Dear Lewis

Thank you for your letter dated 5 March 2019, following my attendance at the Health and Sport Committee session on 19 February regarding the Ministerial Strategic Group for Health and Community Care Review of Progress with Integration of Health and Social Care. I have set out below answers to the questions in your letter.

- Thank you for confirming that an Implementation Plan will be shared with the Committee following the Ministerial Strategic Group’s consideration. It would be helpful if you could confirm when this will be available.

The Implementation Plan will be shared with the Committee following the next meeting of the Ministerial Strategic Group on 29 May 2019.

- Reference was made to the quality improvement methodology being available to the health directorate and COSLA. We would welcome further information on how this will be used by integration authorities.

The Scottish Government and COSLA are jointly scoping appropriate improvement support arrangements for Integration Authorities. As well as looking at how we can best deploy the range of approaches and methodologies that are already tested, and are already working in complex health and social care environments, such as quality improvement methodology, we are working with Healthcare Improvement Scotland and the Improvement Service to ensure the full range experience and expertise are used. At the same time, Integration Authorities and their statutory partners are self-evaluating their positions in relation to the proposals set out in the Review. Each Integration Authority is expected, via Chief Officers in the first instance, to compare progress between areas, seek opportunities to learn from one another, and, in due course, to draw upon the improvement support available to them to ensure progress on priorities for their local system.
• You stated at the evidence session that if Integration Authorities were not delivering progress you and Councillor Currie would need to consider whether further joint interventions were required. Please can you provide further formation on the nature of the interventions you were referring to.

COSLA and the Scottish Government have agreed that it will be helpful to establish some core principles for how we will work together to drive forward progress on integration. We are committed to a shared and joint approach to ensuring the success of integration in local systems and we recognise that health outcomes are delivered by the whole system and not solely via Integration Authorities. We will work together to offer support and challenge when progress has stalled in local systems in terms of improving outcomes and sustainability, and if financial reporting in-year demonstrates that agreed commitments are not being met by Integration Authorities (such as payment of the Living Wage to adult social care staff). Recognising these priorities, we will actively support ongoing work by NHS NSS (ISD) and the Scottish Government to improve social care data collection alongside our broader development of data for integration, and we will continue to work with IJB Chief Officers and Chief Finance Officers on the preparation of routine financial information. We will also work together to support the role that all partners – Integration Authorities, Health Boards, Councils and the Scottish Government – must play in engaging with local communities on taking forward appropriate service redesign, especially in favour of community provision.

• Improving the data available on Integration Authorities including their performance against outcomes has been a recurring theme for the Committee. You referenced triangulating the data that is already collected to measure across the system how well integration is working. We welcome these comments and request further information on what changes will be made to ensure this is delivered.

We have a great deal of information for each Integration Authority regarding how services are used across health and social care pathways and on performance against outcomes. The recommendations from the review of progress with integration makes it clear that this information must be shared between partnerships to help them identify and promote good practice and inform improvement. Through implementation of the recommendations we will work with IJBs and Chief Officers to support further development of IJB annual performance reports to enable partnerships to identify, share and use examples of good practice. The Ministerial Strategic Group will consider how this information can be used to help carry out its role of leading strategic change and improving delivery.

• Later in the evidence session John Wood, COSLA referenced that performance data on Integration Authorities is publicly available and the importance of ensuring there is local accountability and transparency on performance. Please can we request information on how it is being ensured this information is accessible, easy to understand and in a comparable format. It would also assist to have good practice examples of this approach being adopted.

All Integration Authorities are required to report annually on local performance with regard to the statutory outcomes for health and social care and the indicators that underpin the outcomes. Each performance report is published. The Chief Officers’ Network has established a website that includes links to a range of key documents published by Integration Authorities, including annual performance reports, which can be accessed here: https://hscscotland.scot/.
• The Audit Scotland Report *Health and social care integration: update on progress* highlights that a significant number of Integration Authorities have had leadership changes with 57% having had changes in their senior management team. Please can you provide an updated percentage figure for leadership changes. Also, please can you provide information on leadership changes at each integration authority.

