

REPORT

Item No: 9

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|---------------------------------|---|
| SUBJECT: | Improving The Cancer Journey |
| TO: | Performance, Finance and Audit Committee |
| Lead Officer for Report: | Chief Officer |
| Author(s) of Report | Head of Health, North Lanarkshire Health and Social Care Partnership Chief Financial Officer |
| DATE: | 25 May 2021 |

1. PURPOSE OF REPORT

1.1 This paper is coming to the Performance, Finance and Audit (PFA) Committee:

| | | | | | |
|--------------|--------------------------|-----------------|-------------------------------------|------------|--------------------------|
| For approval | <input type="checkbox"/> | For endorsement | <input checked="" type="checkbox"/> | For noting | <input type="checkbox"/> |
|--------------|--------------------------|-----------------|-------------------------------------|------------|--------------------------|

1.2 This report provides an update on the application to Macmillan Cancer Support to access funding of £2m to improve the cancer journey across Lanarkshire.

2. ROUTE TO THE PERFORMANCE, FINANCE AND AUDIT COMMITTEE:

2.1 This paper has been:

| | | |
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| Prepared By; Head of Health and Chief Financial Officer | Reviewed By; Head of Planning, Performance and Quality Assurance | Endorsed By; Chief Officer |
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3. RECOMMENDATIONS

3.1 The PFA Committee is asked to agree the following recommendation:

- (1) Endorse the acceptance of funding from Macmillan Cancer Support as detailed at paragraph 6.4 to implement the Improving Cancer Journey approach over a five-year period in order to develop the support for people affected by and recovering from a cancer diagnosis and to improve the cancer journey for individuals, their carers, their families and friends;
- (2) Note that, subject to Scottish Government approval, the North Lanarkshire IJB application will be submitted in two stages in order to allow the approach to be scoped in partnership with VANL.

4. VARIATIONS TO DIRECTIONS

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|-----|--------------------------|----|-------------------------------------|-----|--------------------------|
| 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 Macmillan Cancer Support are offering non-recurring funding totalling £2m to establish the Improving Cancer Journey (ICJ) Service across Lanarkshire. The Macmillan ICJ Service is established in Glasgow, Dundee, Fife, Renfrewshire and West Dunbartonshire and is currently being introduced across Lothian. The discussion with Lanarkshire officers, which was initially delayed due to the Covid-19 pandemic, has now progressed.

5. BACKGROUND/SUMMARY OF KEY ISSUES (CONT.)

- 5.2 An independent evaluation by Edinburgh Napier University concluded that the Glasgow ICJ has had a positive impact on people's experience and the clinician's effectiveness and reaches and supports the people who need it the most. There are higher incidences of cancer in areas that are most deprived. 65% of Glasgow residents live in areas classed as SIMD 1 and 2. A similar percentage (66%) of the letters sent by Public Health Services (representing the prevalence of cancer) go to areas SIMD 1 and 2. However, 76% of the people who receive support from ICJ live in SIMD 1 and 2. This increase is accounted for by a greater uptake in the most deprived group, SIMD 1. The final report by Edinburgh Napier can be accessed at: <https://www.napier.ac.uk/~media/worktribe/output-2710068/evaluation-of-improving-the-cancer-journey-final-report.pdf>
- 5.3 The evaluation report recognises the importance of partners across health, social care and the third sector working together to develop a shared understanding of what could be achieved by putting the person affected by cancer at the centre.
- 5.4 There is an opportunity in North Lanarkshire to align the ICJ approach to the Community Solutions work led by VANL. Community Solutions is a pioneering, community led, health and social care investment programme operating across North Lanarkshire focused on building communities where people can have full, independent lives.
- 5.5 The programme, which has been in place since 2012, is a partnership between:
- Health and Social Care North Lanarkshire (HSCNL),
 - Voluntary Action North Lanarkshire (VANL), the local third sector interface; and
 - The vibrant community and voluntary sector of North Lanarkshire.
- 5.6 Community Solutions is a community development approach which incorporates a holistic model of health and an appreciation of the wider determinants of health. The aims of the programme are to improve quality of life and wellbeing of the people of North Lanarkshire by taking action, in a whole population approach, which:
- strengthens social connection and support
 - helps to reduce isolation and loneliness
 - promotes equality and human rights by:
 - expanding community-based preventative and anticipatory services
 - supporting the needs of the whole population, including children and young people and people with long term conditions
 - ensuring the development of community supports which reduce the need for people to call on formal or statutory services unnecessarily or prematurely
 - enabling indirect and direct carers support.
- 5.7 In respect of this investment opportunity, it is important that people in Lanarkshire receive a consistency of approach which builds on the strengths within communities. Achieving consistency of outcome pan-Lanarkshire also ensures the alignment of the work in respect of Palliative Care Services, which is a Hosted Service led by the South Lanarkshire Integration Joint Board (IJB).

