

**Health and Social Care Board Plan – June 2018**

<b>Priority 1: Integration of Health and Social Care</b>				
Activity	Current Update	Key Milestones ahead	Outcome Description	Status
<p>Provide joint Political Leadership and performance oversight for integration</p> <p>Lead: John Wood</p>	<p>Local Government maintains a central role in the agenda both as a democratic Sphere of Government and as a Parent Body to the IJBs by</p> <ul style="list-style-type: none"> <li>• providing political leadership/prioritisation/direct and agreement to the system alongside with SG</li> <li>• monitoring progress on outcomes/performance</li> <li>• overcoming issues/barriers to the success of integration</li> <li>• supporting improvement activity</li> </ul> <p>Key areas of tension remain between all key national partners with regards to</p> <ul style="list-style-type: none"> <li>• relationships/positioning/ leadership,</li> <li>• budget commitments,</li> <li>• and governance and accountability</li> </ul> <p>Parliament is seeking to focus on how well integration is delivering this year and the Cabinet Secretary has announced a review of progress under Integration Authorities to be undertaken through MSG. The parliamentary debate on 2<sup>nd</sup> May highlighted the lingering political significance of integration.</p> <p>Audit Scotland are also publishing their 2<sup>nd</sup> phase report on</p>	<p>August HSC Board meeting</p> <p>MSG meeting in June</p> <p>Audit Scotland publication of phase 2 report in late 2018</p> <p>Publication of MSG's 'review of progress' following June MSG meeting</p> <p>HSC 5year Financial Framework to be published summer 2018</p> <p>Cabinet Secretary due to attend HSC Board in June</p> <p>Chair of Scottish Parliament Health and Sport Committee to attend HSC Board in</p>	<p>A jointly supportive environment from which IJBs can progress.</p> <p>Shared narrative and analysis as to the success of integration for wider public use.</p> <p>Early resolution of emerging issues in support of integration</p> <p>Continued recognition of the Local Government role and locus in respect of integration</p>	<p>COSLA focuses activity in this area where possible. Clearly this is an area of significant political and operational concern.</p> <p>Key issues continue to challenge the agenda.</p> <p>There is a risk that a failure to resolve these issues damages IJBs and the outcomes they can achieve.</p>

	<p>integration in the Autumn.</p> <p>The Ministerial Strategic Group meets quarterly to consider improvement data and key issues affecting or contributing to the success of integration and whole system sustainability, with its next meeting in June.</p>	<p>December</p> <p>Publication of programme of work and collaborative statement from CEOs of COSLA and NHS Scotland due.</p>		
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**Priority 2: NHS Board Reform and Regional Planning**

Activity	Current Update	Key Milestones ahead	Outcome Description	Status
<p>Development of regional plans for the NHS.</p> <p>Lead: John Wood</p>	<p>COSLA and SOLACE met with the regional NHS Leads in 2017. As a result, NHS Regional plans were shared with Council Chief Executives. The East Region NHS/Council Chief Executives attended the SOLACE evening seminar on HSC alongside COSLA. This type of direct engagement between the parent bodies will continue.</p> <p>The plans are still at a developmental stage but are nearing completion and are configured more as discussion documents than proposals for regional service delivery. COSLA has not seen a significant or meaningful change in approach by the NHS with regards to engagement with LAs.</p> <p>The Scottish Government is expecting final plans by the end of March and the National HSC Delivery Plan programme has a transformational change fund to support things like the delivery of regional plan recommendations.</p>	<p>Final Plans are due to be submitted in June and published soon after.</p> <p>HSC Delivery Programme Board meets in June.</p> <p><b>The COSLA HSC Board will receive a report and briefing on regional planning in August.</b></p>	<p>To ensure that local government is sighted on and can influence the development of the regional plans.</p> <p>To ensure that the plans build on the local requirements - and add to the success - of IJBs.</p> <p>To ensure that they take a Public Sector view of reform as appropriate and are adequately respectful of the role of CPPs.</p>	<p>Any top down regional framing of services presents a degree of risk to local service design and delivery and local decision making and accountability.</p> <p>However, the Plans also present an opportunity to collaborate more overtly with the NHS on shared challenges such as digital, workforce and capital.</p> <p>The timescales for substantive plans are challenging. There is a high risk that the plans will be unable to fulfil any expectations to substantially meet the budget challenges in the NHS and IJBs.</p>

