

# North Lanarkshire Council Report

## Adult Health and Social Care Committee

approval  noting

Ref RMcG/MF

Date 14/02/19

## Review of Integration

**From** Ross McGuffie, Interim Chief Officer

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### Executive Summary

In September 2018, *We aspire - A Shared Ambition for North Lanarkshire* was approved at the Policy and Resources Committee, setting out a plan to revise the Integration Scheme and transfer the discretionary delegated functions for children, families and justice social work services to the newly reshaped Education and Families service within the council.

Section 44 of the Public Bodies (Joint Working) (Scotland) Act 2014, notes that "*the local authority and the Health Board must carry out a review of the integration scheme before the expiry of the relevant period for the purpose of identifying whether any changes to the scheme are necessary or desirable*". The legislation clarifies the "*relevant period*" as "*the period of five years beginning with the day on which the scheme was approved*".

Given the changes proposed in the 'We Aspire' report, this presents an opportune moment to expedite the review of the integration scheme, building on the learning to date and agreeing the best direction of travel moving forwards.

A formal review of the Integration Scheme has now commenced, with the finalised Terms of Reference attached in Appendix 1.

The review will report to the Policy and Strategy Committee and NHS Lanarkshire Board in late May/early June 2019.

### Recommendations

It is recommended that the Adult Health and Social Care Committee:

- (1) Note the contents of this report,
- (2) Request regular updates on progress
- (3) Request presentation of the final report and associated action plan in cycle 3, 2019

### Supporting Documents

**Council Plan** All five priorities

**Appendix 1:** Terms of Reference

## 1. Background

- 1.1 The Public Bodies (Joint Working) (Scotland) Act 2014 set out the legislation governing health and social care in Scotland with the intention of improving outcomes for the population. The legislation set out options for Local Authorities and Health Boards and in North Lanarkshire, as in most of Scotland, the decision to opt for a “body corporate” model was taken. This required the formation of the Integrated Joint Board (IJB) with delegated functions from both the Health Board and Local Authority that were set out in an Integration Scheme, which was formally enacted on 1<sup>st</sup> April 2016.
  - 1.2 In September 2018 North Lanarkshire Council set out a new vision for the future direction of the council in ‘We Aspire’. The document set out a plan to revise the Integration Scheme and transfer the discretionary delegated functions for children, families and justice social work services to the newly reshaped Education and Families service within the council.
  - 1.3 Section 44 of the Public Bodies (Joint Working) (Scotland) Act 2014, notes that “*the local authority and the Health Board must carry out a review of the integration scheme before the expiry of the relevant period for the purpose of identifying whether any changes to the scheme are necessary or desirable*”. The legislation clarifies the “*relevant period*” as “*the period of five years beginning with the day on which the scheme was approved*”.
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## 2. Report

- 2.1 Given the changes proposed in the ‘We Aspire’ report, this presents an opportune moment to expedite the review of the integration scheme, building on the learning to date and agreeing the best direction of travel moving forwards.
- 2.2 Terms of Reference have been drafted for the review, which are set out in Appendix 1.
- 2.3 The Review will be overseen by a Programme Board, supported by a Core Team that will support delivery of the programme (details included within Appendix 1).
- 2.4 Seven key workstreams have been identified, run by the Directors/leads within North Lanarkshire Council and NHS Lanarkshire:
  - Finance
  - IT/Digitalisation
  - Strategic Planning
  - Governance (Support, Care and Clinical Governance and wider governance)
  - HR and Workforce Planning
  - Performance
  - Operations
- 2.5 The Review also needs to be set within the context of the recent second Audit Scotland report on Integration and the current national Integration Review, which is due to report in the fourth quarter of the financial year.
- 2.6 With this in mind, the local review has been extended to report in June 2019, allowing full cognisance to be taken of both local learning and the findings of the national reviews.

