

NHS Board Meeting
27 March 2019

Lanarkshire NHS Board
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SUBJECT: Directions

1. PURPOSE

This paper is coming to the Board :

For approval	<input type="checkbox"/>	For endorsement	<input type="checkbox"/>	To note	<input checked="" type="checkbox"/>
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2. ROUTE TO THE BOARD

The paper has been:

Prepared	<input checked="" type="checkbox"/>	Reviewed	<input type="checkbox"/>	Endorsed	<input type="checkbox"/>
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by Val de Souza, Chief Officer South Lanarkshire Health and Social Care Partnership

3. SUMMARY OF KEY ISSUES

- 3.1. The Public Bodies (Joint Working) (Scotland) Act 2014 (the Act) places a duty on the Integrated Joint Board (IJB) to prepare a Strategic Commissioning Plan (SCP).
- 3.2. The IJB is also required to confirm the strategic direction and intended use of integrated budgets under their control pertaining to the delegated functions outlined within integration schemes.
- 3.3. The mechanism which allows the IJB to action the intentions outlined in the SCP is provided in the Act and takes the form of binding Directions to be issued by the IJB to the Health Board and local authority.
- 3.4. The Scottish Government issued a good practice note entitled 'Directions from Integration Authorities to Health Boards and Local Authorities' which provides guidance on the form of the Directions. Although this guidance is currently being reviewed and updated, it remains as a draft and therefore, the original Directions Guidance issued in 2016 has been used to inform current and previous Directions issued in a South Lanarkshire context.

4. CURRENT PROCESS FOR ISSUING DIRECTIONS

- 4.1. Within the South Lanarkshire Health and Social Care Partnership, there is an approved SCP in place for the period 2016-19. This plan will shortly be superseded by a new and updated plan which will cover the period April, 2019 to March 2022 and is the subject of a separate report for IJB consideration and approval.
- 4.2. Given that the IJB requires to have an approved SCP in place to allow the functions to be delegated, it is also necessary for the IJB to have an appropriate mechanism in place to issue

Directions to the Council and NHS Board as referred to in 3.3 above. Importantly, these Directions should not be viewed as one off as they may be revised, revoked or superseded and must follow the format outlined below:

- ◆ the Direction must be in writing and should set out a clear framework for the operational delivery of the functions that have been delegated to the IJB
- ◆ must specify which function of Health and Social Care they relate to
- ◆ must include detailed information on the financial resources available to carry out the functions, including the allocated budget and how that budget should be used
- ◆ should describe how the delivery of services will contribute to the achievement of a particular aspect of the SCP
- ◆ should stipulate which of the Health Board or local authority or both is to carry out the particular function

4.3 The financial resource allocated to each function is a matter for the IJB to determine. However the Direction must take account of the following:

- ◆ the Direction of functions must be consistent with the agreed SCP Strategic Direction. However, a Direction (unlike the SCP) can include detailed operational instructions in relation to the particular function
- ◆ Directions issued at the beginning of a financial year may be subsequently revoked, revised or superseded during the year in response to any changes or development

5. PROGRESS WITH DIRECTIONS FOR 2019/2020

5.1. As referred to above, the IJB has finalised a new draft SCP for 2019-22. Whilst this is the subject of a separate IJB paper, the Plan will cover the current commissioning intentions against the 13 strategic themes identified in the SCP. In doing so, this will also show the continuing commitment of the IJB to the nine National Health and Wellbeing Outcomes and one of the key strategic imperatives in terms of ‘shifting the balance of care’, through less reliance on bed based and institutional forms of care.

