

Health and Social Care Board Plan – February 2019

Priority 1: Integration of Health and Social Care				
Activity	Current Update	Key Milestones ahead	Outcome Description	Status
Provide joint political leadership and performance oversight for integration Lead: John Wood	<p>Local Government maintains a central role in the integration agenda both as a democratic Sphere of Government and as a partner body of IJBs by</p> <ul style="list-style-type: none"> • providing political leadership/prioritisation/direct and agreement to the system alongside with SG • monitoring progress on outcomes/performance • overcoming issues/barriers to integration • supporting improvement activity <p>Key areas of tension remain between all key national partners with regards to</p> <ul style="list-style-type: none"> • relationships/positioning/ leadership, • budget commitments, • and governance and accountability <p>The Review of Progress Under Integration undertaken by COSLA and SG produced its final proposals in January which received support from COSLA Leaders. COSLA has been in discussion with SG about the contribution to health and social care within the Local Government Settlement for 2019-20 – a verbal update will be received on 6th Feb.</p>	<p>February 2019: Review of progress under integration findings presented to Parliament</p> <p>February 2019: Leadership Group to begin implementation of review proposals</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. This is an area of significant political and operational importance.</p> <p>Review of Progress Under Integration will have a key influence on the integration agenda.</p> <p>There is a risk that a failure to resolve these issues damages IJBs and the outcomes they can achieve. It is crucial that the SG's commitment to integration is reflected in the 2019/20 budget.</p>
Priority 2: NHS Board Reform and Regional Planning				
Activity	Current Update	Key Milestones ahead	Outcome	Status

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<p>Development of regional plans for the NHS.</p> <p>Lead: John Wood</p>	<p>Scottish Government's National Clinical Strategy and the Health and Social Care Delivery Plan made a commitment to develop Regional Delivery Plans to "set out services which can best be planned and delivered at regional level, and support services that can best be delivered closer to home".</p> <p>Each of the three regions determined by NHS Scotland ('East', 'West' and 'North') are groupings of NHS territorial boards and have been developing, through consultation, a regional planning document. All formal engagement and consultation with communities and partners, including local authorities, has been done at a regional or local level.</p>	<p>It is unclear to COSLA when the Regional Plans will be finalised and what their status currently is.</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>

Priority 3: Reform of Adult Social Care				
Activity	Current Update	Key Milestones ahead	Outcome Description	Status
<p>Reform of Adult Social Care (RASC) Programme as part of the HSC National Delivery Plan</p> <p>Lead: Caroline/Clare/Garrick</p>	<p>The reform of adult social care programme is a part of the SG Programme for Government and the National Delivery Plan for Health and Social Care.</p> <p>In October 2017, high-level priorities for the programme were agreed by the HSC Board 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. COSLA and the Scottish Government are engaging further with the sector and professional advisers on the RASC.</p> <p>In September 2018 COSLA/Scottish Government jointly drafted and issued the <i>Adult Social care reform for Scotland – discussion paper</i> to stakeholders. It sets out proposals for a national programme to support adult social care reform.</p> <p>In October 2018 the H&SC Board considered the <i>discussion paper</i> and asked that local voices were represented in the development of the programme, that the workforce issues were made more prominent in the <i>discussion paper</i> and the scale of the proposed areas for reform as noted. An analysis of stakeholders' responses to the <i>discussion paper</i> will be available in February 2019.</p>	<p>Extended to Spring 2019: HSC Board to consider and agree the programme structure and governance for RASC</p> <p>Future milestones As informed by responses to the <i>discussion paper</i> and stakeholders discussions, COSLA and Scottish Government to confirm the vision and priorities for adult social care reform, finalise the programme plan and establish workstreams.</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>Broadly, this piece of work is on track and we are working collaboratively with Scottish Government to engage with the sector (primarily through IJBs) to develop the programme.</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 alongside our partners Scottish Care and CCPS</p> <p>This work involves completing a cost model to bring transparency to the national rate, developing a capability tool to measure an individual's improvement and regression and looking to support commissioners and providers to address the workforce challenges</p> <p>CIPFA have been commissioned to provide an options appraisal of different methodology that could be applied to look at return on capital and return for the business. This is now moving to stage 2 to look at collecting evidence based on the approach identified.</p> <p>Joint guidance document produced for local authorities and providers on how enhanced quality award an reduced quality award align to Care Inspectorate Quality Framework for scrutiny and regulation</p> <p>COSLA and Scotland Excel have developed a protocol for their joint working arrangements on the NCHC from April 2019.</p>	<p>January 2019: Work has been commissioned on outstanding areas of the cost model. Evidence should be provided in February. Leaders will be asked to agree offer to sector February/March.</p> <p>April 2019: Operational management of the NCHC will transfer to Scotland Excel</p>	<p>To provide transparency on the national rate to ensure sustainability for the market</p> <p>To deliver a joint agreement with Scottish Care and CCPS to progress with the national arrangement</p> <p>To provide a suite of commissioning tools such as the cost model and capability tool</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 model agreed with a longer-term review period set</p>
<p>Development of Joint Guidance on issues relating to self-funders</p> <p>Information awareness campaign for care homes</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. COSLA has committed to producing joint guidance on this and supporting the work of the Charging for Residential Accommodation Guidance (CRAG)</p> <p>An information awareness campaign is also being progressed with Trading Standards Scotland in partnership with the Care Inspectorate, Scottish Care and Scottish Government to ensure people have the right information to make an informed decision about which</p>	<p>February 2019: HSC Board will receive care home leaflet for sign off. Following this campaign will be live.</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 consumer rights when entering a care</p>	<p>This work has been delayed due to the publication of the CMA final report, the intention is to align the campaign with the release of the consumer compliance guidance.</p>

