

Stephen Brown (Chief Officer)

Orkney Health and Social Care Partnership

01856873535 extension: 2601

OHACfeedback@orkney.gov.uk



Agenda Item: 16

Integration Joint Board

Date of Meeting: 29 June 2022.

Subject: Community Led Support Implementation Plan.

1. Purpose

1.1. To provide Members with sight of the Community Led Support Implementation Plan 2022/23.

2. Recommendations

The Integration Joint Board is invited to note:

2.1. The Community Led Support Implementation Plan 2022/23, attached as Appendix 1 to this report.

3. Background

3.1. The Integration Joint Board commissioned the National Development Team for Inclusion (NDTi) in January 2019 to facilitate an initial 18-month Community Led Support (CLS) programme.

3.2. The Chief Officer appointed a small team to work with NDTi and oversee implementation of CLS, in Orkney.

3.3. This work involved significant consultation with statutory and third sector partners, as well as the general public. More than 20 public consultation and training sessions have been undertaken, throughout the Mainland, the linked south isles, and the ferry-linked isles.

3.4. This work resulted in an initial programme of community-based public outreach sessions, known as “Blethers”, in late 2019 and early 2020, where the public could seek support from social work and third sector staff. These sessions took place in St. Margaret’s Hope, Kirkwall, and Sanday.

3.5. The nationwide lockdown, following the advent of the COVID-19 pandemic, caused further sessions to be postponed.

3.6. Officers investigated opportunities to continue with the Blethers virtually. However, these were found to be impractical.

4. Community Led Support Implementation Plan

4.1. The lifting of lockdown restrictions has given the Orkney Health and Social Care Partnership the opportunity to refresh the approach to CLS.

4.2. The CLS Implementation Plan 2022/23 has been designed to provide detail on how CLS will be approached over the coming year, as well as complement the nascent IJB Strategic Plan 2022 – 2025.

4.3. The CLS Implementation Plan 2022/23 can be found attached, at Appendix 1.

5. Contribution to quality

Please indicate which of the Orkney Community Plan 2021 to 2023 visions are supported in this report adding Yes or No to the relevant area(s):

Resilience: To support and promote our strong communities.	Yes.
Enterprise: To tackle crosscutting issues such as digital connectivity, transport, housing, and fuel poverty.	Yes.
Equality: To encourage services to provide equal opportunities for everyone.	Yes.
Fairness: To make sure socio-economic and social factors are balanced.	Yes.
Innovation: To overcome issues more effectively through partnership working.	Yes.
Leadership: To involve partners such as community councils, community groups, voluntary groups, and individuals in the process.	Yes.
Sustainability: To make sure economic and environmental factors are balanced.	Yes.

6. Resource and financial implications

6.1. The total cost of support from NDTi, for the project, was £49,000, with a contribution from Scottish Government of £22,540. These sums were paid in 2019.

6.2. The functions associated with delivery of the CLS Implementation Plan will be delivered from existing staff resources.

7. Risk and equality implications

7.1. There are no risks arising directly from this report and the CLS Implementation Plan.

7.2. An Equality Impact Assessment is attached as Appendix 2 to this report.

7.3. An Island Community Impact Assessment is attached as Appendix 3 to this report.

8. Direction required

Please indicate if this report requires a direction to be passed to:

NHS Orkney.	No.
Orkney Islands Council.	No.

9. Escalation required

Please indicate if this report requires escalated to:

NHS Orkney.	No.
Orkney Islands Council.	No.

10. Authors and contact information

10.1. Stephen Brown (Chief Officer), Integration Joint Board. Email: stephen.brown3@nhs.scot, telephone: 01856873535 extension 2601.

10.2. Maureen Swannie (Head of Strategic Planning and Performance), Orkney Health and Social Care Partnership. Email: maureen.swannie@nhs.scot, telephone: 01856873535 extension 2601.

10.3. Shaun Hourston-Wells (Project Manager), Orkney Health and Social Care Partnership. Email: shaun.hourston-wells@orkney.gov.uk, telephone: 01856873535 extension 2414.