5.2. In developing its new SCP 2019-2022, the consultation and engagement process identified that the original 10 strategic themes in the 2016-2019 Plan remain relevant today. However, what became clear, was the appetite to see other areas added to the 10 strategic themes and consequently, the table below re-states the commitment to the original strategic themes, plus the new themes (shaded for ease of identification):

Strategic Themes	
Early intervention, prevention and health improvement	Delivering statutory/core duties
Mental health and wellbeing	Seven day services
Suitable and sustainable housing	Preventing and reducing homelessness
Single points of contact	Intermediate/transitional care
Unscheduled care	Carers support
Models of self-care and self-management	Transitional arrangements
Enablers	

5.3. Of equal priority is the focus through the Health and Social Care Delivery Plan 2016 to shift the balance of care, through reducing demand on acute and long term care. The six identified areas of scrutiny which have been prioritised nationally are:

- ◆ reducing unplanned admissions
- ◆ reducing occupied bed days for unscheduled care

- ◆ A&E performance
- ◆ reducing the impact of delayed discharges
- ◆ where possible, providing end of life care within the person’s home and community
- ◆ redressing the balance of spend across institutional and community services

5.4. The 13 strategic priorities designed and developed through the consultation and participation process have a strong resonance with the six health and social care delivery plan priorities and nine health and wellbeing outcomes.

5.5. In view of the above, it is therefore proposed that Directions for 2019/20 should have a strong correlation and relevance which enables the IJB to demonstrate progress against the 13 strategic priorities as outlined in the SCP 2019-22.

6. PROPOSED DIRECTIONS FROM THE IJB TO NHS LANARKSHIRE HEALTH BOARD AND SOUTH LANARKSHIRE COUNCIL 2019/20

6.1. The Directions need to be approved and in place for the beginning of a new financial year, which in this case is from 01 April 2019. For the purposes of 2019/20, the proposed Directions to the NHS Lanarkshire (NHSL) Health Board and South Lanarkshire Council (SLC) are attached at Appendix 1 for approval by the IJB.

6.2. In summary, the IJB directs that from 01 April 2019, all services related to the functions that have been delegated to the IJB by virtue of the integration scheme from the Council and the Health Board and as set out in Section 5 of the integration scheme dated 11 June 2015, shall continue to be delivered by the Council and the Health Board respectively taking account of the variations noted at Section 6.3. The General Directions are broadly similar to the Directions presented by the IJB to the parties over the last three years 2016/17 to 2018/19 and are as set out in Appendix 1.

6.3. In respect of the variation to the Directions as at 01 April 2019/20 there will be no new Directions over and above those already approved in previous years. However, it is intended as part of implementing the new SCP across the three year period 2019-2022, that further Directions will emanate from this. Therefore, over the course of 2019/20, there will be an expectation that the IJB will issue further and more specific Directions in addition to those already in existence. Appendix 2 highlights where there is an existing Direction and how this subsequently supports the delivery of the 13 strategic themes and 43 new commissioning intentions set out in the Plan.

7. NEXT STEPS

7.1. As part of the process of monitoring progress with implementation of the SCP, there is no doubt that associated Directions have a central role in contributing to this.

7.2. Similar to previous years the IJB is required to prepare its annual performance report within three months of the financial year end. This report captures the progress with the implementation of the Plan and integration agenda.

7.3. In addition to this, work will also be undertaken to further link up Directions with the current and regular performance and financial monitoring reports presented to the IJB.

8. STRATEGIC CONTEXT

This paper links to the following:

Corporate objectives	<input checked="" type="checkbox"/>	AOP	<input checked="" type="checkbox"/>	Government policy	<input checked="" type="checkbox"/>
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Government directive	<input type="checkbox"/>	Statutory requirement	<input type="checkbox"/>	AHF/local policy	<input type="checkbox"/>
Urgent operational issue	<input type="checkbox"/>	Other	<input type="checkbox"/>		

7. CONTRIBUTION TO QUALITY

This paper aligns to the following elements of safety and quality improvement:

Three Quality Ambitions:

Safe	<input checked="" type="checkbox"/>	Effective	<input checked="" type="checkbox"/>	Person Centred	<input checked="" type="checkbox"/>
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Six Quality Outcomes:

Everyone has the best start in life and is able to live longer healthier lives; (Effective)	<input checked="" type="checkbox"/>
People are able to live well at home or in the community; (Person Centred)	<input checked="" type="checkbox"/>
Everyone has a positive experience of healthcare; (Person Centred)	<input checked="" type="checkbox"/>
Staff feel supported and engaged; (Effective)	<input checked="" type="checkbox"/>
Healthcare is safe for every person, every time; (Safe)	<input checked="" type="checkbox"/>
Best use is made of available resources. (Effective)	<input checked="" type="checkbox"/>

