

# REPORT

## Ministerial Strategic Group and Audit Scotland Integration Reviews – Edinburgh Update

Edinburgh Integration Joint Board

4 February 2020

### Executive Summary

The purpose of this report is to provide the Edinburgh Integration Joint Board (EIJB) with an update about the two national reviews of integration which were published in 2018/19. Audit Scotland published its review '*Health and Social Care Integration – Update on Progress*' in November 2018 and the Ministerial Strategic Group (MSG) its report in February 2019.

The EIJB considered a report on its own progress against the Audit Scotland review on 4 February 2019 and its self - assessment against the MSG review on 24 May 2019. After this, and given the similarity of themes across both reviews, the EIJB has agreed to consider progress against these in a single plan.

This report sets out progress against the more detailed MSG action plan which is provided in Appendix 1 and provides a cross reference from the initial Audit Scotland review, into the single action plan at Appendix 2. Finally, the report provides a national overview on progress being made which was presented to the MSG in November 2019 at Appendix 3.

### Recommendations

It is recommended that the Edinburgh Integration Joint Board:

1. Agree that the format for reporting progress against both the Audit Scotland and MSG reviews is appropriate and robust and that this single version will be used for future reporting and updates
2. Direct the Chief Officer and Chief Finance Officer to continue to work with NHS Lothian and City of Edinburgh Council to ensure delivery against wider partnership actions
3. Receive a further update report in December 2020

## Directions

Direction to City of Edinburgh Council, NHS Lothian or both organisations		
	No direction required	✓
	Issue a direction to City of Edinburgh Council NHS Lothian	
	Issue a direction to NHS Lothian	
	Issue a direction to City of Edinburgh Council and NHS Lothian	

## Main Report

1. Both the Audit Scotland and MSG reviews into the progress of Health and Social Care Integration sought to explore the impact of integration policy in practice. They sought to understand what was working well across Scotland and what the barriers were to successful integration. Both reports considered integration across all partners, that is, they considered the roles of Scottish Government, CoSLA as the representative organisation for Local Government, NHS Boards, Local Authorities and in terms of the Integration Authorities themselves.
2. The reports considered the impact the policy and how effectively it is being implemented across those agencies and in local areas, recognising that the policy is still relatively new and that many of the issues integration is seeking to address, e.g. health inequalities, transformation of health and social care etc. are not amenable to quick fixes but require longer term, sustained change.
3. The Audit Scotland report is the second of three planned reviews into integration and took national perspective while also highlighting areas of good practice. The MSG review built on the Audit Scotland report and took as its framework of focus the 6 Key Features which support integration from the Audit Scotland report. Those key features are:
  - Collaborative leadership and building relationships;
  - Integrated finances and financial planning;
  - Effective strategic planning for improvement;
  - Agreed governance and accountability arrangements;
  - Ability and willingness to share information; and
  - Meaningful and sustained engagement.

### **Audit Scotland report and recommendations**

4. The EIJB considered initially a report which set out current local activity against the Audit Scotland plan and an updated version of this is set out in Appendix 2. Most of the themes captured in the Audit Scotland review were reflected in the MSG review and the recommendations set out in that. The updated version of the Audit Scotland review presented demonstrates where in our more detailed Action Plan, the Audit Scotland recommendations are embedded in actions. Where relevant, a national update has also been provided in the update column.

### **The Edinburgh MSG Action Plan**

5. At the time of publication of the MSG review, partnerships (Integration Authorities and their Council and NHS partners) were invited to undertake and submit a self-evaluation against the recommendations in the review. It understood that the level of detail provided in these initial self-evaluations varied and as a result, partnerships were then asked to resubmit more detailed action plans which set out what action was being taken to improve, where improvement or action was needed. The Action Plan submitted by the Edinburgh partners was not very different from the initial submission which had already been detailed in its approach. An updated version of this is provided in Appendix 1 which provides a progress update against our actions with timelines.
6. Progress can be seen across most actions in this update, both in terms of action being taken by the EIJB, the Edinburgh Health and Social Care Partnership (the Partnership) as well as its NHS Lothian and City of Edinburgh Council partners. Some timescales have been revised and the rationale for these are also set out in the action plan update. Timelines have had to be revised either to reflect local changes in delivery (such as to reflect the ongoing work with the GGI to the end of April) or because of known national work taking place that the EIJB will need to be aware of to ensure compliance or incorporation of national guidance into local policies or work (such as the review of Clinical and Care Governance guidance).
7. A significant number of actions have been completed within the initial timeline:
  - The transformation programme has been scoped and will be in place and functioning from February 2020;
  - The EIJB agreed a new Directions policy and process;
  - A reserves policy has been approved;
  - A pan Lothian Integration Forum has formed; and
  - A revised IJB governance structure has been approved and put in place.
8. Further progress can also be seen against the ongoing governance development and in relation to the work across partners to ensure a shared timeline for budget setting. The report update also notes the actions taken by the EIJB in relation to the set aside

and its successful disinvestment in acute services and reinvestment in community facing models under its *Home First* approach.

9. Those areas where no progress has been made since the initial update sit out-with the immediate control of the EIJB or the Partnership and the Chief Officer will continue to work with partner organisations toward delivery of progress within current agreed timelines.

### **MSG National Update**

10. The MSG met in November 2019 and a progress update paper – as set out in **Appendix 3** - was presented. This provides useful oversight on those actions being delivered locally as well as providing an update on significant areas of action for Scottish Government and other national bodies. The paper notes progress across all recommendations

## **Implications for Edinburgh Integration Joint Board**

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### **Financial**

11. The delivery of improvement of integrated approaches has significant financial implications for all partners and this is recognised in both reports as a both a key enabler, and potential barrier to integration. Financial issues are addressed in the recommendations and action plan in relation to ensuring clear partnership approaches to budget setting, addressing issues relating to the set aside and acute budgets as well as in terms of enabling the use of the totality of delegated resources to shape and transform the health and care system.
12. Ensuring the delivery of effective health and care services for the population requires the EIJB to have in place strategies and plans, and clear investment processes to support those, against a backdrop of financial pressure and rising costs. While there are no immediate financial requests arising from this report, delivery against the actions will require investment in those relevant programmes of work and will be subject to formal papers and Directions to the EIJB.

### **Legal / risk implications**

13. There is a risk that partners do not maximise the potential for integrated approaches in improving outcomes for people, population health and wellbeing and in creating sustainable and modern health and care services. The risk is mitigated by having in place clear strategies and actions plans that reflect the statutory role of each partner in delivering improvement. The action plan set out in Appendix 1 demonstrates progress against improvement aims and this reduces the risk to all partners.
14. Wider issues of risk are set out and monitored through the IJB and the Partnership Risk Registers which are held under regular review.

15. There are no identified legal risks or implications.

### **Equality and integration impact assessment**

16. Integration as a policy sets out to improve people's experience of health and care and to address health inequalities. As such, ensuring a programme of work against key recommendations for good practice in integration, supports the EIJB's wider endeavours to address equalities. While there are no immediate requirements from this paper to undertake an impact assessment, those significant pieces of work which are reflected in the action plan – e.g. the Transformation Programme – will be subject to appropriate reviews and assessments.

### **Environment and sustainability impacts**

17. It is imperative that strategic planning and delivery of health and care services takes cognisance of environmental and climate implications and seeks wherever possible to minimise negative impact. The EIJB has in place its Climate Duties plan and all new developments and reports set out how our planning seeks to reduce our impact on the climate. New models of health and care which minimise staff and patient travel, which can be delivered locally and sustainably will form the basis of our planning wherever safe and effective.

### **Quality of care**

18. The quality of care and support to the people of Edinburgh is paramount and the Partnership aim to be a high performing, well regarded health and care provider. Developing actions against the recommendations in both the Audit Scotland and MSG reviews, supports the ongoing development and improvement within Edinburgh.

