

West Lothian Integration Joint Board Strategic Plan 2023-28



**INTEGRATED
HEALTH AND
SOCIAL CARE**

WEST LOTHIAN
WORKING FOR WELLBEING

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West Lothian
IJB Strategic Plan 2023/28

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Executive Summary

This Strategic Plan, for the period 2023 to 2028, builds on the achievements of the West Lothian Integration Joint Board (IJB) Strategic Plan 2019 to 2023 and sets out the Boards ambition for the continued development and improvement of health and social care services in West Lothian over the next 5 years.

The plan describes how the IJB intends to deliver its vision of:

"Working in partnership to improve wellbeing and reduce health inequalities across all communities in West Lothian"

The plan also outlines how we will deliver the nine national health and wellbeing outcomes through our strategic priorities and transformational change programmes against the background of demographic, and financial challenges.

West Lothian faces a growing and ageing population over the lifetime of this plan and beyond. The demographic and population projection data for West Lothian shows a population where older adults are increasing in number and will form a greater proportion of the population over time. The numbers of people in West Lothian aged 65 to 74 is expected to increase by 19% by 2028 with those aged over 75 increasing by 39%. This is compared to the Scottish average growth of 14.4% in the 65 to 74 population and 25.4% increase in those aged over 75 during the same time period.

Almost one in five (19.5%) people living in West Lothian report having a limiting long-term health condition and the number of people providing unpaid care in the community has increased significantly in recent years. In addition, there are significant differences in health outcomes between some communities with an 8-10-year gap in life expectancy between the most deprived and least deprived communities

The Strategic Plan recognises that both West Lothian Council and NHS Lothian were required to achieve substantial efficiencies over the life span of the previous plan and will face further significant financial challenges over the next five years. This Plan is focused on achieving a sustainable health and social care system for West Lothian. This will require transformational change over time in order to improve health and wellbeing outcomes and support the transition to the future model of care.

The seven strategic aims of the plan are to:

Take a 'Home First' approach with coordinated care, support and treatment as close to home as it can be

Deliver planned care whenever possible

Enable access to timely information, advice and support enabling people to make decisions about their own wellbeing

Take a rights based approach which places people at the centre

Involve citizens, communities, staff, carers and other stakeholders as experts

Improve outcomes for people through more seamless partnership working

Drive improvement in service delivery through transformation

Figure 1 The seven strategic aims of the Strategic Plan

To achieve this, we have set the following strategic priorities for the duration of this Plan:



In order to achieve these aims and transform the way adult health and social care is provided, it is vital that resources are shifted from the traditional models of care to new models of care. As services develop and changes are achieved through our transformational change programmes, we will need to commission different types of services and in different ways. Based on the strategic intentions outlined in this plan, we will develop a range of delivery plans underpinned by a medium-term financial planning framework. This will inform the IJB's planning and prioritisation of future health and social care services in West Lothian.

The IJB is committed to working with our partners, service users, their families and the wider community to find effective and sustainable solutions and achieve the best outcomes for the people of West Lothian. This includes working with community planning partners to address underlying social inequalities that contribute to health inequalities, with poorer health outcomes in some population groups.

Our Performance Framework and approach to Clinical and Care Governance are set out in this Plan. These ensure that the IJB continuously measures progress against the strategic priorities and that quality of adult health and social care is monitored and assured.

The delivery of this Plan, through West Lothian's foundation of strong partnership working, will result in reduced health inequalities and better health outcomes across all communities in West Lothian.



Alison White
Chief Officer of West Lothian IJB



Bill McQueen CBE
Chair of West Lothian IJB



Section 1: The Integration Joint Board

The Public Bodies (Joint Working) (Scotland) Act 2014 established the legal framework for integrating health and social care in Scotland. The Act requires each Health Board and Local Authority to delegate some of its functions to new Integration Authorities.

On 1st April 2016, an Integration Joint Board (IJB) was established in West Lothian. The IJB has responsibility for planning most of the integrated health and social care services for adults in the area.

The IJB is a separate legal entity from NHS Lothian and West Lothian Council and the arrangements for the IJB's operation, remit and governance are set out in the Integration Scheme which was approved by West Lothian Council, NHS Lothian and the Scottish Government.



Figure 2: Functions Delegated to the West Lothian IJB

The Integration Joint Board's role is to set the strategic direction for functions delegated to it and to deliver the priorities set out in its Strategic Plan. It receives payments from West Lothian Council and NHS Lothian to enable delivery of local priorities for health and social care for adults.

The Board gives directions to the council and health board as to how they must carry out their business to secure delivery of the Strategic Plan. An overview of the functions delegated to the West Lothian IJB are detailed in figure 1.

The IJB brings together the planning, resources and operational oversight for a substantial range of adult health and social care functions into a single system which will ensure services are built around the needs of patients and service users and supports service redesign with a focus on preventative and anticipatory care in communities.

Section 2: Development of the Strategic Plan 2023-28

The Strategic Plan builds upon joint planning foundations established through our Community Planning and Health and Social Care Partnerships

The plan outlines the IJB's vision and ambitions for health and social care services in West Lothian; what our priorities are and how we will build on a foundation of strong partnership working to deliver them.

We are working within an environment where there are increasing demands for services and growing public expectations at a time of significant resource challenges and financial constraints. We must ensure that social care, primary care, community health and acute hospital services work well together and in a more integrated way with all of our partners, including housing and the third and independent sectors, to maximise our resources and deliver on our strategic priorities.

In order to meet these challenges, we will work together to create a culture of cooperation, co-production and co-ordination across all partners. By working with people who use our services, their families and the wider community, we can create effective and sustainable solutions and achieve the best outcomes for the people of West Lothian.

Tackling health inequalities has been identified as a priority at both a national and local level as an issue requiring urgent action. We recognise that health and wellbeing inequalities are not likely to be changed significantly by health policies or health services working in isolation. These inequalities require to be challenged by a joined up coordinated approach by a wide range of partners.

With responsibility for the strategic planning of some acute hospital care services including emergency care and inpatient services relating to general medicine, geriatric medicine and rehabilitation, we will identify opportunities to design and deliver services which ensure care is delivered in the right place, at the right time, using the right resource. The IJB recognises that well delivered local health and social care services can have a significant impact on shifting the balance of care from hospital to community, reducing health inequalities and reducing emergency admissions. This strategic plan aims to:

- **Take a rights based approach which places people at the centre**
- **Involve citizens, communities, staff, carers and other stakeholders as experts**
- **Enable timely information, advice and support enabling people to make decisions about their own wellbeing**
- **Deliver planned care wherever possible**
- **Take a 'Home First' approach with coordinated care, support and treatment as close to home as it can be**
- **Drive improvement in service delivery through transformation**
- **Improve outcomes for people through more seamless partnership working**



Figure 3: Strategic Plan Aims

Strategic Scope

In West Lothian we have defined two localities across which our health and care services will be planned, the East Locality and West Locality as detailed below. The importance of the localities in determining the strategic direction of health and social care planning is reflected in the plan.

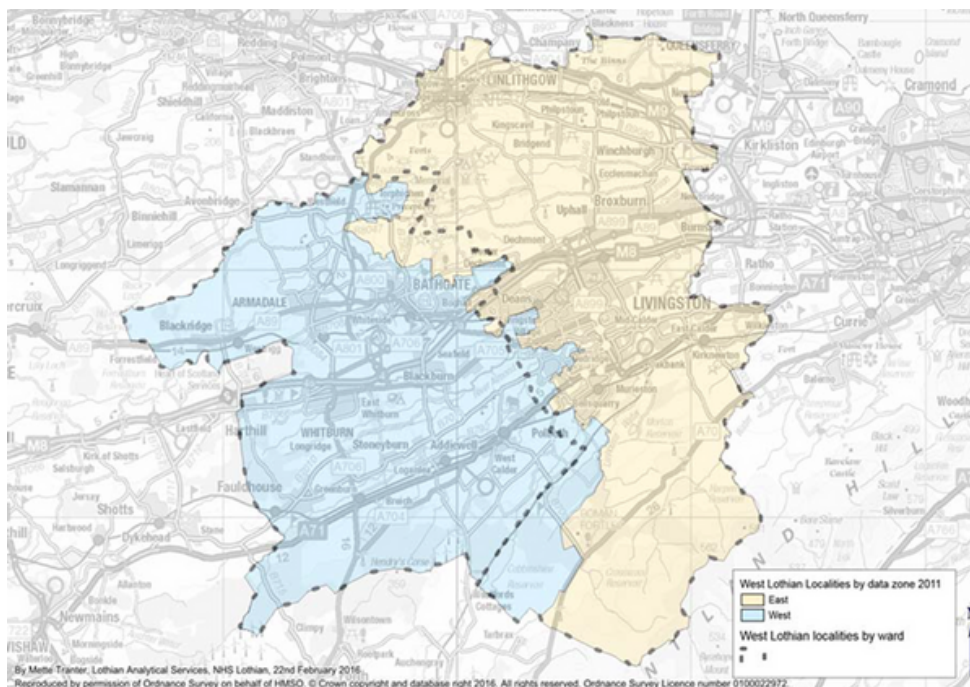


Figure 4: Map of East Locality and West Locality

With a focus on achieving the best outcomes for people living in West Lothian the IJB will build on its experience of commissioning a wide range of health and care services. The scope of the plan covers governance, planning and resourcing of social care, primary and community healthcare and unscheduled hospital care for adults.

Development of the Strategic Plan 2023-28

The strategic objectives and priorities of the plan have been identified through:

- the review of the IJB Strategic Plan 2019-23
- discussion and development sessions with the IJB and the Strategic Planning Group.
- engagement with our partner organisations and key stakeholders
- engagement with key staff groups
- engagement with people who use our services
- engagement with unpaid carers
- engagement with commissioned service providers.
- analysis of a wide range of demographic and other data.

The Strategic Plan has been developed in conjunction with the IJB Strategic Planning Group with membership from key stakeholders including West Lothian Council, NHS Lothian, third and independent sectors, health and social care professionals, staff, trade unions, representatives of service users, carers and their families.

The Strategic Plan aligns with West Lothian Community Planning Partnership's Local Outcome Improvement Plan, West Lothian Council's Corporate Plan, Our Health Our Care, Our Future, NHS Lothian's Strategic Plan 2014-24, the Lothian Strategic Development Framework 2022-27, West Lothian Council's Local Housing Strategy, West Lothian Carers Strategy, West Lothian Health and Social Care Partnership's Workforce Plan 2022-25

Delivery Plans will be developed to take forward the Strategic Plan's priorities and will cover all adult care groups. The Delivery Plans will inform our strategic commissioning and will be focused on ensuring that the IJB fulfils its statutory duty to achieve best value, while delivering, developing and commissioning services that are person centred, take a human rights-based approach and are outcome focused. To achieve this, we will work closely with our strategic partners as well as the third and independent sectors.

Review of the IJB Strategic Plan 2019- 2023

This Strategic Plan builds on the achievements of the West Lothian Integration Joint Board (IJB) Strategic Plan 2019 to 2023. In conjunction with the IJB Strategic Planning Group the Strategic Plan 2019-23 was reviewed to reflect on the experience of managing through the pandemic with a focus on:

- **What had worked well and could be further developed?**
- **What had been challenging?**
- **What needed to change?**

Key themes that emerged from the review were:

- The negative impact of the pandemic on inequality
- The importance of partnership working
- The importance of early intervention and prevention
- The importance of good, clear and consistent communication
- Opportunities to enhance the use of technology and progress the digital agenda within health and social care services
- The importance of supporting the sustainability of independent and third sector organisations to enable them to provide high quality health and social care services
- The health and social care workforce in West Lothian
- The importance of exploring different ways of working and creating a culture of continuous improvement.

Consultation and Engagement

To inform the development of the Strategic Plan the IJB commissioned a Strategic Needs Assessment (SNA) to establish a clear understanding of the needs and priorities of people in West Lothian. Through the Strategic Needs Assessment, analysis has been undertaken of local and national data to identify current and future trends to support the planning and development of future services. Alongside data analysis, a comprehensive engagement exercise was undertaken to ensure that the views of our key stakeholders were captured to identify what is currently working well, what still needs to be done and where any gaps exist.

Through targeted surveys, focus groups and one to one meetings, we engaged with and sought the views of:

- People who use our services
- People who care for others
- Staff who deliver health and social care services
- Commission providers of health and social care services
- Members of the IJB Strategic Planning Group and
- Other community representatives.

