

Strategic Commissioning Plan

2023 - 2026





Contents

1. Introduction	4
2. Strategic Context	5
3. Developing the Plan	8
4. Strategic Needs Analysis	11
5. What We've Heard	15
6. Our Priorities & Ambitions 2023 - 2026	17
7. Enabling The Plan	22
8. Measuring Performance	27

Introduction

Welcome to our Strategic Commissioning Plan for Health & Social Care North Lanarkshire. This plan will cover the period 2023-26 and will cover the final period of our long term [Strategic Plan 2016-2026](#). In developing this plan we have built on the work established in our previous [Strategic Commissioning Plan 2020-23](#), and through engagement and collaboration with local people, service users, members of staff and other key stakeholders this plan sets out our ambitions for improving the health and wellbeing of North Lanarkshire's population.

This plan sets out how community health, social care and social work functions delegated to the Integration Joint Board by North Lanarkshire Council and NHS Lanarkshire will be planned and delivered over the medium term.

Despite the many challenges we have all faced since March 2020, we have made significant achievement and progress in the last three years. This plan gives an overview of some of these achievements and how they have helped to shape our priorities for the next three years. We have set out these priorities for further consultation with you to ensure we are focusing on the right things. We will develop a more detailed implementation plan to support our priorities in the coming months.

We continue to experience the long-term and lasting impact of the COVID-19 pandemic, working with people to ensure they can access the support and treatment they require following a sustained period of disruption and restriction. We recognise the strength and resilience of our communities, workforce and partners as we move forward with our plans for recovery and renewal.

The next three years will undoubtedly present further challenges and uncertainty as we continue our recovery from the pandemic-related

disruptions, and also in how we prepare for the establishment of a National Care Service. However, it is clear that we have strong foundations to build upon, working with service users, patients, carers, families and partner organisations to improve the health and wellbeing of North Lanarkshire residents.



Strategic Context

While North Lanarkshire's Integration Joint Board has overall responsibility for planning health and social care services within the area, we have to consider the range of other national and local strategies, plans and policies to ensure our plan is consistent and aligned with the priorities of North Lanarkshire Council, NHS Lanarkshire, other community planning partners, and national priorities.

NATIONAL POLICIES, LEGISLATION, STRATEGIES AND PLANS

Public Bodies (Scotland) Act 2014
Carers (Scotland) Act 2016
Community Empowerment
(Scotland) Act 2015
Equalities (Scotland) Act 2010
Fairer Scotland Duty
National Care Service
Scotland's Digital Health and Care
Strategy
Scotland's Public Health Priorities
Primary Care Improvement
Programme
Social Care (Self Directed Support)
(Scotland) Act 2013 (and Framework
of Standards)

LOCAL STRATEGIES & PLANS

The Plan for North Lanarkshire
Our Health Together
Lanarkshire Mental Health &
Wellbeing Strategy
Local Housing Strategy 2021-26
Tackling Poverty Strategy
Equality Strategies (NHSL and NLC)
Children's Services Plan
Community Solutions Strategy and
Investment Plan 2022-25
North Lanarkshire Alcohol & Drugs
Partnership Strategy
Community Justice Partnership
Improvement Plan
Carers Strategy

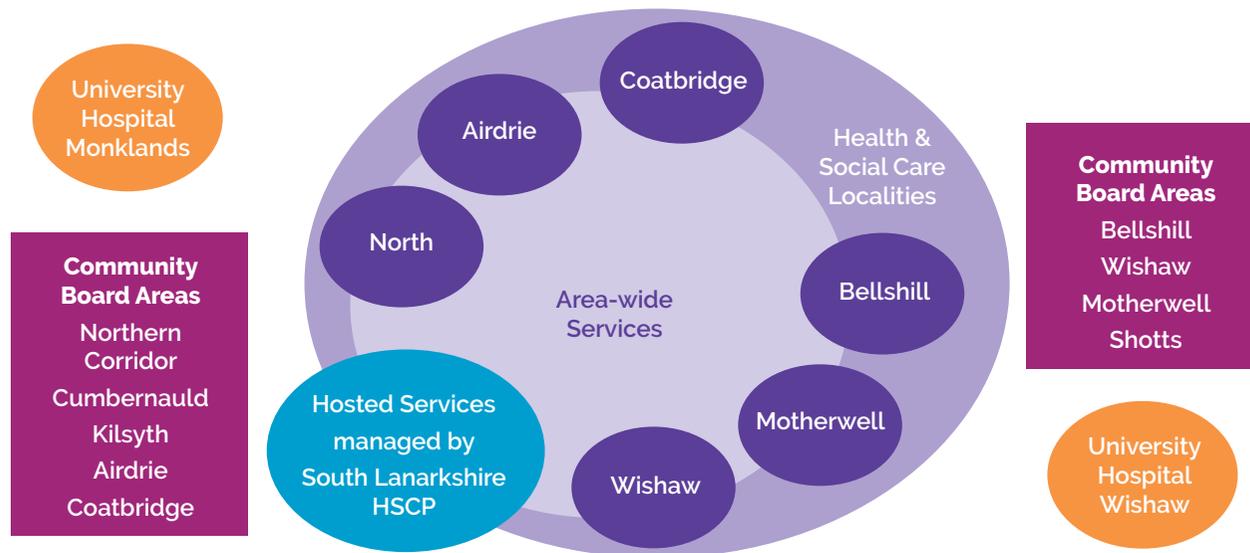
The strategic planning landscape is complex, as outlined above and we have put in place a number of strategies and plans which will be taken forward during the lifetime of this overarching Strategic Commissioning Plan. However, through our Strategic Commissioning Plan we are seeking to provide a clarity of direction for the Health & Social Care Partnership, while ensuring the appropriate linkages are made and due attention is given to our other planning commitments.

We are fully committed to working in partnership with our statutory partners and the third and independent sectors. We will continue to work within the community planning structure within North Lanarkshire, recognising that through The Plan for North Lanarkshire, the Health & Social Care Partnership makes a vital contribution to realising the vision of making North Lanarkshire the place to Live, Learn, Work, Invest and Visit. We are also closely engaged in the development of the new, emergent strategy for NHS Lanarkshire, Our Health Together. This new strategy will seek to ensure maximum impact across our whole health and care system with due consideration afforded to recovering services and building resilience and dovetails neatly with the priorities set out in this plan.

In working to deliver our priorities, the partnership will support both North Lanarkshire Council's and NHS Lanarkshire's roles as Anchor Organisations. That is, using their resources and influence to effect change to the social, economic and environmental conditions that determine the health and wellbeing of local people. Anchor Organisations are defined by the Joseph Rowntree Foundation as:

"...big and locally rooted organisations including the NHS, local authorities, colleges and universities, and private businesses with local HQs. Because they employ many people, spend substantial amounts of money, own and manage land and assets and often deliver crucial services, they have a considerable impact on local communities and economies. Further, they are historically rooted in the physical area, intrinsically connected to the local community and are pivotal to wellbeing."

