

North Lanarkshire Council

Report

Adult Health and Social Care Committee

approval noting

Ref

Date 18/02/20

Integration Review and Self-Assessment Update

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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.

Given the scale of changes proposed, it was agreed to expedite a section 44 review of the North Lanarkshire Integration Scheme, building on the learning to date and agreeing the best direction of travel moving forwards.

A formal review was undertaken around three main elements:

- Themed workstreams
- Self-assessment exercise
- Structural review

The review identified a range of comprehensive actions, which have been developed into a detailed action plan. Strong progress has been made against the range of actions identified, as summarised in appendix 1 of the report.

Recommendations

The Adult Health and Social Care Committee is asked to:

- Note the action plan agreed as part of the Integration Review process;
- Note progress to date;
- Request further updates on progress in due course.

The Plan for North Lanarkshire

Priority Improve the health and wellbeing of our communities

Ambition statement (24) Review and design services around people, communities, and shared resources

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*”.
- 1.4 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.
- 1.5 The review consisted of three main elements: themed workstreams; self-assessment exercise and structural review and was approved by North Lanarkshire Council, NHS Lanarkshire and the North Lanarkshire IJB in May and June 2019.

2. Report

- 2.1 Following the conclusion of the review, the action plan was agreed through the Strategic Leadership Team of the partnership and progress will be monitored through the same group on an ongoing basis.
- 2.2 The Action Plan and updates on progress are included in Appendix 1.

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

The Integration Review aims to be delivered on a cost neutral basis.

4.2 HR/Policy/Legislative Impact

The review of operational structures requires significant HR input to ensure the implementation is in line with the organisational policies of both organisations. A joint HR steering group has been formed to coordinate this activity.

4.3 Environmental Impact

Any environmental impacts will be identified in subsequent reports to committee.

4.4 Risk Impact

Key risks are identified on the operational risk registers of both organisations.

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.

6. Supporting documents

6.1 The Integration Review was approved at the Policy and Strategy Committee in June 2019. The report can be found at the following link:

<https://mars.northlanarkshire.gov.uk/egenda/images/att91093.pdf>



Ross McGuffie
Chief Officer

Appendix 1

Report Recommendation	Improvement Action	Milestone detail	Lead	Timeline	Comment/RAG	RAG
Leadership	Review the remaining Kings Fund OD programme	Programme fully focused on developing the relational aspects of health and social care teams	Sharon Simpson	Sep 19	Complete. Existing programme halted and new programme developed, which will commence following completion of the	G
	Creation of a Joint HR and Workforce Planning Forum	Subject matter reference group in place Continued development of joint TU / Staff side group	Fiona Whittaker John White	Sep 19	Complete. Group now operational.	G
	Share the Community Capacity Building and Carer Support model	Rebranding and updated communications framework for the programme	Morag Dendy	Sep 19	Complete. Presented to Senior Leadership Team	G
Operational Structure	Roll out of the updated strategic group structures across the partnership, including update terms of reference	Agree meeting structures	Ross McGuffie	Sep 19	Ongoing. Workshop session held on 15/08 and follow up session on 02/09. Meeting structures updated, but final review on roll out of the new operational structures.	A
		Update TOR to reflect changed arrangements	Ross McGuffie	Oct 19	Ongoing.	A
	Appoint to the posts of Head of Health and Head of Adult Social work	Permanent post holders in place	Ross McGuffie	Dec 19	Ongoing. Head of Health post recruited. Head of Adult Social Work post been to advert, but unable to recruit. Post going back out to advert Jan/Feb 2020.	A
	Appoint to the post of Head of Planning, Performance and Quality Assurance	Permanent post holder in place	Ross McGuffie	Dec 19	Complete.	G
	Disaggregation of Social Work Services	Professional identity of SW retained Linkages between services clear	Alison Gordon Margaret French	Oct 19	Complete. Disaggregation agreed, including synergy in operational structures and some retained joint functions (e.g. Quality Assurance, Performance etc)	G