- 2.7 The local review ultimately aims to ensure the continued focus on improving the health and care outcomes of the population of North Lanarkshire and will take an inclusive approach to ensure the views of a range of stakeholders, including frontline staff, partners and IJB Board members are fully considered.
- 2.8 Following completion of the review, recommendations will be made to North Lanarkshire Council and the NHS Lanarkshire Board for final approval in late May/early June 2019.
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### **3. Equality and Diversity**

#### **3.1 Fairer Scotland**

- 3.1.1 The intention underpinning The Fairer Scotland Duty is to reduce the inequalities of outcome caused by socio-economic disadvantage. Socioeconomic disadvantage is defined as *“living on a low income compared to others in Scotland, with little or no accumulated wealth, leading to greater material deprivation, restricting the ability to access basic goods and services”*.
- 3.1.2 The guidance also asserts that socio-economic disadvantage can be experienced by (a) communities of place - people who are bound together because of where they reside, work or visit, and (b) communities of interest - groups of people who share an identity, experience, or one or more of the protected characteristics listed in the Equality Act 2010.
- 3.1.3 The Fairer Scotland Duty is intended to reduce the inequalities of outcomes caused by socio-economic disadvantage. Inequalities of outcome mean any measurable differences between those who have experienced social-economic disadvantage and the rest of the population.
- 3.1.4 The statutory focus of The Fairer Scotland Duty is on strategic decision making and, as such, the future recommendations of the review will require to be considered under the Duty.

#### **3.2 Equality Impact Assessment**

- 3.2.1 A specific equality impact assessments will be undertaken based on the outputs of the review.
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### **4. Implications**

#### **4.1 Financial impact**

Financial impacts will be identified in the subsequent reports to committee that will outline the review recommendations.

#### **4.2 HR/Policy/Legislative impact**

HR / policy / legislative impacts will be identified in the subsequent reports to committee that will outline the review recommendations.

#### **4.3 Environmental impact**

Environmental impacts will be identified in the subsequent reports to committee that will outline the review recommendations.

4.4 **Risk impact**

Risks will be identified as part of the review process and incorporated into the partners' risk registers.

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5. **Measures of success**

5.1 Measures of success are already set out for integration authorities through the national health and wellbeing outcomes and outcome indicators.

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**Ross McGuffie**

**Interim Chief Officer**

## **Appendix 1: Review of the Health and Social Care Integration Scheme in North Lanarkshire**

### **Terms of Reference**

#### **Introduction**

The Public Bodies (Joint Working) (Scotland) Act 2014 set out the legislation governing health and social care in Scotland with the intention of improving outcomes for the population. The legislation set out options for Local Authorities and Health Boards and in North Lanarkshire, as in most of Scotland, the decision to opt for a “body corporate” model was taken. This required the formation of the Integrated Joint Board (IJB) with delegated functions from both the Health Board and Local Authority that were set out in an Integration Scheme, which was formally enacted on 1<sup>st</sup> April 2016.

In September 2018 North Lanarkshire Council set out a new vision for the future direction of the council in ‘We Aspire’. The document set out a plan to revise the Integration Scheme and transfer the discretionary delegated functions for children, families and justice social work services to the newly reshaped Education and Families service within the council.

Section 44 of the Act states that “*the local authority and the Health Board must carry out a review of the integration scheme before the expiry of the relevant period for the purpose of identifying whether any changes to the scheme are necessary or desirable*”. The legislation clarifies the “*relevant period*” as “*the period of five years beginning with the day on which the scheme was approved*”.

Given the changes proposed in the ‘We Aspire’ report, this presents an opportune moment to expedite the review, building on the learning to date and agreeing the best direction of travel moving forwards.

#### **Aims**

The ultimate aim of the review is to ensure that there is a continued focus on improved health and care outcomes for the population of North Lanarkshire.

The review will set out how integrated health and social care services and the Integrated Joint Board contribute to a whole system approach that is aligned to the delivery of those improved outcomes through collaborative working across public services in North Lanarkshire. Cognisance will also have be given to the partnership in South Lanarkshire given the range of hosted NHS services at present.