**Priority 3: Reform of Adult Social Care**

Activity	Current Update	Key Milestones ahead	Outcome Description	Status
<p>Adult Social Care Reform Programme as part of the HSC National Delivery Plan</p> <p>Lead: Caroline/Clare</p>	<p>The reform of adult social care programme is a part of the SG Programme for Government and now, the National Delivery Plan for Health and Social Care.</p> <p>It looks to bring together the work being progressed nationally around adult social care to measure progress and prioritise activity that best supports sustainability and improved outcomes for people. COSLA are jointly progressing this work with SG and are working to give the programme momentum.</p> <p>High-level priorities for the programme were agreed by the HSC Board in October 2017 and the need to ensure existing workstreams align with these.</p> <p>Since October 2017, the Scottish Government has undertaken a review on the approach taken to RASC. This review evidenced that the scale of reform required goes beyond the scope of existing adult social care reform projects and policies. Now considering how the priorities for the RASC should be actioned and delivered.</p>	<p>Advice to Ministers and to COSLA Board will be provided over summer 2018.</p> <p>COSLA and Scottish Government officers to develop a collective communication strategy and governance.</p> <p>Further milestones will be set out as the programme is developed and workstreams undertake the required scoping work</p>	<p>A jointly led, cohesive programme of activity that adds value to the pace and scale of change being driven by IJBs, improves the sustainability of social care and supports IJBs and other national partners to improve outcomes for people.</p> <p>That those programmes of activity which do not clearly demonstrate added value are discontinued.</p>	<p>Progress in the programme was initially delayed by the consultation and engagement work.</p> <p>High-level priorities for the programme have now been agreed and officers are developing a programme of work.</p> <p>The rate of progress across different workstreams has varied.</p>
<p>Reform of the National Care Home Contract</p> <p>Lead: Clare</p>	<p>COSLA is leading a specific strand of work supported by Scotland Excel, IJBs and Directors of Finance to reform the NCHC/residential care commissioning alongside our partners Scottish Care and CCPS.</p> <p>That involves addressing structural barriers around nursing supply and demand, skill mix, the cost of care and capability tools. This work could go far beyond residential and nursing care if partners buy-in to the process and support a radical agenda for change. Ideally there shouldn't be another NCHC in its current form but discussions are highly political</p>	<p>A settlement for the NCHC for 2018/19 has been reached.</p> <p>From April 2019 the cost of care calculator/indicative cost model will determine the rate if agreement is reached on outstanding cost lines.</p>	<p>To produce a set of tools for the effective commissioning of care home places including; a cost calculator, a guide to local variation, a capability tool and evidence of innovative</p>	<p>The work is on track however the progress throughout 2018/19 is critical and by the end of the year we aim to have agreed all components of the cost of care calculator and a longer-term review period.</p>

	<p>and highly volatile.</p> <p>CIPFA will be commissioned to produce a report on benchmarking capital for the long term, before the start of the financial year, to be complete within 3-6 months.</p>	<p>A framework is being developed for a mechanism to vary the national arrangement for occupancy and models of care</p> <p>Capability tool is being developed in partnership with Care Inspectorate.</p> <p>A report to COSLA Leaders will agree a split of responsibilities between Scotland Excel and COSLA from April 2019.</p>	<p>business models in relation to skill mix</p> <p>To deliver a joint agreement with Scottish Care and CCPS to progress with the new national arrangements for a national contract</p>	<p>Cabinet Secretary has indicated she is supportive of the development of the capability tool however this is dependent on costs etc.</p>
<p>Development of Joint Guidance for Self-funders</p> <p>Lead: Clare</p>	<p>The NCHC reform is closely tied to the provisions made for Self Funders through charging disregards, FPNC and how people are financially assessed by Local Government</p> <p>COSLA has committed to developing joint guidance on this with Providers but has also agreed with Scotland Excel, Providers, Scottish Government and Trading Standards Scotland to develop a public campaign around the rights of older people when choosing and entering a care home.</p>	<p>Meetings held with Local Authority and Providers to agree a way forward</p> <p>Agreement to produce joint guidance for Providers and Local Authorities to ensure consistency</p> <p>To complete a Trading Standards campaign focused on self-funders to ensure the public are armed with the right information</p>	<p>To ensure clarity amongst councils and providers around key issues relating to self-funders</p> <p>To ensure that the public understand their rights when entering a care home</p>	<p>The CMA will be producing consumer compliance guidance in Spring 2018. This has delayed the launch however we are working closely with the CMA to ensure that our campaign aligns with the messages but contains information relevant to the Scottish market.</p> <p>Draft guidance and information awareness campaign has been produced.</p>

				Engagement event with Scottish Older People's Assembly is being planned with Trading Standards in June to ensure information awareness campaign captures the relevant information in the appropriate way
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**Priority 4: SDS**

