



CABINET: 11 June 2019

COUNCIL: 17 July 2019

Report of: Director of Leisure & Environment Services

**Relevant Portfolio Holders: Councillor Kevin Wright
Councillor Yvonne Gagen**

**Relevant Officer: Simon Burnett, Deputy Director Leisure & Wellbeing – Ext 5157
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SUBJECT: FORMATION OF WEST LANCASHIRE INTEGRATED COMMUNITY PARTNERSHIP / MUTLI SPECIALITY COMMUNITY PROVIDER

Wards affected: Borough wide.

1.0 PURPOSE OF THE REPORT

1.1 To provide information on the emerging priorities and proposals for formation of an Integrated Community Partnership (ICP) / Multi Speciality Community Provider (MCP) for West Lancashire.

2.0 RECOMMENDATIONS TO CABINET

2.1 That, subject to the decision of Council, the overall approach on the formation of an ICP/MCP in West Lancashire be endorsed.

2.2 That it be recommended to Council that the Portfolio Holder (Health & Community Safety) be nominated as the lead Member to represent the Council on the ICP/MCP.

3.0 RECOMENDATIONS TO COUNCIL

3.1 That the Council's membership and continued active participation in developing the West Lancashire ICP/MCP, in accordance with the Council's Partnership Protocol be approved in principle.

3.2 That the overall approach towards the formation of an ICP/MCP in West Lancashire be endorsed.

- 3.3 That the Director of Leisure & Environment Services, or her nominee, be nominated as the lead Officer to represent the Council on the ICP/MCP.
- 3.4 That the Director of Leisure & Environment Services be given delegated authority, in consultation with the relevant Portfolio Holder, to progress and (as appropriate) confirm the Council's membership of the ICP/MCP and to provide future updates at relevant stages of the partnership development process.
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4.0 BACKGROUND & STRATEGIC CONTEXT

Local Strategic Context

- 4.1 In 2018 the Council published its first Health & Wellbeing Strategy demonstrating its commitment to the health and wellbeing of the residents of West Lancashire. The role of the strategy is to provide a strategic framework, including a number of high level objectives and priority actions, in order to ensure that the conditions are in place for people in West Lancashire to live healthy and fulfilling lives. The strategy recognises the contribution made by Council services, either directly or indirectly, towards our residents and communities' health and wellbeing.
- 4.2 A key emphasis of the strategy is the recognition that health is intrinsically linked to a number of wider determinants in particular employment, housing, community cohesion, and environmental health. The strategy highlights that there has been insufficient emphasis placed upon the prevention of ill health, outside the role of the NHS, highlighting the need to go beyond medical and social care to proactively tackle the root causes of poor health by working with key strategic partners including West Lancashire Clinical Commissioning Group (WLCCG), Lancashire County Council (LCC), Public Health England (PHE) and the National Health Service (NHS), amongst others.
- 4.3 Similarly the West Lancashire CCG Clinical Strategy – Building for the Future, provides clarity on the challenges faced by the existence of an increasing population with more people living longer with long term conditions and the associated pressures that this places upon the health and social care system. The strategy promotes an integrated approach to commissioning and delivery of services to ensure the delivery of key headline strategic objectives which include:-
- Right Care, Right Time, Safely Delivered
 - Preventing people from dying prematurely
 - Integrated working for better patient experience, safety, quality of life and reduced inequalities

Building for the Future sets out the vision for integrated care across West Lancashire over a five year period, advocating partnership working to ensure priorities and transformation programmes are aligned.

National Strategic Context

4.4 In February 2019 the NHS published the Long Term Plan. The plan sets out the proposed direction of travel for the NHS and its partners for the period of 2019 – 2029. Contained within the plan are a number of high level strategic objectives which include:-

- Joined up care
- Early intervention and prevention
- Improved outcomes and quality of care
- Workforce development
- Technology and digital enablement
- Financial sustainability

Fundamental to the implementation of the Long Term Plan is the formation of an Integrated Care System on a sub-regional level (Lancashire & South Cumbria). Similarly on a local level the plan calls for the formation of Integrated Care Partnerships or Multi Speciality Community Providers and Primary Care Networks (PCN) on a neighbourhood level (The Council & WLCCG boundaries). This report makes reference to the work that is currently taking place regarding the formation of the ICP / MCP and PCN. The exact title of the West Lancashire ICP / MCP has yet to be determined.