6. CONCLUSIONS

- 6.1 Macmillan Cancer Support have offered the Lanarkshire HSCPs funding totalling £2m to implement the Improving Cancer Journey approach. Of the £2m being provided by Macmillan Cancer Support, £1m is being provided directly by Macmillan Cancer Support and £1m is being match funded by the Scottish Government. All of the funding is being administered by Macmillan Cancer Support.

6.2 Macmillan Cancer Support have been engaging with North Lanarkshire and South Lanarkshire HSCPs since 2020 however progress has been delayed due to the Covid-19 pandemic. If an application for part of the funding had not been submitted by Friday 14 May 2021, all of the funding would have been redirected to other projects and would no longer be available for Lanarkshire.

6.3 The South Lanarkshire IJB had already approved the application to access the Macmillan funding on 29 March 2021. An application was therefore submitted on Friday 14 May 2021 to secure the funding for the programme management capacity and also the resources required to implement the ICJ approach in South Lanarkshire. On the basis that an application for part of the funding had been received, Macmillan Cancer Support granted an extension to the North Lanarkshire HSCP to submit an application by Friday 28 May 2021. The submission by the South Lanarkshire HSCP was retrospectively approved by the NHSL Corporate Management Team on 17 May 2021.

6.4 The allocation of the funding is summarised as follows:

| Description | Appendix | Salary Costs £m | Non-salary Costs £m | Stage 2 Costs £m | Total £m |
|------------------------|----------|--------------------|------------------------|---------------------|--------------|
| Programme Management | 1 | 0.382 | 0.000 | N/A | 0.382 |
| South Lanarkshire HSCP | 2 | 0.611 | 0.198 | N/A | 0.809 |
| North Lanarkshire HSCP | 3 | 0.106 | 0.051 | 0.652 | 0.809 |
| Total | | 1.099 | 0.249 | 0.652 | 2.000 |

6.5 Macmillan have advised that they do not allocate funding on the basis of NRAC and that funding is allocated equally between the number of HSCPs within the area. The financial implications are detailed at appendices 1, 2 and 3. The duration of the ICJ programme is expected to be 5 years up to mid-2026.

6.6 In order to ensure sufficient programme management support will be in place to take this initiative forward, an application to secure £0.382m was submitted to Macmillan Cancer Support. This will fund a Programme Manager for 5 years from 2021/2022 to 2025/2026. The Programme Manager will be responsible for implementing the ICJ in South Lanarkshire and also, if endorsed, North Lanarkshire. This approach is based on advice from Macmillan Cancer Support and has proven to be cost effective and to work successfully across other HSCPs. Similar development opportunities in other Health Board areas has demonstrated the benefit of the Programme Manager dedicating time to each Partnership area, either as a divide of part of a week, or in blocks of dedicated time. It is anticipated that the Lanarkshire Programme Manager would work in a similar way.

6.7 The Programme Manager would be in post for 5 years and would undertake the initial scoping exercise during the first year. Subject to North Lanarkshire IJB (Performance, Finance and Audit) Committee approval, there will be joint discussions between the South and North Lanarkshire HSCPs to progress the appointment of the Programme Manager.

