

Report

Report to:	South Lanarkshire Integration Joint Board
Date of Meeting:	26 March 2024
Report by:	Director, Health and Social Care

Subject:	Update on Integration Scheme Review
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide an update on existing Directions issued by the Integration Joint Board (IJB) with some proposed changes
- ♦ advise that further work will be undertaken on reviewing those existing Directions following the outcome of the options considered by the IJB on the sustainability and value programme.

2. Recommendation(s)

2.1. The IJB is asked to approve the following recommendation(s):-

- (1) that the proposed changes to the Directions, outlined in section 4 and appendices 2 and 3 of this report, be approved;
- (2) to note that a comprehensive review of the Directions will be undertaken following the outcome of the options considered by the IJB on the sustainability and value programme with a further report to the IJB; and
- (3) to note that on 15 March 2024 the Chief Officer received confirmation from the Scottish Government that the revised integration scheme approved by South Lanarkshire Council and NHS Lanarkshire has been approved by Scottish Ministers.

3. Background

- 3.1. The Public Bodies (Joint Working) (Scotland) Act 2014 (the Act) places a duty on the Integration Joint Board (IJB) to prepare a Strategic Commissioning Plan (SCP). 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.
- 3.2. 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. 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. This has been used to inform previous Directions issued in a South Lanarkshire context.
- 3.3. Since its inception in April 2016, South Lanarkshire IJB has issued a total of 37 Directions to progress strategic imperatives outlined in current and previous iterations of the SCP.

- 3.4. IJB members will be familiar with this area of business, given that frequent reports have been presented to IJB meetings updating on the status of each Direction in terms of progress towards full implementation.
- 3.5. As part of developing the SCP 2022-25, a full review of 37 Directions was undertaken, with the outcome of this being a revised and refocused set of 26 Directions. The IJB duly approved these at its meeting of 25 January 2022. Given that the environment within which the IJB is operating has changed significantly since the launch of SCP 2022-25, it is timely to revisit the current Directions to assess whether or not they remain relevant to the strategic direction of the IJB.
- 3.6. This paper updates on the work undertaken in this regard and highlights proposed changes for the IJBs consideration and approval.

4. Progress Update

- 4.1. As a reminder, the current Strategic Commissioning Plan 2022-25 outlined 12 strategic priorities (appendix 1) and 18 commissioning intentions upon which the current 26 existing Directions have been aligned to.
- 4.2. A summary of the current status of all 26 Directions is given in the table below with further detail in Appendix 2:

	On hold. Not possible to progress during this period	2	8%
	Progress is being made but there is still work to be done to achieve original target/ timescale	13	50%
	Progressing as originally planned	5	19%
	Direction completed	6	23%
Total		26	100%

- 4.3. In terms of proposed changes to the existing Directions, the end columns of appendix 2 outlines those Directions that should be retained, amended/merged or stood down, together with the rationale for said changes. By way of summary, the following is proposed:
- 11 Directions marked as 'green' should be retained as they continue to have the necessary strategic fit with the direction of travel outlined in the SCP.
 - 8 Directions marked as 'amber' should be amended/merged with other existing Directions outlined.
 - 7 Directions marked 'blue' should be stood down as they are either complete or will not be progressed imminently.
- 4.4. Taking all of the above into account, appendix 3 outlines the proposed list of Directions moving forward. This will now account for 14 Directions in all and represents an overall reduction of 12 Directions when compared with prior reports.
- 4.5. However, moving forwards, the IJB may approve further (new) Directions which will be added to this revised list following the outcome of the options presented on the sustainability and value programme.
- 4.6. Further progress updates against this revised list of Directions will, in line with previous reporting, be presented to future IJB meetings.

- 4.7. On 15 March 2024 the Chief Officer received confirmation from the Scottish Government that the revised integration scheme approved by South Lanarkshire Council Executive Committee on 2 February 2022 and NHS Lanarkshire Board on 26 January 2022 has now been approved by Scottish Ministers. A report reflecting the revised integration scheme was noted at a special meeting of the Integration Joint Board on 29 March 2022. As required that approved integration scheme is now publicly accessible online and can be accessed via this link:
https://www.slhscp.org.uk/downloads/file/471/integration_scheme_15th_march_2024

5. Employee Implications

- 5.1. There are no employee implications associated with this report.