Crucially, all of our delivery and implementation will be local and our plans are also closely aligned with the new Local Outcome Improvement Plans for each of the nine Community Board areas. Our overall structure for delivery remains with six localities, with three each aligned to a sector (North East and North West), which allows for closer relationship with the two acute hospitals located within North Lanarkshire. The diagram below outlines how our teams and relationships are structured, also including the hosting relationship with South Lanarkshire, and where we deliver services on an area-wide basis.



The outcomes that pull all of the strategic and planning strands together are reflected in an agreed set of nine national Health and Wellbeing Outcomes which the Health & Social Care Partnership has a duty to deliver. These are:

Outcome 1	People are able to look after and improve their own health and wellbeing and live in good health for longer.
Outcome 2	People, including those with disabilities or long-term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.
Outcome 3	People who use health and social care services have positive experiences of those services and have their dignity respected.
Outcome 4	Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.
Outcome 5	Health and social care services contribute to reducing health inequalities.
Outcome 6	People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and wellbeing.
Outcome 7	People using health and social care services are safe from harm.
Outcome 8	People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.
Outcome 9	Resources are used effectively and efficiently in the provision of health and social care services.



Developing the Plan

We value the input and contribution from all our stakeholders in all the work we do. In developing the Strategic Commissioning Plan 2023-26 we have been committed to ensuring we engage as widely and as meaningfully as possible across and within our communities, workforce and partner organisations.

During 2022, the relaxation of many COVID-19 restrictions offered us the opportunity to have many more in-person events than we had originally anticipated. Through a variety of workshops and local events we have been able to engage with a range of stakeholders through physical, face-to-face meetings. Our ability to use technology to supplement these events and meetings with online workshops has allowed us to offer a wide range of engagement opportunities.

To support the development of this plan we engaged with a range of stakeholder groups, including people who use our services, carers of people who use our services, local residents, people who work in health and social care, local community groups and organisations, local elected members, and people who work for partner organisations and other service providers. Members of the IJB have been involved in discussions and have been kept advised throughout the development of the plan.

In each of the events that took place we reviewed the achievements and challenges of the past three years and used a range of information and intelligence to guide our conversations into the opportunities and challenges facing the partnership in the future.

The following provides an overview of the types of events and discussions which have taken place in the preparation of this plan.

Strategic Planning Group

Our Strategic Planning Group has the overall responsibility for producing, monitoring and reviewing our Strategic Commissioning Plan. The Group is chaired

by our Chief Officer and has a wide-ranging membership, including representation from: senior leaders and managers within the partnership, service user and carer representatives, Voluntary Action North Lanarkshire (VANL, the Third Sector Interface for community and voluntary organisations in North Lanarkshire), and a range of other partner organisations. Consultation and engagement with the group took place via an online workshop and the group met in December 2022 to review the draft plan and met in March 2023 to agree the final plan and next steps engagement in the Programme of Work.

Sector and Locality Engagement

Our North-East and North-West sectors brought their locality teams and local stakeholders together across two in-person engagement events: one in Cumbernauld New Town Hall and one in Dalziel Park, Motherwell. These events allowed for a large attendance from each of the six localities, with dedicated inputs and workshop sessions on the development of this plan.

Staff Roadshows

Two staff roadshow sessions were dedicated to engagement on the development of future priorities and reviewing current achievements and challenges. These took place online allowing for a wide range of staff from across a large number of disciplines and services to take part.

Community Boards – Strategic Engagement

A Strategic Engagement event took place with members from each of the nine Community Boards in North Lanarkshire with a range of questions and discussion topics focusing on many local issues and priorities.

Operational Leads

We engaged with senior leaders and managers across our delivery areas, including:

- **Adult Health Services**
- **Specialist Children's Health Services**
- **Addiction, Learning Disability & Mental Health Services**

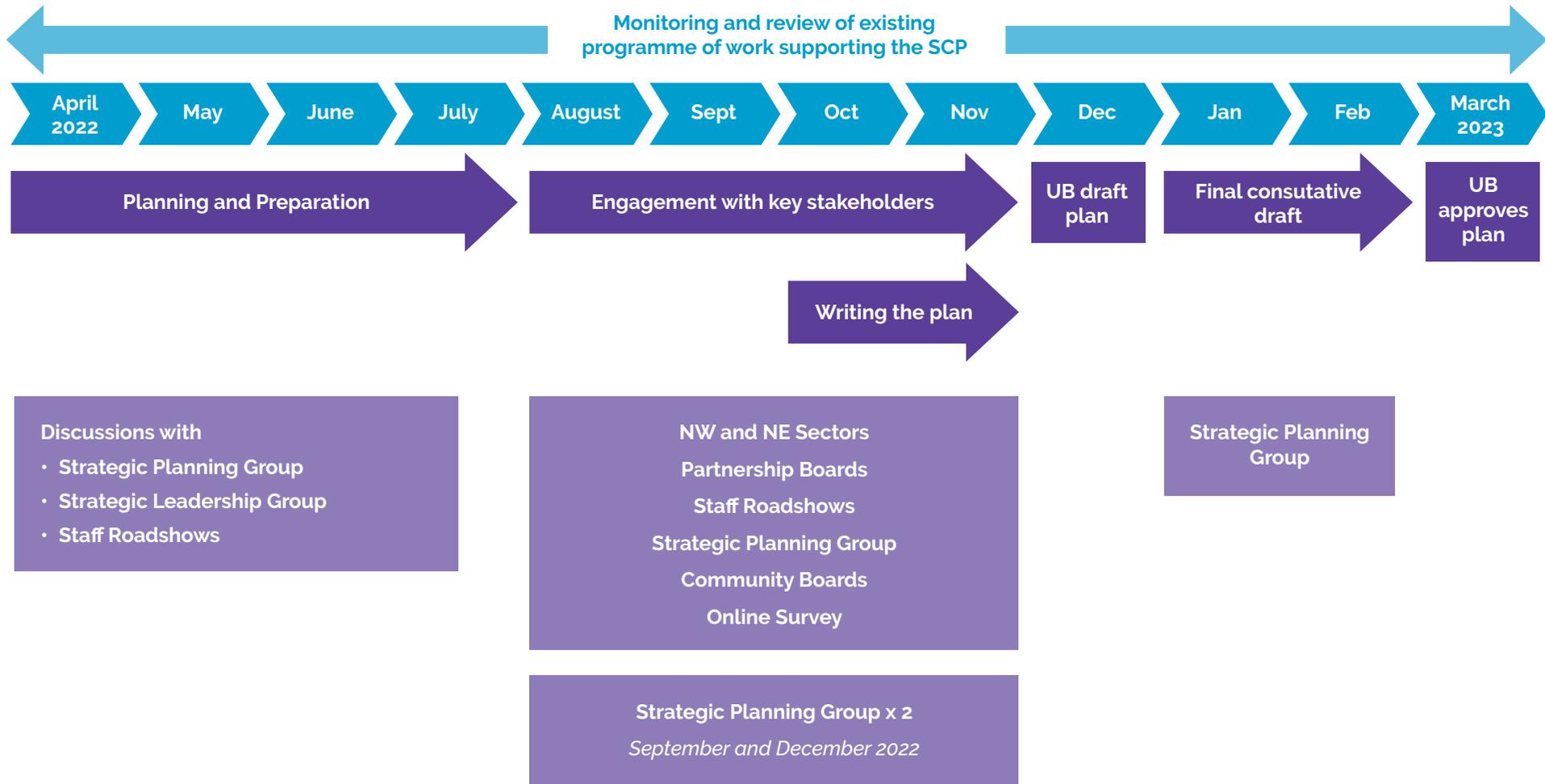
These sessions provided an opportunity for more tailored discussions and engagement in relation to the specific delivery areas.