6.8 From the prevalence information noted above, it is clear that cancer impacts on a significant number of people, whether directly or as a family member, friend, neighbour or work colleague.

- 6.9 Stigma free and inclusive communities are able to engage local people. This is a key focus of the Community Solutions work which welcomes and values their contribution, support and care. This has also been recognised as essential in managing through the Covid-19 pandemic. Embedding the ICJ work into this wider programme is an exciting opportunity for North Lanarkshire.
- 6.10 In order to maximise the beneficial outcomes of the ICJ investment and to maintain sustainability in the event that recurring funding is not secured from the Scottish Government post 2026, the first stage of the ICJ application will involve detailed scoping through the Community Solutions programme. This is estimated to cost £0.157m (Pay costs - £0.106m; Non-pay costs - £0.051m).
- 6.11 The outcome of the scoping exercise will inform the second stage of the application which will be the further allocation of the available funding totalling £0.652m. In order to comply with the Macmillan Cancer Support financial governance arrangements, the Scottish Government will be asked to approve the two stage approach in respect of the North Lanarkshire IJB application.
- 6.12 HSCPs who were early adopters of the ICJ approach are currently being supported by Macmillan Cancer Support to negotiate access to recurring sustainable funding from the Scottish Government in order to maintain the ICJ approach. Macmillan will continue their discussions with the Scottish Government and are intending to present a joint case to the Scottish Government to secure funding. Macmillan therefore do not expect to secure this commitment from the Scottish Government until the wider roll out of the ICJ approach is in place and outcomes similar to those achieved in the Glasgow Health and Social Care Partnership (HSCP) are achieved nationally. The other ICJ developments are showing similar positive outcomes.
- 6.13 The Transforming Cancer Care Executive Group are also supporting the discussions between Macmillan Cancer Support and the Scottish Government. It is hoped the next cancer strategy due in 2023 will also include a commitment to sustainable funding from the Scottish Government.
- 6.14 Macmillan Cancer Support have also offered to support Lanarkshire in 2025/2026 with Scottish Government negotiations to secure recurring funding. The IJB Chief Financial Officer will maintain close dialogue with Macmillan Cancer Support to maximise the opportunity of securing recurring funding.
- 6.15 The main concern is that the funding provided by Macmillan Cancer Support is non-recurring. It is essential therefore that the funding opportunity is utilised to add to the strength of the Community Solutions Programme, enhancing the offer but leaving legacy learning and development should the resource not continue.
- 6.16 The North Lanarkshire IJB (Performance, Finance and Audit) Committee are therefore asked to endorse the implementation of the ICJ approach and endorse the submission of the application to Macmillan Cancer Support.
- 6.17 The North Lanarkshire IJB (Performance, Finance and Audit) Committee are also asked to note that, subject to Scottish Government approval, the application will be submitted in two stages to enable the approach to be fully scoped in consultation with Community Solutions and to secure sustainable delivery approaches.

7. THE NEED TO IMPROVE THE CANCER JOURNEY

- 7.1 A cancer diagnosis is distressing. When combined with coping with family, finance and work, it can be very stressful. With the significant advances in treatment, many people, 1 in every 2, are now surviving their cancer.
- 7.2 By 2030, it is projected that across Scotland, 350,000 people will be living with a cancer diagnosis, however it doesn't necessarily mean that people will be living well, with 70% of people with cancer also experiencing at least one or more co-morbidity and with cancer now starting to be increasingly recognised as a long-term condition.
- 7.3 The increasing incidence and prevalence of cancer is also having a wider impact on informal carers, young carers, children with parents with cancer, education and employers.
- 7.4 As a partnership programme, Community Solutions aligns its commissioning priorities with those of the Plan for North Lanarkshire and HSCNL and supports groups and organisations to deliver key services including:
- befriending
 - healthy eating
 - physical activity
 - transport for appointments
 - hospital discharge support
 - support for carers
- 7.5 The foundation of the Community Solutions programme is the locality approach. Six well established and robust local organisations who are appointed as "locality hosts" (one per locality) who convene a group of local stakeholders: groups, organisations, statutory partners (a locality consortium)
- 7.6 A support landscape does exist across Lanarkshire which promotes self-management, early intervention and access to specialist care when needed however it can often be difficult for patients, carers and families to navigate through the range of available services. Support from the third sector, help to understand financial opportunities and guidance to navigate statutory services could alleviate this stress.
- 7.7 This proposal will strengthen the local focus of access points, building on the six local consortia in place.
- 7.8 Macmillan Cancer Support and the North & South Lanarkshire HSCPs will work in partnership with local health providers, local authorities, the third sector, communities and people affected by cancer and their carers to ensure everyone diagnosed with cancer can easily access all the support they need as soon as they need it to enable them to live as well and as independently as possible.
- 7.9 The next steps will involve a detailed feasibility study to develop the implementation plan for Lanarkshire.