5.0 Developments to date

5.1 To initiate the formation of the ICP / MCP a summit of key leaders was held in October 2018 which was attended by the Council's Chief Executive, alongside leaders from health and care organisations operating in West Lancashire. The purpose of the summit was to explore and seek sign up to the establishment of a West Lancashire system wide approach to health and care integration, aligned to developments emerging from the Lancashire and South Cumbria Integrated Care System (ICS). Agreement was reached at the summit that a West Lancashire ICP / MCP would be established in shadow form and subsequently Key System Leaders now meet on a monthly basis to progress the development of the ICP/MCP.

5.2 The key partners within the ICP / MCP are:

- Lancashire Care NHS Foundation Trust
- Lancashire County Council (LCC)
- Virgin Care
- West Lancashire Borough Council
- West Lancashire Clinical Commissioning Group (WLCCG)
- West Lancashire Council for Voluntary Services
- West Lancashire GP Federation

Southport and Ormskirk NHS Hospital Trust are an associate partner to the ICP/ MCP arrangements in West Lancashire reflecting the importance of the hospital sector in delivering effective out of hospital care.

5.3 The work of the Partnership is intended to further enhance local delivery of the clinical model being developed, implemented and mobilised in West Lancashire that is outlined in the document Building for the Future <http://www.westlancashireccg.nhs.uk/building-for-the-future/>

- 5.4 The focus for the West Lancashire ICP / MCP is on out of hospital care and its aims are to;
- Encourage the development of better integration across the local health and care system in West Lancashire, improving quality and enhancing clinical and financial effectiveness and efficiency.
 - Ensure a system that is robust in its ability to improve population health, improve quality of care and achieve financial sustainability across the local health and care system, enhancing sustainability through enhanced collaborative working.
 - Strengthen collaborative relationships and decision-making between partners.
 - Deepen relationships and build trust between individual system leaders and between organisations to enable an improved population health and care system culture.
- 5.5 The framework set out in the NHS Long Term Plan is consistent with this approach. It describes how Primary Care Networks (PCN) will be based on neighbouring GP practices coming together to serve a population of between 30,000 and 50,000. These will then form a component of the model of expanded multidisciplinary neighbourhood teams that will comprise a range of staff such as GPs, pharmacists, district nurses, community geriatricians, dementia workers, allied health and social care professionals, along with other local authority and voluntary sector staff.
- 5.6 The proposed PCN's are also aligned to the three emerging neighbourhoods identified by the Council for the purposes of the Clean and Green team, namely Skelmersdale and Up Holland (population 38,359), Burscough and the 'Northern Parishes' (population 30,163), Ormskirk and Aughton (population 45,085). It was further agreed at the summit that the initial purpose of the West Lancashire ICP / MCP would be to develop, grow and nurture a neighbourhood system for the integration of health and care across West Lancashire subject to available resources.

6.0 The role and relevance of the Council

- 6.1 The Council is currently represented at the West Lancashire ICP / MCP by the Deputy Director of Leisure & Wellbeing who attends the monthly meetings. In addition the Chief Executive, Director for Leisure & Environment Services, Director of Housing and Inclusion form part of the extended network and are in regular receipt of updates and all information circulated across the ICP/MCP and in regular updates from the CCG's Director of Strategy and Operations.
- 6.2 Strategically the formation of the ICP/MCP and PCN networks are relevant to the Council in the context of the Council's Corporate Ambitions of Health & Wellbeing, the Environment and the Economy, its Health & Wellbeing Strategy and the plans for the development co located Leisure & Wellbeing Hubs with the WLCCG. Furthermore on an operational level the Council provides a number of key services which are highly relevant to the health and wellbeing of residents, most notably street scene, environmental health, housing, community safety,

licencing, and leisure & wellbeing services. These services and the wider strategic place shaping role of the Council makes it an important member of the Partnership. Furthermore some of these services are delivered with or on behalf of wider partnerships including WLCCG and LCC.