## **Consultation**

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19. Partner organisations have been consulted in relation to progress being made against the recommendations in the reports referenced.

## **Report Author**

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## Appendices

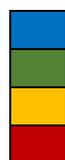
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Appendix 1	MSG Action Plan – EIJB
Appendix 2	Audit Scotland Action Plan
Appendix 3	MSG Progress Review

**Ministerial Strategic Group – Action Plan - February 2020 Update**  
**Edinburgh Response – Edinburgh Integration Joint Board, City of Edinburgh Council and NHS Lothian**

**Key**

- Completed
- On track
- Revised milestone
- Blocks to Progress



**% Complete**

**No change since initial report represented by a '='**

**Progress since initial report represented by '^'**

Collaborative Leadership and building relationships

Improvement Actions	EIJB response to improvement action	SRO	RAG (% complete)	Milestone Timescales	EIJB Delivery date
<b>Key Feature – 1 Collaborative Leadership and building relationships</b>					
<b>1.1 All Leadership development will be focused on shared and collaborative practice</b>					
The EIJB will complete a year-long programme of work following the review of governance undertaken by the Good Governance Institute (GGI). The EIJB agreed to implement GGI review recommendations in full and support leadership development for collaboration within the IJB across all members	<ul style="list-style-type: none"> <li>• GGI development sessions underway over a period of 1 year</li> </ul>	Chief Officer	75% ^	June 2020	June 2020
	<ul style="list-style-type: none"> <li>• Terms of reference for sub committees are drafted and approved by the IJB in June 19</li> </ul>		75%^	November 2019	
	<ul style="list-style-type: none"> <li>• New sub committees in place from August 19 onwards</li> </ul>		100%^	November 2019	
	<ul style="list-style-type: none"> <li>• Leadership support from GGI and regular cycle of development sessions programmed</li> </ul>		100%^	June 2020	

<p>Work with MSG Review Group's findings in relation to the support to the Chair and Vice Chair of the IJB in undertaking their roles effectively and as collaborative leaders in the health and care economy in Edinburgh and Lothian of third and independent sectors</p>	<ul style="list-style-type: none"> <li>• Clear induction into the Chair and Vice Chair will be developed as part of the ongoing work with the GGI and in the development of the agreed 'Governance Handbook'</li> </ul>	<p>Chief Officer</p>	<p>50%</p>	<p>January 2020</p>	<p>End April 2020 (revised)</p>
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Improvement Actions	EIJB response to improvement action	SRO	RAG (% complete)	Milestone Timescales	EIJB Delivery date
Build on cross sector leadership development across partners to build capacity to work collaboratively and collaborative leadership programmes to be inclusive of third and independent sectors	<ul style="list-style-type: none"> <li>Joint development programme for Partnership leaders is being scoped with external facilitation</li> </ul>	Chief Officer	25%^	January 2020	January 2020
	<ul style="list-style-type: none"> <li>Edinburgh Health and Social Care Partnership (EHSCP) has an agreed change and transformation programme in place with a clear structure which includes 3<sup>rd</sup> and independent sector in co-production of new models</li> </ul>		100%^	September 2019	
Explore opportunities to deliver collaborative leadership development in all future development programme commissioning	<ul style="list-style-type: none"> <li>A pan-Lothian Integrated Care Forum is in place which supports a whole system collaborative approach to change</li> </ul>	Chief Executives of NHSL and CEC	100% =	June 2020	June 2020
	<ul style="list-style-type: none"> <li>NHSL and CEC both include senior leaders from across the partnerships in their leadership development</li> </ul>	Chief Executives of NHSL and CEC	50% =	December 2019	
Future leadership and building relationship programmes are tested in terms of third sector collaboration, third sector leadership and meaningful involvement of communities	<ul style="list-style-type: none"> <li>As above</li> </ul>	Chief Executives of NHSL and CEC	0% =	June 2020	June 2020

Improvement Actions	EIJB response to improvement action	SRO	RAG (% complete)	Milestone Timescales	EIJB Delivery date
<b>1.2 Relationships and collaborative working between partners must improve</b>					
Undertake a review of the budget setting process and lessons learnt applied in preparation for 2020/21 to ensure delivery for 20/21	<ul style="list-style-type: none"> <li>Year long programme of development sessions now in place, which will have regular focussed sessions with the Board on budget</li> </ul>	Chief Finance Officer, Director of Finance NHSL and Head of Finance, CEC	100% =	June 2019	June 2019
Partners will continue to participate in the Lothian Integrated Care Forum (ICF)	<ul style="list-style-type: none"> <li>Lothian Integration Forum Terms of Reference agreed</li> </ul>	Chief Officer	100% =	June 2019	June 2019
	<ul style="list-style-type: none"> <li>Meetings scheduled</li> </ul>		100% =	June 2019	
	<ul style="list-style-type: none"> <li>Chief Officer group also given opportunity to discuss key issues across Lothian</li> </ul>		100% =	June 2019	
Partners will evaluate the first year of operation of the Lothian Forum and apply lessons learnt in year 2	<ul style="list-style-type: none"> <li>The ICF has had 3 meetings and has set out regular meetings across the year</li> </ul>	NHS Lothian Executive Nurse Director / Director of Planning	100% =	June 2019	June 2020
	<ul style="list-style-type: none"> <li>Membership is established and agreed initial priorities have been agreed</li> </ul>		100% =	June 2019	
	<ul style="list-style-type: none"> <li>Review the Lothian Integration Forum on a regular basis with an evaluation in June 2020</li> </ul>		0% =	June 2020	

Improvement Actions	EIJB response to improvement action	SRO	RAG (% complete)	Milestone Timescales	EIJB Delivery date
Consider the role of the third sector in wider Lothian Integration Forum in recognition of the role of the sector and community groups in transformational change	<ul style="list-style-type: none"> <li>Will form part of the review of the operation of the ICF and its workplan</li> </ul>	Chair of the Integrated Care Forum	0% =	June 2020	June 2020
<b>1.3 Relationships and partnership working with the third and independent sectors must improve</b>					
Third and independent sector participation will be built into the structure and delivery of the IJB's development of its Change Programme	<ul style="list-style-type: none"> <li>Change programme has been developed and membership – to include 3<sup>rd</sup> and independent sector – is now being established</li> </ul>	Chief Officer, EIJB	100%	August 2019	September 2019
	<ul style="list-style-type: none"> <li>Terms of Reference for programmes boards being drafted but will include third and independent sector</li> </ul>		100%	September 19	
	<ul style="list-style-type: none"> <li>Third and independent sector are represented on the IJB and sub committees</li> </ul>		100%	June 2019	
A Community Investment programme has been agreed and funded by the EIJB and this will provide a vehicle for further developing local engagement and participation of the sectors	<ul style="list-style-type: none"> <li>The Community Investment programme has been agreed with £2m funding over 2 years to develop and build capacity within the community sector</li> </ul>	EHSCP Head of Operations	75%^	June 2020	June 2020
	<ul style="list-style-type: none"> <li>This programme is being co-produced with the 3<sup>rd</sup> sector interface for Edinburgh – EVOC and will focus and be aligned to the EIJB's localities</li> </ul>		75%^	June 2020	
Wherever possible support the sectors to engage and participate effectively	<ul style="list-style-type: none"> <li>Participation of the sector a principle of delivering the transformation plan</li> </ul>	Head of Strategic Planning	100%	June 2020	June 2020