8. THE PURPOSE AND INTERVENTION DETAIL

8.1 The North Lanarkshire Improving Cancer Journey bid is summarised below:

8.1.1 Outcomes

- Contributing to the prevention of and early diagnosis of cancer
- Improved care and support for people who have a cancer diagnosis
- Increased support for carers/those in a caring role for people with a cancer diagnosis
- Tackling cancer poverty and contributing to welfare reform including accessing state benefits, grants, support with council tax and housing, assistance with fuel poverty, carer support and debt management.
- Improved knowledge and understanding for CVS groups and organisations about the cancer journey and the needs of individuals
- Increased awareness of CVS supports available

8.1.2 Key Activities

- Recruitment of a senior programme officer to support and develop activities, outputs and manage the evaluation of outcomes
- Development of a CVS Cancer Support Network for organisations to develop their understanding of the cancer journey and co-produce effective support
- Creation of a Cancer Support Forum for people with experience of cancer to inform the development of effective support
- Development of commissioning principles to guide the investment in improving the capacity of community groups and organisations to deliver effective support.

8.1.3 Key Outputs

- A commissioning plan focussing on investment key services and support will be developed in collaboration with community and voluntary sector statutory partners and people who have or experienced a cancer diagnosis
- 6 locality hosts and consortia members will be involved in building local capacity across community board areas to improve and develop supports
- 800+ community and voluntary sector organisations across NL will be invited to join the Cancer Support network and/or receive information to support their understanding and awareness of the cancer journey to ensure they can provide effective support
- All those with a cancer diagnosis in NL (2,500 per year) and carers will receive information about community supports which they can access and an invitation to participate in or be kept up to date with the Cancer Support forum
- There will be reported increase (10%) in the number of NL residents from SIMD 1 and 2 engaging with screening programmes
- An evaluation framework including all stakeholders will be implemented to assess outcomes

9 PROGRESS AND MEASUREMENT

9.1 The Community Solutions programme has a robust monitoring and evaluation framework, developed over many years and commended by the Improvement Service (2019) in place. The framework has recently been reviewed and revised in response to stakeholder feedback and will be applied to this work.

9.2 Any community and voluntary sector group or organisation who believe they can contribute to the achievement of commissioning plan ambitions will submit a proposal outlining: description, evidence of need, project outcomes, activities and outputs, engagement plan, budget, evaluation methods.

- 9.3 The group or organisation will be supported and guided by the locality host and consortia to develop the proposal if required.
- 9.4 Proposals will be assessed against commissioning priorities and, if appropriate, approved through consensus decision or majority vote.
- 9.5 Successful projects will be supported for their duration by locality hosts and consortia.
- 9.6 At the end of the proposal period, and thereafter at six monthly intervals, groups and organisations will be required to submit evaluation and learning data to locality hosts who will then submit collective returns to the Community Solutions Programme Governance Group. The Community Solutions governance sub-group report to the Integrated Joint Board via the HSCNL leadership team. A six monthly update report will also be provided to the IJB (Performance, Finance and Audit) Committee on the implementation of the ICJ approach and the allocation of the investment funding.
- 9.7 The proposed Cancer Support Network will be subject to the same evaluation and learning process.

