Supplementary staffing usage over this quarter has reduce by 44% compared to the same period in 24/25.
- The Principal Pharmacist continues to work within the service to ensure there is safe and cost-efficient prescribing of medicines. It is recognised that the cost of medications per month can fluctuate depending on the patient group who are within the inpatient service at the time.4.4.5

4.4.5 It is currently anticipated that the review will conclude and recommendations made to the IJB by 31 December 2025 at the latest.

4.5 Medicine for the Elderly Review (25/26 planned savings of £100k)

4.5.1 In March 2025 paper DIJB14-2025 Appendix 11 (Article IV of the minute to the Dundee Integration Joint Board held on 26 March 2025 refers) was submitted to the IJB and approval was given to review Medicine for the Elderly services to ensure sustainable use of resources and with a view to reducing revenue costs by £100k.

4.5.2 To support the review process the following areas of work have been progressed by the service:

- Ongoing review of bed base and ward configuration alongside the wider system demands, capacity and flow and Discharge without Delay priorities. This includes consideration of clinical risks arising from the current ward configuration.
 - Creation of a Planned Date of Discharge Workstream, including learning and development materials for ward staff and a focus on supporting Patient Centred Discharge Planning. The interface with Care Homes is also being reviewed to better support morning and weekend discharges.
- 4.5.3 Whilst the review process progresses other work is continuing to manage ongoing budget pressures. In particular, all vacancies will be fully recruited to by end of September 2025 when the full allocation of Newly Graduated Practitioners will take up post across the 3 ward areas. It is anticipated that this will subsequently significantly reduce supplementary staffing spend for the remainder of 2025/26.
- 4.5.4 It is currently anticipated that the review will conclude and recommendations made to the IJB by 31 December 2025 at the latest.
- 4.6 Charging and Income Maximisation Review (25/26 planned savings of £700k)
- 4.6.1 In March 2025 paper DIJB14-2025 Appendix 1 (Article IV of the minute to the Dundee Integration Joint Board held on 26 March 2025 refers) was submitted to the IJB and approval was given to conduct a review and work with Dundee City Council to further review charges for social care services, with a view to improving the revenue position by £700k.
- 4.6.2 Significant progress has been made with a core working group with a number of sub-groups from across HSCP services and wider Council teams (including Council Advice Services, IT, Corporate Finance) to maximise income receipts for chargeable services in a fair and transparent manner.
- 4.6.3 The work undertaken to date has identified opportunities to improve internal processes through efficiencies, data capture and communication with service users.
- 4.6.4 The review remains ongoing with further work planned to review rates for chargeable services, further potential improvements to internal processes and further consideration of use of digital opportunities (both internally and through interaction with service users).
- 4.6.5 A further update will be presented no later than 31 December 2025.
- 4.7 Third Party Commissioned Services review (25/26 planned savings of £1,000k)
- 4.7.1 Cumulative savings of £442k current year (and £512k recurring) have previously been identified via decisions already made by the IJB as part of the budget setting process and subsequently at the June 2025 meeting (Article IX of the meeting of the Dundee Integration Joint Board held on 18 June 2025 refers). In addition, further areas of progress are:
- An estimated £200k has been identified through review of end of year surpluses to be returned by provider organisations to the Partnership.
 - The review of models of provision and commissioning for homeless and housing support services continues to be progressed in collaboration with Neighbourhood Services. This will be a priority area over the next three-month period.
 - The Alcohol and Drug Partnership (ADP) has substantively progressed their review of commissioned services, with initial information gathering will all commissioned services due to conclude in early August, before further evaluation work is undertaken via the ADP's Commissioning Group and recommendations made to the ADP.
 - A consultation regarding management charges made by external providers has been completed, including detailed information gathering and analysis. The findings from this exercise are currently being considered by relevant Senior Managers to inform next steps after which there will be further communication with providers.

- Work is also being undertaken to establish a Partnership framework for assessing sustainability risks within provider organisations to ensure ongoing oversight and appropriate management of any emerging risks. Initial discussions have identified in-year financial position, reserve levels, governance arrangements, workforce, and scrutiny and regulation as areas for potential inclusion. Officers are also identifying examples of best practice from other public sector organisations in terms of their arrangements for monitoring sustainability risks.

4.7.2 A further update on these areas of work will be provided to the IJB no later than 31 December 2025.

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.

A separate IIA is attached in relation to Appendix 1.

6.0 RISK ASSESSMENT

Risk 1 Description	There is a risk that the IJB will not be able to balance its resources and achieve its strategic objectives should the combination of the level of funding provided through the delegated budget and the impact of the IJB's Transformation Efficiency Programme be insufficient.
Risk Category	Financial
Inherent Risk Level	Likelihood 5x Impact 5 = Risk Scoring 25 (Extreme)
Mitigating Actions (including timescales and resources)	<ul style="list-style-type: none"> • Developing a robust and deliverable savings, efficiencies and transformation programme. • Negotiations with Dundee City Council and NHS Tayside to agree the most advantageous funding package as part of the development of the IJB's delegated budget. • Application of IJB's reserves
Residual Risk Level	Likelihood 4 x Impact 4 = 16 (Extreme)
Planned Risk Level	Likelihood 2 x Impact 4 = 8 (High)
Approval recommendation	Although the risk levels remain high, the development of a savings plan and availability of reserves will reduce the risk level.

7.0 CONSULTATIONS

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

8.0 DIRECTIONS

The Integration Joint Board requires a mechanism to action its strategic commissioning plans and this is provided for in sections 26 to 28 of the Public Bodies (Joint Working) (Scotland) Act 2014. This mechanism takes the form of binding directions from the Integration Joint Board to one or both of Dundee City Council and NHS Tayside.

Direction Required to Dundee City Council, NHS Tayside or Both	Direction to:	
	1. No Direction Required	X *

	2. Dundee City Council	
	3. NHS Tayside	
	4. Dundee City Council and NHS Tayside	

*Specific Direction attached to Appendix 1 for Housing with Care Proposal

9.0 BACKGROUND PAPERS

9.1 None

Christine Jones
Acting Chief Finance Officer

DATE: 24 July 2025

Fiona Gibson, Interim Service Manager (Community Services)

Fiona Barnett, Service Manager (RVH Inpatient Services)

Kathryn Sharp, Acting Head of Service, Strategic Services