Improvement Actions	EIJB response to improvement action	SRO	RAG (% complete)	Milestone Timescales	EIJB Delivery date
The IJB will undertake an annual evaluation of its engagement utilising a robust methodology	<ul style="list-style-type: none"> <li>Participation of the sector a principle of delivering the transformation plan</li> </ul>	Head of Strategic Planning	25%=	June 2020	June 2020
Develop a more consistent approach to investment in communities	<ul style="list-style-type: none"> <li>A review of the IJB's Grants Programme has been undertaken</li> </ul>	Head of Operations & CFO	100%	June 2019	June 2020
	<ul style="list-style-type: none"> <li>Lessons learnt will inform all future grants process</li> </ul>		100%	January 2019	
	<ul style="list-style-type: none"> <li>We will evaluate the impact of the Community Investment Programme as part of the evaluation of our change and transformation programme</li> </ul>		25%=	June 2020	
<b>Key Feature 2 - Integrated finances and financial planning</b> <b>2.1 Health Boards, Local Authorities and IJB's should have a joint understanding of their respective financial position as they relate to integration</b>					
<p>Need for longer term financial planning forum to build trust and better understanding of relative positions and three wider financial engagement sessions agreed as follows:</p> <p>Agenda items</p> <ul style="list-style-type: none"> <li>Session on set aside budget</li> <li>Finance department resource to support IJB Chief Finance Officers (CFO)</li> <li>Impact of best value on IJB's</li> </ul> <ol style="list-style-type: none"> <li>End of Autumn catch-up</li> <li>Scottish Budget – post settlement</li> </ol>	<p>A pan-Lothian forum in relation to this section has been established and actions will be driven collectively and 'once for Lothian' where practicable.</p>	EIJB Chief Finance Officer as part of the wider pan-Lothian group	50%=	January 2020	End April 2020 (revised)

Improvement Actions	EIJB response to improvement action	SRO	RAG (% complete)	Milestone Timescales	EIJB Delivery date
The IJB will be provided with better shared management information, real time data that can be drilled into	<ul style="list-style-type: none"> <li>The EIJB has agreed a revised governance structure and a new Performance and Delivery Committee has been established</li> </ul>	Head of Strategic Planning, supported by CEC Strategy and Communications department and NHSL's Strategic Planning function	100%	November 2019	May 2020 (revised)
	<ul style="list-style-type: none"> <li>Work is now ongoing on refining the performance framework, including utilisation of the appropriate management and other information</li> </ul>		75%^	January 2020	
<b>2.2 Delegated budgets for IJBs must be agreed timeously</b>					
Budget setting – processes / workshops	<ul style="list-style-type: none"> <li>Three development sessions built in timetable for budget discussions and setting of Budget in January</li> </ul>	Chief Officer	100%	January 2020	January 2020
Ongoing engagement of all three partners will continue across the year	<ul style="list-style-type: none"> <li>Regular monthly catch-up with three partner organisations already takes place and regular, formal HSCP performance meetings with both CEC and NHSL</li> </ul>	Chief Officer	100%	June 2019	June 2019
Better links between strategic planning and availability of resources need to be strengthened through development of a medium-term financial strategy.	<ul style="list-style-type: none"> <li>A medium term financial strategy will come to the EIJB on the 20<sup>th</sup> of August</li> </ul>	Head of Strategic Planning and Chief Finance Officer	100%	October 19	October 19

Improvement Actions	EIJB response to improvement action	SRO	RAG (% complete)	Milestone Timescales	EIJB Delivery date
<b>2.3 Delegated hospital budgets and set aside budget requirements must be fully implemented</b>					
Partners will participate in the pan Lothian Integration Forum	<ul style="list-style-type: none"> <li>Meetings in place and priorities for initial operation have been set</li> </ul>	Chief Officer / Chief Executives / CFO	100%	June 2019	June 2019
Lessons learnt process from this year's budget setting	<ul style="list-style-type: none"> <li>To be completed</li> <li>Date revised to reflect budget setting is not complete at time of report being updated</li> </ul>	Chief Finance Officer with NHSL Director of Finance and CEC Head of Finance	50%=	January 2020	May 2020 (revised)
A series of workshops with NHSL is planned on budget	<ul style="list-style-type: none"> <li>To be completed</li> </ul>	Chief Finance Officer	25%=	June 2020	June 2020
Work underway on a methodology to accurately reflect utilisation of resource across four IJBs	<ul style="list-style-type: none"> <li>Underway</li> <li>Scoping of methodology has been undertaken but date revised as discussion on impact across 4 Lothian IJBs yet to take place with IJBs</li> </ul>	NHSL Director of Finance with Chief Finance Officers	25%^	January 2020	May 2020 (revised)
Focus on forward look on demographics and role of Primary Care and social care to mitigate growth	<ul style="list-style-type: none"> <li>To be scoped and appropriate capacity to undertake this to be identified</li> </ul>	Chief Finance Officer	0%=	March 2020	March 2020
Specific piece of work within the Lothian Integration Forum on the use of set aside	<ul style="list-style-type: none"> <li>To be completed</li> <li>Note that the EIJB has directed the use of set aside acute resources toward community investment as per paper on the Home First approach which came to the EIJB in October 2019</li> </ul>	NHS Director of Finance	0%=	June 2020	June 2020

Improvement Actions	EIJB response to improvement action	SRO	RAG (% complete)	Milestone Timescales	EIJB Delivery date
EIJB members have ongoing briefings and information to help support their understanding and decision making	<ul style="list-style-type: none"> <li>• These are in place</li> <li>• Further work scoping and planning development sessions for 2020 now underway</li> </ul>	Chief Finance Officer and Chief Officer EIJB	100%	June 2019	June 2019
<b>2.4 Each IJB must develop a transparent and prudent reserves policy</b>					
Policy under development and will be presented to the IJB in 2019	<ul style="list-style-type: none"> <li>• Reserves policy will be submitted to August IJB for approval</li> </ul>	Chief Finance Officer	100%	October 19	October 19
Focussed discussion as a Board about how reserves and other funding streams can best be used to support the strategic commissioning plan and longer-term sustainability of the IJB	<ul style="list-style-type: none"> <li>• Underway and developmental workshops have been undertaken</li> <li>• Budget for 2019/20 approved in October 2019</li> <li>• Balanced position for all partners approved in December 2019</li> </ul>	Chief Finance Officer	100%	October 19	October 19
<b>2.5 Statutory partners must ensure appropriate support is provided to IJB S95 Officers</b>					
Some good examples but limits in this, there is a joint recognition that the IJB CFO role can be a very challenging one, and recognition of the need to support the CFO with wider collective assistance	<ul style="list-style-type: none"> <li>• Further work to be undertaken to ensure appropriate capacity in place to support the role</li> <li>• Consideration to support set out in HSCP senior management structure</li> </ul>	Chief Officer Chief Executives	25%=	January 2020	May 2020 (revised)
	<ul style="list-style-type: none"> <li>• Paper to be developed for discussion with CEOs</li> </ul>		25%=	January 2020	

Improvement Actions	EIJB response to improvement action	SRO	RAG (% complete)	Milestone Timescales	EIJB Delivery date
Recognition that an overview of the financial position and working across two finance teams can be difficult. Also, whilst support from partner bodies is positive there is recognition that the terms of support and engagement could be reset to ensure this is more effective	<ul style="list-style-type: none"> <li>As above</li> </ul>	Chief Officer Chief Executives	25%=	January 2020	May 2020 (revised)
The IJB s95 Officer (CFO) relies on support from both City of Edinburgh Council and NHS Lothian finance teams	<ul style="list-style-type: none"> <li>As above</li> </ul>	Chief Officer Chief Executives	25%=	January 2020	May 2020 (revised)
Embed finance colleagues from our partners within a virtual HSCP finance team and co-locate them as required to support the CFO and the IJB/HSCP finance function across both budgets. This would build an even greater shared understanding of the different working practices and pressures on each partner, and enable the development of faster solutions and implementation of smoother processes across the partnership	<ul style="list-style-type: none"> <li>As above</li> </ul>	Chief Officer Chief Executives	25%=	January 2020	May 2020 (revised)
<b>2.6 IJBs must be empowered to use the totality of resources at their disposal to better meets the needs of their local populations</b>					
Implement review of directions and ensure that these reflect the use of funding regardless of its source toward IJB's strategic planning objectives and priorities	<ul style="list-style-type: none"> <li>Outcome of review of directions is on agenda for August Board</li> </ul>	Head of Strategic Planning	100%	August 2019	August 2019
	<ul style="list-style-type: none"> <li>Directions Policy approved by IJB in August</li> </ul>		100%	August 2019	