	care home to choose. The Competition and Markets Authority (CMA) have published their consumer compliance guidance for care homes		home and have the right information to make an informed choice	
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>In 2017 - COSLA gave evidence to Parliament on Audit Scotland's <i>Self-directed support: 2017 progress report</i>, to ensure that the debate flowing from the report was appropriately sighted on the challenges councils and IJBs face.</p> <p>In September 2018 COSLA presented to the Scottish Parliament's Cross-Party Group on Disability, on COSLA's progress in taking forward the Audit Scotland <i>Self-directed support: 2017 progress report</i> recommendations.</p> <p>In September 2018 the joint COSLA/SG report Transforming Social Care: Scotland's progress towards implementing self-directed support 2011-2018 was published. It detailed progress towards implementing SDS between 2011 – 2018 – focussing on best practice.</p> <p>In December 2018 the Scottish Government conducted an Engagement exercise with supported people, carers, the independent and third sectors, disabled people's organisations, local authorities, integration authorities</p>	<p>February 2019: HSC Board to consider and advise on the focus of the <i>Self-Directed Support National Implementation Plan 2019-2021</i>.</p> <p>By April/May 2019: Subject to the HSC Board's endorsement to publish the <i>Self-Directed Support Implementation Plan 2019-2021</i>.</p> <p>By March 2019: SDS funding post April 2019 to be discussed and agreed with COSLA.</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>SDS policy implementation is on track.</p> <p>Tensions exist around the level of expectation in relation to SDS and the fiscal and statutory realities facing councils and IJBs.</p>

	and national partners on the content of the Self-Directed Support National Implementation Plan 2019-2021.			
Priority 5: Workforce				
Activity	Current Update	Key Milestones ahead	Outcome Description	Status
<p>The publication and delivery of the Integrated National Health and Social Care Workforce Plan</p> <p>Lead: Caroline</p>	<p>In 2017, the Scottish Government made a commitment to publish a National Health and Social Care Workforce Plan (the Plan). Part 1 of that Plan related to the NHS workforce. Part 2 covered social care and Part 3 covered primary care. COSLA/Scottish Government jointly published Part 2 in December 2017. In 2018 the Scottish Government committed to publishing an integrated Plan incorporating Parts 1, 2 and 3.</p> <p>Need to ensure there is 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.</p> <p>In December 2018 the HSC Board were due to consider a draft Plan. However, the Cabinet Secretary wanted to take more time to ensure that the next draft of the Plan reflected stakeholder feedback. COSLA's spokesperson for Health and Social Care met with the Cabinet Secretary to discuss the publication of the Plan. It was agreed, to accommodate February's Board meeting and the re-drafting of the Plan, that the publication date was moved from December 2018 to early 2019.</p>	<p>February 2019: HSC Board to consider a draft of the Integrated Plan, and be satisfied it considers and reflects social care appropriately</p> <p>February 2019: Publication of the Integrated Plan</p> <p>Future milestones: Delivery of the Plan's recommendations and workstreams</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>On track - publication extended to early 2019 (publication originally scheduled for December 2018)</p>