Scope of the Strategic Needs Assessment

The Strategic Needs Assessment explored the following areas:

- **The strategic drivers for the development and delivery of health and social care services**
- **The profile of the West Lothian population including:**
 - Risk factors –Demographic, Behavioural, Physiological
 - Health Inequalities
 - Overall life expectancy in West Lothian
 - The prevalence of health conditions and where these are spread unequally across population groups
 - Access to care and support in West Lothian
- **Current service provision**
- **Service trends and opportunities to do things differently**
- **Partner Feedback on:**
 - Their top three priorities for health and social care in West Lothian
 - The proposed, high level, Strategic Plan priorities
 - How health and social care provision could be improved in West Lothian
 - The role that key partners could play in delivering the strategic aims
 - New ways of working that could be developed to support the delivery of health and social care services in West Lothian.
- **Public and support service feedback on:**
 - The proposed strategic aims of:
 - Tackling health inequalities,
 - Taking forward a Home First approach and
 - Enabling high quality care, support and treatment
 - What the IJB current does well
 - Where the gaps are and what needs to be improved
 - Their own top 3 priorities for health and social care in West Lothian

Overview of the Findings of the Strategic Needs Assessment

Through the Strategic Needs Assessment respondents agreed that the IJB should:

- be focused on tackling health inequalities in West Lothian in conjunction with key partners
- take forward the development and implementation of Home First
- focus on developing the structures and supports required to enable good care and treatment

The Strategic Needs Assessment also highlighted a range of challenges for the delivery of future health and social care services in West Lothian, in particular:

Demographic pressures:

- Inequality across the localities
- Increased demand for support due to an increasing elderly population
- Workforce challenges
- Financial constraints faced by all public sector services in Scotland.



Section 3: Vision, Values and Outcomes

Our Vision

The IJB's vision is to:

Work in partnership to improve wellbeing and reduce health inequalities across all communities in West Lothian

To take forward this vision it is essential that we:

- recognise and take account of the different needs of vulnerable groups when we plan, design and deliver services
- ensure that all adults are supported to live their lives as well as possible
- support people to achieve their potential to live independently and
- enable people to exercise choice over the services they use in line with the principles of Self Directed Support (SDS)

Our Values

The IJB has aligned NHS and Council values with the policy intentions of health and social care integration to create a set of core values.



Figure 5: NHS Lothian and West Lothian Council values

Strategic Context

Health and social care services operate within an evolving and complex framework of legislation, policy and guidance (detailed in Appendix 2) that influence how we develop and deliver services that provide care and support to meet the needs of people in West Lothian.

Outcomes

The IJB is committed to delivering services that align with nationally and locally identified outcomes, in particular:

- **The National Health and Wellbeing Outcomes**

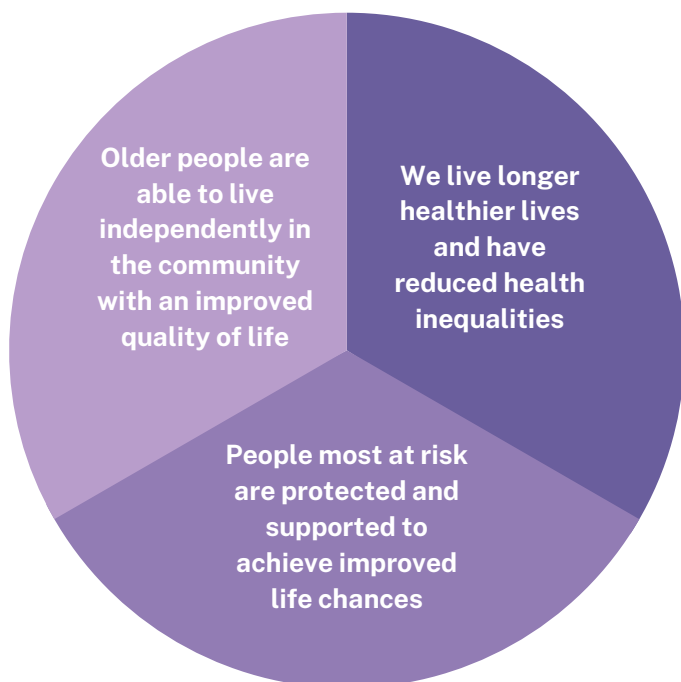
The Strategic Plan has been designed to deliver the nine National Health and Wellbeing Outcomes for integration. These are high-level statements outlining what health and social care partners are attempting to achieve through integration and improvement across health and social care. These are underpinned by a human rights-based approach.



Figure 6: National Health and Wellbeing Outcomes

The West Lothian Local Outcome Improvement Plan

Through delivery of this strategic plan we also aim to meet local outcomes identified within the West Lothian Local Outcome Improvement Plan (LOIP) in particular:



At the time of writing it should be noted that reviews of the LOIP and Community Planning Partnership’s Locality Plans are currently underway. The Community Planning Partnership has agreed that the LOIP should focus on the ‘added value’ that the CPP can bring to particular issues, build on the value of working collaboratively whilst not duplicating activity that is currently ongoing. The new LOIP will therefore focus on the following four pillars:

Figure 7: West Lothian Local Improvement Outcomes



Figure 8: Four pillars identified in the West Lothian Local Outcome Improvement Plan

Independent Review of Adult Social Care in Scotland

In 2021 the Scottish Government published the findings of the Independent Review of Adult Social Care (IRASC) in Scotland. The review concluded that that to secure better outcomes for people in Scotland there was a need to:

Shift the paradigm

The review stated that strong and effective social care support needed to be underpinned by a human rights-based approach. It specifically recommended that the approach taken to the delivery of health and social care services should:

- enable people's rights and capabilities
- be based on preventative and anticipatory collaboration and
- be a vehicle for supporting independent living.

Strengthen the Foundations

The review highlighted the need for system level change, with more effective problem solving and a scaling up of promising practice. It also recognised the need to strengthen the social care workforce, emphasising engagement, value and reward as well as increasing the focus on unpaid carers to enable them to continue to be a cornerstone of social care support.

Redesign the System

The review emphasised the need for a new delivery system for social care support, involving those with lived experience in its design. It recommended a National Care Service and highlighted the need to transform the planning, commissioning and procuring of social care support, based on partnership and relationships rather than competition.

Our approach to the planning and delivery of social care services in West Lothian is in line with the principles and themes highlighted in the findings of the IRASC, but there is still more that we need to do. The objectives and priorities identified in this Strategic Plan reflect the key themes from the report

National Care Service

The Independent Review of Adult Social Care also recommended the establishment of a National Care Service (NCS) with the aim of ensuring that people of all ages can access the support they need to live a full life by improving consistency and quality of provision. It is proposed that the NCS will be responsible for social work and social care support, including support for carers. It will also be responsible for planning and commissioning primary care and community health services.

The development of the NCS will have a significant impact on how community health and social care services are planned and delivered in the future. In particular, the intention to reform Integration Joint Boards into Community Health and Social Care Boards ('Local Care Boards') will impact directly on existing governance arrangements.

At this time much of the detail regarding the development of the NCS is still unclear. Progress on this significant policy development will be kept under review by the IJB.

Section 4: Understanding Our Population's Needs

Demographic Challenges

The latest population statistics for West Lothian (National Records Scotland), indicates the area's population stood at 185,580 in June 2021, the 5th highest population in Scotland. In the 10 years previous, the population in the local area had grown 19.5%, the second highest increase of all the local authorities in Scotland and two and a half times that of the Scottish average (7.6%).

Further increases in the local population are also projected, with a 5.9% increase predicted by 2028, three times the increase of the national average. The population is predicted to grow primarily by net migration into the area (4.9% rise, supplemented with births exceeding deaths by 0.8%). It is noted that there is projected to be approximately 12,000 new homes built in the West Lothian area by 2027.

Growth in the older population will be the most significant with the 65-74 age groups increasing by 19% and people aged 75 and over increasing by 39% by 2028.

Healthy life expectancy is the number of years an individual is expected to live in good health. The difference between healthy life expectancy and life expectancy highlights the length of time an individual is expected to live in poor health. Although female life expectancy is higher than that of males, more years are spent in poorer health.

Almost one in five (19.5 %) people living in West Lothian report having a limiting long-term health condition. A long-term condition can have a significant impact on quality life and ability to carry out day to day activities and includes any condition which has lasted or is expected to last at least 12 months

Health Inequalities

The Scottish Index of Multiple Deprivation (SIMD) is an area-based measure of deprivation which ranks all data zones in Scotland from 1 (most deprived) to 6,976 (least deprived). This is the Scottish Government's official tool for identifying areas of multiple deprivation.

West Lothian has 239 data zones, 35 of which fall within the most deprived 20% (quintile 1) of the 2020 SIMD data zones. The SIMD pulls together data on 32 indicators covering seven domains: employment, income, housing, crime, health, education and access. Each of these domains are given their own individual ranking which makes it possible to compare different geographies based on individual domains.

Four of the data zones in West Lothian are within the most deprived 5% in Scotland, one each in Blackburn, Armadale South, and Whitburn Central in the West Locality and Craigshill, which is located within the East Locality. Armadale South - 04 (S01013395) is the lowest ranked data zone overall (rank 45).

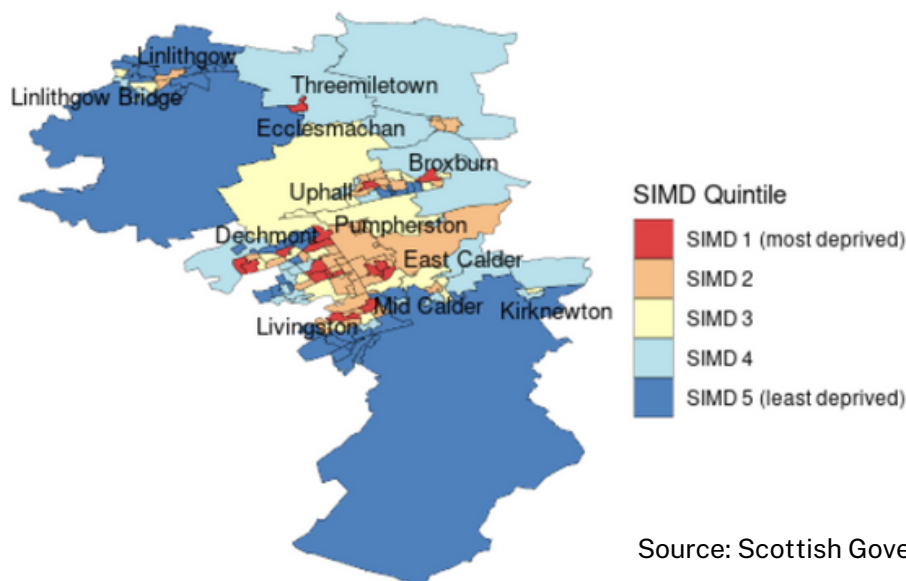
Deprivation Profile - East Locality

In 2020 within the East Locality 12.5 % of people lived in the most deprived SIMD Quintile, and 27% lived in the least deprived SIMD Quintile. The table provides a comparison of the population living in each Quintile in 2020 compared to 2016.