11. Supporting documents

11.1. Appendix 1: Community Led Support Implementation Plan 2022/23.

11.2. Appendix 2: Equality Impact Assessment.

11.3. Appendix 3: Island Community Impact Assessment.

Community Led Support Implementation Plan 2022/23

Community Led Support is a simple concept. Implementing it is a challenge. Go into it with your eyes open and with a commitment to stick with it because it is fundamentally the right thing to do. If it were easy, everyone would be doing it (NDTi)

We know that everywhere implements Community Led Support (CLS) differently, depending on their strategic intentions, their starting point, and local context, but we know that there are some things that really help, and we will base our refreshed implementation plan around that.

1. Connect, Co-produce, and Collaborate

CLS in Orkney had developed over a number of months by embracing connections, co-production, and collaboration. Our Blethers had taken place in Kirkwall and St Margaret's Hope, but weather (for a Sanday Blether) and the pandemic caused us to halt our Blether programme and further planning.

A refreshed approach will see us reconnecting with our CLS partners in the first instance, to establish how we can develop and spread CLS across Orkney, in conjunction with our communities. We will find out who else we need to include and think about who our natural community 'connectors' are, using their expertise to help us to make this work in the best way it can, for Orkney.

In a nutshell – community led support

- Aims to provide the foundation for a more modern, effective way of delivering social (and health) care support that strengthens individual and community resilience and wellbeing
- It is a concept based on joined up working and collaboration across a range of organisations and partners that work collaboratively in the interests of the community, providing more effective support to those who need it
- It challenges the way large organisations work and aims to empower staff, reduce bureaucracy and strengthen peer support and autonomy
- It moves away from professional led process and decisions and aims to focus on good, effective conversations with people



2. Evolution and Flexibility

The pandemic has offered an opportunity for renewed discovery. Communities demonstrated how flexible they can be to support their own and a number of new projects began, like Hospital Without Walls and Home First. We can use the learning from these initiatives to evolve how we deliver CLS in Orkney, making the most of virtual technologies, as well as linking nationally with other areas who deliver CLS. We will link closely with the National Development Team for Inclusion (the organisation that we commissioned CLS support from) and utilise their expertise to help us progress.

3. Own Your Local Programme

During the pandemic we saw communities come together to support those who needed assistance. We plan to build CLS the Orkney way, by fully understanding and utilising what worked during that time – using the learning in a positive way to spread ideas and innovation across the county - directly from, and with, those who were leading the response.

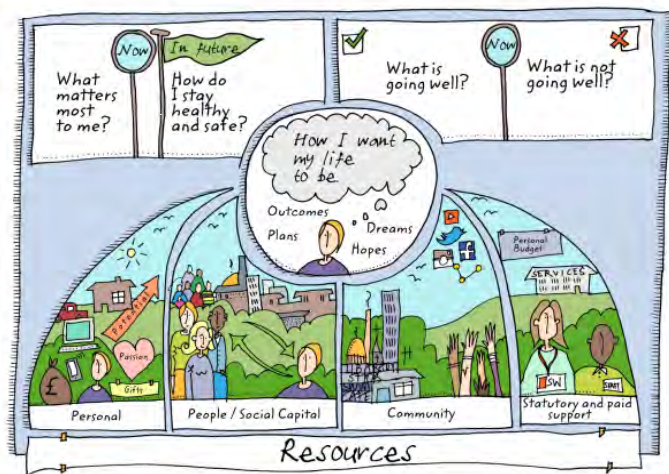
4. Lead and Communicate

We will ensure that we communicate regularly with people across Orkney about what we are doing and how well we are doing it, in relation to spreading the CLS approach. The Chief Officer of Orkney Health and Social Care Partnership is the Executive Lead for CLS, with responsibility for delivery devolved to the Strategic Planning and Performance team.

5. Expanding the Innovation Team and Activity

Our early experiences with CLS demonstrated that we need people with the time and skills to successfully implement the programme. However, we are a small community with a limited workforce, and it is very difficult to dedicate specific resources to CLS. We recognise that implementing CLS will require the input of people from across communities, the third sector and ourselves, as the statutory partner.