6. Financial Implications

- 6.1. The financial resources to be delegated by the IJB to each partner are as highlighted below.

6.2. NHSL recurring budget allocations for in-scope Health Care Services

For 2024/2025, the total indicative funding allocation for health care services directly managed by South Lanarkshire University Health and Social Care Partnership (SLU HSCP) is £449.710m. This is based on the 2023/2024 funding as at January 2024 which includes the SLU HSCP share of hosted services led by the North Lanarkshire University HSCP, resource transfer funding, social care funding and commissioned services funding but excludes the Acute Services notional set-aside funding. This indicative funding allocation also includes NHSL ring-fenced allocations totalling £24.253m. This indicative funding allocation will be adjusted as appropriate to reflect the following:

- The removal of non-recurring funding as appropriate.
- The inclusion of consequential funding (£3.181m).
- The agreed efficiency savings approved by the IJB on 26 March 2024.

6.3. SLC recurring budget allocations for in-scope Social Care services

For 2024/2025, the indicative funding allocation for services directly managed by SLU HSCP is £182.336m. The indicative funding allocation for the in-scope Housing Services is £5.125m (General Fund - £2.144m; Housing Revenue Account - £2.981m). This is based on the 2023/2024 funding as at December 2023. The total indicative funding allocation is therefore £187.461m. This indicative funding allocation will be adjusted as appropriate to reflect the following:

- The removal of non-recurring funding (£7.2m).
- The inclusion of the Living Wage Funding (£13.737m) and the Free Personal Care Funding (£0.566m).
- The non-recurring adjustment by SLC in respect of the employer pension contribution (£7.7m).
- The recurring adjustment approved by SLC in respect of the Housing Scheme of Assistance (£0.5m).
- The recurring adjustment approved by SLC in respect of the charging policy (SLC - £1m; IJB - £1m).
- The agreed efficiency savings approved by the IJB on 26 March 2024.

- 6.4. 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.

- 6.5. NHSL and SLC will implement as appropriate any agreed efficiency savings plans and management and operational actions. Where necessary, reliance will be placed on agreed reserves to manage cost pressures pending identification of recurrent solutions.
- 6.6. The Acute Services set-aside budget will be adjusted to reflect the 2021/2022 activity levels and 2024/2025 price levels in line with the Scottish Government Guidance. The notional value of the set-aside budget for 2024/2025 is £70.324m.
- 6.7. Notwithstanding the above allocations, it may be necessary for the Chief Financial Officer to vary the 2024/2025 allocations to reflect the detailed budget setting process undertaken by each partner. Any such accounting adjustments will be undertaken in consultation with the Director of Finance of NHSL and the Executive Director of Finance and Corporate Resources of SLC.

7. Climate Change, Sustainability and Environmental Implications

- 7.1. There are no implications for Climate Change, sustainability or the environment in terms of the information contained in this report.

8. Other Implications

- 8.1. There are no other implications associated with this report.
- 8.2. There are no other issues associated with this report.

9. Equality Impact Assessment and Consultation Arrangements

- 9.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and therefore no impact assessment is required.
- 9.2. There is also no requirement to undertake any additional consultation in terms of the information contained in this report.

10. Directions

- 10.1. This report will vary directions as follows

Direction to:	
1. No Direction required	<input type="checkbox"/>
2. South Lanarkshire Council	<input checked="" type="checkbox"/>
3. NHS Lanarkshire	<input checked="" type="checkbox"/>
4. South Lanarkshire Council and NHS Lanarkshire	<input checked="" type="checkbox"/>

Soumen Sengupta
Director, Health and Social Care

8 March 2024

Link(s) to National Health and Wellbeing Outcomes

People are able to look after and improve their own health and wellbeing and live in good health for longer	<input checked="" type="checkbox"/>
People, including those with disabilities or long term conditions, or who are frail, are able to live, as far as reasonable practicable, independently and at home or in a homely setting in their community	<input checked="" type="checkbox"/>
People who use Health and Social Care Services have positive experiences of those services, and have their dignity respected	<input checked="" type="checkbox"/>
Health and Social Care Services are centred on helping to maintain or improve the quality of life of people who use those services	<input checked="" type="checkbox"/>
Health and Social Care Services contribute to reducing health inequalities	<input checked="" type="checkbox"/>
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	<input checked="" type="checkbox"/>
People who use Health and Social Care Services are safe from harm	<input checked="" type="checkbox"/>
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	<input checked="" type="checkbox"/>
Resources are used effectively and efficiently in the provision of Health and Social Care Services	<input checked="" type="checkbox"/>