<p>Health and Care (Staffing) (Scotland) Bill on 'Safe Staffing'</p> <p>Lead: Caroline</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 presents a significant risk to flexible local decision making and operational management. Financial risks need to be met by Scottish Government.</p> <p>In September 2018, COSLA gave evidence to the Health and Sport Committee outlining our concerns.</p> <p>In December 2018 the Health and Sport Committee published their Stage 1 report on the Bill. In advance of the Stage 1 debate COSLA sent a briefing to all MSPs setting out COSLA's position. During the debate COSLA's concerns were raised by several MSPs. Whilst acknowledging COSLA's concerns MSPs gave their cross-party support to the general principles of the Bill. The Bill has progressed to Stage 2 and will be completed by 8th February 2019. COSLA is in communication with the Cabinet Secretary and Scottish Government officials on proposed amendments to the Bill.</p> <p>COSLA's Spokesperson for Health and Social Care is continuing his ongoing discussions with the Cabinet Secretary for Health and Sport about the Bill and has received some assurances regarding financial burdens.</p>	<p>February 2019 – Stage 2 of the Bill process will be completed.</p> <p>Stage 3 of the Bill Process TBC</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>COSLA has had some success in limiting the scope of the legislation but the parliamentary process is ongoing and the Bill is subject to amendment.</p>
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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 in 2018/19 (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>The living wage for sleepovers for LG staff was implemented in September 2018.</p>	<p>By April 2019: The policy commitment to extend the living wage to sleepovers is to be fully implemented for commissioned services.</p> <p>March/April 2019: Leaders will be asked to recommit to the policy.</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 for LG employees.</p> <p>This issue continues to represent a risk given its relationship to workforce sustainability and the wider health/funding of the social care market.</p>
Priority 7: Charging				
Activity	Current Update	Key Milestones ahead	Outcome Description	Status
<p>Development of National Charging Guidance</p> <p>Implementation of the extension of FPC to under 65s</p>	<p>COSLA run the COSLA Charging Guidance working group which ensures revisions to charging policy are reflected in the COSLA Social Care Charging Guidance and seeks to improve consistency around charging policies. The group meet/liase as required to agree routine changes for the 2019/20 guidance.</p> <p>The Scottish Government has made several commitments to change when and how people are</p>	<p>April 2019: Legislation in place which requires implementation in April 2019.</p> <p>April 2019: Publication of revised National</p>	<p>To deliver national guidance timeously in support of councils charging arrangements</p> <p>To ensure maximum local</p>	<p>On track</p>

Lead: Garrick	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. This will be referenced in the guidance for 2019/20.	Charging Guidance.	flexibility in implementing FPC, ongoing demand monitoring, adequate additional local funding.	
Priority 8: Public Health				
Activity	Current Update	Key Milestones ahead	Outcome Description	Status
Development of joint national Public Health priorities Development of a National Public Health Body Lead: John W	<p>An overarching vision for the programme and design principles for the new PH body have now been agreed. The Cabinet Secretary and COSLA Spokesperson agreed that the new body will initially be comprised of Health Protection Scotland, NHS Health Scotland and Information Services Division.</p> <p>The work of driven forward by a Programme Board and overseen by the Public Health Oversight Board (PHOB) which is co-chaired by the COSLA and Scottish Government joint Senior Responsible Owners.</p> <p>A decision was made that the new body would be called Public Health Scotland and would be established as a Special Health Board.</p>	<p>January 2019: discussions around target operating model of the new body to take place at PH oversight board.</p> <p>By spring 2019: Aiming to recruit chair and CEO.</p> <p>By end 2019: Establishment of new public health body in financial year 2019/20.</p>	<p>To increase the priority and visibility given to Public Health in Scotland</p> <p>To ensure the national body is able to better support the whole system including CPPs to deliver improved PH outcomes.</p> <p>To ensure that the role and accountability of local government is adequately reflected in the new structures.</p>	<p>Good support has been garnered for the Public Health Priorities across a range of partners.</p> <p>Work to establish the new national body, Public Health Scotland, is on track to be complete in 2019.</p> <p>COSLA will continue to build buy-in across local government and the wider system to the new body.</p>