Improvement Actions	EIJB response to improvement action	SRO	RAG (% complete)	Milestone Timescales	EIJB Delivery date
Investment and commissioning plans and the medium-term financial plan will reflect this feature and business cases will evidence that we are utilising the totality as required	<ul style="list-style-type: none"> <li>Medium term financial plan initial outline approved by EIJB in August 2019</li> <li>Further detailed work to come to Board in 2020</li> </ul>	Chief Finance Officer	75%^	August 2019	May 2020 (revised)
Joint commitment to support the public pound losing its identity in future change and directions	<ul style="list-style-type: none"> <li>Commitment by all parties as set out in budget setting protocol</li> <li>Evidenced in balanced position as agreed by EIJB in December 2019</li> </ul>	Chief Finance Officer NHSL Director of Finance CEC Head of Finance	100%	March 2020	March 2020
IJB to implement revised process of business plan approval linked to directions	<ul style="list-style-type: none"> <li>Directions policy approved by EIJB in October</li> <li>Business planning processes will now be developed within the agreed framework</li> <li>Progress reflects that no new business plans have as yet come forward at time of reporting</li> </ul>	Chief Finance Officer Head of Strategic Planning	75%^	March 2020	March 2020
<b>Key Feature 3 – Effective Strategic Planning for Improvement</b>					
<b>3.1 Statutory partners must ensure that Chief Officers are effectively supported and empowered to act on behalf of the IJB</b>					
A review of the range of current support against future needs will be undertaken by the Chief Officer, supported by the wider Partnership	<ul style="list-style-type: none"> <li>A revised, co-produced HSCP senior management structure has been developed and organisational change processes in place with target</li> </ul>	Chief Officer Chief Executives	50%^	January 2020	June 2020 (revised)

	<p>date for completion of summer 2020</p> <ul style="list-style-type: none"><li>• Paper on support needs for the partnership under discussion with both NHS and CEC Chief Executives</li></ul>				
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Improvement Actions	EIJB response to improvement action	SRO	RAG (% complete)	Milestone Timescales	EIJB Delivery date
<b>3.4 Improved strategic planning and commissioning arrangements must be put in place</b>					
With partners, review current and future needs in relation to strategic planning and commissioning and implement any recommendations	<ul style="list-style-type: none"> <li>Underway in relation to structural review and organisational change within the HSCP</li> </ul>	Head of Strategic Planning / Chief Finance Officer	50%^	June 2020	June 2020
Partners to specifically address gaps in capacity and capability in acute health service planning	<ul style="list-style-type: none"> <li>Bed based review will support identification of our longer term needed</li> </ul>	Head of Strategic Planning Chief Finance Officer Chief Officer	25% =	June 2020	June 2020
	<ul style="list-style-type: none"> <li>Capacity in relation to strategic planning also under consideration as part of the NHSL Recovery programme</li> </ul>		25% =	June 2020	
<b>3.5 Improved capacity for strategic commissioning of delegated hospital services must be in place</b>					
With partners, review current and future needs in relation to strategic planning and commissioning and implement any recommendations	<ul style="list-style-type: none"> <li>Consideration of structure has been co-produced with staff and staff side</li> <li>Organisational change process in place and structure for consultation and subsequent implementation is in place and compliant to policies of both NHSL and CEC</li> </ul>	Head of Strategic Planning	50%^	June 2020	August 2020 (revised)
<b>Key Feature 4 – Governance and accountability arrangements</b>					
<b>4.1 The understanding of accountabilities and responsibilities between statutory partners must improve</b>					
	<ul style="list-style-type: none"> <li>Agreed by IJB</li> </ul>		100%	June 2019	

Implementation of the GGI review recommendations and Good Governance Handbook	<ul style="list-style-type: none"> <li>• Committees will be set up by end of October 2019</li> </ul>	IJB Chair and Vice Chair Chief Officer	100%	November 2019	January 2020
	<ul style="list-style-type: none"> <li>• Handbook being co-produced with IJB</li> </ul>		50%^	January 2020	

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Improvement Actions	EIJB response to improvement action	SRO	RAG (% complete)	Milestone Timescales	EIJB Delivery date
In developing the governance review, ensure due focus is given to wider, complex issues of community and third sector representation	<ul style="list-style-type: none"> <li>3rd sector participation set out in terms of reference of committees through their non-voting membership of the EIJB</li> </ul>	Chief Officer	100% =	June 2019	June 2019
Partners participate fully in the Lothian Integration Forum in support of improving understanding of responsibilities and accountabilities	<ul style="list-style-type: none"> <li>ICF in place</li> </ul>	IJB Chair / Vice Chair Chief Officer Chief Executives	100% =	June 2019	June 2019
<b>4.2 Accountability processes across statutory partners will be streamlined</b>					
Implement governance review recommendations	<ul style="list-style-type: none"> <li>Underway</li> </ul>	Chief Officer	75% =	June 2020	June 2020
Refresh of IJB governance is an opportunity to review governance arrangements across wider partnership and create governance, assurance and escalation framework that are safe, effective, transparent and robust	<ul style="list-style-type: none"> <li>Underway</li> </ul>	Chief Officer Chief Executives	75% =	June 2020	June 2020
City of Edinburgh Council will annually review the guidance arrangements as part of their own plans		Chief Executive CEC	50% =	June 2020	June 2020

Improvement Actions	EIJB response to improvement action	SRO	RAG (% complete)	Milestone Timescales	EIJB Delivery date
<b>4.3 IJB chairs must be better supported to facilitate well run Boards capable of making effective decisions on a collective basis</b>					
Implementation of the Governance review action plan and Good Governance Handbook	<ul style="list-style-type: none"> <li>GGI development sessions underway</li> </ul>	Chief Officer	75% =	June 2019	April 2020 (revised)
	<ul style="list-style-type: none"> <li>Terms of reference for sub committees are drafted and to be submitted for board approval in June</li> </ul>		75% =	June 2019	
	<ul style="list-style-type: none"> <li>Handbook is being developed in a co-productive manner with board members</li> </ul>		75%	January 2020	
Further refinement of the induction programme – to take account particularly of the changes that occur, and support provided over the course of local government elections	<ul style="list-style-type: none"> <li>As part of work with GGI a refreshed induction and training programme has been developed for Board members</li> <li>Revision of date to take account of delivery of the final Governance Handbook and to ensure totality of this is reflected in final induction process</li> </ul>	Chief Officer	50%^	January 2020	April 2020 (revised)
Induction programmes and recruitment processes pay particular attention to the support and needs of carer and service user representatives to ensure they can fulfil this role while balancing care or other commitments	<ul style="list-style-type: none"> <li>As part of work with GGI a refreshed induction and training programme will be developed for Board members</li> <li>Revised date as per above</li> </ul>	Chief Officer	50%^	January 2020	April 2020 (revised)
Review of the Integration scheme including, as set out above to take account particularly of the changes that occur, and support provided over the course of local government elections	<ul style="list-style-type: none"> <li>Integration scheme has been amended to reflect the new carer duties.</li> </ul>	Chief Officer	100%	June 2019	June 2019