Quintile	Percentage of population 2016	Percentage of population 2020	Difference
SIMD 1	13.9%	12.5%	-1.4%
SIMD 2	22.6%	25.4%	2.8%
SIMD 3	19.7%	15.7%	-3.9%
SIMD 4	18.3%	19.5%	1.2%
SIMD 5	25.5%	26.9%	1.4%

Figure 9: % population living in the 2016 and 2020 SIMD Datazone Quintiles

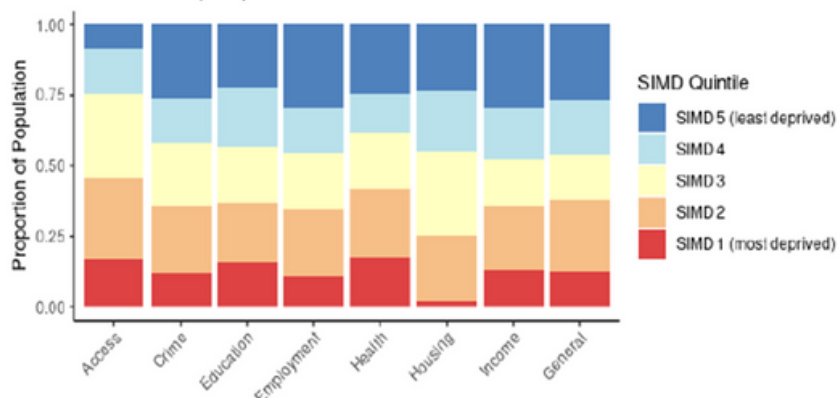
Map of Data Zones East Locality coloured by SIMD quintiles



Source: Scottish Government, Public Health Scotland

Proportion of the population residing in each 2020 SIMD quintile by domain

Source: Scottish Government, Public Health, National Records Scotland



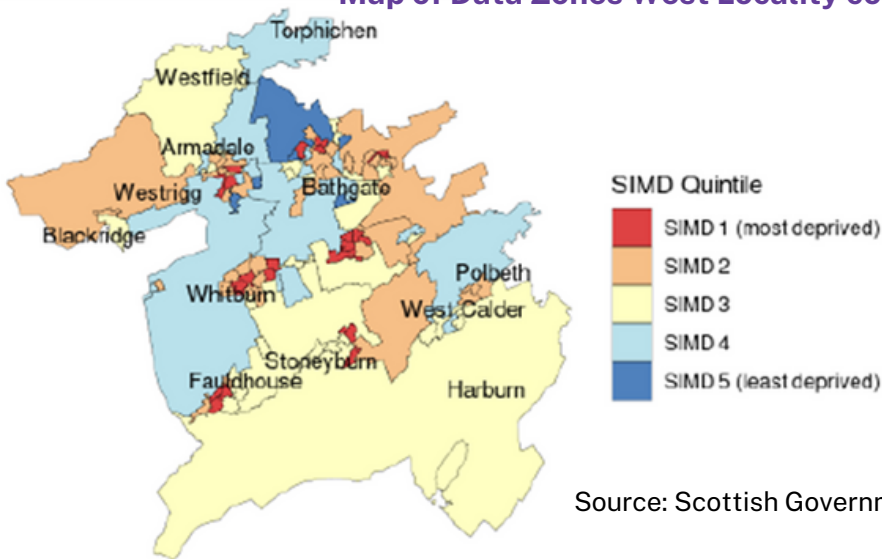
Deprivation Profile - West Locality

In 2020 within the West Locality 18.8 % of people lived in the most deprived SIMD Quintile, and 5.2% lived in the least deprived SIMD Quintile. The table provides a comparison of the population living in each Quintile in 2020 compared to 2016.

Quintile	Percentage of population 2016	Percentage of population 2020	Difference
SIMD 1	19.3%	18.8%	-0.6%
SIMD 2	31.9%	31.1%	-0.8%
SIMD 3	23.9%	22.9%	-1.0%
SIMD 4	17.3%	22.0%	4.8%
SIMD 5	7.6%	5.2%	-2.4%

Figure 10: % population living in the 2016 and 2020 SIMD Datazone Quintiles

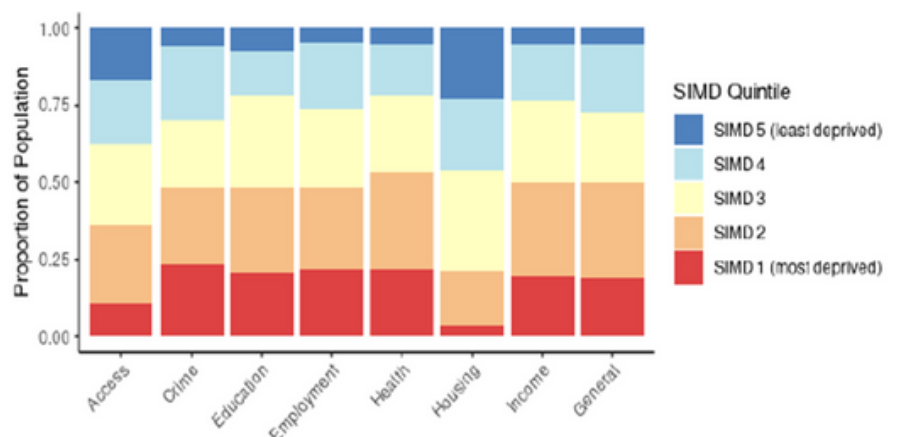
Map of Data Zones West Locality coloured by SIMD quintiles



Source: Scottish Government, Public Health Scotland

Proportion of the population residing in each 2020 SIMD quintile by domain

Source: Scottish Government, Public Health, National Records Scotland



Locality Planning

We have defined two localities across which health and social care services will be planned and delivered. The localities will provide a key mechanism for strong local, clinical, professional and community leadership, ensuring that services are planned and led locally in a way that is engaged with the community and contributing to effective strategic commissioning.

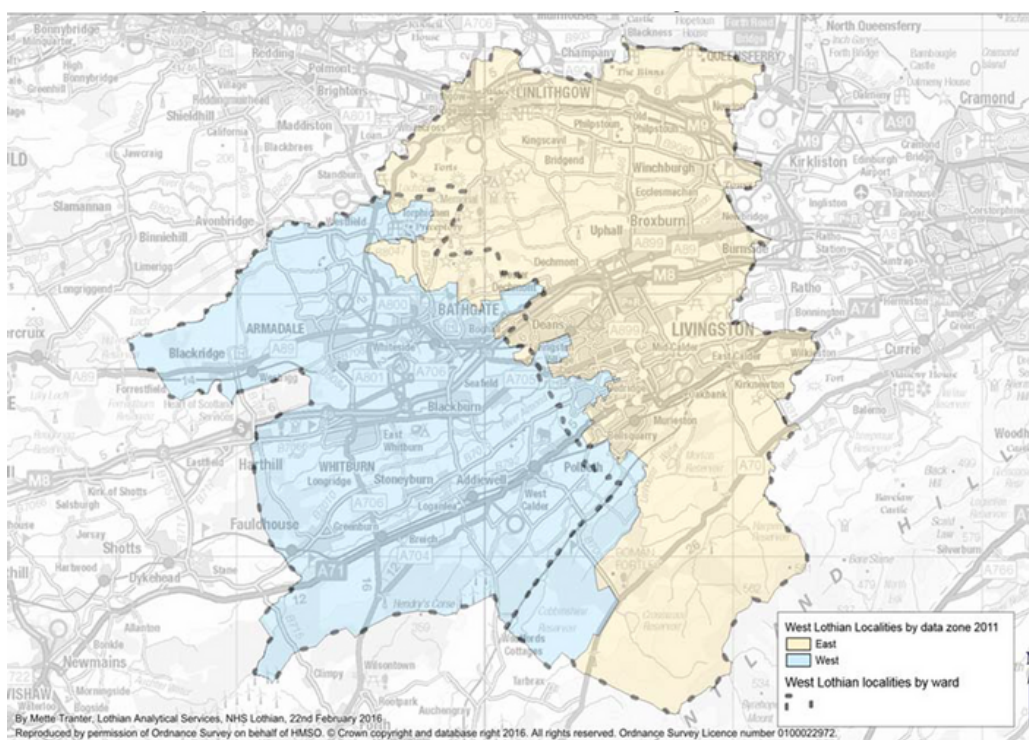


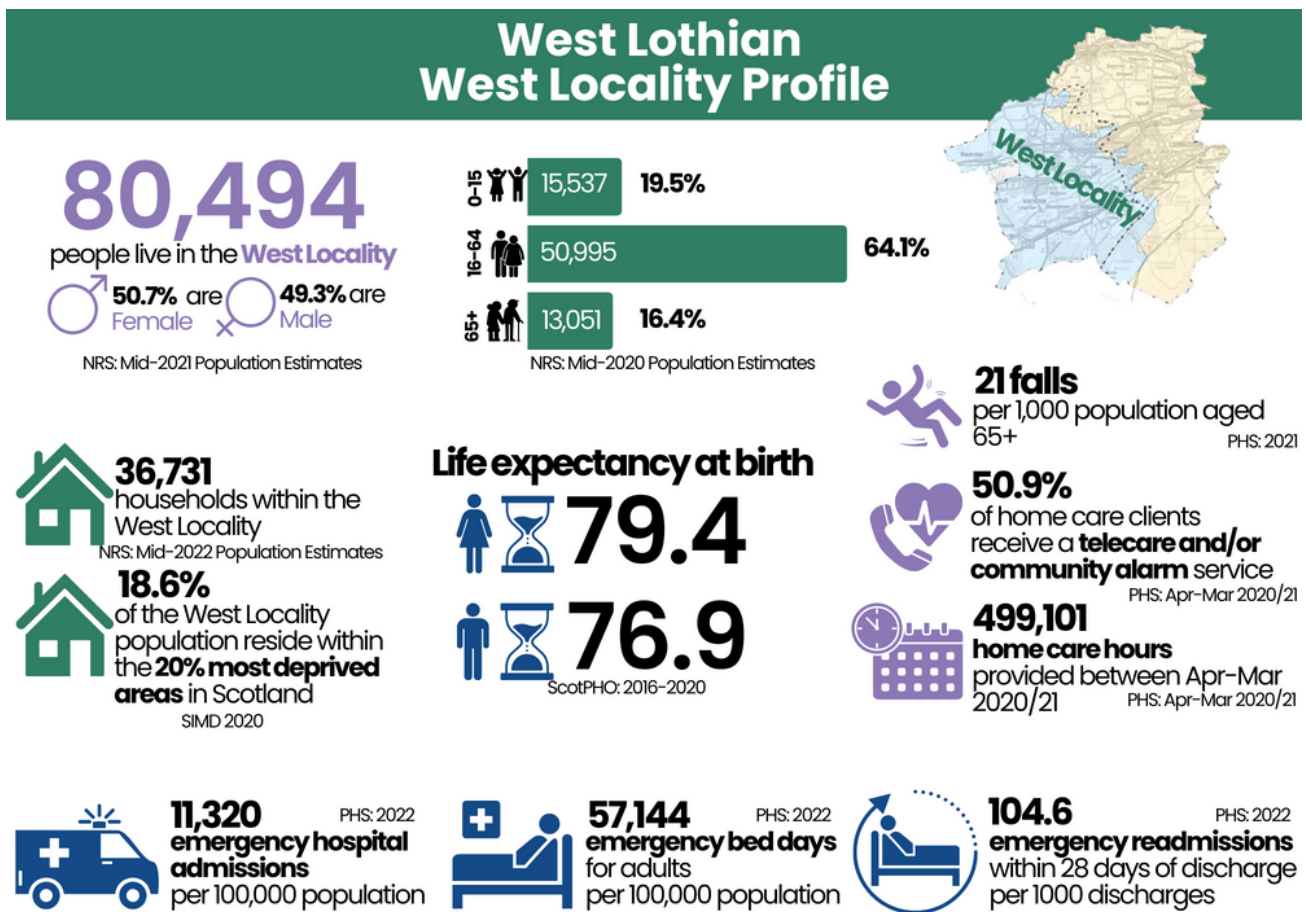
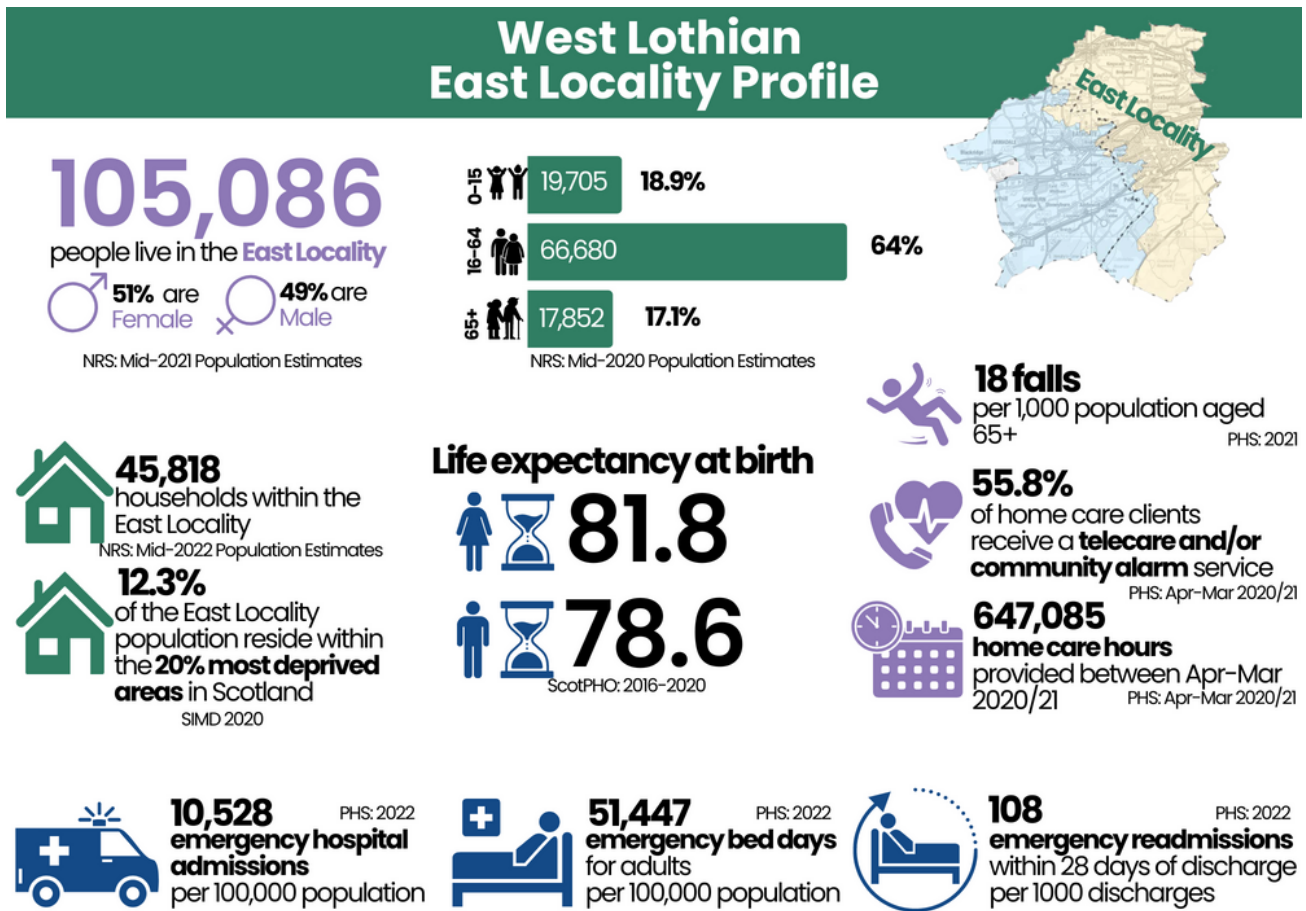
Figure 11: Map of East and West Localities: Lothian Analytical Services 2015: Ordnance Survey, HMSO 2015