Since April 2016, 17 IJBs have either had, or will soon have, a change in their Chief Officer. Of these, one IJB (Edinburgh City) has had two changes and the rest have had one. Seven Chief Officers have either retired or are about to retire; four have left health and social care in Scotland; the remaining posts are held by Chief Officers who have either moved between jobs in IJBs, or have joined the Chief Officer cohort since April 2016 or will soon join it. Some appointments to very recent vacancies are yet to be made. As in any multi-agency delivery environment, the position is fluid and changes continue on an ongoing basis. The IJBs that have had a change in their Chief Officer, or will have one shortly, are:

1. Aberdeen City
2. Argyll and Bute
3. East Dunbartonshire
4. East Lothian
5. Edinburgh City
6. Fife
7. Inverclyde
8. North Ayrshire
9. North Lanarkshire
10. Orkney
11. Perth and Kinross
12. Scottish Borders
13. South Lanarkshire
14. Stirling and Clackmannanshire
15. West Dunbartonshire
16. Midlothian
17. West Lothian

• Building a single IT platform for health and social care was discussed and reference was made to the Digital Strategy and the costs for the Scottish Government and COSLA. The Committee still awaits a response to its most recent letter of 24 October 2018 regarding technology and innovation in health and social care in which we requested an update on leadership and innovation as well as to ‘read and write’ access to records on a single platform. Please can we request further information on this work and the costs associated with it.

The national leadership of the Health and Social Care Strategy is provided by the Strategic Portfolio Board, which has met on three occasions since it was formed. The Board, which has representation from COSLA, Scottish Government, Local Government Digital Office, and NHS has now agreed its remit and is in the process of developing appropriate governance across all six Domains of the Strategy and accountability arrangements in support of a delivery plan. A full work plan for the Board is currently under development and a number of key workstreams are already progressing including those on digital leadership and the National Digital Platform that is being developed and delivered by the new NES Digital Service (NDS) established by NHS Education for Scotland.
The Scottish Government has commissioned a review of the current financial landscape for funding digital and IT across NHS Scotland. From this a new financial framework will be developed, consistent with the broader Health and Social Care Financial Framework, which will target spend nationally at priority digital and IT areas that will support delivery of the Strategy while also ensuring current services are maintained.

We are in the process of preparing a response to the Health and Sport Committee. Work is continuing on the strategic development of the Domains and will respond to the Committee after the next Strategic Portfolio Board meeting, which takes place on 18 March.

- During the evidence session you were asked “What level of debt the Integration Authorities have collectively, as things stand today?” You told the Committee “I do not currently have that detail for the integration authorities, but I will be happy to provide it to the committee.” We would welcome this information and for it to be provided for each Integration Authority.

For the most recent set of audited accounts (2017-18) all Integration Authorities with the exception of North Ayrshire reported a balanced financial position.

The position for North Ayrshire is reported as a “negative reserve” of £5.8 million. This total is made up of an in-year overspend of £2.6 million which when added to the £3.2 million overspend reported for 2016-17, gives the cumulative position. It relates solely to social care. The Local Authority did not provide additional funding in 2017-18 to address the Integration Authority overspend; therefore the negative reserve position reflects that the Integration Authority owes the Local Authority funding for services delivered. The Integration Authority requires to reprofile future funding requests or reduce future commissioning expenditure to recover financial balance.

It should be noted that Integration Schemes vary and it is the detail of these arrangements that determine, amongst other things, how budgets are managed locally.

- Reference was made to the budget setting process being brought into line to enable all delegated budgets to be agreed by the health board, local authority and integration authority by the end of March. Are you anticipating all integration authorities to have agreed their budgets by the end of March? Can you confirm when details of these agreed budgets will be made available? The Committee would appreciate notification of final agreed budgets as soon as these are available.

On 12 December 2018 NHS Board Chief Executives were provided with 2019-20 Budget indicative allocations. At the same time, Scottish Local Authorities were provided with details of the local government finance settlement for 2019-20, followed by details of the indicative allocations to individual Local Authorities on 17 December 2018.

This allows sufficient time for NHS Boards and Local Authorities to ensure that budget settlements for Integration Authorities are in place in advance of the new financial year, which is the expectation. The individual agreement dates will differ, however these agreements are formally reported at Integration Joint Board meetings with minutes of these meetings publically available on their websites shortly thereafter. Regular quarterly consolidated financial reporting information is also available on the Scottish Government website for integration authorities, which provides both a national summary and an analysis by individual Integration Authority of their full year funding split by Local Authority and NHS Board. This information is available quarterly in arrears.
I trust that this letter provides the information you require for your pre-budget scrutiny in relation to health and social care integration.

JEANE FREEMAN
CC: Councillor Stuart Currie, COSLA Health and Wellbeing Spokesperson
     Mr John Wood, COSLA lead officer for health and social care
     Mrs Alison Taylor, Scottish Government, Head of Integration Division