This also presents us with an opportunity: CLS is all about involving the whole community in developing strategies that will improve the health and care of our more vulnerable people. So, it makes sense to establish a group that has input and direction from all communities across Orkney.



6. Evaluation and Measurement

We believe that the Blethers are at the heart of successfully implementing CLS in Orkney. Each new Bletcher location will take time to become established but, over time, we would expect the number of people benefiting from each session to grow. If one location proves to be unpopular, we will consider why, as well as trying new locations within the community, based on what the people in that community tells us will work.

Ultimately, the impact of CLS must be measured by how many people are seeking the support of services, including statutory social care and health provision. If we see a smaller proportion of people seeking residential care, for example, we will know CLS is having a positive impact. Equally, we would expect to see social work referrals reduce, by promoting an early intervention approach to avoid crisis, and see more people having 'good conversations' that seek to identify solutions before they need to present to formal services.

These indicators, along with a number of others that we will identify along with our CLS partners, will be included in the Integration Joint Board's (IJB) Annual Delivery Plan, with the results included in the IJB's Annual Performance Report.



Equality Impact Assessment

The purpose of an Equality Impact Assessment (EqIA) is to improve the work of the Integration Joint Board (Orkney Health and Social Care Partnership) by making sure it promotes equality and does not discriminate. This assessment records the likely impact of any changes to a function, policy, or plan by anticipating the consequences, and making sure that any negative impacts are eliminated, or minimised, and positive impacts are maximised.

1. Identification of Function, Policy or Plan	
Name of function / policy / plan to be assessed.	Community Led Support Implementation Plan 2022/23.
Service / service area responsible.	All social care services.
Name of person carrying out the assessment and contact details.	Shaun Hourston-Wells, Project Manager, Orkney Health and Social Care Partnership. Email: Shaun.hourston-wells@orkney.gov.uk . Telephone: 01856873535 extension 2414.
Date of assessment.	13 May 2022.
Is the function / policy / plan new or existing? (Please indicate also if the service is to be deleted, reduced, or changed significantly).	This is an existing function that is expected to expand its scope over the next 12 months.

2. Initial Screening	
What are the intended outcomes of the function / policy / plan?	To extend the scope and reach of Community Led Support (CLS).
State who is, or may be affected by this function / policy / plan, and how.	All people receiving social care services may be affected by CLS. In time, it is proposed that CLS may extend to some community-based health services.
Is the function / policy / plan strategically important?	CLS is one of the stated Priorities in the 2022 – 2025 iteration of the IJB's Strategic Plan.

<p>How have stakeholders been involved in the development of this function / policy / plan?</p>	<p>This plan articulates how it is intended to involve stakeholders in the development of CLS, from the statutory and third sectors, as well as the general public.</p>
<p>Is there any existing data and / or research relating to equalities issues in this policy area? Please summarise. E.g. consultations, national surveys, performance data, complaints, service user feedback, academic / consultants' reports, benchmarking (see equalities resources on OIC information portal).</p>	<p>The annual reports of the National Development Team for Inclusion, the organisation behind the concept and ideals of CLS, detail the positive impact that CLS has had upon those receiving social services, in areas where CLS has been embedded for some time.</p>
<p>Is there any existing evidence relating to socio-economic disadvantage and inequalities of outcome in this policy area? Please summarise. E.g. For people living in poverty or for people of low income. See The Fairer Scotland Duty Interim Guidance for Public Bodies for further information.</p>	<p>Please complete this section for proposals relating to strategic decisions). No documented evidence available.</p>
<p>Could the function / policy have a differential impact on any of the following equality strands?</p>	<p>(Please provide any evidence – positive impacts / benefits, negative impacts, and reasons).</p>
<p>1. Race: this includes ethnic or national groups, colour, and nationality.</p>	<p>There is considered to be no detrimental impact on this group of people.</p>
<p>2. Sex: a man or a woman.</p>	<p>There is considered to be no detrimental impact on this group of people.</p>
<p>3. Sexual Orientation: whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.</p>	<p>There is considered to be no detrimental impact on this group of people.</p>
<p>4. Gender Reassignment: the process of transitioning from one gender to another.</p>	<p>There is considered to be no detrimental impact on this group of people.</p>
<p>5. Pregnancy and maternity.</p>	<p>There is considered to be no detrimental impact on this group of people.</p>