Improvement Actions	EIJB response to improvement action	SRO	RAG (% complete)	Milestone Timescales	EIJB Delivery date
Regular development sessions planned across the year with a focus on the IJB's strategic ambitions and priorities and to support forward thinking and robust decision making	<ul style="list-style-type: none"> <li>Development sessions dates to Dec 2020 have been agreed and work will be taken forward with GGI to scope out the theme / focus of these development sessions</li> </ul>	Chief Officer	100%	June 2019	June 2019
The Chair, Vice Chair, Chief Officer, CFO and other post holders and office bearers will be supported to ensure we maximise membership of groups including; CoSLA, Health and Social Care Scotland, Social Work Scotland, National CFOs' Group and Chairs' / Vice Chairs' network	<ul style="list-style-type: none"> <li>EIJB has moved its meetings from a Friday to a Tuesday in part to accommodate input and participation with wider national bodies relating to leadership in integration</li> </ul>	Chief Officer	100%	June 2019	June 2019
City of Edinburgh Council will include IJB membership as part of their induction process.	<ul style="list-style-type: none"> <li>As part of work with GGI a refreshed induction and training programme will be developed for Board members</li> <li>Induction has been reviewed however revised date reflects timeline for completion of the handbook and work with the GGI to ensure this is incorporated</li> </ul>	Chief Officer Chief Executive CEC	50%^	January 2020	January 2020 (revised)
The IJB will consider its visibility and engagement in and with communities, including meeting in a wider range of venues in local communities	<ul style="list-style-type: none"> <li>The IJB will now be held in localities allowing visibility</li> </ul>	Chief Officer	100%	June 2019	October 2019
	<ul style="list-style-type: none"> <li>A new Partnership website is being developed and this will increase visibility of the Partnership and IJB</li> </ul>		100%	October 2019	

	<ul style="list-style-type: none"> <li>• Website now in place and content will be maintained and updated</li> </ul>				
	<ul style="list-style-type: none"> <li>• Partnership branding and identity is being scoped with plan to relaunch by the end of October 2019</li> <li>• Now in place and launched</li> </ul>		100%	October 2019	

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Improvement Actions	EIJB response to improvement action	SRO	RAG (% complete)	Milestone Timescales	EIJB Delivery date
The Third Sector Strategic Group will be supported to provide an induction to new IJB members on the role, capacity and purpose of the Third Sector	<ul style="list-style-type: none"> <li>As part of work with GGI a refreshed induction and training programme will be developed for Board members</li> <li>Revised date reflects timeline for full Governance Handbook to be in place</li> </ul>	Chief Officer Chief Executive, EVOC	50%^	January 2020	April 2020 (revised)
<b>4.4 Clear directions must be provided by IJB to Health Boards and Local Authorities</b>					
Finalise our review of directions	<ul style="list-style-type: none"> <li>The outcome of the review came to the IJB in August and the new directions policy approved</li> </ul>	Head of Strategic Planning	100%	August 2019	August 2019
	<ul style="list-style-type: none"> <li>A new directions policy was approved by the IJB in August</li> </ul>		100%	August 2019	
Develop, agree and implement direction setting process and ensure this is aligned to national guidance	<ul style="list-style-type: none"> <li>A new directions policy was approved by the IJB in August</li> </ul>	Head of Strategic Planning	100%	August 2019	August 2019
Regular (at least annual) reporting on directions to the IJB	<ul style="list-style-type: none"> <li>This will be included in the terms of reference for the Performance and Delivery Committee</li> </ul>	Head of Strategic Planning	100%	November 2019	November 2019
City of Edinburgh Council will include consideration of directions from the IJB as part of their planning processes		Chief Executive CEC EIJB Chief Officer	25% =	March 2020	March 2020
<b>4.5 Effective, coherent and joined up clinical and care governance arrangements must be in place</b>					
Clinical and Care Governance Committee to be developed with clear	<ul style="list-style-type: none"> <li>Agreed as a Committee and membership in place</li> </ul>	Head of Operations Chief Nurse	100%	June 2019	November 2020

accountabilities as well as a clear escalation and assurance map	<ul style="list-style-type: none"> <li>• Terms of reference drafted and agreed by the Committee</li> </ul>	Clinical Director Chief Social Work Officer	100%	June 2019	
	<ul style="list-style-type: none"> <li>• Dates for committee set and committee has now met</li> </ul>		100%	June 2019	

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Improvement Actions	EIJB response to improvement action	SRO	RAG (% complete)	Milestone Timescales	EIJB Delivery date
Refine professional and clinical leadership within this	<ul style="list-style-type: none"> <li>Workshop organised to define professional and clinical relationships and leadership across the Partnership – has taken place</li> <li>Progress has been made in this however revised timeline reflects ongoing revision of National Clinical and Care Governance and further national work taking place in the early new year</li> </ul>	Chief Officer Chief Nurse Clinical Director CSWO	75%^	November 2019	April 2019 (revised)
Clarity of arrangements with partners and ensuring clear lines of assurance and reporting will be set out in the Good Governance Handbook and implemented	<ul style="list-style-type: none"> <li>Introduction of Clinical and Care Governance committee that include assurance</li> </ul>	Head of Operations	75%^	November 2019	November 2019
Define more clearly the involvement of the third sector	<ul style="list-style-type: none"> <li>Consideration to be given to ensuring appropriate and clear engagement, recognising commissioning, regulatory and other frameworks</li> </ul>	Head of Operations Chief Nurse CSWO	25% =	June 2020	June 2020
<b>Key Feature 5 – Ability and willingness to share information</b> <b>5.1 IJB annual performance reports will be benchmarked by Chief Officers to allow them to better understand their local performance data</b>					
The IJB will undertake further benchmarking of good practice	<ul style="list-style-type: none"> <li>EIJB has participated in developmental sessions held nationally on Annual Performance Reviews</li> <li>National Framework for Community Health and Care has been published and provides model to self-evaluate against good practice</li> </ul>	Head of Strategic Planning	50%^	March 2020	March 2020

	<ul style="list-style-type: none"> <li>• Further participation as invited by Scottish Government officials</li> </ul>		Ongoing	Ongoing	
HSCP senior managers leading the work will participate in National performance forums	<ul style="list-style-type: none"> <li>• As above</li> </ul>	Head of Strategic Planning	50%^	March 2020	March 2020

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Improvement Actions	EIJB response to improvement action	SRO	RAG (% complete)	Milestone Timescales	EIJB Delivery date
<b>5.2 Identifying and implementing good practice will be systematically undertaken by all partnerships</b>					
Revise format and presentation of the Annual Report	<ul style="list-style-type: none"> <li>For consideration by Scottish Government – EIJB to participate as invited</li> <li>No current forum for this in place at time of reporting</li> </ul>	Head of Strategic Planning	0% =	June 2020	June 2020
Apply any future guidance or structure arising from the review set out at 5.1		Head of Strategic Planning	0% =	June 2020	June 2020
<b>Key Feature 6 – Meaningful and sustained engagement</b>					
<b>6.1 Effective approaches for community engagements and participation must be put in place for integration</b>					
Development of engagement and participation team	<ul style="list-style-type: none"> <li>To be considered as part of wider capacity planning</li> <li>Development of communications and engagement is part of the wider HSCP restructure and revised timeline reflects Organisational Change processes required to complete this</li> <li>An Interim Communications, engagement and participation team has been put in place and progress demonstrated through website, events and leadership sessions</li> </ul>	Head of Strategic Planning	50%^	January 2020	August 2020 revised
Review of our current engagement and participation plan in the context of this proposal and against examples of good practice elsewhere	<ul style="list-style-type: none"> <li>As above</li> </ul>	Head of Strategic Planning	50%^	January 2020	August 2020 revised
	<ul style="list-style-type: none"> <li>GGI development sessions underway</li> </ul>	Chief Officer	100%	June 2019	April 2020