The way health and social care services are delivered locally can have a significant impact on addressing the main health and wellbeing challenges. We will work with our partners to ensure local involvement in strategic planning with the direct involvement and leadership of:

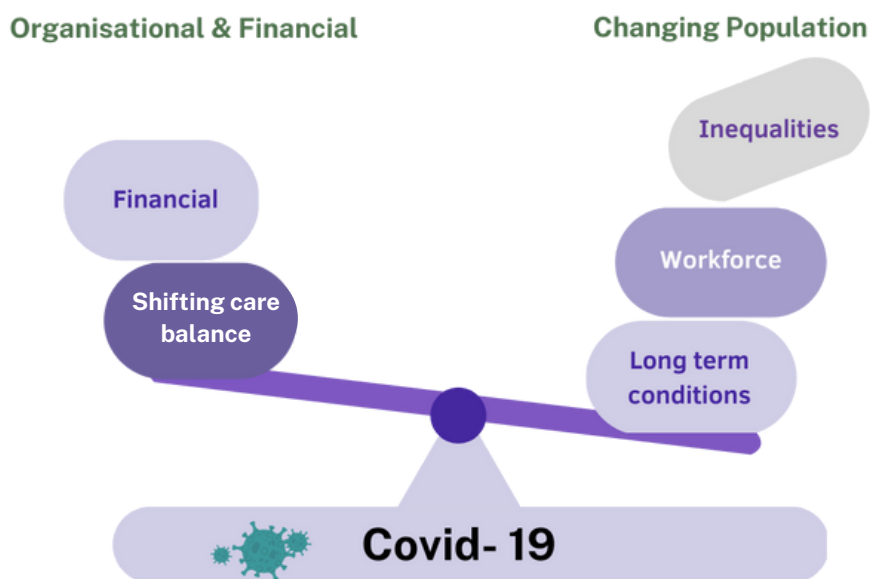
- Health and social care professionals involved in the care of people who use services
- Representatives of the housing sector
- Representatives of the third and independent sectors
- Carers and patients' representatives
- People managing services

The views and priorities within the localities will be taken into account in the development of our Delivery Plans, therefore it is essential that strategic and locality level planning work together to create the best working arrangements to enable them to take account of local and deep-rooted issues such as inequality and poverty.

Below is a summary profile of each Locality's characteristics, on which the Delivery Plans will be based:



Why Does Health and Social Care Need to Change?



Impact of the Pandemic

The full, long-term impacts of the pandemic are still unclear, but we do know that our service users, carers, staff, and the wider community have all been impacted in some way. The strategic plan has been developed to take account of and address some of the inequality which has been exacerbated by the Pandemic.

In conjunction with the IJB Strategic Planning Group, we have reviewed and reflected on our experience of managing through the pandemic focus on:

- **What had worked well?**
- **What had been challenging?**
- **What needed to change?**

A range of themes resulted from this review in particular the importance of:

- partnership working
- early intervention and prevention
- good, clear and consistent communication
- further developing our approach to the use of technology
- our health and social care workforce

Economic Challenges

Both West Lothian Council and NHS Lothian are facing significant financial challenges over the next five years. The IJB will therefore need to make substantial savings and change the way that services are delivered as the funding available will be insufficient to meet the increasing cost of service delivery.

Growth and Change in Demographics

West Lothian's population is growing and continues to grow at a faster rate than the Scottish average. It is projected to increase to 192812 during the period of this strategic plan. At the same time, the numbers of people in West Lothian aged 65 to 74 is expected to increase by 19% by 2028 with those aged over 75 increasing by 39%. This is compared to the Scottish average growth of 14.4% in the 65 to 74 population and 25.4% increase in those aged over 75 during the same time period. These changes will result in more demand for health and social care services.

Health Inequalities

There are significant differences in health outcomes between some communities and individuals with an 8-10 year gap in life expectancy between the most deprived and least deprived in West Lothian.

Long Term Conditions

Almost one in five people in West Lothian are living with a long-term condition that affects their wellbeing.

Workforce

The age profile of the workforce together with fewer people choosing a career in health and social care is impacting on sustainability making it harder to recruit and retain a skilled health and social care workforce.

Shifting the Balance of Care

We need to provide more care in the community to reduce avoidable hospital admissions and support people to return home or to a homely setting as soon as possible.

Section 5: Strategic Priorities

Our plan is focused on achieving a sustainable health and social care system for West Lothian which aims to balance organisational and financial pressures with those of increased demand for services. To improve health and wellbeing outcomes for people in West Lothian we need to change the way that we plan, develop and deliver health and social care services. To take forward the changes required we have set the following strategic priorities for the duration of this Plan:

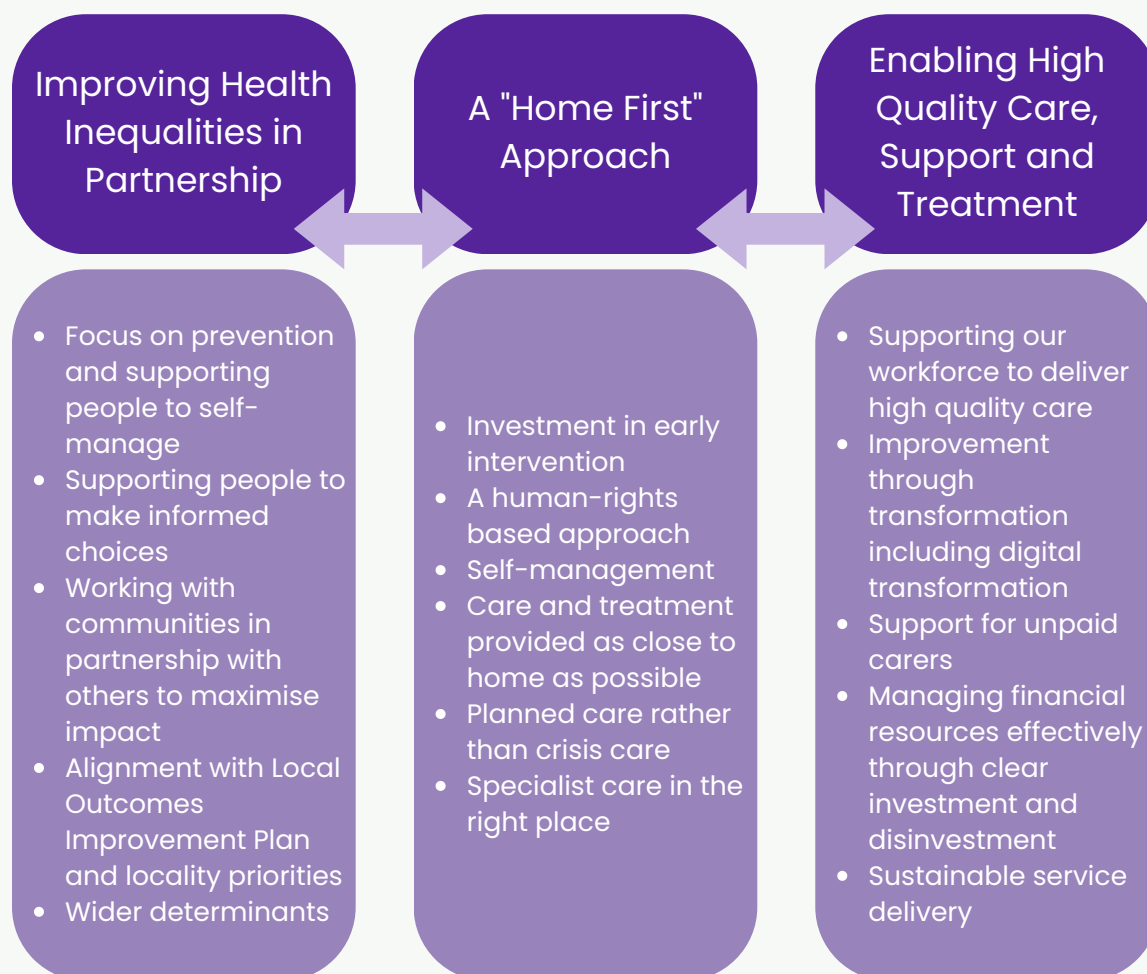


Figure 12: strategic priorities

Improving Health Inequalities in Partnership

Health inequalities are systematic, unfair differences in the health of the population that occur across social classes or population groups. In West Lothian there are still significant inequalities in health between people who are socially and economically well off, and those who are socially disadvantaged. Life expectancy around eight years different depending on where people live. People living in the most deprived communities can also have poorer physical and mental health throughout their lives with almost every health indicator showing progressively poorer health as indicators of deprivation increase.

Research highlights the importance of addressing fundamental determinants of health inequalities such as poverty, income, employment, wealth and housing in order to effect change. The causes of inequalities in health are complex and therefore can only be improved by working in partnership. The IJB will ensure its own services are sensitive to the needs of the most disadvantaged groups and will work with our partners in West Lothian, through the Community Planning Partnership, to collectively focus for tackling inequalities as well as focusing on prevention.

We will work with our partners to reduce the impacts of health inequalities by:

- Working with community planning partners to address underlying social inequalities that result in health inequalities such as poverty, low income, access to education and qualifications, access to appropriate housing etc.
- Focusing on prevention and supporting people to self-manage
- Ensuring that people are supported to make informed choices and direct their own care and support
- Ensuring services are accessible to all based on need, and barriers to care are addressed
- Prioritising prevention, primary and community services to maximise benefit to the most disadvantaged groups
- Supporting services and initiatives to reduce the impacts of inequalities on health and well being



A Home First Approach

Home First is the overall ambition of our programme to transform the way that we deliver care to adults and older people. In line with the Scottish Government's strategic direction we are working to ensure that people are supported to remain at home or in a community setting for as long as possible. Hospitals should not be places where people go to live, even people who have ongoing clinical needs. Hospitals are places for people who need specialist short-term care and should therefore only be considered when care cannot be delivered in any other care setting.

We are focused on developing new ways of working and models of care to manage people within their own communities, with admission to an acute hospital only where there is a clinical need for this to happen. Our aim is to ensure that people receive their care and support at home whenever possible with a focus on preventing deterioration and crisis.

Where hospital admission is necessary for clinical reasons, we will develop responsive supports to enable discharge from hospital, allowing people to return to community settings without delay. This is essential as staying longer in hospital than necessary can result in poorer outcomes for some people, particularly those who are frail.