Online Consultation

During December 2022 – January 2023, HSCNL published an online questionnaire to gain feedback from the public and employees on the ambition statements that underpin the partnership's new Strategic Commissioning Plan 2023- 2026. The survey was circulated and available for completion for a five-week period in December 2022 and January 2023. It was promoted to employees and the public through the social media channels of North Lanarkshire Council and NHS Lanarkshire. A total of 196 respondents completed the survey, consisting of 192 individuals and 4 organisations. Almost half of the respondents to the survey were unpaid carers and over 60% of respondents are currently receiving or have a received a service from Health & Social Care North Lanarkshire for themselves or a family member. The summary of feedback from the survey is included as an appendix of the plan.



Timeline of Engagement & Consultation



Strategic Needs Analysis

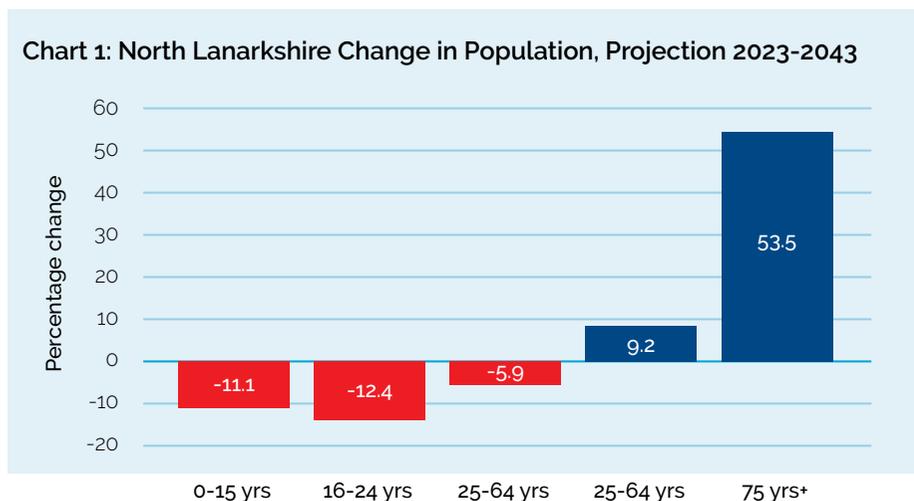
A comprehensive needs analysis has been developed with expert support from the Local Intelligence Support Team (Public Health Scotland). The full document analysis is attached as appendix 2.

Key messages from this detailed work include the following:

Population change

By mid-2043, it is projected that the overall population of North Lanarkshire will be very slightly lower than current levels (-1.1%), while the overall Scottish population is projected to increase by 1.4%. It is projected that by 2043, in North Lanarkshire:

- the number of people aged 0-15 to shrink by 11%
- those aged 75 and over to increase by 53.5%



In relation to the forecasted increase in an older population, people will be living longer, and we recognise the positive contribution older people make to their communities and society in general. However, it is anticipated that with the significant change over time in the proportion of older people we will witness an increase in the number of people with long term conditions, and an increase in the number of older people with multiple conditions. As these changes are in addition to current, long standing public health issues such as obesity, physical inactivity, smoking, alcohol, and substance misuse – it is expected these changes associated with an ageing population will increase demand for Health and Social care services.

There will be an increasing number of older family carers and older people within our workforce - many of whom will have their own health needs. The overall impact will be a steadily increasing demand for health and social care.

On the one hand, we must ensure that we are able to manage and mitigate the levels of demand from an ageing population on our health and care services. First and foremost, extending the number of years that our population spends living in good health is vital. If people in Scotland live longer, but not healthier lives, then more people will spend a greater proportion of their lives in some kind of ill-health. This is not a positive outcome at a personal level and could increase demand on health and care services for a longer period of time across the lifespan.

Life expectancy

Life expectancy and healthy life expectancy trends in Scotland have not improved since around 2012, and this is also this case for North Lanarkshire. These life expectancy trends indicate the urgency of addressing their underlying causes – the social and economic circumstances such as poverty, housing, and education that together influence health throughout the life course.

Chart 2: Healthy life expectancy at birth in council areas with 95% confidence intervals, 2019-21, males

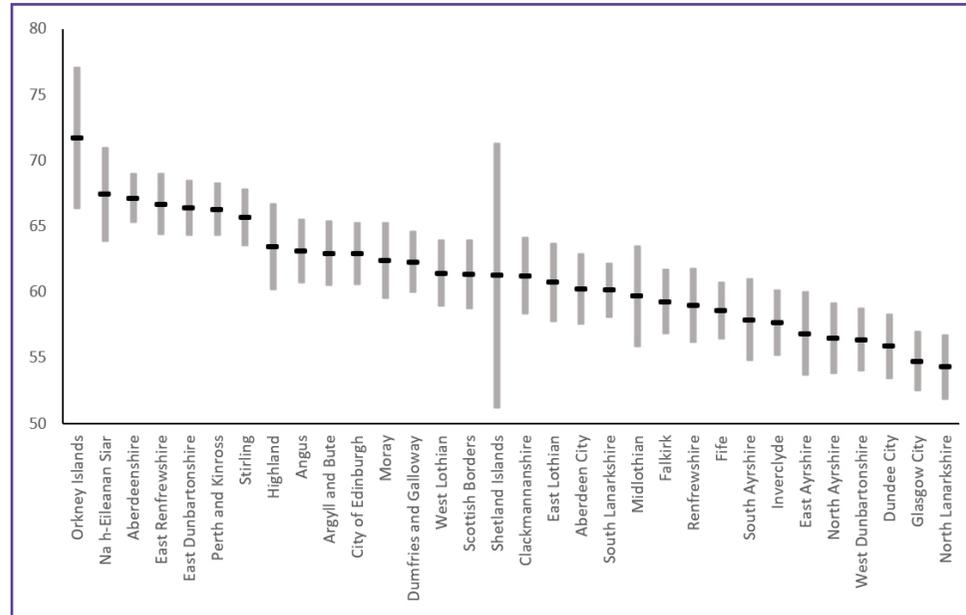
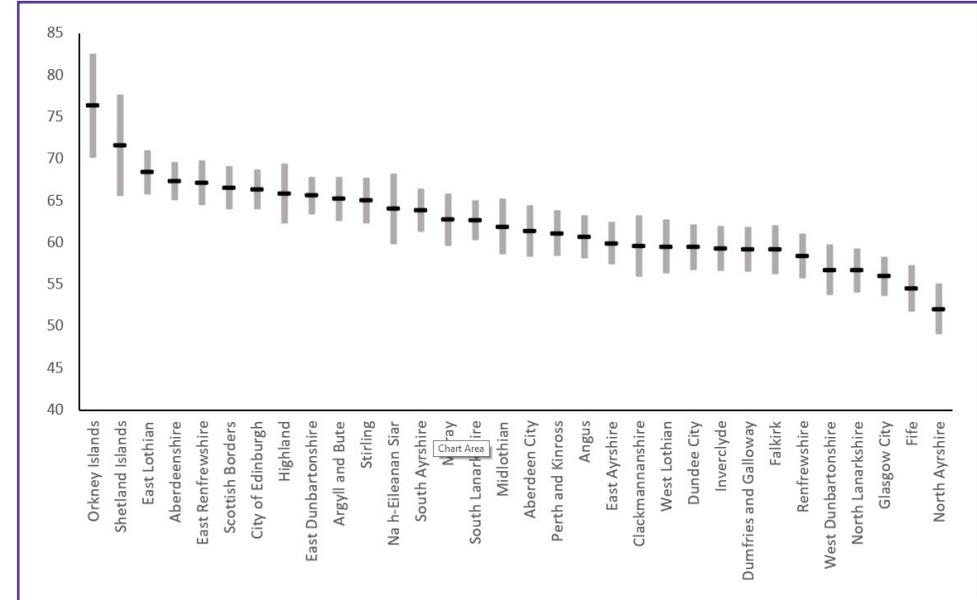


