

North Lanarkshire Council Report

Adult Health and Social Care Committee

approval noting

Ref

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Review of Integration

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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 commenced, with strong progress being made across the 3 main areas identified:

- Themed workstreams
- Self-assessment exercise
- Structural review

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

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 1st 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*”.

2. Report

- 2.0.1 Given the changes proposed in the ‘We Aspire’ report, it was agreed to instigate a review of integration, building on the learning to date and agreeing the best direction of travel moving forwards.
- 2.0.2 The review consists of three main elements: themed workstreams; self-assessment exercise and structural review.

2.1 Themed Workstreams

- 2.1.1 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

- 2.1.2 The workstreams have been tasked to document existing systems and regulations; benefits, risks and challenges associated with current practice; research alternative

delivery models in place across Scotland; and identify potential solutions to challenges found.

2.1.3 Each workstream will create a report that will be reviewed by the Programme Board by early April.

2.2 Self-Assessment Exercise

2.2.1 On 3rd December 2015, Audit Scotland produced its first report on health and social care integration, noting significant risks that required to be addressed if a major reform of health and social care was to fundamentally change how services are delivered and improve the outcomes of those who use them.

2.2.2 Risks included difficulties with agreeing budgets, complex governance arrangements and workforce planning. The report highlighted a range of actions for the Scottish Government, Integration Authorities, Councils and NHS Boards.

2.2.3 On 15th November 2018, an update on progress was published, which identified some improvements in the delivery of health and social care services, but also noted that Integration Authorities, Councils and NHS Boards required to show more commitment to collaborative working to achieve the real long term benefits of an integrated system.

2.2.4 The report highlighted a range of actions required and can be accessed at:

<http://audit-scotland.gov.uk/report/health-and-social-care-integration-update-on-progress>

2.2.5 Building on Audit Scotland's process, the Ministerial Strategic Group for Health and Community Care undertook a review of progress, led by a small review leadership group.

2.2.6 This process was grounded on Audit Scotland's observation that integration can work within the current legislative framework, but that Integration Authorities are functioning in an extremely challenging environment. The aim of the review was therefore not to revisit the statutory basis for integration but instead to tackle the challenges being faced.

2.2.7 The review remained true to the Scottish Government's original four key objectives around integration:

- Health and Social Care Services should be firmly integrated around the needs of individuals, their carers and other family members;
- Health and Social Care Services should be characterised by strong and consistent clinical and care professional leadership;
- The providers of services should be held to account jointly and effectively for improved delivery; and
- Services should be underpinned by flexible, sustainable financial mechanisms that give priority to the needs of the people.

2.2.8 The report, published on 4th February 2019, used the framework set out in the Audit Scotland report to convey a range of proposals and can be accessed at: <https://www.gov.scot/publications/ministerial-strategic-group-health-community-care-review-progress-integration-health-social-care-final-report/>

2.2.9 A national self-evaluation tool has been created, bringing together the actions from both reports, which all partnerships require to report back to the Scottish Government by 15th May 2019. The recommendations from the self-evaluation process will form a key component of the Integration Review Report.

2.3 Structural Review

- 2.3.1 A key element of the review terms of reference was to review the Locality structures and consider whether groups of Localities could create more efficient management arrangements.
- 2.3.2 Through the operational workstream of the review, a significant engagement exercise is being undertaken across all Locality and service areas, in conjunction with trade unions.
- 2.3.3 The final report will include recommendations around future Locality and area-wide/hosted services structures for approval.

2.4 Engagement

- 2.4.1 A full engagement plan has been developed to support the review, including frontline staff, Integration Joint Board members and key representatives from North Lanarkshire Council and NHS Lanarkshire.
- 2.4.2 At the April Adult Health and Social Care Committee, elected members raised the question of the engagement of elected members in the process. The Programme Board consists of the Leader and the Chief Executive of the Council, alongside the Chair and Chief Executive of NHS Lanarkshire and the Chair and Vice Chair of the IJB.
- 2.4.3 Following discussion at the Programme Board, it was agreed that an engagement session should be built into the engagement programme to allow all 77 elected members to participate. A session has been arranged for all elected members on 2nd May 2019, 2pm, in the Council Chambers.

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.

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.

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.



Ross McGuffie

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