Previous References

- ◆ Integration Joint Board Directions Update Report 26th October 2021
- ◆ Integration Joint Board Directions Update Report 25th January 2022
- ◆ Integration Joint Board Directions Update Report 29th March 2022
- ◆ Integration Joint Board Directions Update Report 8th March 2023

List of Background Papers

- ◆ none

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-

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South Lanarkshire Integration Joint Board Strategic Commissioning Plan | 2022-25

Plan on a page

Vision:

Working together to improve health and wellbeing in the community – with the community

Values:

Empathy

Empower

Elevate



<https://vimeo.com/689689109/cb5228bd69>

Context:

- Changing needs of the population
- Meeting the needs of all our communities fairly and equally
- Applying evidence of what works
- Best use of the public pound
- Feedback from our communities – what is important to people

Our priorities

Priority 1: Sustaining statutory social care and core health care functions

Priority 2: Greater emphasis on early intervention, prevention and inequalities

Priority 3: Addressing mental health and addictions

Priority 4: Improving unscheduled care and optimising intermediate care

Priority 5: Supporting carers

Priority 6: Promoting self-care and self-management including technology enabled care

Priority 7: Improving transitional arrangements

Priority 8: Facilitating single point of access and increasing access to seven-day services

Priority 9: Investing in enablers to support integration

Priority 10: Promoting suitable and sustainable housing

Priority 11: Contributing to homelessness prevention and reduction

Priority 12: Responding to the impact of the COVID-19 pandemic



<https://vimeo.com/739607180>

Key enablers

- Evidence
- Innovation
- Learning
- Partnerships
- Technology
- Leadership
- Our staff
- Our communities
- Our commitment



If you need this information in another language or format, please contact us to discuss how we can best meet your needs.
Phone: 0303 123 1015 Email: equalities@southlanarkshire.gov.uk

Produced for Social Work Resources by Communications and Strategy, 06/3378/Sep22

No	Progress Status (RAG)	Existing Direction	Further Information	Retained/amended/stood down
1	Ongoing	Directs NHS Lanarkshire and South Lanarkshire Council to focus on early years, health inequalities, early intervention/prevention and building capacity for improvement in the workforce	Aligns with current Community Planning priorities and is one of the top 4 priorities within the 12 Strategic Commissioning Plan priorities being taken forward by localities.	Retain
2	Ongoing	Utilise additional investment from Programme for Government 2018/19 Scottish Government to reduce the impact of problem alcohol and drug use to develop and implement the South Lanarkshire Alcohol and Drug Partnership Strategy 2020	There is an approved South Lanarkshire Alcohol and Drugs Partnership Strategy 2020-23 which outlines a number of actions in relation to early intervention/prevention, recovery, supporting children and families, public health and alcohol.	Retain
3	Ongoing	Through Integrated Care Fund Investment, increase capacity within the Third Sector and Leisure to promote alternatives to formal services	Remains a priority in supporting early intervention and prevention and providing upstream support to individuals and communities prior to the need to involve statutory services.	Retain but re-focus the wording to: Increase capacity within the Third Sector and Leisure to promote alternatives to formal service provision through Integrated Care Fund Investment
4	Ongoing	Directs NHS Lanarkshire to develop alternative and sustainable models within Primary Care to address existing challenges, for example, General Practitioner capacity	Remains as priority as part of sustaining statutory and community-based supports to ensure people are being supported in their communities and diverted from other care settings e.g. Hospital and Care Homes.	Amend and merge into one overarching Direction as follows: NHS Lanarkshire to develop alternative and sustainable models within Primary Care to address the challenges of General Practitioner capacity; reduce prescribing activity to a sustainable level; and continue to implement the General Medical Services Contract