6. Age: people of different ages.	There is considered to be no detrimental impact on this group of people. Many people receiving care services are older people and are considered likely to benefit from the ethos of CLS.
7. Religion or beliefs or none (atheists).	There is considered to be no detrimental impact on this group of people.
8. Caring responsibilities.	There is considered to be no detrimental impact on this group of people. Many people receiving services may also have caring responsibilities and are considered likely to benefit from the ethos of CLS.
9. Care experienced.	There is considered to be no detrimental impact on this group of people.
10. Marriage and Civil Partnerships.	There is considered to be no detrimental impact on this group of people.
11. Disability: people with disabilities (whether registered or not).	There is considered to be no detrimental impact on this group of people. Many people receiving care services have a disability and are considered likely to benefit from the ethos of CLS.
12. Socio-economic disadvantage.	There is considered to be no detrimental impact on this group of people. Those at a socio-economic advantage are considered likely to benefit from CLS.

3. Impact Assessment

Does the analysis above identify any differential impacts which need to be addressed?	No negative impacts are anticipated to any of the protected groups.
How could you minimise or remove any potential negative impacts?	N/A.
Do you have enough information to make a judgement? If no, what information do you require?	Yes.

4. Conclusions and Planned Action

Is further work required?	No.
What action is to be taken?	N/A.
Who will undertake it?	N/A.
When will it be done?	N/A.

How will it be monitored? (e.g. through service plans).

N/A.

Signature:



Date: 17.05.22.

Name: Shaun Hourston-Wells.



Island Community Impact Assessment

The purpose of an Island Community Impact Assessment (ICIA) is to improve the work of the Integration Joint Board by making sure it considers whether the impact of any policy, strategy or service on an island community is likely to be significantly differently from its effect on other communities (including other island communities).

PRELIMINARY CONSIDERATIONS	Responses
Please provide a brief description or summary of the policy, strategy, or service under review for the purposes of this assessment.	Community Led Support Implementation Plan 2022/23.
STEP 1 - Develop a clear understanding of your objectives	Responses
What are the objectives of the policy, strategy, or service?	To extend the scope and reach of Community Led Support (CLS).
Do you need to consult?	People from the ferry-linked isles have been consulted extensively during the development of CLS in Orkney, prior to the pandemic, and will continue to influence the evolution of CLS.
How are islands identified for the purpose of the policy, strategy, or service?	Any community that does not have a direct road access to the Mainland are considered an island community.
What are the intended impacts/outcomes and how do these potentially differ in the islands?	All islands are anticipated to benefit from CLS, proportionately more so than the Mainland.
Is the policy, strategy, or service new?	No.
STEP 2 - Gather your data and identify your stakeholders	Responses
What data is available about the current situation in the islands?	The island of Sanday was heavily involved in the initial stages of the CLS initiative, from where officers collected considerable feedback. In addition, the Island Wellbeing Survey, conducted by the Isles Wellbeing Project, will be heavily influential in the development of CLS, throughout the isles.
Do you need to consult?	No further formal consultation is considered necessary, at this stage, although people from the isles, involved in the initial stages of the CLS initiative, will be asked to be involved in the next stages of CLS development.
How does any existing data differ between	The major issues effecting access to mainstream