9. MEASURES FOR IMPROVEMENT

9.1 These are set out in the Strategic Commissioning Plan

10. FINANCIAL IMPLICATIONS

10.1. The financial resources which will be delegated by the IJB to each partner are as follows:

10.2. The NHSL recurring budget allocations for in-scope Health Care Services including Hosted Services. For 2019/2020, the total indicative budget allocation for directly managed services, including hosted services, is £390.950m. This is based on the 2018/2019 budget as at December 2018. This indicative budget allocation will be adjusted to reflect the changes in the non-recurring funding and the relevant share of the additional funding of £15.738m as noted at 10.4 below.

10.3. The SLC recurring budget allocations for in-scope services. For 2019/2020 the total budget allocation for in-scope Social Care Services is £127.479m. For clarification, this includes the relevant share of the additional funding of £15.738m as noted at 10.4 below.

10.4. Additional funding in 2019/2020 totals £15.738m and will be allocated to each partner as appropriate in line with the IJB Financial Plan for 2019/2020.

10.5. Additional funding received in-year from NHSL which is ring-fenced for areas covered by the IJB will be delegated to the partner responsible for service delivery. These in-year allocations will be agreed with each partner as appropriate.

10.6. NHSL Health Board and SLC will implement as appropriate any agreed efficiency savings plans.

10.7. The acute services set-aside budget will be adjusted to reflect the 2016/2017 activity levels and the 2019/2020 price levels in line with the Scottish Government Guidance. The notional value of the set-aside budget has therefore been calculated to be £57.079m.

10.8. Notwithstanding the above allocations, the IJB is asked to note that it may be necessary for the Chief Financial Officer to vary the 2019/2020 allocations to reflect the detailed budget

setting process undertaken by each partner. Any such accounting adjustment to assist with budget monitoring arrangements will be undertaken in consultation with the Director of Finance of NHSL and the Executive Director of Finance and Corporate Resources of SLC.

11. RISK ASSESSMENT/MANAGEMENT IMPLICATIONS

- 11.1. There are no legal requirements associated with this, given that the Directions are a statutory requirement as per the Public Bodies (Joint Working) (Scotland) Act 2014.
- 11.2 The IJB has an established Risk Register. The Risk Register is subject to continual update and will be matched against the SCP to ensure that all relevant risk issues are taken account of and mitigation agreed.
- 11.3. There are no sustainable development issues associated with this report.
- 11.4. There are no other issues associated with this report.

11. FIT WITH BEST VALUE CRITERIA

This paper aligns to the following best value criteria:

Vision and leadership	<input checked="" type="checkbox"/>	Effective partnerships	<input checked="" type="checkbox"/>	Governance and accountability	<input checked="" type="checkbox"/>
Use of resources	<input checked="" type="checkbox"/>	Performance management	<input checked="" type="checkbox"/>	Equality	<input checked="" type="checkbox"/>
Sustainability Management	<input checked="" type="checkbox"/>				

12. EQUALITY AND DIVERSITY IMPACT ASSESSMENT

- 12.1. An Equality Impact Assessment on the SCP has been completed as part of developing the 2019-2022 SCP.
- 12.2 A full and extensive consultation process was undertaken to develop the SCP, to which the Directions relate.

13 CONSULTATION AND ENGAGEMENT

- 13.1 In developing the plan there has been wide ranging engagement with key partners and stakeholders in consultation events across the four locality planning areas. In addition to this dedicated sessions were held with senior managers, elected members, third sector forums as well as workshops and development meetings with service providers and partner organisations. Alongside these events there was an online survey for the public of South Lanarkshire in which we received a good response. This is part of the IJBs Participation and Engagement Strategy which will be ongoing throughout the life of the plan.

14. ACTIONS FOR THE BOARD

The Board is asked to:

Approve	<input checked="" type="checkbox"/>	Endorse	<input type="checkbox"/>	Identify further actions	<input type="checkbox"/>
Note	<input checked="" type="checkbox"/>	Accept the risk identified	<input type="checkbox"/>	Ask for a further report	<input type="checkbox"/>

15. FURTHER INFORMATION

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20 March 2019