The Home First approach includes planning for acute hospital bed, unscheduled care, end of life care, dementia and community supports such as Care at Home to ensure a whole system approach as detailed below:

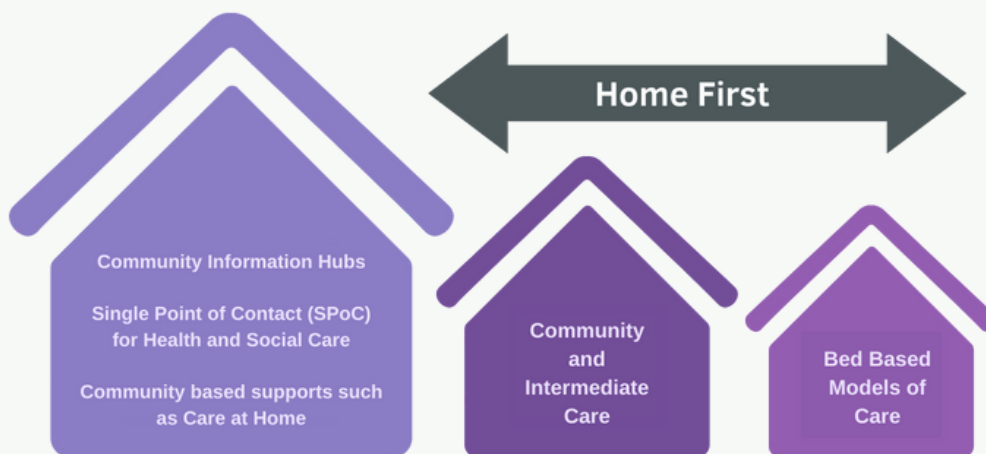


Figure 13: Home First whole system approach

To take forward our ambition of Home First we will:

- Invest in early intervention and prevention
- Take a human rights-based approach to the delivery of our services
- Support people to self-manage
- Develop services that enable care and treatment to be provided as close to home as possible
- Develop care models that move from crisis care to planned care where possible
- Ensure that people can access specialist care and support in the right place.

Enabling High Quality Care, Support and Treatment

In order to deliver on the IJB's priorities of Improving Health Inequalities in Partnership and A Home First Approach, it is essential that we create an environment that enables the development and delivery of good care and treatment in particular:

Supporting and Developing the Health and Social Care Workforce

West Lothian's health and social care workforce is critical to the effective delivery of health and social care. Even in the most challenging of circumstances, our staff demonstrate their skills, flexibility and commitment to continue to provide critical services for our communities.

Ensuring staff are fully engaged and able to contribute to the design and delivery of health and social care integration and have the knowledge and skills to respond to the changes envisaged are key priorities. The West Lothian HSCP Workforce Plan and the Workforce Communication and Engagement Strategy outline the approaches that we will take to ensure that our staff are supported, informed, valued and involved

Progressing Technology and Digital Transformation

The IJB is committed to progressing with technology and implementing the digital transformation of the way that we deliver services. In responding to the pandemic there was a focus on the use of digital technology as services were adapted to enable them to be delivered remotely. There are opportunities to build on the lessons we learned from responding to the pandemic, in particular how we can further embed digital technology in the delivery of our services.

There are opportunities to increase the use of Technology Enabled Care (TEC) and further promote the use of smart technology within the home to support personalisation, choice and self-management to enable people to lead fulfilled lives and have more control over their care and support.

The IJB will develop a Digital Strategy, aligned to the Scottish Government's Digital Health and Care Strategy, with the aim of delivering digitally transformed health and social care services in West Lothian which will deliver positive outcomes for people who use our services through improvements in service delivery and efficiency.

Supporting Unpaid Carers

In West Lothian we recognise the crucial contribution that unpaid carers make to their communities across West Lothian and are committed to ensuring that they are supported to take a break from caring, look after their own health and also ensure that unpaid carers are not defined by their caring role.

Work is currently progressing on the development of the revised Carers Strategy that will be in place in 2023. We will continue to work with our partners to achieve a support network and deliver excellent services for carers of all ages to meet their own individual needs and those of the person they care for.

Managing Financial Resources Effectively

The IJB’s Medium Term Financial Plan plays an important role in informing the planning and prioritisation of future service delivery, and strategic planning and commissioning. Financial planning assumptions will be reviewed on an ongoing basis to take account of events such as changes to funding levels, economic forecasts, care demands and policy decisions impacting on health and social care.

Our medium-term financial planning will take account of a range of risks including:

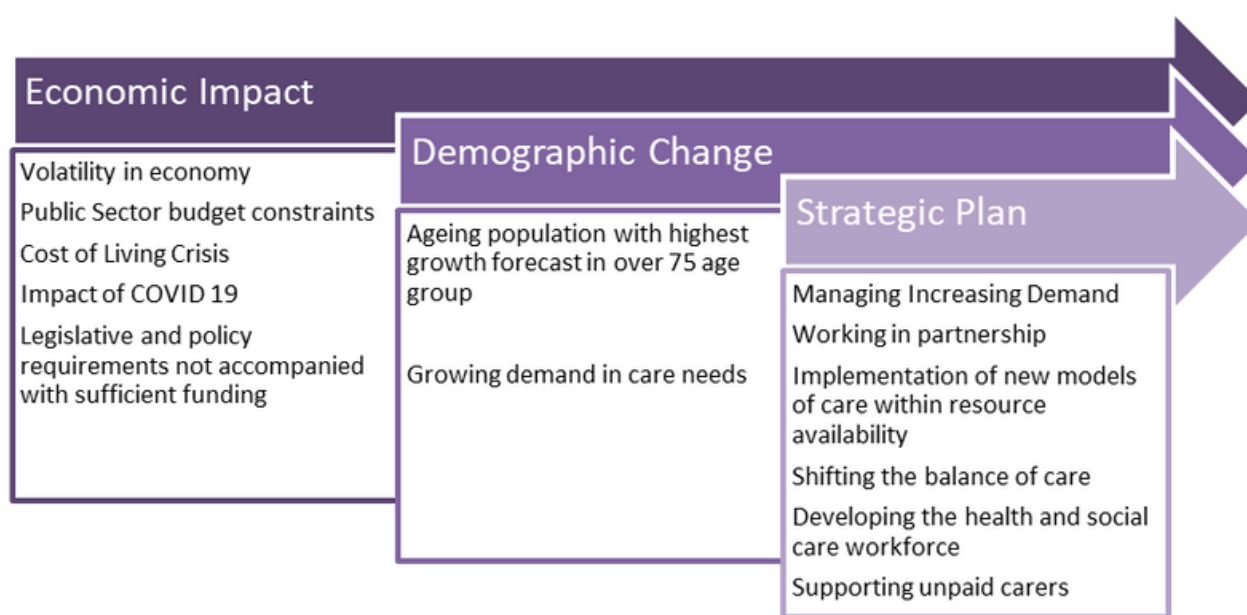


Figure 14: medium-term financial planning risks

We will develop a range of delivery plans that will be underpinned by our medium-term financial planning framework. This will enable us to inform the planning and prioritisation of future health and social care services in West Lothian.

Sustainable Service Delivery

To ensure that we develop and deliver sustainable services and ensure the best use of resources we will continue to work with with our partners, communities, staff, people who use our services and their carers to inform where and how our services are delivered and consider if we can achieve this in a more efficient way.

As part of the Scottish Government’s commitment for public bodies to show leadership on the global climate emergency we will support NHS Lothian’s Sustainable Development Action Plan, West Lothian Council’s Climate Change Strategy 2021-28, and the West Lothian Community Planning Partnership's pillar - Creating Net Zero Carbon Communities.

Section 6: Transforming Health and Social Care

Strategic Commissioning

Strategic commissioning is the term used for all the activities involved in assessing and forecasting needs, linking investment to agreed outcomes, considering options, planning the nature, range and quality of future services and working in partnership to put these in place. This includes challenging historical spending patterns in light of what we know about our population needs and in particular managing the major trends of a growing, ageing population with increasing comorbidity.

The changes in our population require a different type of health and social care system, one that is modelled on supporting people to live independently in the community where possible. The real added value of strategic commissioning will be in our ability to shift resources from the traditional models of care to new models of care.

As our services develop and as changes are achieved through our transformational change programmes, we will need to commission different types of services and in different ways. Based on the strategic intentions outlined in this plan, we will develop delivery plans that will cover all adult care groups, inform our strategic commission and will be aligned with our strategic priorities of:



Our Programmes of Change

The programmes of change for people in West Lothian are based on the principle that people have the opportunity to live independently within local communities, with a range of supports available locally to prevent problems arising and manage challenges if they occur. The focus is on:

- Ensuring that there are opportunities for personal growth, access to community services, networks and employment
- Taking a human-rights based approach, ensuring that people have choice and control over their care, support over their care, and ensuring that their carers are well supported
- Working with partners to ensure that a range of options is available to meet individual needs in local communities wherever possible
- Ensuring that health and social care services are focused on early intervention, prevention & reducing hospital admission

Areas of Transformational Change

Major programmes of modernisation and redesign are underway for a range of services which involve shifting the balance of care from hospital to community settings and the development of local services to allow people to access care, support and treatment within the West Lothian Health and Social Care Partnership where possible. The programmes of change will determine how we commission future services and include programmes for:

- **Services for older people**
- **Services for adults with a physical disability**
- **Services for adults with a learning disability**
- **Mental Health services**
- **Substance misuse services**
- **Primary Care**
- **Unplanned Hospital Care**
- **Palliative Care**
- **Hosted Services – Podiatry**

All programme of changes take account of:

The role of Unpaid Carers

Each programme of change acknowledges the vital role that unpaid carers play in society. The IJB is committed to ensuring that support is available to carers within the caring role but also to enable them to lead a full life beyond their caring responsibilities. Our vision for carers in West Lothian is that

Carers are valued as equal and expert partners in care and that they are supported and empowered to manage their caring responsibilities with confidence. That carers remain in good health and have a life of their own outside of their caring role.

The West Lothian Carers Strategy sets out our vision and aims for unpaid carers and young carers in West Lothian and the support that they can expect. The strategic outcomes of the strategy are:

- Carers voices are heard and their views and experiences are taken into account in decisions that affect them
- 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.
- Carers access the financial support and assistance that they are entitled to.
- Carers are able to maintain meaningful employment alongside caring
- Carer can participate in and are valued by their community and wider society
- Young carers are supported and protected from inappropriate caring and negative impacts on their education, social lives and future development.

A new Carers Strategy will be developed in 2023 to ensure that progress continues to be made and will identify the key priorities for supporting carers in the future.

Commissioned Services

All of the transformational change programmes involve working alongside a range of partners including those who deliver services commissioned from the third and independent sectors.

Delivery of care and support at home, care home services and other community-based supports play an essential role in the effective delivery of a whole system approach to transformational change. Our Delivery Plans will set out how we will work with commissioned services. In addition, the IJB's Market Facilitation Plan will set out how we will engage with providers of health and social care to support market development and facilitate change in key areas of commissioning.

Workforce Planning

Having a workforce with the right skill, at the right time and in the right place provides the foundation for the delivery of effective health and social care services. Our transformational change programmes will be underpinned by this ambition and will link to the West Lothian HSCP Workforce Development Strategy 2022-25.



Section 7: Financial Framework

Medium-Term Financial Planning

In line with best practice guidance from Audit Scotland, Accounts Commission and the Chartered Institute of Public Finance and Accountability (CIPFA), the IJB has an approved approach to medium term financial planning and a high level financial strategy to cover the period of this Strategic Plan, from 2023/24 to 2027/28. As part of this a more detailed three year budget plan including saving options for this period has been prepared. The IJB's medium term financial plan (MTFP) over the three years has been developed on a collaborative basis with partners at West Lothian Council and NHS Lothian.

The MTFP takes account of estimated funding availability compared to estimated expenditure demands over future years to establish the extent of potential saving requirements used for the purposes of financial planning. A range of saving options have been identified to help meet the estimated budget gap over the three years and further work will be undertaken with the objective of achieving a fully balanced budget over the medium term planning period. The Strategic Plan and its associated programmes will have to be delivered within the finite resources available to the IJB.

The medium-term financial plan plays an important role in informing the planning and prioritisation of future service delivery, strategic planning and commissioning. Financial planning assumptions will be reviewed on an ongoing basis to take account of events such as changes to funding levels, economic forecasts, care demands and policy decisions impacting on health and social care.

Both partner organisations have complex financial and funding arrangements which create a degree of uncertainty over the medium to long term. Consequently, the forecast of a longer-term financial plan to match the priorities outlined in this Strategic Plan is challenging and requires to be monitored and updated on a regular basis to take account of changing circumstances and events.