Chart 3: Healthy life expectancy at birth in council areas with 95% confidence intervals, 2019-21, females



Poverty and deprivation

North Lanarkshire has a higher proportion of its population living in the 20% most deprived datazones compared to the Scottish position – 33% of North Lanarkshire's population live in the 20% most deprived datazones compared with 19% of Scotland's population living in the 20% most deprived datazones. This has increased since the 2016 SIMD.

Across North Lanarkshire, 50,897 (15%) people are income deprived, the Scottish average is 12%. Of this 50,897 income deprived population –

- 28,234 live in the 20% most deprived datazones and 21,655 live in the 15% most deprived datazones
- therefore, 22,663 income deprived people live outside the 20% most deprived datazones
- and 29,242 income deprived people live outside the 15% most deprived datazones – this highlights the fact that people who are on low incomes live across the whole of North Lanarkshire and not just the areas we usually understand to be the most economically deprived.

There are 24,796 working age people in North Lanarkshire experiencing employment deprivation. This is 11% of the working age population. In Scotland this is 9%.

- 13,415 people are employment deprived in the 20% most deprived datazones and 11,205 people are employment deprived in the 15% most deprived datazones,
- This means 11,381 employment deprived people live outside the 20% most deprived datazones

The number of people experiencing income and/or employment deprivation in North Lanarkshire has fallen since the 2016 SIMD.



Drugs death rate

The drug related death rate for North Lanarkshire is slightly higher than the Scottish average for the most recent figures (2017-21). In North Lanarkshire the drug misuse death rate per 100,000 population was 23.4, compared to the Scottish rate of 22.9.

Alcohol related deaths

The age-standardised death rates for alcohol-specific deaths in North Lanarkshire are higher than the Scottish average and fourth highest in Scotland.

The age-standardised death rates for alcohol-specific deaths in the most deprived 20% of areas in Scotland has been consistently higher than the rest. The death rate

in the most deprived areas is 4.3 times the rate in the least deprived areas in 2020 (41 deaths per 100,000 compared to 10). Since 2001 the death rate in the most deprived areas has remained the highest of all five SIMD quintiles although the gap has narrowed slightly.

Locality Profiles

We have developed profiles for each of our six localities:

[Airdrie](#)

[Bellshill](#)

[Coatbridge](#)

[Motherwell](#)

[North](#)

[Wishaw](#)



What we've heard

The conversations which took place across the range of engagement activities highlighted in section above generated a richness of views, experience, and intelligence from a range of individuals and stakeholders. Much of engagement focused on reviewing where we thought things were working well and where we felt there were ongoing challenges, or indeed, anticipated challenges in the future.

The achievements and challenges highlighted below are a distillation of these conversations and represent some of the common themes which emerged in our engagement activities.

Achievements

Resilience within the system – staff, carers, service users

A common thread through all our engagement activity was the recognition of the efforts and resilience of members of staff from across the health and social care sector, volunteers, carers, service users and family members in dealing with the many challenges of the COVID-19 pandemic.

Focus on staff health, wellbeing and connectedness

Training, practical and psychological supports have been developed for staff wellbeing across the Health and Social Care partnership over the past two to three years. These initiatives are now aligned and incorporated within the major strategic workplans of both North Lanarkshire Council, NHSL and Health and Social Care NL which will inform and shape the way we work going forward, engaging with staff, embedding good practice in our ways of working and improving our methods of supporting staff in the longer term.

Use of technology – within a variety of settings

The use of technology has expanded considerably over the past three years, and the experience of the COVID-19 restrictions resulted in the acceleration of our plans to use technology more in relation to online appointments and consultations,

technology-enabled care and also as a key element of our communication and day-to-day management.

Mental Health Recovery and Renewal

The recovery and renewal of our mental health services continues to progress and the importance of linking these efforts with our new priorities was reflected in engagement discussions and feedback.

Care Academy

The Health and Social Care Academy provides curriculum opportunities linked to the health and social care sector. These are targeted at young people in the senior phase of learning. It is focused on assisting pupils to gain qualifications as well as work related learning experiences which will help them in gaining employment and assist in meeting the workforce requirements of this sector. The main areas are health and social care, general nursing and allied health professions.

Community Solutions - community capacity building

Community Solutions is the community led, health and social care investment programme operating across North Lanarkshire focused on building communities where people can have full, independent lives. The programme, which has been in place since 2013, is a partnership between HSCNL, Voluntary Action North Lanarkshire (VANL), and the community and voluntary sector of North Lanarkshire. Its latest [Strategy and Investment Plan 2022-25](#) was agreed in March 2022, setting out investment plans within the programme to strengthen community capacity and resilience and deliver person-centred, community-based support and services to priority groups.

Enhanced Capacity & Resilience

In February 2022, the Integration Joint Board approved a £20m business case, utilising both recurring and non-recurring resources to transform the whole health and social care system and build capacity and resilience within it. Building on the wider approach to recovery and renewal across the sector, investment is being made in supports and approaches which:

- Maximise capacity through new staffing, resources and services;
- Ensure staff wellbeing;
- Ensure system flow by improving planned discharge from hospital and increasing access to care in a range of community settings;
- Improve outcomes through collective investment in people, systems, services and supports which deliver the right care in the right setting.

Challenges

Increasing demand for services, with increasingly complex needs and limited capacity for response

With an ageing population, the projected growth in demand for health and social care services over the next 15-20 years is considerable. However, there was also a common view from those who engaged in our discussions that demand for services and support is increasing now and in the short-term and that individuals' needs are becoming increasingly complex.