<p>Diet and Healthy Weight Plan</p> <p>Lead: John U</p>	<p>Scottish Government published its Diet and Healthy Weight Plan in August 2018, the Plan noted that:</p> <p>“To ensure that the steps taken are proportionate and deliver beneficial outcomes, the Scottish Government will consult on detailed plans to restrict the promotion and marketing of food high in fat sugar and salt.”</p> <p>The consultation document proposed that local authority staff should police these restrictions. COSLAs consultation response was sceptical of local authority environmental health and trading standards officers having the capacity to carry out this role due to existing workload demands. We agreed to work with Scottish Government to seek to quantify the additional resources which will be required,</p>	<p>January 2019: A consultation on policing price promotions concluded and COSLA submitted a response.</p> <p>19 February 2019: Representatives of trading standards and environmental health officers will meet with Scottish Government and COSLA to share the output of work they have been carrying out to identify resources required to police price promotions.</p>	<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.</p>	<p>COSLA’s position has been to support the broad policy intent of promoting healthy weight, however this is not a jointly owned programme of work and COSLA will make its own representations on specific policy proposals from Scottish Govt contained in the plan.</p>
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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 councils and IJBs are empowered to develop local solutions</p> <p>Lead: Clare/Garrick</p>	<p>The Carers Act implementation is underway. 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>Last Autumn spending review identified resources to support implementation of the Act and these are in line with the 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</p>	<p>February 2019: Collection window for Carers Census data for period April – September is due to close.</p>	<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>	<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>Risks remain in relation to under-funding of new commitments within the Act and in relation to lack of</p>

	<p>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>Early analysis of data from Carers Census shows there are issues with the submissions, not every carer's centre or local authority has submitted the data. There are issues with the quality of the data. Work will progress to try to address these issues.</p>			<p>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: Laura</p>	<p>A new national mental health strategy was published last year. 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 therefore expect to work in equal partnership to support this, under the oversight of the MSG. In light of this, the COSLA H+SC Spokesperson has regular meetings with the Minister for Mental Health and spoke alongside her at the annual Mental Health Strategy Forum on 12th December alongside the Minister.</p> <p>The Children and Young People's Mental Health Taskforce, co-commissioned by COSLA and SG; held an inaugural meeting in October and has now met three times. Within the Scottish Government's Suicide Prevention Action Plan the action to establish a National Suicide Prevention Leadership Group has been taken forward and COSLA are represented on this group. Both groups will make recommendations to Government and</p>	<p>February 2019: The chairs of both the Taskforce and NSPLG will attend the first H+SC Board meeting of the year.</p> <p>February 2019: The H+SC spokesperson will meet the chair of the NSPLG for an update</p> <p>February 2019: The chair of the Taskforce will provide a quarterly update to the Minister and H+SC spokesperson</p> <p>April 2019: The Taskforce will publish further detail of their plans for the next 18</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>Mental health historically has been a difficult policy area between COSLA and Scottish Government, however the Children and Young People's MH Task Force presents an opportunity to work in genuine partnership with the Scottish Government.</p> <p>COSLA will feed in to the Suicide Prevention Leadership Group who will report relevant findings and recommendations to COSLA.</p>

	<p>COSLA.</p> <p>The delivery plans for both the Children and Young People's Mental Health Taskforce and the National Suicide Prevention Leadership Group were published in December 2018.</p>	<p>months.</p> <p>November 2020: Final Taskforce report.</p>		
Priority 11 Digital and Technology				
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 has been published and is now entering implementation phase. The focus will 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>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>Work on Telecare Call Handling is beginning.</p>	<p>Early 2019: Telecare call handling commission report due</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>	<p>COSLA is working closely with SOLACE and the LG Digital office in this work.</p> <p>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>

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