Implementation of the governance review	<ul style="list-style-type: none"> <li>• Terms of reference for sub committees are drafted and to be submitted for board approval in June</li> </ul>		100%	June 2019	revised
	<ul style="list-style-type: none"> <li>• Handbook is being developed in a co-productive manner with board members</li> <li>• Revised date reflects end of work with GGI</li> </ul>		75%^	January 2020	

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**AUGUST Appendix B – Recommendations Cross Referenced to MSG Plan – February 2020**

Audit Scotland Action	Edinburgh IJB Actions	Responsible Organisation(s)	Cross Reference MSG Progress Update
<b>Commitment to collaborative leadership and building relationships</b>			
Ensuring there is appropriate leadership capacity in place to support integration	<ul style="list-style-type: none"> <li>- Further scoping as part of the agreed Governance Review of the EIJB</li> <li>- Executive Team and wider team development to be scoped and plans</li> </ul>	<ol style="list-style-type: none"> <li>1. <b>Scottish Government</b></li> <li>2. <b>COSLA</b></li> </ol>	<p>1.1 1.2 4.1 4.3 4.5</p>
Increase opportunities for joint leadership development across health and social care system to help leaders to work more collaboratively together	<ul style="list-style-type: none"> <li>- Chief Officers Network (Lothian and Scotland wide)</li> <li>- Work with Kings Fund</li> </ul>	<ol style="list-style-type: none"> <li>1. <b>Scottish Government</b></li> <li>2. <b>COSLA</b></li> </ol>	<p>1.1 1.2 4.1 4.3 4.5</p>
<b>Effective strategic planning for improvement</b>			
Ensure operational plans including workforce, IT and organisational change plans across the system are clearly aligned to the strategic priorities of the IA	<ul style="list-style-type: none"> <li>- Workforce baseline plan in development under the 6 steps methodology</li> <li>- Review of organisational structures undertaken and new posts of Head of Operations and Head of Strategy and Performance in place</li> <li>- Strategic Plan has been reviewed and will go to consultation</li> <li>- Strategic Transformation Plan to be agreed and implemented – paper to come to IJB in February</li> </ul>	<ol style="list-style-type: none"> <li>1. <b>Integration Authorities</b></li> <li>2. <b>Local Authorities</b></li> <li>3. <b>NHS Boards</b></li> </ol>	<p>3.1 3.4 3.5</p>
Monitor and report on Best Value in line with the requirements of the Public Bodies (Joint Working) (Scotland) Act 2014	<ul style="list-style-type: none"> <li>- Duty of Best Value understood and an element of internal and external audit processes</li> </ul>	<ol style="list-style-type: none"> <li>1. <b>Integration Authorities</b></li> <li>2. <b>Local Authorities</b></li> <li>3. <b>NHS Boards</b></li> </ol>	<p>City of Edinburgh Council to undergo a Best</p>

**AUGUST Appendix B – Recommendations Cross Referenced to MSG Plan – February 2020**

Audit Scotland Action	Edinburgh IJB Actions	Responsible Organisation(s)	Cross Reference MSG Progress Update
			Value review in February 2020  Principles embedded in Internal and External Audit Plans for EIJB
Ensure there is a consistent commitment to integration across government departments and in policy affecting health and social care integration	<ul style="list-style-type: none"> <li>- Regular meetings with Scottish Government Officials</li> <li>- IJB demonstrates this through its planning, revision of its Governance and in its regular review of its performance as well as the publication of its Annual Performance Report</li> <li>- IJB targets in relation to the 6 Ministerial Strategic Group measures ('MSG 6')</li> </ul>	<b>1. Scottish Government</b>	See MSG update
<b>Integrated finances and financial planning</b>			
Commit to continued additional pump priming funds to facilitate local priorities and new ways of working which should progress integration		<b>1. Scottish Government</b>	See MSG update
Urgently resolve the difficulties with "set aside" aspects of the Act	<ul style="list-style-type: none"> <li>- From an IJB perspective EIJB continues to review its use of set aside and the CO and team engage regarding planning of these services</li> <li>- NHS Lothian provides the EIJB with clear information on our proportionate use of these services and budget</li> </ul>	<b>1. Scottish Government</b> <b>2. COSLA</b>	1.2 2.1 2.2 2.3 2.5 2.6

**AUGUST Appendix B – Recommendations Cross Referenced to MSG Plan – February 2020**

Audit Scotland Action	Edinburgh IJB Actions	Responsible Organisation(s)	Cross Reference MSG Progress Update
			3.1
Support integrated financial management by developing a longer-term and more integrated approach to financial planning at both a national and local level. All partners should have a greater flexibility in planning and investing over the medium to longer term to achieve the aim of delivering more community-based care	<ul style="list-style-type: none"> <li>- Development of budget setting protocol which supports a longer term integrated approach to budget setting.</li> <li>- Medium term financial plan in development alongside a recast transformation programme for Edinburgh.</li> </ul>	<b>1. Integration Authorities</b> <b>2. Local Authorities</b> <b>3. NHS Boards</b>	1.1 1.2 2.1 2.2 2.3 2.4 2.5 2.6 3.5
View finances as a collective resource for health and social care to provide the best possible outcomes for people who need support	<ul style="list-style-type: none"> <li>- Development of budget setting protocol.</li> <li>- Close links with partner organisation finance links</li> <li>- Regular partnership performance meetings with CEOs from NHSL and CEC, their Director/Head of Finance and the CO and CFO to the EIJB</li> </ul>	<b>1. Integration Authorities</b> <b>2. Local Authorities</b> <b>3. NHS Boards</b>	1.1 1.2 2.1 2.2 2.3 2.4 2.5 2.6 3.5
<b>Agreed governance and accountability arrangement</b>			
Support Councillors and NHS Board Members who are also Integration Joint Board members to understand, manage and reduce potential conflicts with other roles.	<ul style="list-style-type: none"> <li>- Rollout of IJB induction</li> <li>- Good Governance Institute review of the EIJB's governance and action plan in response to this</li> </ul>	<b>1. Scottish Government</b> <b>2. COSLA</b>	1.1 1.2 2.1 4.3 4.5 5.1
Agree local responsibility and accountability arrangements where	<ul style="list-style-type: none"> <li>- NHSL and CEC are required to undertake a review of the Integration Scheme</li> </ul>	<b>1. Scottish Government</b> <b>2. COSLA</b>	4.3

**AUGUST Appendix B – Recommendations Cross Referenced to MSG Plan – February 2020**

Audit Scotland Action	Edinburgh IJB Actions	Responsible Organisation(s)	Cross Reference MSG Progress Update
<p>there is disagreement over interpretation of the Public Bodies (Joint Working) (Scotland) Act 2014 and its underpinning principles. Scenarios or examples of how the Act should be implemented should be used which are specific to local concerns. There is sufficient scope within existing legislation to allow this to happen.</p>		<p>3. Local Authorities 4. NHS Boards 5. Integration Boards</p>	<p>Scheme updated to reflect Carers' Act</p>
<p><b>Ability and willingness to share information</b></p>			
<p>Monitor how effectively resources provided are being used and share data and performance information widely to promote new ways of working across Scotland.</p>	<ul style="list-style-type: none"> <li>- Memorandum of Understand (MOU) in place between Council and NHS Lothian</li> </ul>	<p>1. Scottish Government 2. COSLA</p>	<p>1.2 1.3 2.2 2.3 2.4</p>
<p>Share learning from successful integration approaches across Scotland</p>	<ul style="list-style-type: none"> <li>- Links with Kings Fund and other Scottish Chief Officers</li> <li>- Engagement with other HSCPs in relation to models and activity we might learn from</li> </ul>	<p>1. Scottish Government 2. COSLA 3. Local Authorities 4. NHS Boards 5. Integration Boards</p>	<p>See MSG Update 4.4 5.1 5.2</p>
<p>Address data and information sharing issues, recognising that in some cases, national solutions may be needed.</p>	<ul style="list-style-type: none"> <li>- IT key workstream of Primary Care</li> <li>- Improvement Plan</li> <li>- Work ongoing to develop new case management tool.</li> </ul>	<p>1. Scottish Government 2. COSLA 3. Local Authorities 4. NHS Boards 5. Integration Boards</p>	<p>See MSG Update 5.1 5.2</p>