Cost of living crisis and widening inequalities

Given current challenges in relation to the cost of living crisis, the wider issues of poverty and income deprivation were highly prevalent in the discussions and engagement activity that took place. There are significant and persistent inequalities in outcomes across the North Lanarkshire population that have a significant impact on people's life opportunities and life chances. There is strong evidence to suggest the experience of the COVID-19 pandemic has widened some inequalities with some sectors of society disproportionately affected by the disruption and restrictions. The current cost of living crisis will also disproportionately affect those with lower incomes.

Staff recruitment and retention

The wider health and social care sector has experienced challenges related to the recruitment and retention of staff for some time, with the recent experiences of COVID-19 and the United Kingdom leaving the European Union placing further pressure on challenging situation. There is a need to invest in the workforce through training and development, and clear career pathways allied to ensuring we make employment within the sector as attractive as possible. Through a values-based approach we should be offering flexible and positive working environments with an embedded culture of staff wellbeing.

National Care Service

The Scottish Government has committed to establishing a functioning National Care Service (NCS) by the end of the parliamentary term in 2026. The aims of the service are centred around early interventions that prevent or delay the development of care needs and reduce care needs that already exist; and the proposed service aspires to design services collaboratively with the people to whom they are provided and their carers. These aims are reasonable and consistent with the priorities set out in this plan. However, social work and social care staff may transfer to a new organisation as part of the proposals, but this is unclear at this point. Over the next 2-3 years, proposed changes will have a direct impact on colleagues working in health and social care and there will be a significant work to prepare for the implementation of the NCS.



Our priorities and ambitions for 2023 – 2026

The long term vision for the Health and Social Care partnership which was set out in the original Strategic Plan 2016-2026 remains relevant and will continue as the over-arching vision of this plan. The vision set out in 2016 was that the people of North Lanarkshire will achieve their full potential through:

- Living safe, healthy and independent lives in their communities.
- Receiving the information, support and care they need, efficiently and effectively, at the right time, in the right place and in the right way.
- Ensuring North Lanarkshire is the best place in Scotland to grow up.

In 2020, we identified six key ambitions that helped to prioritise our areas for action:

- Do the right thing first time
- Provide a range of community services to support people to live well in connected communities
- Focus on what matters to people (outcomes)
- Be at the forefront of technical and sustainable solutions
- Promote prevention and early intervention
- Ensure North Lanarkshire is the best place to work, volunteer and care

Following our engagement with stakeholders, taking into account the experience of the past three years and the current and future challenges facing the partnership, it has been agreed to revise our ambitions to the following:

- Do the right thing first time
- Increased focus on prevention, early intervention and tackling inequalities by working with communities and people
- Develop and support a workforce for the future
- Improve mental health and wellbeing
- Support people through a whole family approach

Do the right thing first time

Overarching the whole system is the work to ensure that when people make contact with our services that the response is quick and effective, with a focus on helping people to help themselves first. The continued development of First Point of Contact incorporating good conversations across the Health and Social Care Partnership (HSCP) and embedding the approach with a whole system focus remains a priority and will ultimately support getting it right first time.

Increased focus on prevention, early intervention and tackling inequalities by working with communities and people

The population and needs analysis within this Plan highlights the need to do things differently, to understand the demographic challenges facing North Lanarkshire and to harness the opportunities of people living healthier lives for longer. Changing the way we deliver services and support people includes acknowledging that in some cases the way we do things attracts higher costs because we focus more on managing crises and late interventions. We need to focus more on prevention, early intervention and empowering people to live fulfilling lives.

By providing 'upstream' support at an early stage, we can reduce the demand on intensive health and care service and re-invest in more community focused support services. However, we recognise that early and effective support is not always best provided through health and social care services. Through working with our partners in the Third Sector, we can identify, support and develop local community-based programmes, run by voluntary and independent organisations that focus on the health and care needs of local communities.

Work will take place to support and empower people to continue to live healthy, meaningful and more personally satisfying lives as active members of their community for as long as possible. To do this we will show ambition and be innovative to develop and try new ways of providing services.

We value and recognise the vital role local people and communities play and through our Engagement and Participation structures we will continue to ensure we provide a voice for local people, service users, patients and carers and ensure we listen to their needs and aspirations. Our strategic planning arrangements don't stop with publication of a plan, and so engagement and participation from local people will extend into the delivery of our partnership priorities.

Develop and support a workforce for the future

The increase in the ageing population of North Lanarkshire is broadly mirrored within the workforce of the health and social care sector, therefore it is important for us to be cognisant of this and ensure mechanisms are put in place to allow flexibility and support to our workforce throughout each career level from entry level to ensure their physical and mental health is nurtured.

There are also continuing challenges with regards to resourcing, attracting, recruiting and retaining staff. There is an increasing need to support a 'pipeline' of workers coming into the profession, for example through highlighting the sector in schools, through other opportunities in developing the young workforce, through wider employability routes, or from career changers.

Whole system planning requires further development to better understand the needs and demands of communities including their public health challenges, the types of roles needed to support different health and social care needs, and the availability of different types of workers over time as well as the relationships and influences between all parts of the system.

Improve mental health and wellbeing

We know, through our service information and through speaking to our local communities, that mental health concerns are increasing in the population. This means potentially a greater demand for mental health services and community supports. There is a need for a refreshed and reinvigorated approach to mental health improvement and the delivery of the Lanarkshire Mental Health & Wellbeing Strategy, continuing to focus on the four core areas:

- Good mental health for all
- Improving access to mental health supports and services
- Children and young people's mental health and wellbeing
- Specialist mental health services

All work must be underpinned by a collective effort to challenge mental health stigma and discrimination to ensure that those who require support are encouraged to access it.

Supporting people through a whole family approach

Our aspiration is to support adults and children of all ages with the tools to set, plan for and achieve their goals together. This puts wellbeing at the heart of our approach and considers the situation that adults and children live in, who they live with and family relationships. This may include helping an adult and their family to think about what may happen in the future, and plan for those possible changes, when the adult needs more care or if a carer becomes unwell; supporting carers of all ages within their caring role and as equal partners in care; and supporting families where substance use and other challenges exist. This means in practice understanding each person as an individual, as well as recognising the part they play in their family and community. The approach builds on everyone's strengths and develops their resilience.

Clearly, these priorities are interlinked and we expect them to influence and shape each other as we progress our implementation.