	Agree the Locality and Area Wide operational structures	Key responsibilities and linkages agreed	Ross McGuffie Maggs Thomson Margaret French	Sep 19	Complete. Operational structures agreed for both Adult Health and Social Care and Education and Families, ensuring strong synergies remain.	G
		Implement locality and area wide structures	Maggs Thomson Margaret French	Nov 19	Ongoing. Target date for implementation extended to March 20. HR processes underway to review job descriptions of posts etc. Staff briefing sessions have been held.	A
	Review Tier 3 Manager posts in line with the new locality and area wide structures	Operational responsibilities of the two teams of three localities and 4 area wide service groupings in place	Ross McGuffie Margaret French Maggs Thomson	Sep 19	Complete. Operational structures agreed for both Adult Health and Social Care and Education and Families, ensuring strong synergies remain.	G
		HR agreement to revised roles and responsibilities	Fiona Whittaker John White	Nov 19	Ongoing. HR processes agreed between both organisations. Review of job descriptions currently underway.	A
		Tier 3 post holders in place	Margaret French Maggs Thomson	Jan 20	Ongoing as above. Target date moved to Mar 20	A
Finance	Continue to develop the financial monitoring of the IJB to support the implementation of the SCP and directions	Review of support arrangements for the H&SC partnership	Ross McGuffie Marie Moy	Nov 19	Ongoing. Forms part of the action below on the interface between strategic and operational finance.	A
		Develop the use of directions through the SCP for 2020-23	Morag Dendy	Mar 20	In progress – this will form a section within the new SCP, with IJB paper template also updated to identify the directions required from each paper.	G
	Develop further integrated financial planning	Learning from other partnership areas will be taken into account	Marie Moy Ross McGuffie	Jan 20	Complete. Discussed through Chief Officer and Chief Finance Officer groups. Aware of range of solutions in place across Scotland.	G
	Increase awareness of all IJB members, elected members, senior officers of overall finance issues pertinent to H&SC	OD programme to support awareness	Marie Moy Ross McGuffie	Dec 19	Complete. Session held with Committee conveners to highlight financial challenges across both health and social care. Further IJB Liaison session scheduled for March 20 once budgets are confirmed.	G

	Set medium term financial plans	Medium term financial plan is developed and agreed to inform direction	Marie Moy	Nov 19	Delayed. Was due to be presented to IJB in Nov 19, but will be finalised before year end. Needs to be in line with both partner organisation positions.	A
	Progress work on set aside budgets	Financial challenges managed as a whole system approach	Marie Moy Ross McGuffie	Dec 19	Ongoing development. Work continues around key areas such as bed modelling and Unscheduled Care/Delayed Discharge.	G
	Realistic targets to be identified in conjunction with the budget setting process	Revise target setting in line with national guidance, SCP 20-23, and organisational governance requirements	Marie Moy Ross McGuffie	Jan 20	Ongoing. Targets for the 20/21 financial year to be set in conjunction with both Chief Executives in Q1 20/21. Work on schedule for NHS AOP.	G
	Consider options to improve the interface between strategic and operational finance functions	Roles and responsibilities are clear within the revised H&SC structures	Marie Moy Ross McGuffie	Dec 19	Discussions have taken place between the 3 partners, but no final decision made.	A
	SCP process will more clearly link financial impact and involve IJB members	SCP20-23 engagement	Marie Moy Morag Dendy	Dec 19	Locality engagement sessions throughout Sep and Nov 2019. Additional sessions with elected members, IJB members and other key groups and committees between Sep and Dec 2019.	G
		SCP 20-23 finalised and published	Ross McGuffie	Mar 20	On track. Consultation draft out by end of Jan 20.	G
Strategic Planning	Review of the key roles and responsibilities to ensure clarity of all stakeholders in planning, objective setting, commissioning and service delivery	All partnership strategic groups are reviewed Clarity and consistency in decision making is achieved Engagement of staff, service users, carers and communities is as joined up as possible to ensure local empowerment	Morag Dendy	Oct 19	As outlined above in review of meeting and planning structures. Structures updated, but subject to final review on implementation of new operational structure.	G
	Extend the collaborative planning approach to cover	Participation and Engagement working across delegated hospital services	Morag Dendy	Mar 20	Participation and Engagement Steering Group re-formed and strategy updated to include.	G