Medium-term financial planning requires to take account of a number of risks as summarised below:

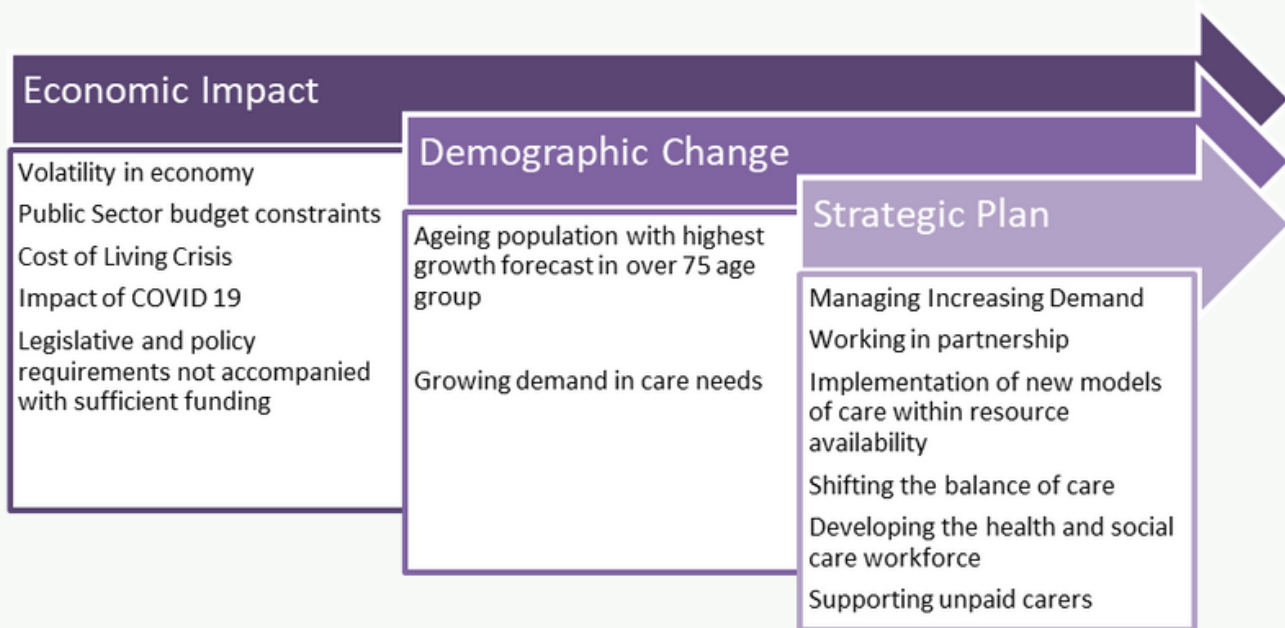


Figure 15: medium-term financial planning risks

IJB Medium Term Financial Plan

Audit Scotland and the Accounts Commission have emphasised in several reports that evidence shows that Public sector bodies are finding financial pressures increasingly difficult to manage and that effective leadership and robust planning are essential to help meet the challenges ahead. In addition, the Accounts Commission believe that all local government bodies should have a long term financial strategy covering a minimum of five years and that these long term strategies should be supported by financial plans covering a minimum of three years. This is also a requirement of the CIPFA Financial Management Code. The current financial headwinds and demand pressures facing health and social care, means that it is important the IJB takes urgent and sustainable actions to ensure ongoing financial sustainability.

In line with the Board’s agreed approach to financial planning and consistent with best practice, the IJB has prepared a five year strategy and a three year budget plan for the period 2023/24 to 2025/26. The resources associated with the IJB 2023/24 to 2025/26 budget plan is set out below:

West Lothian Integration Joint Board Accounts

	2023/24	2024/25	2025/26	Total Three Year
	Budget	Indicative Budget	Indicative Budget	Indicative Budget
Social Care Services	£'000	£'000	£'000	£'000
Learning Disabilities	24,280	25,482	26,556	76,318
Mental Health	5,288	5,631	5,944	16,862
Physical Disabilities	7,905	8,385	8,862	25,152
Older People Assessment and Care	44,865	46,625	48,482	139,972
Care Homes and Housing with Care	8,434	7,272	5,592	21,298
Occupational Therapy	1,417	1,405	1,447	4,268
Support and Other Services	3,019	3,029	3,062	9,110
Total Adult Social Care	95,208	97,828	99,944	292,980
	2023/24	2024/25	2025/26	Total Three Year
	Budget	Indicative Budget	Indicative Budget	Indicative Budget
Core Health Services				
Community Equipment	1,075	1,075	1,075	3,225
Community Hospitals	2,601	2,652	2,704	7,957
District Nursing	4,594	4,686	4,780	14,060
General Medical Services	25,275	25,288	25,301	75,864
Mental Health	17,945	18,288	18,637	54,870
Prescribing	35,921	35,921	35,921	107,763
Resource Transfer	8,609	8,609	8,609	25,827
Therapy Services	4,843	4,921	5,001	14,765
Other Core	9,980	10,106	10,235	30,321
Total Core Health Services	110,843	111,546	112,262	334,651



Hosted Health Services				
Hospices	962	962	962	2,886
Learning Disabilities	2,953	3,011	3,070	9,034
Lothian Unscheduled Care Service	2,453	2,500	2,548	7,501
Oral Health Services	1,334	1,360	1,387	4,081
Hosted Psychology Service	1,738	1,774	1,810	5,322
Hosted Rehabilitation Medicine	1,936	1,971	2,007	5,914
Sexual Health	1,514	1,536	1,559	4,609
Substance Misuse	596	606	617	1,819
Hosted Therapy Services	2,554	2,604	2,654	7,812
UNPAC	1,380	1,380	1,380	4,140
Other Hosted Services	1,032	1,049	1,066	3,147
Total Hosted Health Services	18,452	18,753	19,060	56,265
Acute Set Aside Services				
ED and Minor Injuries	6,526	6,654	6,785	19,965
Cardiology	1,494	1,523	1,552	4,569
Diabetes & Endocrinology	802	812	821	2,435
Gastroenterology	2,212	2,237	2,262	6,711
General Medicine	10,325	10,522	10,726	31,573
Geriatric Medicine	5,827	5,941	6,057	17,825
Infectious Disease	2,640	2,660	2,680	7,980
Junior Medical	1,147	1,171	1,195	3,513
Rehabilitation Medicine	641	653	667	1,961
Respiratory Medicine	2,048	2,080	2,112	6,240
Therapies / Management	2,623	2,676	2,730	8,029
Acute Set Aside - Total	36,285	36,929	37,587	110,801
OVERALL TOTAL	260,788	265,056	268,853	794,697



Section 8: Monitoring Performance

The IJB has responsibility for monitoring the performance of the services delivered to the people of West Lothian. This is done through a range of measures such as.

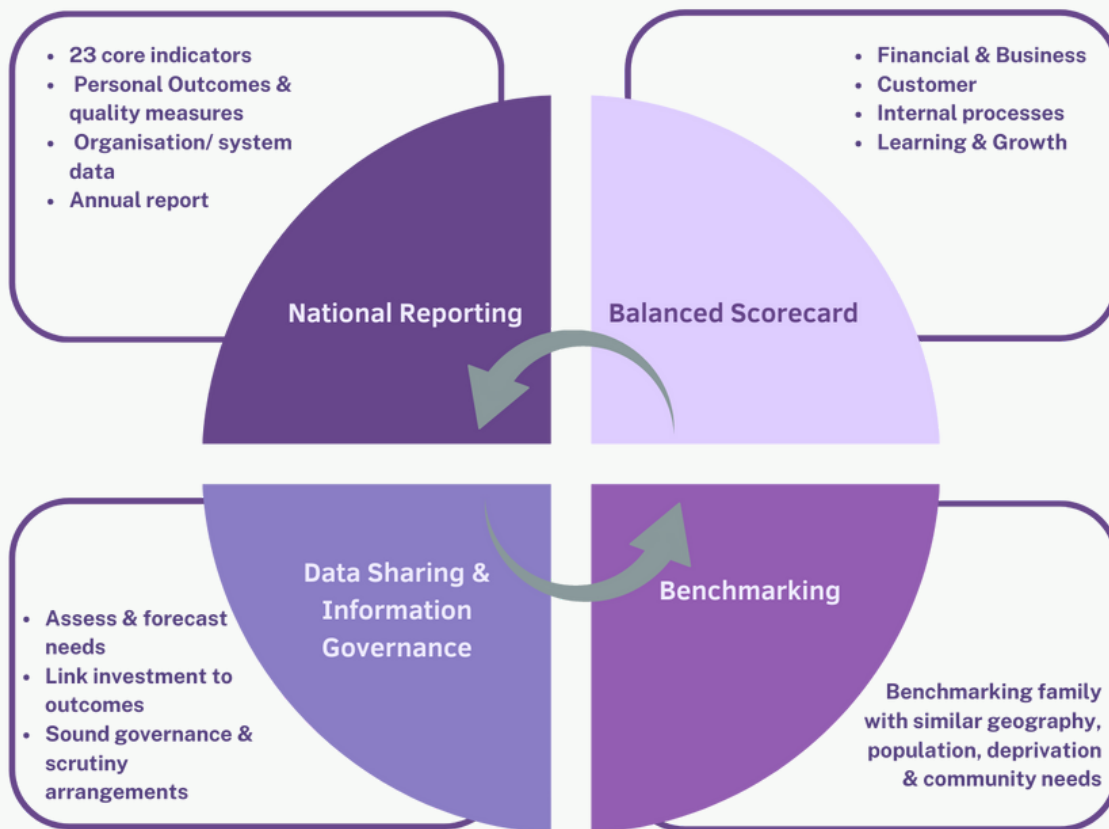


Figure 16: Model for monitoring the performance of the services

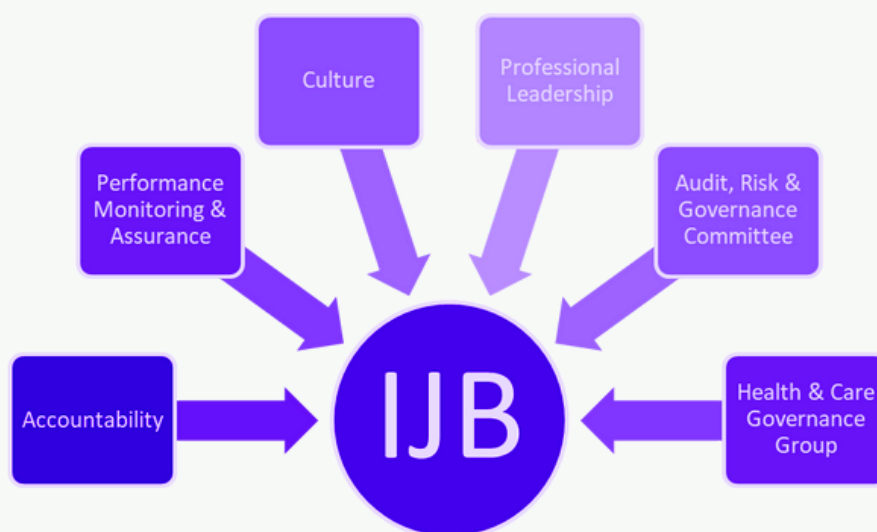
We will continue to develop local measures to provide a broader picture of performance and link our performance framework to strategic commissioning plans. This will ensure that we have appropriate arrangements in place for measuring progress against our strategic priorities.

Better data sharing across health and social care plays a key role in measuring performance of integrated services. We will continue to develop our partnership approach to data sharing to assist in forecasting need, determining investment and delivery of integrated services.

Section 9: Clinical and Care Governance

Clinical and care governance is the process by which accountability for the quality of health and social care is monitored and assured. It should create a culture where delivery of the highest quality of care and support is the responsibility of everyone working in the organisation.

The Health Board, the Council and the IJB are accountable for ensuring appropriate clinical and care governance arrangements are in place to support their duties under the Public Bodies (Joint Working) (Scotland) Act 2014.



The quality of service delivery is measured through performance targets, improvement measures and reporting arrangements designed to address organisational and individual care risks, promote continuous improvement and ensure that all professional and clinical standards, legislation and guidance are met. Embedded from frontline staff through to the board, good governance defines, drives and provides oversight of the culture, processes and accountabilities of those delivering care.

Arrangements are in place to ensure that staff working in integrated services have the skills and knowledge to provide the appropriate standard of care. Where groups of staff require professional leadership, this is provided by the relevant Health Lead or Chief Social Work Officer, as appropriate. The Workforce Plan identifies training requirements to support improvement in services and outcomes.