10. IMPLICATIONS

10.1 NATIONAL OUTCOMES

This relates to all nine national outcomes.

10.2 ASSOCIATED MEASURE(S)

The key outputs and outcomes of the ICJ investment are detailed at section 8. The progress and measures are described at section 9.

10.3 FINANCIAL

This paper has been reviewed by Finance:

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| Yes | | No | <input type="checkbox"/> | N/A | <input type="checkbox"/> |
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10.4 RISK ASSESSMENT/RISK MANAGEMENT

The investment opportunity is non-recurring for a fixed period of five years. As highlighted at paragraph 6.12, the main concern is that the funding provided is non-recurring up to mid-2026. It is essential therefore that the funding opportunity enhances already embedded approaches which will be sustained into the future.

Macmillan Cancer Support are supporting the requests to the Scottish Government to secure recurring funding for the ICJ approach. The focus of these discussions is in respect of the HSCPs who implemented the ICJ approach earlier and are now reaching the end of the Macmillan Cancer Support funding. Macmillan Cancer Support will keep the IJB Chief Financial Officer advised of the progress of these negotiations and have also offered to support North and South Lanarkshire HSCPs with their negotiations during year 5 (2025/2026).

10.5 PEOPLE

The impact on people affected by a cancer diagnosis and their carers will be monitored throughout the duration of the ICJ approach.

10. IMPLICATIONS (CONT.)

10.6 STAKEHOLDER ENGAGEMENT

Positive discussions were held with the senior officers of the HSCPs which had already implemented the ICJ approach.

Macmillan have advised that they believe the application received from the South Lanarkshire HSCP is excellent, meets the criteria. Senior Officers from North Lanarkshire HSCP were part of the working group which explored the potential beneficial impact of this investment opportunity. Macmillan are wholly supportive of the ICJ approach for Lanarkshire and the Strategic Partnership Manager of Macmillan Cancer Support will support the development of the ICJ service delivery model.

The NHSL Corporate Management Team considered the submission of the application by South Lanarkshire HSCP and endorsed it retrospectively.

Subject to the approval of the North Lanarkshire IJB (Performance, Finance and Audit) Committee, the NHSL Corporate Management Team support the submission of an application by North Lanarkshire HSCP.

10.7 INEQUALITIES & FAIRER SCOTLAND DUTY

EQIA Completed & Fairer Scotland Impact Assessment Form Completed:

| | | | | | |
|-----|--------------------------|----|--------------------------|-----|-------------------------------------|
| Yes | <input type="checkbox"/> | No | <input type="checkbox"/> | N/A | <input checked="" type="checkbox"/> |
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There is a correlation between cancer and levels of deprivation and this is highlighted at section 7. The key deliverables of the ICJ investment are detailed at paragraph 8.1. The outcomes which will be evaluated are detailed at paragraph 10.3.

10.8 CARBON MANAGEMENT IMPLICATIONS

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

None.

12. APPENDIX

| | |
|------------------------------|------------|
| Programme Management | Appendix 1 |
| South Lanarkshire HSCP Costs | Appendix 2 |
| North Lanarkshire HSCP Costs | Appendix 3 |



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CHIEF OFFICER (or Depute)

Members seeking further information about any aspect of this report, please contact Marie Moy on telephone number 01698 453709.

**Macmillan Investment - Lanarkshire
Improving The Cancer Journey**

Appendix 1

Programme Management

| Post | Grade | FTE | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Total |
|-------------------|---------|----------|-----------------|-----------------|-----------------|-----------------|-----------------|--------------|
| | | | 2021/2022 £m | 2022/2023 £m | 2023/2024 £m | 2024/2025 £m | 2025/2026 £m | £m |
| Programme Manager | Band 8A | 1 | 0.073 | 0.075 | 0.076 | 0.078 | 0.079 | 0.382 |
| Total | | 1 | 0.073 | 0.075 | 0.076 | 0.078 | 0.079 | 0.382 |