Activity	Current Update	Key Milestones ahead	Outcome Description	Status
Implementation of Self-directed Support  Lead: Caroline	<p>The team's work is focused on ensuring national implementation support for SDS responds to councils' needs. Tensions exist around local commissioning processes along with the level of expectation amongst stakeholders in relation to SDS, which can be challenging for councils to meet in the current economic environment.</p> <p>SDS systems and processes impact on other areas of our work, including strategic commissioning, charging and eligibility criteria, social care reform and support for carers and the team works to ensure appropriate linkages. COSLA gave evidence to Parliament on Audit Scotland's <i>Self-directed support: 2017 progress report</i>, to ensure the debate flowing from the report is appropriately sighted on the wider challenges councils and IJBs face in relation to social care.</p> <p>In summer 2018 a joint COSLA/SG report will be published on progress towards implementing SDS between 2011 – 2018 – focussing on best practice.</p>	<p>Delivery of joint implementation plan priorities.</p> <p>No changes to 2018/19 implementation funding. Implementation funding post April 2019 to be agreed.</p> <p>Take forward the relevant recommendations in Audit Scotland's <i>Self-directed support: 2017 progress report</i> – over 2018</p>	<p>A jointly led, cohesive programme of implementation activity that adds value to the pace and scale of change being driven by IJBs, improves the sustainability of social care and improves outcomes for people.</p>	<p>Work is progressing at an agreed pace but there is significant risk that this will not meet auditors, government or public expectations.</p> <p>Tensions exist around the level of expectation in relation to SDS and the fiscal and statutory realities facing councils and IJBs.</p>

**Priority 5: Workforce**

Activity	Current Update	Key Milestones ahead	Outcome Description	Status
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<p>The publication and delivery of Part 2 of the NWP on social care.</p> <p>Lead: Caroline</p>	<p>The Scottish Government made a commitment to publish a national workforce plan for health and social care in 2017. Part 1 of that plan related to the NHS workforce. Part 2 covers social care and Part 3 covers primary care.</p> <p>COSLA/Scottish Government jointly published Part 2 in December 2017.</p> <p>This area of work raises important questions around how councils as an employer support the effective development of an integrated workforce.</p> <p>The Safe Staffing Bill has implications for the development and delivery of social care workforce planning tools.</p>	<p>Delivery of Part 2's recommendations – over 2018.</p> <p>Ongoing work to develop the second iteration of the National Workforce Plan, bringing together parts 1,2 and 3 over 2018.</p> <p><b>Report to COSLA HSC Board in August 2018.</b></p>	<p>An appropriate national plan for social care which is fully cognisant of the democratic and employer role of local government and adds value at a national level to the local activities of IJBs and LG.</p> <p>That the national plan is supported by an appropriate level of funding and or other resource.</p>	<p>There is significant risk in this area of work – in ensuring consensus on the national level actions; ensuring the scope is realistic and yet provides some overarching national leadership and added value; ensuring that funding and resources are available to support the agreed activities and outcomes. Timescales offer significant challenge</p>
<p>Health and Care (Staffing) Bill on 'Safe Staffing'</p> <p>Lead: Caroline</p>	<p>The Scottish Government committed in the Programme for Government to consider safe staffing legislation for nurses. This has now been consulted upon and the Cabinet Secretary has decided to expand the scope of the legislation to cover the social care workforce. COSLA and its social care partners remain unconvinced about the need for legislation</p> <p>COSLA has been actively lobbying the Scottish Government on local government's views on the safe staffing proposals, seeking a reversal of the Cabinet Secretary's position.</p> <p>The Bill will, in the first instance, cover the social care workforce working in care homes. COSLA will be invited to give Stage 1 evidence and is informing the Health and Sport Committee's approach to the Bill. COSLA will lobby Holyrood and, where there is collective agreement, work with IJBs, SOLACE, CCPS, Scottish Care and SPDS,</p>	<p>June 2018 Board – seeking members' view on the SG's policy assurances</p> <p>Health and Care (Staffing) Bill introduced 24 May 2018.</p> <p>Lobbying Holyrood's Health and Sport Committee and health and social care partners – from June 2018 onwards</p> <p>Responding to Health and Sport Committee's call for evidence on the draft bill.</p>	<p>To ensure that the local government view of safe staffing influences the legislation and that any risks relating to this policy are managed appropriately.</p>	<p>On track</p> <p>Presents a significant risk to flexible local decision making and operational management.</p> <p>Financial risks are to be met by Scottish Government.</p>