Members of the IJB actively promote an organisational culture that supports human rights and social justice; values partnership working through example; affirms the contribution of staff through the application of best practice, including learning and development; and is transparent and open to innovation, continuous learning and improvement.

West Lothian Integration Joint Board

Strategic Plan 2023/28

Alison White, Director West Lothian IJB

Bill McQueen, Chair West Lothian IJB

April 2023



Housing Contribution Statement 2023-2028

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- According to the 2017-2019 Scottish House Condition Survey, 26% of dwellings in West Lothian had adaptations
- Funding for fuel poverty and energy efficiency
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Introduction

The Housing Contribution Statement sets out the role of social housing providers in West Lothian to achieving outcomes for health and social care. The Housing Contribution Statement is an integral part of West Lothian Integration Joint Board's Strategic Plan and the purpose is to explain the way in which housing and related services in West Lothian support improvement in health and social care outcomes. The key housing strategies and plans that inform the Housing Contribution Statement are the Local Housing Strategy, the Rapid Rehousing Transition Plan and the Strategic Housing Investment Plan.

National Health & Well Being Outcomes

The National health and wellbeing outcomes to be delivered through integration are defined as:

- People are able to look after and improve their own health and wellbeing and live in good health for longer.
- 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
- People who use health and social care services have positive experiences of those services, and have their dignity respected.
- Health and social care services contribute to reducing health inequalities
- Health and social care services are centre on helping to maintain or improve the quality of life of people who use those services.
- People who provide unpaid care and 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.
- 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.
- Resources are used effectively and efficiently in the provision of health and social care services

Enabling independent living is of particular importance in defining the housing contribution through the provision of good quality housing to support a range of needs. This also aligns with objectives in the IJB Strategic Plan around the Home First approach. A contribution will also be made to other national outcomes such as the effective use of resources where effective housing solutions can prevent costly health and social care responses.

Strategic Plan Aims in the Housing Context

The aims of the Strategic Plan (noted below) can be assisted by housing solutions.

- Take a “Home First approach with coordinated care, support and treatment as close to home as it can be.
- Deliver planned care whenever possible
- Enable access to timely information, advice and support enabling people to make decisions about their own wellbeing.
- Take a rights based approach which places people at the centre
- Involve citizens, communities, staff, carers and other stakeholders as experts
- Improve outcomes for people through more seamless partnership working
- Drive improvement in service delivery through transformation

Strategic Commissioning

Strategic Commissioning is the term used for all the activities in assessing and forecasting needs, linking investment to agreed outcomes, considering options, planning the nature, range and quality of future services and working in partnership to put these in place. The IJB Strategic Plan aims to shift resources from traditional models of care to new models of care. The aim will be to support people to live in the community wherever possible. Delivery plans will be developed to align with strategic priorities

- Improving Health inequalities in partnership
- A “Home First” approach
- Enabling high quality care, support and treatment

Areas of Transformational Change

The programmes of change will determine the commissioning of future services

- Services for older people
- Services for adults with a physical disability
- Services for adults with a learning disability
- Mental Health Services
- Substance misuse services
- Primary Care
- Unplanned hospital care
- Palliative care
- Hosted services – Podiatry

Strategic Needs Assessment

A Strategic Needs Assessment was undertaken in 2022 to inform the new West Lothian IJB Strategic Plan 2023 to 2028. This along with consultation with IJB partners has identified the following gaps and work required in relation to the role of Housing and the provision of specialist housing.

- The role of Housing in the new 'Home First' approach identified as one of the three priorities of the IJB for 2023-2028 to avoid hospital admission and reduce delayed discharges;
- Gaps in specialist housing provision for people with long term neurological conditions;
- The Coming Home Agenda and the need to re provision people with learning disabilities and mental health issues from hospital or out of area placements into community settings;
- Compared to the national position West Lothian has an under provision of care homes for older people and adults. There are two current planning applications for care homes for older people in Livingston and Linlithgow.
- Individuals with high tariff care and support needs who cannot be sustain safely in the community in individual tenancies;
- Prevention of homelessness for people with addictions who are in recovery but do not have a permanent home
- Lack of suitable accommodation options for people with Alcohol Related Brain Damage (ARBD) who are under 65 years of age - only facility is milestone house, nursing home care or out of area placements

As noted in the IJB Strategic Plan, there are significant health inequalities in West Lothian. West Lothian has a higher proportion of people in the most deprived areas than other parts of Lothian. The requirement for joint working by a wide range of public services is noted in the Strategic Plan so that health inequalities can be challenged.

The two localities, East and West was adopted based on current multi-member wards. The West locality contains most of the former coalmining and heavy industrial areas of West Lothian and shows continuing impact of these industries and the process of de-industrialisation and long term unemployment. In general the issues of an ageing population poor health, deprivation and unemployment are more significant in the West than in the East.

Evidence base for Health and Housing in West Lothian

The need for housing to support a range of needs in West Lothian is based on the evidence of demographic and health trends noted below.

- West Lothian's population is currently growing at a faster rate than the overall Scottish rate of growth. The overall population will grow by 9.9% between 2018 and 2028. Between 2018 and 2028 the number of households in West Lothian is projected to increase from 77,953 to 85,634.
- West Lothian has an ageing population. Our oldest residents are most likely to experience complex and interrelated problems in their physical and mental health.
- Over the period 2018-28, the 64-74 age group will increase by 39.4%
- As the population ages, more individuals in the area are going to be living in poorer health. Consequently, there will be higher demand on health and social care services.
- According to the Scottish House Condition Survey Local Authority Analysis, 2017-2019, 46% of households in West Lothian have one or more members who is long term sick or disabled.
- 61% of households where one or more of the members are long term sick or disabled are in the social rented sector 38% are in the owner-occupied sector.
- Households containing pensioners comprised the highest percentage of households containing one or more long term sick or disabled members at 58% and 37% for families.

Since the development of the second IJB Strategic Plan, work has been undertaken to understand the accommodation requirements of specific client groups in West Lothian. This has been done through the various commissioning plans including older people, physical disability, complex care and mental health.

New Housing Supply

West Lothian Council has continued with its new build council housing programme. Between 2017/18 and 2021/22, 131 wheelchair bungalows were completed. All new build council houses are built to Housing for Varying Needs standards and this applies to both council and RSL properties. A review of Housing for Varying Needs is underway by Scottish Government and the outcome of this will inform future design standards for housing. As part of the new build programme a number of ground floor cottage flats have had wet floor showers installed so that they can be suitable for people with disabilities.

Registered Social Landlords built 15 homes for people with particular needs between 2017/18 and 2021/22. There are a number of specialist housing providers in West Lothian and these include Bield Housing and Care, Cairn Housing Association, ARK Housing Association and Horizon Housing Association.

Housing for older people at Almondvale, Livingston and Calderwood is being developed by Wheatley Group East and Places for People respectively.

ARK Housing Association is developing 20 homes for people with particular needs in Livingston.

Homes for West Lothian Partnership was set up to enable joint working between the council and RSLs to provide more affordable housing in West Lothian. There is regular discussion with RSLs on the need for specialist housing provision and they understand the requirement to provide housing that meets the needs of a range of households.

A new development of 16 homes for people with Complex Needs in Pumpherston is being developed by West Lothian Council, due for completion in spring 2023. This is a Social Policy led project and will enable people to move into a homely setting from hospital/care settings. There has been joint working with Social Policy, Health & Housing to ensure the development meets the needs of the clients and reflects the Coming Home agenda.

Consultation

The Housing Contribution Statement has been developed in consultation with Registered Social Landlords (RSLs) operating in West Lothian. There will be ongoing consultation with RSLs through the Homes for West Lothian Partnership to discuss links between housing and health and social care.

Links to the Draft Local Housing Strategy 2023-2028

The draft Local Housing Strategy 2023-2028 identified a number of priorities and outcomes that have direct relevance to the objectives of the IJB strategic Plan. A chapter of LHS is dedicated to Health and Social Care Integration and Specialist Provision that identifies the key housing priorities and actions that can contribute to health & social care integration.

Draft LHS Outcome

Housing responses for specialist housing provision will be determined based on need.

Draft LHS Priorities

- More accessible and specialist provision is likely to be required over the next five years
- There is a need to consider embedding accessible housing in all new housing developments and develop a tenure neutral approach
- Improved collaboration between health and social care is necessary to understand how these gaps can be identified and met and a joint understanding of the service redesign or new models of housing required. This includes more collaboration with NHS in relation to available sites that could be suitable for specialist housing provision.

Draft LHS Actions

- Continue to work closely with colleagues in Health and Social Policy and RSL partners to deliver housing options suitable for people with a range of needs.
- Develop the West Lothian Standard in line with the review of Housing for Varying Needs to ensure all new homes are accessible irrespective of tenure, flexible and adaptable
- Increase the number of wheelchair homes in West Lothian across all tenures
- Complete complex care housing development at Cawburn Road, Pumpherston
- Prioritise care and housing support to ensure that people can live independently
- Collaborative working with the Integration Joint Board to ensure that the need for specialist housing in West Lothian is planned for and met in line with the Commissioning Plans
- Improve understanding of the housing and support needs of veterans in West Lothian
- Improve understanding of the housing and support needs of Gypsy/Travellers in West Lothian.
- Improve Health and Wellbeing outcomes for people at risk of homeless and homeless through a range of actions including developing pathways for hospital discharge, mental health, domestic abuse and addictions and employing addictions working

Housing Related Challenges

By identifying the needs of different client groups for accommodation and housing support, the necessary actions can be set out to deliver a more integrated approach to service delivery. In some cases, this may require an alteration to policy or procedure

procedure and closer working between services. For other clients, specialist provision may be required and new models of care and support may have to be considered.

A model of specialist provision and the journey between the sectors for clients has been developed in conjunction with Social Policy. Most clients will remain in their own homes with support but for some they may require more intensive support at times of crisis or as an ongoing requirement. Where possible, the objective is to enable people to live as independently as possible and so a spectrum of accommodation, care and support is planned to ensure people's needs are met.

There are clearly a number of competing priorities that require to be addressed in relation to specialist housing support and provision. As noted above, there is extreme pressure on all accommodation with high numbers of people in Temporary Accommodation who are waiting for permanent housing. There is pressure on temporary accommodation for homeless households with particular difficulty in securing wheelchair accessible housing for the limited number of homeless people with this requirement. Whilst new homeless accommodation is being built and procured, this is likely to be an ongoing issue.

The key demographic influence in West Lothian is the ageing population. The challenge of balancing the aspiration for people to live independently for as long as possible with the range of complex needs that often present later in life affects both housing support provision and provision of specialist accommodation. A range of housing options is in place for older people in West Lothian but a key challenge is to ensure that these models remain viable and are used to their maximum potential. The need for core and cluster properties has been identified for people with mental health issues and for people with learning disability. These properties require to be sensitively located and managed to ensure the best outcomes for all concerned. There is a need to consider carefully the management and support arrangements that should be put in place to make effective use of these properties.

There are particular challenges in housing people with addictions and providing the housing support that they require on a consistent basis.

There is a need to ensure that cases of delayed discharge from hospital are minimised. Whilst this may not result directly in the provision of new accommodation, in some cases, it may mean significant resources are required to adapt an existing property.

Young people in transition are also a group that may have particular housing needs. The development of new supported housing for young people will attempt to meet some of the needs but there will be a requirement for ongoing support.

Families at risk of domestic violence face considerable issues in relation to housing. Whilst the emphasis is on moving the perpetrator some people at risk of domestic abuse prefer to move away from the family home and this can create issues in terms of schooling and family support networks. It is important that access can be given to housing on a temporary basis for families at risk.

Homelessness

Between 2018/19 and 2021/22 Homeless applications reduced from 1,516 to 1,188. Despite this decline there are record numbers of people in temporary accommodation due to the mismatch between the supply of affordable social housing and demand for homeless services. Average length of stay in temporary accommodation was 292.2 days in 2021/22. This has been further affected by the consequences of the pandemic in 2020/21 and 2021/22 which resulted in further reductions in the supply of permanent accommodation. These ongoing pressures in accommodation with high numbers of people living in temporary accommodation mean there is an increased and sustained usage of Bed & Breakfast type accommodation, which is considered Unsuitable Accommodation.

Key issues

- Recognition of homelessness as a shared societal issue
- Collaboration and joint approach essential to long term solutions
- Increasing housing solutions from all sectors (RSLs, Private etc)
- High sustainability creating low turnover of housing stock but continued high demand for homeless services
- Low turnover of housing stock for other allocation groups outwith homelessness
- Essential to have collaborative working across Health, Social Policy, RSLs etc to address the most challenging cases

Rapid Rehousing Transition Plan

Since 2017 the council and its partners have continued to focus on homeless prevention with the approach developed and prevention actions implemented through the West Lothian Rapid Rehousing Transition Plan (RRTP) 2019/20 – 2023/24.