Implementation Plan

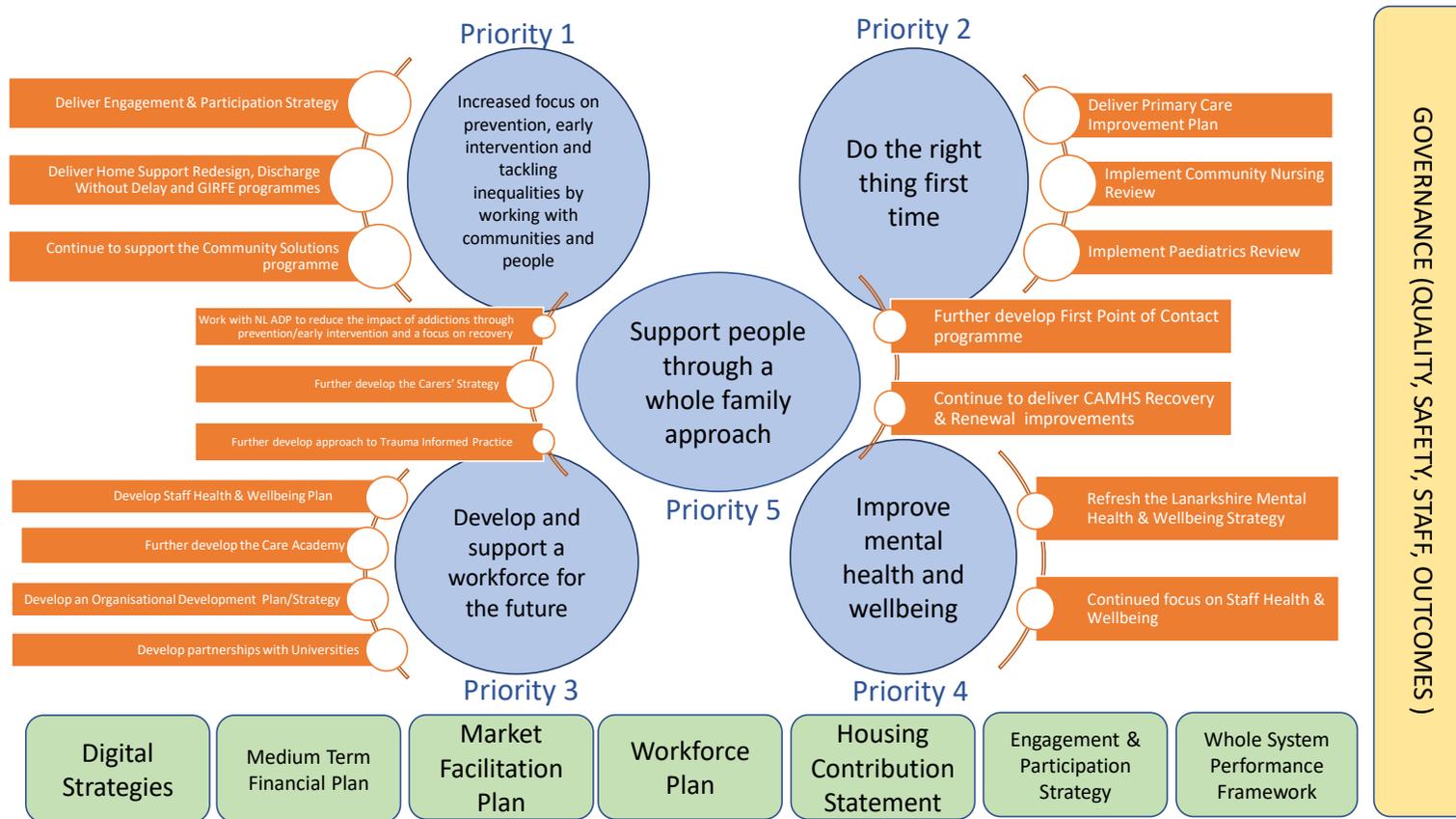
Under each priority area we will develop an agreed set of shorter- and medium-term goals (Programme of Work) that we plan to address between 2023 and 2026. The Programme of Work will set out in detail the programmes that will be progressed over the next

three years. We will update these on an annual basis to ensure that we stay on track and, at the same time, be able to respond to any new or emerging issues that we need to address. We will closely monitor our progress and continue to seek out feedback from service users,

carers, and families on the impact we are making.

The Programme of Work is outlined in the two diagrams below and will evolve over time as we learn from practice what works and what doesn't.

Diagram 1 - The Programme of Work outlined against the 5 key priorities



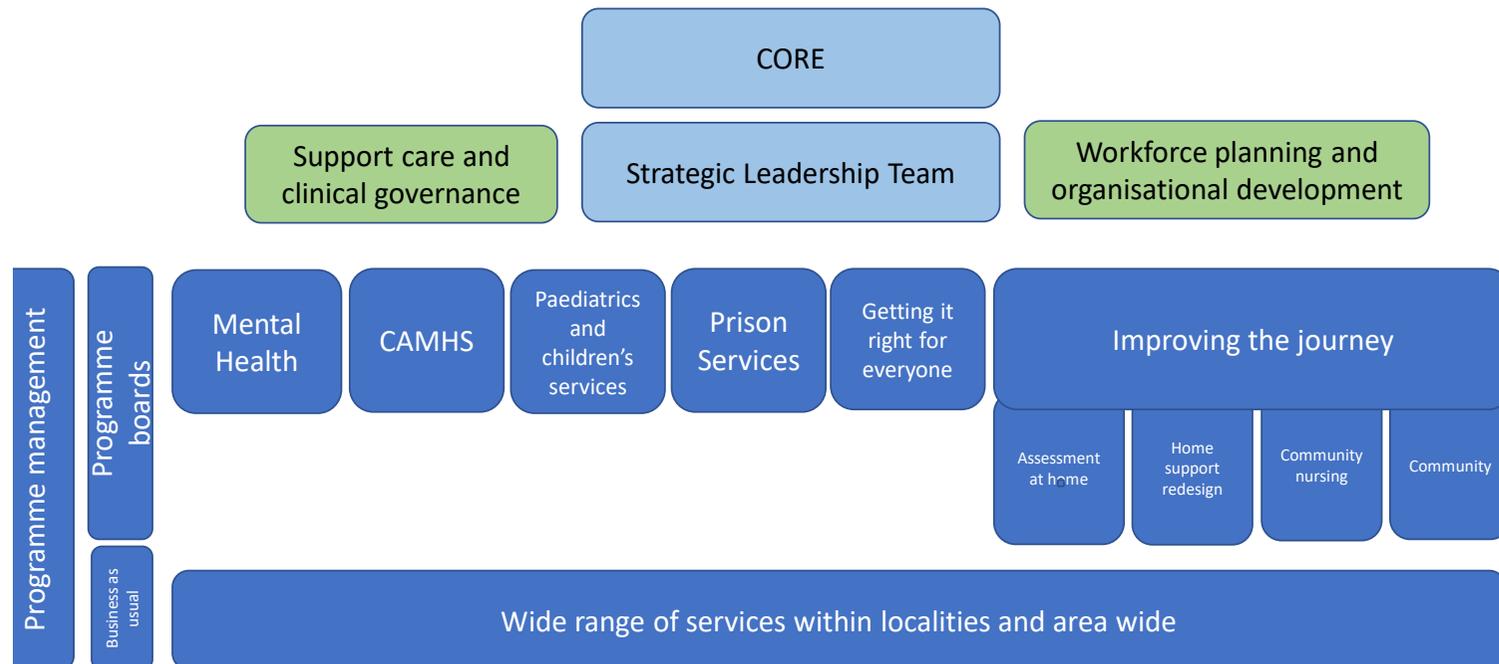
The programme of work consists of a range of evolving workstreams linked to each of the five strategic priorities. In the delivery and implementation of our programme, we will ensure appropriate

governance arrangements are in place in relation to quality standards, staffing levels, financial management and outcome delivery. There are a range of supporting pillars in place which will support

our programme, e.g. medium term financial plan, workforce plans, Engagement & Participation Strategy, which are described in more detail later in this plan.