**Priority 6: Scottish Living Wage**

Activity	Current Update	Key Milestones ahead	Outcome Description	Status
<p>Monitor the implementation of the SLW</p> <p>Cost and negotiate Sleepovers and further uprating by SLW</p> <p>Lead: John W/Clare</p>	<p>COSLA maintains a practical role in negotiating appropriate funding for this commitment but also engages in a national partners group to oversee and manage national relationships with key stakeholders in respect of the implementation of this commitment.</p> <p>The spending review indicated an additional £10m to extend sleepovers <b>in 2018/19</b> (our assumption being that this is at the latest by April 2019). We also understand there to have been an additional £30m for the Living Wage for adult social care. Both of these figures are within the additional £66m for social care.</p> <p>Providers are putting significant pressure on COSLA and SG to trace the money allocated to ensure that all of it is invested in the Third and Independent sector. Providers continue to raise individual examples of council practice in setting care at home rates which they feel fail to deliver the Living Wage commitment.</p> <p>Pressure continues to build around the overall sustainability of care at homes with CCPS and Scottish care saying that between 20-40% of the care at home market is handing business back to local government.</p>	<p>There are regular monitoring meetings with the national providers organisations and unions in respect of the current commitment.</p> <p>The start of the financial year brings these issues to ahead as new contracts are/are not agreed.</p>	<p>That the decisions on the future policy in relation to SLW are jointly made and progressed and adequately resourced.</p> <p>That any reputational and relationship risks presented as a result of implementation are managed.</p>	<p>Implementation of SLW is broadly on track with issues surfacing in relation to sleepovers.</p> <p>This issue continues to represent a risk in the round given its relationship to workforce sustainability and the wider health/funding of the social care market.</p>

<b>Priority 7: Charging</b>				
Activity	Current Update	Key Milestones ahead	Outcome Description	Status

Development of National Charging Guidance	COSLA run the LG Charging Guidance working group which develops the annual Social Care Charging Guidance and seeks to improve consistency around charging policies. The group meet and agreed routine changes for the 2018/18 guidance.	SG intend to implement in April 2019	To deliver national guidance timeously in support of councils charging arrangements	On track
Implementation of the extension of FPC to under 65s	The Scottish Government has made several commitments to change when and how people are charged for social care and are working on implementation options to extend Free Personal Care (FPC) for older people to adults under the age of 65.	Publication of the National Charging Guidance for April.	To ensure maximum local flexibility in implementing FPC, ongoing demand monitoring, adequate additional local funding.	
Lead: Garrick				

#### Priority 8: Public Health

Activity	Current Update	Key Milestones ahead	Outcome Description	Status
Development of joint national Public Health priorities	An overarching vision for the programme and design principles for the new PH body have now been agreed. The Cabinet Secretary and Cllr Johnston have now formally agreed that the new body will initially be comprised of Health Protection Scotland, NHS Health Scotland and Information Services Division. They have also agreed a revised timeline for the development of public health priorities for Scotland, to allow for greater stakeholder engagement and ownership.	Publication of joint public health priorities scheduled for summer 2018.	To increase the priority and visibility given to Public Health in Scotland	On track.
Development of a National Public Health Body		Establishment of new public health body in financial year 2019/20.	To ensure the national body is able to better support the whole system including CPPs to deliver improved PH outcomes.	
Lead: Beth	Both Co-Directors overseeing the transition arrangements and contributing to the reform programme overall have now been appointed – one from an NHS background and one from a local government background. The full complement of programme management structures are now in place. The Programme Board is now in existence and meets regularly.	Advice to Ministers and COSLA to be provided on legal status of new body	To ensure that the role and accountability of local government is	
	Following extensive consultation, draft public health priorities have been prepared for consideration by COSLA's HSC			

	Board in April 2018, prior to submission to COSLA Leaders and Ministers for final approval at the end of April.		adequately reflected in the new structures.	
Diet and Obesity Plan Lead: John U	<p>Scottish Government intend to publish a Diet and Obesity Strategy in 2018 and held a consultation exercise. COSLA Health and Social Care Board signed off a COSLA Response at our February 2018 Meeting.</p> <p>Whilst supportive of the aims outlined in the consultation document our response highlighted concerns that some of the proposed actions such as restricting price promotions and calorific content of products would need to be policed by both Trading Standards and Environmental Health Officers and that this would raise resourcing issues. Scottish Government have indicated that there is likely to be a Bill before Parliament next year which will include a Financial Memorandum which will consider these very issues.</p>	<p>Diet and Obesity Plan likely to be published prior to summer recess 2018.</p> <p>Consultation on promotions to be launched summer 2018.</p>	People are better supported to improve diet and address obesity thereby improving their outcomes and the associated pressures on statutory and non-statutory services.	See Board 1 <sup>st</sup> June Paper.