The key aim of the RRTP is to reduce homelessness through early intervention and prevention, the provision of consistent advice and information and by offering a range of housing options to find a settled home with access to services and support where required to ensure sustainable solutions. Where homelessness does occur, the council and its partners will work with people to ensure they are housed as quickly as possible with reduced lengths of stay in temporary accommodation.

It is identified within the RRTP that despite implementing the actions within the plan, homelessness demand will remain high and rapid rehousing will not be achieved by 2023/24 based on modelling assumptions.

RRTP main actions:

- Review and implement new Housing Options Pathways to prevent homelessness
- Increasing access and supply of permanent housing
- Increase supply of suitable temporary accommodation and reduce use of B&B Accommodation
- Improve prevention of youth homeless and improve outcomes for young people
- Increase homeless prevention through improved health and wellbeing outcomes
- Increase homeless prevention through enabling housing first and rapid rehousing

Housing delivery mechanisms

Whilst the council provides some of the resources to address the range of needs identified, it cannot deliver a viable approach without the input of partners. These include Registered Social Landlords (RSLs), care providers and voluntary organisations. The council and RSL partners work together through Homes for West Lothian Partnership. There is good collaborative working with Social Policy, Housing & RSL partners to understand the need for specialist housing provision. RSLs have provided a range of accommodation that meets a range of needs including housing for older people, accessible housing for wheelchair users and housing for people with complex needs.

Dwellings with adaptations

According to the 2017-2019 Scottish House Condition Survey, 26% of dwellings in West Lothian had adaptations.

These range from major adaptations such as wet floor showers to the provision of grab rails. OT assessments are carried out to determine the requirement for adaptations.

Funding for fuel poverty and energy efficiency

The council administers a number of projects to address fuel poverty. Funding is secured from the Scottish Government for external wall insulation for area-based schemes in Livingston. The council coordinates work for homeowners, RSLs and for council properties to enable property condition to be improved. The Advice Shop also provides assistance to households at risk of fuel poverty. Recent rises in energy costs have pushed many more people into fuel poverty and this is a continuing challenge to tenancy sustainment.

Housing Profile

Population	<ul style="list-style-type: none"> Population of 185,580 31,553 aged over 65 (17%)
Households	<ul style="list-style-type: none"> 80,932 households 3.1% increase from 2018
Household Composition	<ul style="list-style-type: none"> 30% single adult households (2018) 8.0% small family households (2018) 31% larger family households (2018)
Dwellings	<ul style="list-style-type: none"> 82,591 (2021) 3.3% increase 2018-2021
Completions	<p>Annual average 2017/18 to 2021/22</p> <ul style="list-style-type: none"> Market 588 Affordable 287 Target of 3000 new affordable homes by 2033
Occupancy	<ul style="list-style-type: none"> 98% Occupancy 2.0% Vacancy Rate
Tenure	<ul style="list-style-type: none"> 61% Owner Occupation 26% Social Rent (RSL & WLC) 11% Private Rent 1% Other
Specific Needs Housing	<ul style="list-style-type: none"> 26% of households have adaptations

Source:

- Housing Statistics Stock by Tenure
- Housing statistics: Stock by tenure - gov.scot (www.gov.scot)
- Council Area Profiles
- Council Area Profiles | National Records of Scotland (nrscotland.gov.uk)
- WLC records

Supporting Plans and Strategies

Lothian Strategic development Framework

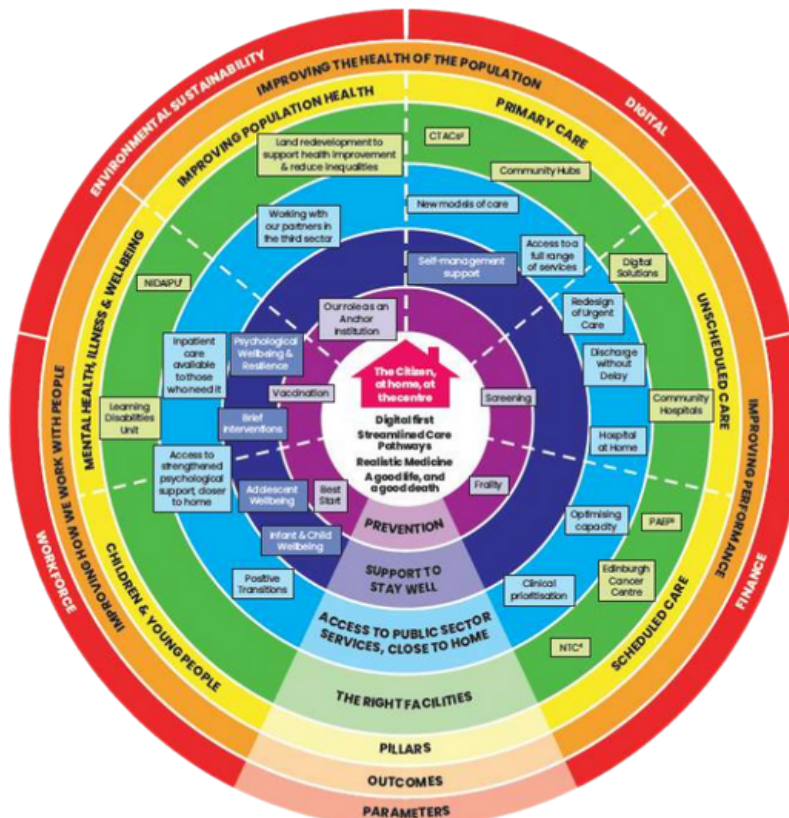
The Lothian Strategic Development Framework sets out the approach that will be taken to the delivery of health and care services across the Lothian's for the next 5 years. It is a collaboration between the five organisations which form the Lothian Health and Care System (LHCS) which are:

- West Lothian Integration Joint Board
- East Lothian Integration Joint Board;
- Midlothian Integration Joint Board
- Edinburgh Integration Joint Board and
- NHS Lothian

The collective vision for the system is that:

- Citizens live longer, healthier lives, with better outcomes from the care and treatment we provide;
- We connect health and social care services seamlessly, wrapping around the citizen in their home
- We improve performance across our system, with better experiences for citizens and those who work for and with us

An overview of the framework is detailed below:



West Lothian IJB will work with our partners across the Lothians to progress the Lothian Strategic Development Framework.

Public Health

Our plan also takes cognisance of the Public Health Priorities all of which are inter-related and reflect the complexity of Scotland health challenges. With our partners in the Community Planning Partnership, we recognise our part in supporting prevention and early intervention in relation to public health.

Public Health priorities for Scotland are:

1. A Scotland where we live in vibrant, healthy and safe places and communities
2. A Scotland where we flourish in our early years
3. A Scotland where we have good mental wellbeing
4. A Scotland where we reduce the use of and harm from alcohol, tobacco and other drugs
5. A Scotland where we have a sustainable, inclusive economy with equality of outcomes for all
6. A Scotland where we eat well, have a healthy weight and are physically active

Workforce Planning and Organisational Development

Delivering health and social care services involves a large workforce across all sectors and presents both challenges and opportunities in terms of workforce planning and development.

For health and social care integration to be successful, individuals, teams and organisations will need to develop new ways of working together and this will be underpinned by strong leadership, evolving management arrangements, processes and relationships.

The development of the organisation and workforce will involve a process of continuous improvement to reflect strategic developments and respond to local needs and availability of resources. More information on this can be found in the West Lothian Health and Social Care Workforce Strategy.

Partnership Working

Partnership working is about developing inclusive, mutually beneficial relationships that improve the quality and experience of care. This includes the relationships between individuals, their carers and service providers. It is also about relationships within and between organisations and services involved in planning and delivering health and social care in the statutory, voluntary, community and independent sectors. Effective partnership working should result in good quality care and support for people and their carers. We commit to working with the partners below:

- Our Workforce
- Our Service Users and Carers
- Localities and Communities
- The Third (Voluntary) Sector
- The Independent Sector
- Independent Contractors e.g. GP Practices, Community Pharmacists and Optometrists
- Community Planning Partnership
- Other Integration Joint Boards
- Hosted services (services provided across West Lothian on behalf of other IJBs)
- NHS Acute Sector (Emergency Department and medical emergencies, including respiratory, stroke, diabetes, and chronic heart disease)
- Housing Services

Housing

Collaboration with housing colleagues will be a key feature of future commissioning to ensure that housing and accommodation models are fit for the future and reflect shifts in the balance of care from hospital to community settings. Generally, there will be a move away from residential care models to housing models where possible, recognising, however, that for some people with the highest level of need, residential care may be the most appropriate choice. A significant number of West Lothian residents are placed out with the local authority area because there is a lack of suitable accommodation locally. There is intention to reduce reliance on out of area placements especially for people with mental health problems, learning disability and physical disability by developing new accommodation and support models which focus on quality and value for money within the local authority area.

Housing Services have produced a Housing Contribution Statement, which is attached to this plan at Appendix 1.

Community Planning and Health Inequalities

The IJB is a member of the West Lothian Community Planning Partnership (CPP) and contributes to the CPP's Health and Wellbeing Sub-Group.

The Health and Wellbeing Partnership brings partners together from across the Community Planning Partnership to work together to take forward the inequalities and prevention agenda at a strategic level. It provides a platform for preventative efforts to be developed across the partnership and ensures that health inequalities and prevention is taken forward as a shared priority. This is part of a wider 'whole system' CPP approach to issues such as poverty, housing, education, employment and transport and includes a focus on community wealth building

Market Facilitation

Market facilitation aims to ensure that choice and control are afforded to supported people through a sustainable market of different supports which deliver choice, personalisation, effectiveness and sustainability. Market facilitation means ensuring that there is an efficient and effective care market operating in West Lothian which meets the current and future needs of the local population. Achievement of those aims is based on collaborative and partnership working between stakeholders to offer outcomes based supports locally for people who need them. You can read more about this in the IJB's Market Facilitation Plan

Participation and Engagement

The IJB's Participation and Engagement Strategy brings together NHS and Council Social Policy engagement activity within a single unified systematic approach which will improve standards of engagement and involvement across all services and staff groups, with the goal of improving outcomes for patients and service users. This is underpinned by the principles of community engagement which are:

- Fairness, equality and inclusion must underpin all aspects of community engagement, and should be reflected in both community engagement policies and the way that everyone involved participates.
- Community engagement should have clear and agreed purposes, and methods that achieve these purposes
- Improving the quality of community engagement requires commitment to learning from experience.
- Skill must be exercised in order to build communities, to ensure practice of equalities principles, to share ownership of the agenda, and to enable all viewpoints to be reflected. As all parties to community engagement possess knowledge based on study, experience, observation and reflection, effective engagement processes will share and use that knowledge
- All participants should be given the opportunity to build on their knowledge and skills.
- Accurate, timely information is crucial for effective engagement.

Data Sharing and Information Governance

Better data sharing across health and social care will play a key role in the integration agenda. As an IJB we will need to be able to assess and forecast need, link investment to outcomes, consider options for alternative interventions and plan for the range, nature and quality of future services.

Effective information systems are necessary to ensure that good intelligence underpins our process of local strategic planning and decision making. To support this the Information and Statistics Division has been commissioned to work with NHS Boards, Local Authorities and others to develop a linked individual level dataset for partnerships. There is therefore a need to ensure information is managed and shared in a safe and effective manner through sound governance, performance and scrutiny arrangements.

Equality

The public sector equality duty in the Equality Act 2010 came into force in Scotland in April 2011 and requires Scottish public authorities to have 'due regard' to the need to eliminate unlawful discrimination; advance equality of opportunity; and foster good relations.

All Scottish Public authorities must publish a report on 'mainstreaming' equality and identifying a set of equality outcomes.

Climate Change

In line with the Climate Change (Scotland) Act 2009, we publish an annual Climate Change Report.

West Lothian Integration Joint Board acknowledges its position of responsibility in relation to tackling climate change in West Lothian.

Organisations have a corporate responsibility to manage resources in a sustainable manner and in a way that minimises damage to the environment, for example through reducing the use of paper or emissions produced from vehicles and machinery, or simply disposing of waste materials in an environmentally conscious manner.

West Lothian IJB commits to influencing and encouraging an environmentally responsible approach to the provision of health and social care services in West Lothian wherever possible, through its strategic aims and decision-making processes.