	wider delegated hospital services					
	Review and maximise the use of data to drive improvement	Ensure that data is available to all revised operational and professional governance structures. Updated Locality profiles to be created.	Morag Dendy Graeme Cowan	Mar 20	Locality profiles updated ahead of Sept 2019 SCP engagement sessions. Programme of development of new service dashboards for Home Support, Care Homes, SDS and Delayed Discharge. Home Support complete with rest on schedule.	G
Governance	Update the TOR for the Support Care and Clinical Governance Group and linked committees	Review takes account of the new national guidance to be shared in September 2019	Anne Armstrong	Oct 19	Complete. S,C,CG ToR updated, however, new national guidance awaited, with national consultation events taking place in Jan 20.	G
		Develop OD programme to support revised TOR	Anne Armstrong Sharon Simpson	Dec 19	OD programme will commence once national guidance launched.	G
	Work with the Participation and Engagement Steering Group to strengthen voice of people with lived experiences and carers	Voice of people is strengthened through the Support, Care and Clinical Governance arrangements	Sharon Simpson Anne Armstrong	Dec 19	Complete. Participation and Engagement Steering Group re-formed and strategy updated. Work ongoing to update expenses policy.	G
	Update the Integration Scheme	Revised Scheme reflects the new arrangements	Morag Dendy	Mar 20	Ongoing development, to be presented at the March 20 IJB.	G
	Develop OD programme to clearly define roles and responsibilities of the operational committees and the IJB Sub committee	Members of the groups and wider staff understand the role and function of the groups	Sharon Simpson	Dec19	Complete. Forms part of the new OD plan, which will launch on completion of the new operational structures.	G
	Letters of direction will be issued after each IJB with associated finance clearly identified	The direction process will be developed and will take account of revised national guidance	Ross McGuffie Morag Dendy	Mar 20	Ongoing development. Being built into the 20-23 SCP and will be fully operational from March 2020.	G
Information sharing	Continue the development of the IJB's Annual Report	Best practice and shared learning achieved	Graeme Cowan	Mar 20	Ongoing development in conjunction with Scottish Government. H&SCP continue to attend national sessions to support the development and participated in the national	G

					best practice sharing exercise undertaken by Scottish Government. Annual Report was published in July 19 in line with guidance.	
	Continued development of the eCare system	Consistent use across health and social care teams	Margaret French	Mar 20	Review programme underway. Chief Officer now chairs the Local Data Sharing Partnership Board to support this development.	G
	Develop systems to support integrated managers to access management systems within both organisations	Ensure that data is available to all revised operational and professional governance structures to drive improvement	Ross McGuffie	Dec 19	Ongoing. LDSP Board being restructured to better support these needs. Planned roll out of Office 365 will support this development, but could be 12-18 months before implemented.	A
	Continued development around digitisation within both organisations	Participation in DigitalNL and eHealth strategy groups	Ross McGuffie Margaret French Maggs Thomson	March 20	H&SCP well represented across all digital workstreams. Joint venture with housing around TEC supports in sheltered housing commenced.	G
Engagement	Deliver the Participation and Engagement Steering Group Actions	Full roll out of the identified actions from the Coalition of Carers Report "Equal, Expert and Valued"	Sharon Simpson	March 20	On track. Draft expenses policy has been shared for agreement and sign off between both partner organisations. Participation and Engagement strategy and action plan refreshed.	G
	Membership of the Strategic Planning Group is reviewed to ensure the voices of children and young people are reflected	Revised strategic structures fully engage with all stakeholder groups, particularly those most disadvantaged in the process	Sharon Simpson Alison Gordon	Dec 19	Complete. SPG membership updated for the December meeting.	G