islands?	services, are common throughout most of the isles.
Are there any existing design features or mitigations in place?	The involvement of people from the isles, especially Sanday, in the initial stages of CLS, have helped to inform its development, to date. Their further involvement will mitigate against negative outcomes for isles residents, versus those in the Mainland.
STEP 3 - Consultation	Responses
Who do you need to consult with?	Formal consultation is not considered necessary, although the isles-based individuals who engaged with the CLS initiative, during its formative stages, will be asked to be involved, again.
How will you carry out your consultation and in what timescales?	Whilst no formal consultation will be required, isles residents will be involved in the ongoing development of CLS, in Orkney.
What questions will you ask when considering how to address island realities?	N/A.
What information has already been gathered through consultations and what concerns have been raised previously by island communities?	The Island Wellbeing Survey, referred to in STEP 2, is perhaps one of the most comprehensive surveys undertaken in the islands, in modern times. Access to care services, as well as public transport, were two of the main issues noted.
Is your consultation robust and meaningful and sufficient to comply with the Section 7 duty?	Yes.
STEP 4 – Assessment	Responses
Does your assessment identify any unique impacts on island communities?	No detrimental impacts.
Does your assessment identify any potential barriers or wider impacts?	Delivering some services in an island community will be very difficult.
How will you address these?	Virtual alternatives, as well as improved access to transport will mitigate these impacts.



You must now determine whether, in your opinion your policy, strategy, or service is likely to have an effect on an island community that is significantly different from its effect on other communities (including other island communities).

If your answer is **NO** to the above question, a full ICIA will NOT be required, and **you can proceed to Step SIX**. If the answer is **YES**, an ICIA must be prepared, and **you should proceed to Step FIVE**.

To form your opinion, the following questions should be considered:

- Does the evidence show different circumstances or different expectations or needs, or different experiences or outcomes (such as different levels of satisfaction, or different rates of participation)?
- Are these different effects likely?
- Are these effects significantly different?
- Could the effect amount to a disadvantage for an island community when compared to other islands in Orkney (especially the Mainland)?

STEP 5 – Preparing your ICIA	Responses
In Step Five, you should describe the likely significantly different effect of the policy, strategy, or service:	
Assess the extent to which you consider that the policy, strategy, or service can be developed or delivered in such a manner as to improve or mitigate, for island communities, the outcomes resulting from it.	
Consider alternative delivery mechanisms and whether further consultation is required.	
Describe how these alternative delivery mechanisms will improve or mitigate outcomes for island communities.	
Identify resources required to improve or mitigate outcomes for island communities.	
STEP 6 - Making adjustments to your work	Responses
Should delivery mechanisms/mitigations vary in different communities?	Experience from earlier in the project indicated that a common delivery, across all communities, is efficacious.
Do you need to consult with island communities in respect of mechanisms or mitigations?	No. The information we have from the early stages of CLS implementation, coupled with the Isles Wellbeing survey, is considered sufficient.
Have island circumstances been factored into the evaluation process?	Yes.
Have any island-specific indicators/targets been identified that require monitoring?	No.
How will outcomes be measured on the islands?	The impact of CLS will be measured across all communities in Orkney. The level of engagement with the Blethers, for example, can and will be

	monitored across all communities, including the isles.
How has the policy, strategy, or service affected island communities?	CLS will undoubtedly have a positive impact on island communities, perhaps even more so than those in the Mainland.
How will lessons learned in this ICIA inform future policy making and service delivery?	The isles have been an important part of the development of CLS, to date, and will continue to be so. Whilst there is no complacency, it is considered that the measures taken, to date, are appropriate and proportionate.
STEP 7 - Publishing your ICIA	Responses
Have you presented your ICIA in Easy-Read Format?	No.
Does your ICIA need to be prepared in Gaelic, or any other language?	No.
Where will you publish your ICIA, and will relevant stakeholders be able to easily access it?	This will be published to the Orkney Island Council's website, alongside the IJB CLS Implementation Report to which this relates.
ICIA completed by:	Shaun Hourston-Wells.
Position:	Project Manager, Orkney Health and Social Care Partnership.
Signature:	
Date complete:	13 May 2022.
Who will sign-off your final ICIA and why?	Stephen Brown, Chief Officer of the IJB.
Signature:	
Date approved:	18 May 2022.