Key Services include:

Housing and Inclusion Services:

- Social Housing including sheltered housing schemes
- Homeless support
- Home Care Link
- Disabled Facilities Grants
- Financial inclusion
- Digital Enablement to support people to get on line.
- The provision of financial assistance and various community grants

Leisure and Environmental Services:

- Street cleansing and refuse collections services
- Grounds maintenance
- Environmental health
- Infections disease control
- Health & safety at work and accident investigation
- Domestic and industrial pollution control
- Leisure centres
- Countryside parks
- Health checks
- GP referral & social prescribing
- Community safety

6.3 It is therefore important that the Council plays a role in the leadership of these developments by its active participation in the West Lancashire ICP/MCP. Whilst the role, function and formation of the ICP/MCP remains under development and is evolving with time, it is important that the direction of travel and the opportunities for the population in West Lancashire are understood and contributed to as appropriate. It is therefore intended that further reports on governance, finances, risks and opportunities will be brought to Members in due course as appropriate.

6.4 Conversely if the Council fails to be an active participant in the development of health and care integration in West Lancashire, it would create a significant risk that the local population experience poorer quality services and outcomes as a result.

7.0 SUSTAINABILITY IMPLICATIONS / COMMUNITY STRATEGY

There are no significant sustainability impacts associated with this report.

8.0 FINANCIAL AND RESOURCE IMPLICATIONS

8.1 Financial

There are no financial or resource implications arising from this report other than the commitment of Member and Officer time to attend meetings.

Health and care integration in West Lancashire will inevitably demand a greater alignment of organisational resources, including financial resources across the NHS and local government, however at this stage there is no indication what this means to the Council and to what, if any, extent. It is anticipated that the largest impact will be upon WLCCG and the Public Health and Social Care providers.

There is also a commitment to a more collaborative approach to identifying financial efficiencies and organisational governance. Detail on this needs to be worked through and ICP/MCP finance and governance work streams, however at the appropriate point in time an invitation will be extended to the Council's Borough Treasurer and Borough Solicitor to join discussions.

8.2 Human Resources

Health and care integration in West Lancashire will involve improved alignment of the workforce across sectors and organisations.

Workforce development is therefore a priority locally reflecting the fact that the capability and capacity of the health and social care workforce will be one of the determining factors of success.

As work progresses, the implications for Council employees needs to be considered so that it can be determined how they can appropriately and actively participate in the further development of expanded multidisciplinary neighbourhood teams. On a practical level the proposed development of new and improved Leisure & Wellbeing Hubs, in partnership with the WLCCG, will provide and ideal opportunity for workforce alignment to maximise social return on investment in the PCN neighbourhoods.

8.3 Legal

Currently no legally binding changes have been made to the status or relationships between organisations working on health and care integration in West Lancashire.

Work has started to establish Memorandums of Understanding between organisations to support the direction of travel and enable successful delivery.

Following the recently published NHS Long Term Plan, consideration is being given to the local implementation of any legally binding changes that may be required to deliver this. This is with particular regard to the establishment of PCNs and expanded multidisciplinary neighbourhood teams. These neighbourhood teams could involve Council services such as Leisure & Wellbeing, Public Health & Social Care, via multidisciplinary meetings and possible co location.

However it is important to note that the Social Care Green Paper has not yet been published and that will also have significant impact on shaping the future

involvement of local government and social care in the development of the West Lancashire ICP/MCP.

8.4 Communications

A new ICP/MCP communications and engagement work stream commenced in February 2019. The council will need to determine how it can best support this work stream and play an effective leadership role in its implementation

9.0 RISK ASSESSMENT

It is important that the Council plays a role in the leadership of ICP/MCP developments, in accordance with the Councils Partnership Protocol. Whilst the role, function and formation of the ICP/MCP remains under development, it is important that the direction of travel and the opportunities for the population in West Lancashire are understood and contributed to as appropriate. If the Council fails to be an active participant in the development of health and care integration in West Lancashire, it could create a risk that the local population experience poorer quality services and outcomes as a result. To mitigate this risk it is intended that further reports on governance, finances, risks and opportunities will be brought to Members in due course as appropriate.

Background Documents

There are no background documents (as defined in Section 100 D(5) of the Local Government Act 1972) to this Report.

Equality Impact Assessment

No Equality Impact Assessment is required at this stage as the role, function and formation of the ICP/MCP is yet to be determined and as such the associated impact is unclear.