

REPORT

 Item No:

SUBJECT:	North Lanarkshire Integration Review and Self-Assessment
TO:	Performance, Finance and Audit Sub-Committee
Lead Officer for Report:	Ross McGuffie, Chief Officer
Author(s) of Report	Chief Officer
DATE:	26.01.21

1. PURPOSE OF REPORT

This paper is coming to the Sub-Committee:

For approval	<input checked="" type="checkbox"/>	For endorsement	<input type="checkbox"/>	To note	<input type="checkbox"/>
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2. ROUTE TO THE IJB Sub-Committee

This paper has been:

Prepared	<input checked="" type="checkbox"/>	Reviewed	<input checked="" type="checkbox"/>	Endorsed	<input type="checkbox"/>
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- 2.1 The paper was prepared by the Chief Officer and agreed by members of the Senior Leadership Team.

3. RECOMMENDATIONS

3.1 The Sub-Committee is asked to:

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

4. VARIATIONS TO DIRECTIONS

Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
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5. BACKGROUND/SUMMARY OF KEY ISSUES

5.1 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.

5.2 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.

- 5.3 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”*.
- 5.4 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.
- 5.5 The review consisted of three main elements: themed workstreams; self-assessment exercise and structural review.
- 5.6 The review was approved at the IJB on 12th June 2019, with a request to create a full action plan and report this back through the IJB Sub-Committee. The last update came to the IJB Sub Committee in February 2020.
- 5.7 During summer 2020, internal audit reviewed the Integration Review process, noting reasonable assurance with the process to date. Two amber improvement actions were identified and one green action as follows:
 - (amber) There is scope for more regular and formal tracking and monitoring by senior management of progress in implementing the improvement actions
 - (amber) Key stakeholders’ ability to provide effective scrutiny and oversight of progress would be improved if relevant reports contained more detailed narrative
 - (green) There were a small number of actions identified during the Integration Review and self-assessment process which were not incorporated into the action plan
- 5.8 Following the issue of the internal audit report, appendix one of the report highlighting progress to date was updated to take account of the issues identified.
- 5.9 Since the last report, the new operational structure has been implemented and the new Head of Adult Social Work, Diane Fraser, has commenced in post.
- 5.10 The updated Integration Scheme was approved by the IJB and partners in March 2020, but did not go out for public consultation due to the pandemic. The Scheme is now out for consultation for a period of four weeks, ending on 28th February, 2021. Once comments are reviewed, the final Scheme will be submitted to the Cabinet Secretary for final approval.
- 5.11 This leaves the review of operational and strategic finance as the main outstanding area of work to finalise. This action has been delayed due to the Covid-19 pandemic.

6. CONCLUSIONS

- 6.1 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.
- 6.2 Regular update reports will be provided to the IJB Sub-Committee until its conclusion.

7. IMPLICATIONS

7.1 NATIONAL OUTCOMES

7.1.1 The review impacts on all nine national health and wellbeing outcomes.

7.2 ASSOCIATED MEASURE(S)

No further measures.

7.3 FINANCIAL

7.3.1 There are no direct financial implications outlined in the review, though the future model of financial management within the partnership is subject to further review.

7.4 PEOPLE

7.4.1 The structural review will include changes to some senior roles, with the respective employee relations departments and Trade Unions/staff side fully engaged in the process.

7.5 INEQUALITIES

EQIA Completed:

Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
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7.6 CARBON MANAGEMENT IMPLICATIONS

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
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8. BACKGROUND PAPERS

9. APPENDICES

Appendix 1: Integration Review Action Plan



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 CHIEF ACCOUNTABLE OFFICER (or Depute)

Members seeking further information about any aspect of this report, please contact Ross McGuffie on telephone number 01698 858 119.

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. New structure commenced on 4 th January 2021. A short-life Programme Board is in place to coordinate this approach. Each unit/sector will complete an implementation plan for 2021/22 by March 2021, which will finalise all meeting structures within each. The corporate meeting structures for the HSCP have been reviewed and finalised.	A
		Update TOR to reflect changed arrangements	Ross McGuffie	Oct 19	Ongoing. As above, Programme Board is in place to coordinate updated Terms of Reference for all key groups once above exercise is finalised.	A
	Appoint to the posts of Head of Health and Head of Adult Social work	Permanent post holders in place	Ross McGuffie	Dec 19	Complete. Head of Health post recruited. Head of Adult Social Work post has been recruited with a start date of 19th January 2021.	G