The review will describe how the IJB and the Health and Social Care Partnership (HSCP) can be organised so integrated working demonstrably adds value and avoids duplication or confusion about roles and tasks, simplifying decision making processes and increasing responsiveness and flexibility within the system.

The review will make recommendations for changes in shape and structure of the integrated working arrangements where these are designed to improve performance against the key performance indicators set out for integrated working (e.g. Health and Social Care Delivery plan).

## Objectives

By May 2019 the review will have:

- Reviewed the benefits and challenges of the current model as it has been implemented in North Lanarkshire;
- Gathered and assessed the evidence that is available from other models across Scotland and be aware of examples of best practice, including the output of the national review of integration;
- Engaged key stakeholders from staff, service user groups and Board members to determine their views and opinions on how the Integration Scheme could be improved (including representatives from the South partnership due to the existing hosted services);
- Determined what options for changes in the Integration Scheme should be considered and conducted an options appraisal exercise to determine the preferred option;
- Made recommendations for implementation of the preferred option to North Lanarkshire Council and NHS Lanarkshire Board.

## Scope

The review will:

- Consider the role and function of the IJB and the options available within the scope of the legislation;
- Consider the role and function of the HSCP including which health and social work services will be operationally integrated within the HSCP structure;
- Set out clearly the relationships between IJB, HSCP, Health Board, Local Authority and their respective committees to achieve clarity and simplify arrangements for Strategic Planning, Commissioning, Organisational Governance and Operational and Performance Management. This will include support, care and clinical governance arrangements within the Health and Social Care Partnership and should also consider professional leadership for social work services within the new NLC structures;
- Examine the current arrangements for “hosted services” within the Integration Scheme and suggest how these might be improved, and take account of any impact of hosted services, and any other services, managed by South Lanarkshire H&SCP;
- Review finance and budgetary arrangements within the IJB and HSCP to minimise barriers to efficient integrated service delivery while retaining strong financial governance for both partner organisations;
- Review joint human resource arrangements and workforce planning arrangements to maximise the potential for flexibility across different employing organisations;
- Make recommendations on shared IT and information sharing arrangements that will support fully integrated working;
- Review the locality structures and consider whether groups of localities (numbers to be determined) would provide a more efficient management structure within the HSCP than the current arrangement of 6 localities, linking to the wider structures of both organisations;
- Consider how mechanisms for decision making within the IJB and HSCP can be simplified and devolved appropriately within the HSCP, with a principle that decisions should be taken in an integrated way wherever appropriate and possible.

## Parameters

- Adult health and social care services and children’s health services managed by Health and Social Care North Lanarkshire;
- Strategic Planning and Governance of the wider health and social care system that currently sits with the IJB.

## **Governance**

The Programme Board will comprise of:

Des Murray	Chief Executive, North Lanarkshire Council
Councillor Logue	Leader, North Lanarkshire Council
Councillor Kelly	Depute Leader, North Lanarkshire Council/IJB Chair
Calum Campbell	Chief Executive, NHS Lanarkshire
Neena Mahal	Board Chair, NHS Lanarkshire
Avril Osborne	Non-Executive Director, NHS Lanarkshire/IJB Vice-Chair

The Programme Board will meet 6-weekly throughout the review, setting the overall direction, providing oversight responsibility and ultimate decision making. Each workstream set out within the Project Plan will submit recommendation reports to the Programme Board for agreement.

The review will be led by Katrina Hassell, NLC Business Relationship Manager and Paul Cannon, NHSL Board Secretary, supported by a core team of:

Ross McGuffie	Interim Chief Accountable Officer
Alison Gordon	Head of Children Families and Justice Social Work Services
Margaret French	Head of Adult Social Work Services
Anne Armstrong	Nurse Director
Alastair Cook	Medical Director
Cathy McGinty	NHSL Staff Side representative
John Watson	NLC Trade Union representative

The core team will meet frequently and will involve other key officers as required through the process.