**AUGUST Appendix B – Recommendations Cross Referenced to MSG Plan – February 2020**

Audit Scotland Action	Edinburgh IJB Actions	Responsible Organisation(s)	Cross Reference MSG Progress Update
Review and improve the data and intelligence needed to inform integration and to demonstrate improved outcomes in future. They should also ensure mechanisms are in place to collect and report on this data publicly		<ol style="list-style-type: none"> <li>1. Scottish Government</li> <li>2. COSLA</li> <li>3. Local Authorities</li> <li>4. NHS Boards</li> <li>5. Integration Boards</li> </ol>	As above
<b>Meaningful and sustained engagement</b>			
Continue to improve the way that local communities are involved in planning and implementing any changes to how health and care services are accessed and delivered	- Development of Strategic Plans -December IJB through reference groups who developed outputs.	<ol style="list-style-type: none"> <li>1. Local Authorities</li> <li>2. NHS Boards</li> <li>3. Integration Authorities</li> </ol>	5.2 6.1

**Paper no: MSGHCC/120/2019**  
**Meeting date: 6 November 2019**  
**Agenda item: 3**

**Purpose:**  
**FOR ACTION**

<b>Title:</b>	<b>Integration Review – Progress Update</b>
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<b>Key Issues:</b>	<p>This paper:</p> <ul style="list-style-type: none"> <li>• Provides an update on progress with proposals within the Ministerial Strategic Group for Health and Community Care (MSG) integration review report with a 6 month or before delivery date. A total of 15 proposals out of the 25 within the MSG’s report were due for delivery within 6 months of its February publication date. The full review report can be accessed here:  <a href="https://www.gov.scot/publications/ministerial-strategic-group-health-community-care-review-progress-integration-health-social-care-final-report/">https://www.gov.scot/publications/ministerial-strategic-group-health-community-care-review-progress-integration-health-social-care-final-report/</a>.</li> <li>• Provides a brief overview of the continuing work following the self-evaluation process and the improvement plans shared with the Integration Division that have been developed collaboratively by Health Boards, Local Authorities and Integration Joint Boards and their key partners.</li> </ul>
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<b>Action Required:</b>	<p>The MSG is asked to:</p> <ol style="list-style-type: none"> <li>a) Note that progress has been made across all proposals;</li> <li>b) Consider the circumstances that have led to delays in fully delivering a number of the proposals due for completion within 6 months and before, and revised timescales for their delivery;</li> <li>c) Note the improvement planning underway following the self-evaluation process undertaken across local systems;</li> <li>d) Note that David Williams, Director of Delivery for Health and Social Care Integration, is leading improvement support and sharing learning amongst a grouping of Integration Authorities, as previously agreed by the MSG;</li> <li>e) Agree to receive regular updates on progress with delivery at a national and local level.</li> </ol>
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<b>Author: Christina Naismith</b> <b>Date: 28 October 2019</b>	<b>Director: Elinor Mitchell</b> <b>Date: 28 October 2019</b>
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## Introduction

1. At its meeting on 29 May the Ministerial Strategic Group for Health and Community Care (MSG) considered an update on all of the proposals contained in its review report published in February 2019. It also approved the Delivery Plan for implementation of the proposals aimed at increasing the pace and effectiveness of integration and considered an overview of the self-evaluation process and results.
2. The MSG had previously agreed that the integration leadership group, which is jointly chaired by Malcom Wright, Director General for Health and Social Care and Chief Executive of NHS Scotland, and Sally Loudon, Chief Executive of COSLA, would continue to meet and would have an oversight role to drive and support delivery of the proposals. The leadership group continues to meet every 6 weeks to review progress, and provide direction and advice.
3. The MSG review report sets a challenging and ambitious agenda for IJBs, NHS Boards and Local Authorities, working with key partners, including the third and independent sectors, to make progress with the implementation of integration over 12 months. This update report focuses progress with proposals within the MSG review report with a 6 month or before delivery date. A total of 15 proposals out of the 25 within the MSG review report were due for delivery within 6 months of its February publication date.

## Update on delivery of proposals with a 6 month or before delivery date

4. Progress continues across all 25 proposals contained in the MSG review report. The integration leadership group has been provided with regular updates, and will continue to consider these and provide advice and direction.
5. Besides maintaining an overview of progress, the integration leadership group is keen to ensure a continued focus on our joint and mutual responsibility to improve outcomes for people using health and social care services in Scotland and is supporting local systems, involving national improvement bodies. The secondment of David Williams as the Director of Delivery for Health and Social Care Integration has provided additional impetus and leadership capacity. Mr Williams is supporting, and sharing learning from, the small group of partnerships upon which it was agreed he would initially focus efforts.
6. This report provides an update on progress with those proposals that have a 6 month or before delivery date. There are 3 proposals with a delivery date of the end of March 2019, 1 proposal for delivery by July 2019 and 11 proposals with a 6 month delivery date. These are as follows:

**Proposals to be completed by end of March 2019 and thereafter each year by end March**

2(i) Health Boards, Local Authorities and IJBs should have a joint understanding of their respective financial positions as they relate to integration	G
2(ii) Delegated budgets for IJBs must be agreed timeously	A
2(vi) IJBs must be empowered to use the totality of resources at their disposal to better meet the needs of their local populations.	R
<b>Proposals to be completed by publication of next round of annual reports in July 2019</b>	
5(i) - IJB annual performance reports will be benchmarked by Chief Officers to allow them to better understand their local performance data.	G
<b>Proposals to be completed within 6 months (i.e.by August 2019)</b>	
1(i) - All leadership development will be focused on shared and collaborative practice.	A
2(iii) - Delegated hospital budgets and set aside requirements must be fully implemented	R
2(iv) - Each IJB must develop a transparent and prudent reserves policy.	A
2(v) - Statutory partners must ensure appropriate support is provided to IJB S95 Officers.	A
3(ii) - Improved strategic inspection of health and social care is developed to better reflect integration.	A
3(iii) - National improvement bodies must work more collaboratively and deliver the improvement support partnerships require to make integration work	A
4(i) - The understanding of accountabilities and responsibilities between statutory partners must improve.	G
4(iv) - Clear directions must be provided by IJBs to Health Boards and Local Authorities.	A
4(v) - Effective, coherent and joined up clinical and care governance arrangements must be in place.	R
5(iii) - A framework for community based health and social care integrated services will be developed.	G
6(i) – Effective approaches for community engagement and participation must be put in place for integration.	A

**Proposals to be completed by end of March 2019 and thereafter each year by end March**

*2(i) Health Boards, Local Authorities and IJBs should have a joint understanding of their respective financial positions as they relate to integration*

1. As part of the strategic planning and budget setting process it is recognised that well informed discussions are already taking place in a number of areas. This was evidenced in the responses provided in the self-evaluations, where a number of good examples were provided. All have confirmed that where this isn't in place, this will be by March 2020.
2. There has not been a recent joint Local Government/NHS Directors of Finance and IJB Chief Finance Officers meeting to further support an understanding of respective positions, which we are considering as an option for 2019-20. A Finance Leadership Event was held in November 2018 when the review was under way but prior to any recommendations being made.
3. In terms of all of the finance proposals contained within the review, IJBs will be expected to highlight local progress as part of the management commentary in their 2018-19 Annual Accounts. As appropriate, Audit Scotland will assess the validity of such commentary and may choose to make local recommendations.