No	Progress Status (RAG)	Existing Direction	Further Information	Retained/amended/stood down
5	Ongoing	Reduce prescribing activity for South Lanarkshire to achieve a level which is more comparable with the national averages through: 1) Increased social prescribing 2) Alternative medicines and drugs Changes to practice and culture	Is a key part of the Sustainability and Value programme which the IJB is currently working through.	Amend and merge into one overarching Direction as follows: NHS Lanarkshire to develop alternative and sustainable models within Primary Care to address the challenges of General Practitioner capacity; reduce prescribing activity to a sustainable level; and continue to implement the General Medical Services Contract
6	Ongoing	Implement Primary Care Transformation programme in relation to general practice and community redesign, urgent care, the house of care model, pharmacy support in practice and GP sustainability	The principle direction of travel outlined in the Primary Care Transformation plan remains correct from a strategic commissioning perspective.	Amend and merge into one overarching Direction as follows: NHS Lanarkshire to develop alternative and sustainable models within Primary Care to address the challenges of General Practitioner capacity; reduce prescribing activity to a sustainable level; and continue to implement the General Medical Services Contract
7	Ongoing	Implement the new requirements with regards to General Medical Services 2018 Contract. Specifically, the development of a Primary Care Improvement Plan (PCIP) by June 2018 to outline how existing and new services which affirm the role of GPs as expert medical generalists	Remains as priority as part of sustaining statutory and community-based supports to ensure people are being supported in their communities and diverted from other care settings e.g. Hospital and Care Homes.	Amend and merge into one overarching Direction as follows: NHS Lanarkshire to develop alternative and sustainable models within Primary Care to address the challenges of General Practitioner capacity; reduce prescribing activity to a sustainable level; and continue to implement the General Medical Services Contract

No	Progress Status (RAG)	Existing Direction	Further Information	Retained/amended/stood down
8	Ongoing	Global Direction issued in relation to the delivery of all delegated functions	This Direction covers the delivery of all services delegated by the Parties (NHS Board and Council) to the IJB for strategic oversight.	Amend and merge into one Direction covering statutory functions as follows: NHS Lanarkshire and South Lanarkshire Council to deliver delegated functions with the delivery of all statutory and legal duties, for example adult support and protection, child health surveillance, immunisation, Self-directed Support (SDS), Community Empowerment and Mental Health requirements, safeguarding the interests of the most vulnerable within our society.
9	Ongoing	Maintain existing commitments to ensure that all statutory and legal duties are delivered, for example adult support and protection, child health surveillance, immunisation, Self-directed Support (SDS), Community Empowerment and Mental Health requirements, safeguarding the interests of the most vulnerable within our society	All statutory duties continue to be operationally delivered by both Parties as outlined in the Strategic Commissioning Plan.	Amend and merge into one Direction covering statutory functions as follows: NHS Lanarkshire and South Lanarkshire Council to deliver delegated functions with the delivery of all statutory and legal duties, for example adult support and protection, child health surveillance, immunisation, Self-directed Support (SDS), Community Empowerment and Mental Health requirements, safeguarding the interests of the most vulnerable within our society.
10	Complete	Directs that South Lanarkshire Council will develop an Advocacy Service specification	Following a detailed procurement process, a new Advocacy Tender has been agreed and preferred Provider identified.	Stand down as complete

No	Progress Status (RAG)	Existing Direction	Further Information	Retained/amended/stood down
11	Complete	Directs that South Lanarkshire Council will deliver Home Care Services in terms of the new contractual framework agreement; that mobile working and efficiencies in scheduling will be introduced	A new contractual framework is in place with an updated version agreed and due to go out to tender. Mobile working has been fully implemented via the Totalmobile solution and this has accrued efficiencies in the scheduling of care.	Stand down as complete
12	Complete	Implement the recommendations of the Home Care Service review to maximise capacity to support people at home	All recommendations from the review have been implemented and external validation of this has been undertaken with improved Care Inspectorate rating from a quality of care perspective.	Stand down as complete
13	Red Incomplete	Develop proposals for IJB approval which consolidate and co-locate out of hours services across Health and Social Care	Out of hours for Health and social care continue to operate from separate premises and have their own systems of operation. For the time being, it is proposed that arrangements continue as is, given that existing arrangements do hinder the ability of staff to work together as required.	Stand down and potentially revisit at a future date
14	Complete	Develop and commission a day opportunities model for Adult and Older People which promotes enablement, independence, self-care and self-management	The future delivery model has been developed agreed. Implementation of this is progressing in the right direction.	Stand down as complete
15	Ongoing	Implement the requirement of the Carers (Scotland) Act 2016 pertaining to: <ul style="list-style-type: none"> ◆ a new adult carer support plan with personal outcomes focus ◆ a new young carer support plan with a personal outcomes focus ◆ a duty to support carers including by means of a local eligibility criteria ◆ a duty to prepare a local Carers Strategy ◆ a duty to provide an information and advice and publish a short breaks services statement a duty to involve carers in the discharge from hospital of the people they care for 	Carers are one of the top four priorities of the 12 identified in the Strategic Commissioning Plan. Progress with the 5 elements of the Act is moving in the right direction.	Retain but re-focus the wording to: Direct South Lanarkshire Council and NHS Lanarkshire to implement the requirement of the Carers (Scotland) Act 2016