**Priority 9: Carers Policy**

Activity	Current Update	Key Milestones ahead	Outcome Description	Status
<p>Agreeing an adequate financial package to meet the requirements of the Act and the ongoing monitoring of demand growth.</p> <p>Ensuring</p>	<p>The Carers Act will go live in 2018 and will introduce major new duties for councils. Following the identification of significant gaps in the government's cost estimates, work has focused on a) limiting the level of prescription engendered through regulations and/or guidance accompanying the act; and b) improving the data available to evidence implementation costs and financial pressures arising from the new duties.</p> <p>The Autumn spending review identified resources to support implementation of the Act and these are in line with the</p>	<p>Act implementation from April 2018</p> <p>Key sections of guidance kept under review following implementation</p> <p>Monitoring of cost and demand throughout 2018/19, with date of first data lift to be agreed</p>	To ensure councils, IJBs and community planning partners have the resources and autonomy to be able to support carers flexibly and without detriment to other parts of the system	<p>Implementation work is on track</p> <p>Significant flexibilities have been secured in relation to local eligibility, phased implementation of new carers assessments and prescribed outcomes.</p>

<p>councils and IJBs are empowered to develop local solutions</p> <p>Lead: Beth</p>	<p>Financial Memorandum estimates. However, those estimates were thought to be insufficient, as they did not include replacement care or waiving of charges costs, and are also based on a relatively low proportion of carers up taking the new entitlements the Act will bring. Lobbying is ongoing within the context of the impact of the settlement overall, including the extent to which new pressures across a range of policy areas are met within the overall envelope.</p> <p>Statutory guidance was published in March 2018 and COSLA has secured agreement to revisit the waiving of charges and replacement care sections as necessary</p>			<p>Risks remain in relation to under-funding of new commitments within the Act and in relation to lack of clarity in the sections of statutory guidance relating to waiving of charges and replacement care</p>
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**Priority 10: Mental Health**

Activity	Current Update	Key Milestones ahead	Outcome Description	Status
<p>Supporting implementation of the national mental health strategy</p> <p>Development of the wider preventative mental health agenda</p> <p>Lead: Beth</p>	<p>A new national mental health strategy was recently published. COSLA was unable to co-sign it due to a last-minute SG commitment to 800 mental health workers.</p> <p>COSLA has emphasised that despite this, Scottish Government and COSLA maintain joint political leadership of integration, which is the space within which much of the change envisioned in the strategy will need to take place. We would therefore expect to work in equal partnership to support this, under the oversight of the MSG.</p> <p>Political meetings to cement this are currently being arranged and will focus on the role of the MSG and the position of IAs as the key drivers of strategic planning for mental health at the local level.</p>	<p>Resources to support the recruitment of additional mental health made available in 2018.</p> <p>Political meetings to cement partnership approach will be held in June 2018.</p> <p>Implementation of the new strategy throughout 2018.</p> <p>Audit Scotland CAMHS report due for publishing autumn 2018.</p>	<p>To increase the priority and visibility given to mental health across the health and social care system and wider public sector</p>	<p>There is a risk the 40 actions within the strategy will be insufficient to deliver on its overall policy ambitions and commitments.</p> <p>An outline programme of activity to address this has been developed and agreed through the MSG.</p> <p>There is some risk that time pressures lead to an overly health dominated approach and political meetings are being organised to help mitigate these risks</p>

<b>Priority 11 Digital and Technology</b>				
Activity	Current Update	Key Milestones ahead	Outcome Description	Status
<p>Development of a joint Digital Health and Social Care Strategy</p> <p>Jointly Politically agree the priorities of the Technology Enabled Care programme.</p> <p>Lead: Garrick</p>	<p>The Digital Health and Social Care Strategy is in development. The focus is likely to be on a small number of commitments which provide a strong foundation for ongoing and future digital reform within the NHS, across Social Care and across Local Government.</p> <p>There is likely to be ongoing debate about personal identifiers across the whole system and about the treatment of personal data.</p> <p>COSLA is working closely with SOLACE and the LG Digital office in this work. We will look to make connections between this and for example the workforce strategy, public health body and also NCHC reform and the development of a dependency tool.</p> <p>The SG Technology Enabled Care programme looks to test and support the use of technology in health and care services and presented to the Board at the December meeting.</p>	<p>Digital Strategy Governance to be established and implementation to begin.</p> <p>TEC continues and evaluations published on 24<sup>th</sup> May.</p>	<p>'Once for Scotland' IT approaches are developed in partnership with local government and for the benefit of both health and social care</p> <p>Digital and TEC solutions support increased independence/self-management and improved system tools/intelligence for local planning</p>	On track

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