Diagram 2 - The Programme Management approach to the Programme of Work

HSCP Programme of Work



Enabling Our Plan

Medium Term Financial Plan

A medium term financial plan will sit alongside the Strategic Commissioning Plan for the period 2023-26. The financial outlook for the public sector is extremely challenging and so it is essential that our strategic ambitions are set against the financial resources we anticipate will be available.

The IJB financial strategy must ensure sustainability for the current and future years whilst recognising the current significant challenges for both partners. Efficient, effective and affordable services fit for the future will need to be developed as part of the integration and transformational change activities.

The IJB Medium to Long Term Financial Plan was prepared in March 2020 and underpins strong financial planning and management, the achievement of best value and the allocation of resources to support sustainable models of service delivery from a whole system perspective, ensuring our limited resources are targeted to achieve our outcomes. This plan however was prepared before the impact of the emergency response to the COVID-19 pandemic was known. As part of the recovery plan to the pandemic, the IJB Medium to Long Term Financial Plan is being reviewed to reflect the operational and financial challenges.

The IJB Chief Finance Officer will continue to consult with both partners about the options available to address all 2022/2023 recurring and non-recurring health and social care cost pressures. Cost reduction options will be explored however this is not expected to release sufficient funding to meet the total increase in all health and social care cost pressures going forward. Reliance will therefore require to be placed on non-recurring funding and reserves.

Our joint focus with all our partners and stakeholders will continue to be ensuring that all resources in scope are maximised, health and social care services are remobilised and a whole system approach across North Lanarkshire is adopted which is sustainable and operates efficiently and effectively.

Market Facilitation Plan

The Plan outlines our approach, sets out our commitment to working in partnership and outlines how we will communicate key messages, enabling a basis for early engagement and consultation with the market on how best to respond to supporting social care and support need. Engagement will take place through existing communication channels and provider forums, with the aim of developing a joint action plan to support the delivery of the Market Facilitation Plan, which will also reflect the Strategic Plan objectives. We need providers to consider these key messages if they wish to be best placed to respond to future market requirements.

Developing a Market Facilitation Plan is an evolving process and we will involve all our partner organisations on an on-going basis to help make sure that the changes we wish to make can be delivered and sustained.

Workforce Plan

Our workforce planning arrangements are integrated with the [Lanarkshire Health and Social Care Integrated Workforce Plan 2022-25](#) and the [Workforce for the Future Strategy](#). Through our combined efforts with NHS Lanarkshire and North Lanarkshire Council we are seeking to build a flexible, resilient and skilled workforce for the future across the health and social care sector and we will continue to expand and develop the Care Academy model that has already proved successful.

Housing Contribution Statement

A warm, accessible and affordable home is the foundation on which to build good health and wellbeing. By providing access to homes that are energy efficient, affordable, accessible and adaptable over the life course, North Lanarkshire's housing sector is well placed to influence a number of key areas that improve health and wellbeing and reduce health inequalities.

The sector also makes a vital contribution by boosting the local economy through the creation of employment, attracting investment and supporting sustainable economic growth, which has consequential positive impact on health outcomes.

Shared outcomes have been identified which are aligned with both the LHS and this plan.

1. Reduce health inequalities experienced by people who face the most disadvantage in our communities
2. Reduce hospital admissions, length of stay, delayed discharge and readmission rates
3. Support people to live safely and well for longer in their own home through a range of home interventions and early prevention activities
4. Prevent and resolve homelessness effectively, providing wrap around support where necessary

Housing is a key partner on North Lanarkshire's Integration Joint Board and both local authority and registered social landlords are represented on the Strategic Planning Group. Key successes achieved include:

- Increased the number of affordable and accessible homes in North Lanarkshire helping to meet a broad range of needs, delivering 3,167 new build homes since 2010/11 and a further 611 homes through the Open Market and Empty Homes Purchase Scheme ¹.
- Enhanced the design of new build homes to improve accessibility and ensure future sustainability.



¹ As at 20th Feb 2023, includes both Council and Registered Social Landlord new build homes.

- Improved the energy efficiency of our new and existing housing, employing low carbon technologies designed to reduce energy costs, helping keep carbon-emissions low and tackle fuel poverty.
- Implemented a revised allocations policy for sheltered housing which better meets the broad and changing needs of older households.
- Implemented a downsizing scheme to support older people to downsize to more suitable housing that better suits their needs.
- Developed and implemented new policies for tackling domestic abuse and improving tenancy sustainment, helping prevent homelessness and ensure timeous access to support.
- Delivered dedicated housing support, reducing the need for intensive support.
- Improved digital connectivity infrastructure installed in retirement complexes and in council new build homes, helping to support independence and promote social inclusion.
- Provided resource flats to help aid hospital discharge and key partner in established weekly discharge meetings to prevent housing-related hospital delays.
- Delivered income maximisation services and administered grant funding to those experiencing financial hardship who are at risk of homelessness, helping to combat the cost-of-living crisis and tackle fuel poverty.
- Implemented the Rapid Rehousing Transition Plan, providing settled accommodation first and foremost where possible, minimising time spent in temporary accommodation and providing flexible strength based support for those with complex and multiple support needs.

The negative health consequences of homelessness are well documented. Those experiencing homelessness are at higher risk of morbidity, mortality as well as mental health and addictions issues. Our Rapid Rehousing Transition Plan (RRTP), which aims to provide settled housing options to those experiencing homelessness as quickly as possible to avoid lengthy stays in temporary accommodation, is now in its fourth year. We have made good progress. Our Housing First Team is well established, providing intensive support to those with the most complex needs. We have developed multi-disciplinary practice which continues to evolve. It is essential that we continue to strengthen this partnership approach to preventing

and addressing homelessness, considering the wide-ranging impact on health and wellbeing.

We are investing in our Town Centres, re-purposing and renovating buildings for residential use; helping to create sustainable mixed-use centres that are attractive and appealing. We are employing greener technologies, making our homes more energy efficient, reducing fuel poverty and boosting the local economy by creating employment opportunities. We are encouraging active transport links, providing access to high quality, accessible open space and promoting the role that placemaking can have on generating positive health outcomes.

Current Challenges:

- Homelessness is increasing across Scotland and is expected to increase in North Lanarkshire over the coming years due to the current cost-of-living crisis. This is particularly important since evidence suggests that homeless people also experience the worst health outcomes, including mental health issues, addictions and self-harm.
- Implementation of Prevention of Homelessness duty is expected at end of 2023 which will require considerable resource and collaboration.
- Our older population is increasing, particularly in the 75+ and 90+ age groups. This will present significant housing and support challenges and will increase the need for accessible and adaptable housing, and for equipment and adaptations.
- There is a shortage of wheelchair liveable homes and homes for older people across tenures with a need to increase provision particularly in the private sector.
- The cost-of-living crisis will exacerbate existing inequalities, forcing more residents into fuel poverty and rent/ mortgage arrears, and reduce capacity to fund repairs and maintenance.