	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). Internal Audit review of the process noted appropriate due diligence of the financial arrangements had been satisfactorily undertaken.	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 Morag Dendy	Nov 19	Complete. New structure commenced on 4 th January 2021.	G
	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	Complete. Job descriptions and job roles updated in conjunction with both HR teams and new posts out to advert.	G
		Tier 3 post holders in place	Morag Dendy Maggs Thomson	Jan 20	Complete. As noted above, target date had been moved to Mar 20, but Covid caused further delay. Tier 3 interviews completed in September 20 with all posts now with permanent postholders.	G
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	Complete. New Scottish Government guidance on Directions received and report with	G

					recommendations going to IJB in September 2020	
	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	Complete. Medium term financial plan presented to IJB liaison in March 2020. However, impact of Covid means that this will require to be updated to set out the new financial reality.	G
	Progress work on set aside budgets	Financial challenges managed as a whole system approach	Marie Moy Ross McGuffie	Dec 19	Complete. While this is an ongoing development across a range of workstreams, agreement across local partners on the key areas of urgent care, Planned Date of Discharge, bed modelling and inequalities.	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	Complete. Targets for the 20/21 financial year set in conjunction with both Chief Executives and agreed process in place for annual review of targets.	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	Ongoing. Discussions have taken place between the 3 partners, but no final decision made. Agreed to delay this element during Covid 19 due to other priorities.	A
	SCP process will more clearly link financial impact and involve IJB members	SCP20-23 engagement	Marie Moy Morag Dendy	Dec 19	Complete. Locality engagement sessions throughout Sep and Nov 2019. Additional sessions with elected members, IJB members and other key groups and committees	G

					between Sep and Dec 2019. SCP 2020-23 approved by IJB in March 20.	
		SCP 20-23 finalised and published	Ross McGuffie	Mar 20	Complete. IJB approved SCP 2020-23 in March 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	Complete. Partnership strategic groups reviewed and corporate objectives also reviewed, updated and allocated to groups. As outlined above in review of meeting and planning structures, final review of operational structures to be finalised once new post holders in place.	G
	Extend the collaborative planning approach to cover wider delegated hospital services	Participation and Engagement working across delegated hospital services	Morag Dendy	Mar 20	Complete. Participation and Engagement Steering Group re-formed and strategy updated. Update paper scheduled for IJB in December 2020.	G
	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	Complete. 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.	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 still awaited, following national consultation events in Jan 20.	G
		Develop OD programme to support revised TOR	Anne Armstrong Sharon Simpson	Dec 19	Complete. 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. Update papers scheduled to Dec 2020 IJB.	G

	Update the Integration Scheme	Revised Scheme reflects the new arrangements	Christine Jack	Mar 20	Ongoing. Updated integration scheme approved by all partners in March 20, however, could not go out to consultation on the changes in line with the guidance due to Covid 19. Work has recommenced on this and the scheme is currently out to public consultation with a final date of 28 th February 2021. Once comments are reviewed, the Scheme will be submitted to the Cabinet Secretary for final approval.	A
	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. King's Fund sessions in place for all of the new operational units, commencing at the start of November 2020.	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	Complete. New Scottish Government guidance received on directions. IJB approved new approach in September 2020, with the report template now updated to identify directions from each report, which will be sent as soon as possible following the end of each meeting by the Chief Officer and Chair.	G
Information sharing	Continue the development of the IJB's Annual Report	Best practice and shared learning achieved	Graeme Cowan	Mar 20	Complete. Process in place to allow the H&SCP to continue to attend national sessions to support the development and participated in the national best practice sharing exercise undertaken by Scottish Government. Annual Report was published in July 19 in line with guidance.	G
	Continued development of the eCare system	Consistent use across health and social care teams	Ross McGuffie	Mar 20	Complete. eCare development programme approved by the Data Sharing Partnership Board.	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. Roll out of Microsoft 365 underway in both organisations, which is the key facilitator for progressing this.	A
	Continued development around digitisation within both organisations	Participation in DigitalNL and eHealth strategy groups	Ross McGuffie Morag Dendy Maggs Thomson	March 20	Complete. Representation at all digital workstreams in both orgs reviewed to ensure H&SCP well represented. Progress accelerated due to the pandemic response.	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	Complete. Participation and Engagement strategy and action plan refreshed, including expenses policy. Papers scheduled to Dec 2020 IJB.	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