South Lanarkshire HSCP - Salary Costs

| Post | Grade | FTE | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Total |
|---|--------|------------|-----------------|-----------------|-----------------|-----------------|-----------------|--------------|
| | | | 2021/2022 £m | 2022/2023 £m | 2023/2024 £m | 2024/2025 £m | 2025/2026 £m | £m |
| Support Staff (Link Worker / Facilitator) | Band 4 | 3.5 | | 0.125 | 0.127 | 0.130 | 0.133 | 0.515 |
| Admin Staff | Band 3 | 0.7 | | 0.023 | 0.023 | 0.024 | 0.026 | 0.096 |
| Sub Total - Salary Costs | | 4.2 | | 0.148 | 0.150 | 0.154 | 0.159 | 0.611 |

South Lanarkshire HSCP - Non-salary Costs

| | | | | | | |
|---|--------------|--------------|--------------|--------------|--------------|--------------|
| Set-up Costs: IT and Telecommunications | 0.012 | 0.000 | 0.000 | 0.000 | 0.000 | 0.012 |
| Travel, Administration Costs, ISD/PHS, Communications and Other General Costs | 0.035 | 0.035 | 0.035 | 0.035 | 0.034 | 0.174 |
| User Engagement, Health and Wellbeing and Volunteers | 0.003 | 0.003 | 0.003 | 0.003 | 0.002 | 0.012 |
| Sub Total - Non-salary Costs | 0.050 | 0.038 | 0.038 | 0.038 | 0.036 | 0.198 |

| | | | | | | |
|--------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Total Costs | 0.050 | 0.186 | 0.188 | 0.192 | 0.195 | 0.809 |
|--------------------|--------------|--------------|--------------|--------------|--------------|--------------|

Stage 1 - North Lanarkshire HSCP - Salary Costs

| Post | FTE | Year 1 2021/2022 £m | Year 2 2022/2023 £m | Year 3 2023/2024 £m | Year 4 2024/2025 £m | Year 5 2025/2026 £m | Total £m |
|---------------------------------|------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|--------------|
| Senior Programme Officer | 0.6 | 0.021 | 0.021 | 0.022 | 0.022 | 0.000 | 0.086 |
| Evaluation Officer | 0.2 | 0.005 | 0.005 | 0.005 | 0.005 | 0.000 | 0.020 |
| Sub Total - Salary Costs | 0.8 | 0.026 | 0.026 | 0.027 | 0.027 | 0.000 | 0.106 |

Stage 1 - North Lanarkshire HSCP - Non-salary Costs

| | | | | | | | |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Set-up Costs: IT and Telecommunications | 0.002 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.002 |
| Venue Costs including catering, training, support meetings and events | 0.004 | 0.006 | 0.006 | 0.006 | 0.006 | 0.000 | 0.022 |
| VANL Support Overheads (HR, Finance and Line Management) | 0.005 | 0.005 | 0.005 | 0.005 | 0.005 | 0.000 | 0.020 |
| Travel and Child Care Costs | 0.001 | 0.001 | 0.001 | 0.001 | 0.001 | 0.000 | 0.004 |
| Communication Support Costs | 0.001 | 0.001 | 0.001 | 0.001 | 0.000 | 0.000 | 0.003 |
| Sub Total - Non-salary Costs | 0.013 | 0.013 | 0.013 | 0.013 | 0.012 | 0.000 | 0.051 |

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|----------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Sub-Total Costs - Stage 1 | 0.039 | 0.039 | 0.040 | 0.039 | 0.000 | 0.157 |
|----------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|

Stage 2 - Community Voluntary Support Development

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|--|-------|-------|-------|-------|-------|--------------|
| Investment in Localities to support development and expansion of services and support. | 0.160 | 0.163 | 0.164 | 0.165 | 0.000 | 0.652 |
|--|-------|-------|-------|-------|-------|--------------|

| | | | | | | |
|--|--------------|--------------|--------------|--------------|--------------|--------------|
| Total Costs - Stage 1 and Stage 2 | 0.199 | 0.202 | 0.204 | 0.204 | 0.000 | 0.809 |
|--|--------------|--------------|--------------|--------------|--------------|--------------|