No	Progress Status (RAG)	Existing Direction	Further Information	Retained/amended/stood down
16	Complete	To procure services which provide equitable access to carer support services, information and advice, short breaks, consultation and engagement, training, practical support and assistance for adult and young carers	A procurement process has been completed with a preferred provider identified (Lanarkshire Carers) and delivering the inputs in line with the service specification	Stand down as complete
17	Ongoing	Directs NHS Lanarkshire and South Lanarkshire Council to prioritise access to general medical and universal health screening services for homeless people, including those currently engaged with the Housing First model.	Suitable and sustainable housing and homelessness prevention and reduction are two of the 12 strategic commissioning priorities outlined in the Strategic Commissioning Plan	Retain
18	Ongoing	Directs NHS Lanarkshire to deliver routine enquiry across all services, including visiting outreach, GP services and A&E to identify housing issues and requirements	Suitable and sustainable housing and homelessness prevention and reduction are two of the 12 strategic commissioning priorities outlined in the Strategic Commissioning Plan	Retain
19	Ongoing	<p>Develop a consistent strategic approach to locality planning which takes account of the following:</p> <ul style="list-style-type: none"> • Integrated planning, organisational and management arrangements • A whole system approach • A consistent operational model • Flexibility to recognise the unique characteristics/differences across the 4 geographic areas • Locality Plans and profiles which underpin the Strategic Commissioning Plan 	The development of a consistent locality operational model which also allows the flexibility to take account of unique local circumstances continues to be progressed. Locality Implementation Groups, Core Management Groups and multi – agency decision making on complex cases all form part of this model	<p>Retain but re-focus the wording to:</p> <p>NHS Lanarkshire and South Lanarkshire Council to support the implementation of a strategic whole system approach to planning and organisational management arrangements which deliver the outcomes of the Strategic Commissioning Plan and supporting locality plans</p>

No	Progress Status (RAG)	Existing Direction	Further Information	Retained/amended/stood down
20	Ongoing	Reduce reliance on Nursing and Residential Care through the development of proposals to remodel a proportion of residential care beds to focus on transitional support and the 'home for life' principle	Remains a key priority and is progressing well as evidenced by the Blantyre Life campus (Intermediate and Technology Enabled properties) and the wider work to increase the use of technology enabled care and progressive housing models	Retain but re-focus the wording to: Continue to reduce reliance on nursing and residential care through building community sustainable and integrated community services which support and enable people to live independently in their own homes. Key components of this approach are: Home First; home based palliative care services; hospital at home; and a progressive housing approach
21	Ongoing	Directs NHS Lanarkshire and South Lanarkshire Council to implement a 'Home First' approach to retaining people in their communities, whilst supporting them to return safely to their homes following a hospital admission	Home First is a cross cutting strategic development which impacts on many of the strategic priorities, for example, shifting the balance of care towards community based support and enabling people to be independent at home and in their community. It is also a key transformation and service redesign	Retain
22	Ongoing	Redesignate off-site acute hospital beds within Udston and Stonehouse hospitals to support step down intermediate care patients undergoing a guardianship (AWI) process	There remains significant pressure on acute hospital beds, not only from a demand perspective but also in terms of the levels of complexity and acuity. These beds also form part of key strategic priorities such as Operation FLOW.	Amend and merge into one Direction covering statutory functions as follows: NHS Lanarkshire to progress Operation FLOW as part of progressing the 6 priority areas outlined in the Health and Social Care Delivery Plan and reducing the impact on the system in the areas of A&E Attendances; Emergency Admissions; Delayed Discharges; Unscheduled Care Beds Days; Palliative Care and Balance of Care.