In recognition of these challenges, we have developed the following set of shared priorities to be addressed going forward, all of which will contribute towards meeting the priorities outlined in the SCP and achieving our shared outcomes.

Our Shared Priorities:

- Implement the RRTP to effectively address homelessness, preventing people from becoming homeless in the first instance and where people do become homeless enable them to access permanent housing faster.
- Strengthen collaboration and joint care planning to effectively meet needs of homeless people with complex needs and reduce repeat homelessness.
- Identify and develop appropriate actions to deliver the Prevention of Homelessness duties when enacted.
- Work in partnership to identify earlier, effective interventions and responses to those experiencing domestic abuse.
- Provide an effective response to the housing and health needs of children and young people with a specific focus on those who are care experienced.
- Improve our understanding of the impact of inequality on specific protected groups.
- Increase the supply of accessible housing, including working with the private sector to increase awareness of the need for wheelchair housing and encourage development.
- Continue to adapt and install equipment and technology to help people live for longer in their own home.
- Ensure effective allocation of adapted properties to make best use of our housing stock in meeting the needs of people with disabilities.
- Enable swifter discharge from hospital and reduce delayed discharge.
- Provide person-centred support to help people develop the skills to live independently and thereby reduce the risk of a more acute crisis or intervention.
- Provide high quality, tailored housing options advice to meet the needs of individual households.

These shared priorities although funded primarily by housing budgets, some will require pooled budgets/resourcing in the longer-term to ensure sustainability and continued progress towards improving outcomes for people, particularly those with

complex, enduring or multiple needs, who have been involved with health, social care and housing services. This mainly relates to the actions and priorities set out in the RRTP.

Engagement and Participation Strategy

Health and Social Care North Lanarkshire (HSCNL) has a firm commitment to ensuring ongoing meaningful involvement with the communities it serves. This engagement and participation strategy sets out how we will achieve this. This will ensure we have the right systems and supports in place to enable effective engagement between stakeholders and HSCNL and the strategy and approach is a key supporting pillar of the overall Strategic Commissioning Plan.

Transformation Plan

This Strategic Commissioning Plan seeks to address the need to act now and have a lasting and sustainable impact and build resilience in the whole system supporting people and communities in North Lanarkshire. Investment across the sector must strengthen services and supports in creating additional capacity across our health and care system as well as targeting our efforts to transform and redesign to ensure people can access the right support from the right person at the right time.

Recognising that more of the same will not sustain robust services and supports into the future, a Strategic Commissioning Plan Programme Board (SCP PB) has been established to ensure a whole system approach is adopted to support transformational change which capitalises on the availability and use of all of our resources and will drive forward the transformation agenda emanating from this plan.

A key element of our Transformation Plan will be an Organisational Development Strategy focusing on our leadership values, culture and behaviours. We will look to build on our strengths to develop a compassionate leadership model which encourages and sustains behaviours of understanding, empathising, and helping create inclusive, effective and collective cultures within our teams.

We will seek to take a Human Learning Systems (HLS) approach to understand what makes a difference in people's lives. We will seek to co-design integrated solutions based on people's strengths and assets in the context of a whole system. Our workforce will be empowered to test new approaches and report what works. We will capture and use data and intelligence in a different way to support learning, bringing professionals and people together to reflect regularly and share learning. We will work creatively and continue to develop a realistic medicine approach.

In developing a culture of empowering practitioners across our whole system to work differently to achieve desired outcomes, we will apply a trauma-informed lens to our services and undertake a self-assessment to recognise the current impacts of the last three years, in particular the impact of the pandemic. We will also apply this approach across our staff teams and ensure our staff health and wellbeing programmes provide the most appropriate support.

We will also further develop our programme management approach to the delivery and implementation of this plan and its programme of work, with identified training and development resources available to leaders and managers to effectively deliver a shared transformation and improvement agenda.

Support, Care & Clinical Governance – quality and standards of care and support

A Support, Care & Clinical Governance framework is in place for integrated services, built upon the national clinical and care governance framework. The framework encompasses the following:

- Professional regulation, workload and workforce development;
- Information assurance;
- Service user experience and safety and quality of integrated service delivery and personal outcomes;
- Person-centred care;
- Management of clinical risks; and
- Learning from adverse event



Measuring our Performance

The Health and Social Care Partnership has long been committed to a whole system approach, recognising the co-dependencies that exist across the entire health and social care system. Ensuring we have a performance framework that reflects the whole system requires continued engagement with partners and stakeholders from across the whole system, including but not limited to: HSCP services, Acute services, NLC services, third sector, carers, people with lived experience, etc.

We have robust performance monitoring processes in place which allow us to assess how well we are delivering health and care services to the people of North Lanarkshire. As part of our annual performance reporting arrangements, we are required to demonstrate how we perform against the nine national health and wellbeing outcomes. These are:

1. People are able to look after and improve their own health and wellbeing and live in good health for longer.
2. People, including those with disabilities or long-term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.
3. People who use health and social care services have positive experiences of those services, and have their dignity respected.
4. Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.
5. Health and social care services contribute to reducing health inequalities.
6. People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and well-being.
7. People who use health and social care services are safe from harm.
8. People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.
9. Resources are used effectively and efficiently in the provision of health and social care services.

These nine national health and wellbeing outcomes are underpinned by 23 performance measures which are reported through our Annual Performance Reports. In addition to the reporting on the 23 national indicators, we also publish information a further suite of six indicators set out by the Scottish Governments Ministerial Strategic Group for Health and Community Care.

Appendix 1

List of engagement events and activities

Date	Forum	Type of engagement
7 June 2022	Strategic Planning Group	Online event, via MS Teams
9 June 2022	Locality Planning Group Chairs event	In person event
4 August 2022	Staff Roadshow	Online event, via MS Teams
31 August 2022	North East Sector – Motherwell, Bellshill and Wishaw Localities (staff, stakeholders, elected members and carer/service user representatives)	In person event
7 September 2022	North West Sector – North, Coatbridge and Airdrie Localities (staff, stakeholders, elected members and carer/service user representatives)	In person event
13 September 2022	Strategic Planning Group	Online event, via MS Teams
29 September 2022	Community Board Strategic Engagement Event	Online event, via MS Teams
30 September 2022	Session with Public Partnership Forum North	In person event
7 October 2022	Adult Health Services Event	In person event
7 October 2022	Specialist Children's Health Services Event	In person event

Date	Forum	Type of engagement
20 October 2022	Session with Access Panel	In person meeting
27 October 2022	Staff Roadshow	Online event, via MS Teams
2 November 2022	Integration Joint Board Liaison Session	Online event, via MS Teams
30 November 2022	Integration Joint Board meeting	Online meeting, via MS Teams
6 December 2022	Strategic Planning Group	Online meeting, via MS Teams
16 December 2022 – 20 January 2023	Online Survey	Online feedback questionnaire, hosted on NLC website
18 January 2023	Population Health & Primary and Community Services Governance Committee, NHS Lanarkshire	Online meeting, via MS Teams
1 February 2023	North Lanarkshire Council Elected Members Briefing Session	Online event, via MS Teams