No	Progress Status (RAG)	Existing Direction	Further Information	Retained/amended/stood down
23	Ongoing	Directs NHS Lanarkshire Acute Services to work jointly with the Health and Social Care Partnership to develop proposals which more effectively supports a reduced number of A&E attendances, associated admissions and generally shifts the balance of care and reduces unplanned care requirements in a hospital setting	Remains a key priority in terms of shifting the balance of care and progressing national priorities outlined in the Health and Social Care Delivery Plan pertaining to	Amend and merge into one Direction covering statutory functions as follows: NHS Lanarkshire to progress Operation FLOW as part of progressing the 6 priority areas outlined in the Health and Social Care Delivery Plan and reducing the impact on the system in the areas of A&E Attendances; Emergency Admissions; Delayed Discharges; Unscheduled Care Beds Days; Palliative Care and Balance of Care.
24	Ongoing	Develop and implement a performance management approach for the Partnership, including the ability to better share performance information across systems	Integrated performance report is a standing item reported to the IJB and Performance and Audit Sub Committee as a standing item. Work continues to improve real time management information which shows the full impact of health and social care services	Retain
25	Ongoing	Further integration of IT and information sharing to allow access to partner IT systems	Remains a priority in supporting integrated working and management arrangements. Good progress being made through Lanarkshire Data Sharing Partnership and investment in new Social Care Information System, Liquidlogic	Retain
26	Complete	Directs South Lanarkshire Council to create a Commissioning and Quality Assurance resource	The Quality Assurance and Commissioning Team has been established for 15 months and is making good progress to review current externally procured and commissioned arrangements	Stand down as complete

Revised List of Directions

Appendix 3

No	Direction Detail	Links to Existing SCP Strategic Priorities (see Appendix 1)
1	Directs NHS Lanarkshire and South Lanarkshire Council to focus on early years, health inequalities, early intervention/prevention and building capacity for improvement in the workforce	2 and 3
2	Utilise additional investment from Programme for Government 2018/19 Scottish Government to reduce the impact of problem alcohol and drug use to develop and implement the South Lanarkshire Alcohol and Drug Partnership Strategy 2020	3
3	Increase capacity within the Third Sector and Leisure to promote alternatives to formal service provision through Integrated Care Fund Investment	2, 3, 4, and 5
4	NHS Lanarkshire to develop alternative and sustainable models within Primary Care to address the challenges of General Practitioner capacity; reduce prescribing activity to a sustainable level; and continue to implement the General Medical Services Contract	1, 4, 5 and 8
5	NHS Lanarkshire and South Lanarkshire Council to deliver delegated functions with the delivery of all statutory and legal duties, for example adult support and protection, child health surveillance, immunisation, Self-directed Support (SDS), Community Empowerment and Mental Health requirements, safeguarding the interests of the most vulnerable within our society.	1
6	Direct South Lanarkshire Council and NHS Lanarkshire to implement the requirement of the Carers (Scotland) Act 2016	1 and 5
7	Directs NHS Lanarkshire and South Lanarkshire Council to prioritise access to general medical and universal health screening services for homeless people, including those currently engaged with the Housing First model.	10 and 11
8	Directs NHS Lanarkshire to deliver routine enquiry across all services, including visiting outreach, GP services and A&E to identify housing issues and requirements	11
9	NHS Lanarkshire and South Lanarkshire Council to support the implementation of a strategic whole system approach to planning and organisational management arrangements which deliver the outcomes of the Strategic Commissioning Plan and supporting locality plans	9
10	Continue to reduce reliance on nursing and residential care through building community sustainable and integrated community services which support and enable people to live independently in their own homes. Key components of this approach are: Home First; home based palliative care services; hospital at home; and a progressive housing approach	1, 4, 5, 6, 7, 8 and 10
11	Directs NHS Lanarkshire and South Lanarkshire Council to implement a 'Home First' approach to retaining people in their communities, whilst supporting them to return safely to their homes following a hospital admission	1, 4, 5, 6, 7, 8 and 10
12	NHS Lanarkshire to progress Operation FLOW as part of progressing the 6 priority areas outlined in the Health and Social Care Delivery Plan and reducing the impact on the system in the areas of A&E Attendances; Emergency Admissions; Delayed Discharges; Unscheduled Care Beds Days; Palliative Care and Balance of Care.	1, 4, 5, 6 and 7
13	Develop and implement a performance management approach for the Partnership, including the ability to better share performance information across systems	9
14	Further integration of IT and information sharing to allow access to partner IT systems	9