*2(ii) Delegated budgets for IJBs must be agreed timeously*

4. While in the majority of cases budgets were agreed by 31 March, a number of IJBs highlighted that it was an indicative budget that was set at this point. In most cases this was due to the timescales of NHS Board sign-off, which we are discussing with NHS Directors of Finance. All have since indicated that this will be in place for March 2020 bar Edinburgh City, Midlothian, East Lothian and West Lothian.
5. The four Integration Joint Boards in the Lothians are unable to meet this proposal due to the timings NHS Lothian use to set their budget. To ensure delivery of this proposal in every area by March 2020 Scottish Government officials will work with NHS Lothian to amend their budget setting process.
6. Whilst a multi-year Spending Review would have assisted in developing medium term financial plans, we will look to work further with COSLA, IJBs and their partners to ensure arrangements are in place to fully implement this proposal.

*2(vi) IJBs must be empowered to use the totality of resources at their disposal to better meet the needs of their local populations.*

7. It is recognised that delivery of the other finance proposals in the review report are key to supporting IJBs in meeting this.

8. The recent Audit Scotland NHS overview report and Health and Sport Committee's 'Looking ahead to the Scottish Government - Health Budget 2020-21: When is Hospital bad for your health?' indicate that this is not yet happening in any part of Scotland.

### **Proposals to be completed by July 2019**

*5(i) - IJB annual performance reports will be benchmarked by Chief Officers to allow them to better understand their local performance data*

9. Substantial work on this has been undertaken by Chief Officers and by senior managers responsible for strategic commissioning and performance. A workshop on annual reports was delivered by ISD and SG on 29 April with Integration Authority performance leads. COSLA was also in attendance at the workshop. We used the overview of annual reports undertaken by the Integration Division and considered by MSG in October 2018 to help inform discussion, as well as the regulations and statutory guidance. A similar overview report is underway for this year's annual reports and Chief Officers will be offered individual feedback on their reports. A number of actions were agreed by the performance leads to take forward to improve consistency of approach.
10. We are aware of the tight timeframe for completion of these reports, particularly in view of the need to take Annual Performance Reports through the governance process to publication and the effect delays in data availability have had on that, and we appreciate local efforts to overcome these difficulties. We will report difficulties experienced in the overview report we plan to produce on Integration Authorities' Annual Performance Reports. Advice has been provided to Integration Authorities about managing any issues regarding the missing data. ISD together with the Integration Division will continue to provide support, advice and reassurance.
11. Despite some issues with national data not being available, the delivery of this proposal has been achieved within the timescale.

### **Progress with delivery of proposals due within 6 months of publication of the MSG review**

*1(i) - All leadership development will be focused on shared and collaborative practice.*

12. Project Lift is a new approach to recruit, retain, develop and manage talent at all levels of seniority within Health and Social Care in Scotland. It seeks to transform Health and Care in Scotland through enhancing leadership capability/capacity at all levels to help ensure that the very best and most able leaders reach boardrooms. There are 5 key strands to the approach: engagement; values based recruitment; performance appraisal; talent management and leadership development.

13. Project Lift's focus is to embed a consistent and understood approach to leadership across Health and Social Care in Scotland, explicitly linked to the notions of Collective Leadership and the underlying values and principles of the National Performance Framework and Health and Social Care in Scotland. It is about offering people development opportunities, tailored to their individual needs, and supporting the evolution of leadership communities.
14. Since its launch in June 2018, engagement has continued to grow. As at 30 September 2019, 16,493 people have visited the Project Lift website. 3,813 have engaged with the digital talent management process, with significant diversity being evident in terms of: gender, age, disability, race, belief and grade (Band 1 to Executive Level, including medics and dentists). Through this route, we have identified 1,243 people as having high leadership potential. We are committed to sharing information with NHS Boards to support their talent management and leadership development approaches.
15. The introduction of values based recruitment (VBR) for executives/senior managers in NHS Scotland means that their values - and how they relate to the values of NHS Scotland - are as important as their skills and experience. A significant number of recruitment processes have followed the VBR approach, including the recruitment of 7 new Chief Executives and 8 Chairs for NHS Scotland Boards. The inclusive, self-directed approach to talent management is based on individual agency – rather than a traditional top down approach – and is designed to help identify and develop future leaders from all backgrounds and at all levels of seniority.
16. Work is underway to identify evaluation criteria to assess the outcomes and impacts linked to Project Lift activity. There has been interest from a number of academic institutes in supporting this. The first Project Lift progress report was issued on 12 June 2019, and further general information is available at [www.projectlift.scot](http://www.projectlift.scot).
17. To ensure robust governance, we have established a Talent Management Board (TMB), the first meeting of which was held on 28 June. This includes representation from both COSLA and SOLACE. Its purpose includes providing oversight of talent management, succession planning, and leadership development activity; steering and authorising the matching of demand and deployment of Leadership Capability within Health and Social Care organisations within Scotland; and providing assurance in relation to Senior Management and Executive level recruitment processes.
18. To support the shared agenda identified in the MSG review report, in collaboration with the Scottish Social Services Council (SSSC), we have initiated a Chief Social Work Officer pilot. Two further practitioners have been trained to hold career conversations to allow us to respond to the resultant increase in demand. Representation from SSSC and IJB Chief Officers on Project Lift's governance groups is supporting wider engagement with Social Care colleagues.

19. Scottish Government officials responsible for supporting the implementation of Project Lift have completed an initial trawl of leadership offers available to colleagues working within the integrated context. The remit extended to learning and development resources wholly or partly concerned with the relational aspects of leadership, and covered offers relevant to the full range of leadership levels; from emerging leaders to executive/strategic leaders. National offers were captured, as well as those provided by NHS Scotland Boards and membership organisations such as the Royal Colleges and FMLM. Findings were presented to the Talent Management Board on 21 October 2019, with an acknowledgement that the data is not exhaustive, partly due to the complex nature of the Health and Social Care landscape. Further discussions are planned regarding how this valuable information might be used to inform and support Project Lift's approach to developing leaders at all levels.
20. While there is work to be done - including continuing to support Project Lift to become more integrated and available to the wider social care sector - much has been achieved, which contributes extensively to delivering the proposal. A national event with senior public sector executive leaders responsible for health and social care integration will take place on 28 November 2019 and will also contribute to the agenda of supporting collaborative leadership to help make a success of integration. The integration leadership group has considered the work underway and is content that this proposal is at an advanced stage of delivery but naturally work continues to grow and develop.

*2(iii) Delegated hospital budgets and set aside requirements must be fully implemented*

21. Partnerships are at different stages of implementing these arrangements. Given that a number of the challenges need to be worked through by NHS Boards in partnership with IJBs, discussion on progress and next steps formed part of the Annual Operational Plan meetings that the Scottish Government held with NHS Boards in April/May. Building on the information provided in the self-evaluations, where there are known issues emerging in terms of taking this proposal forward locally, closer engagement with individual partnerships will be undertaken by Scottish Government and COSLA officials. The recently submitted Improvement Plans will establish the plans local partners have put in place for improvement. This information will be used by Scottish Government, COSLA and IJB representatives to discuss what further support is required nationally.
22. Recently published Annual Accounts for individual Integration IJBs indicate that where set aside arrangements are being utilised, these are not yet established and continue to be notional budgets. A number of areas, via their self-evaluation return, have advised that this will be fully implemented by March 2020. We won't have confirmation of whether this is the case until the local audit process has taken place and annual accounts have been published for 2019-20. This will be known in late Summer 2020.

23. In previous years Scottish Government Health Finance has provided advice to Health Boards ensuring previous failure to make progress on this did not result in qualification of individual Health Boards accounts by Audit Scotland.

*2(v) Each IJB must develop a transparent and prudent reserves policy*

24. The self-evaluations undertaken by local systems indicated that most IJBs have a clear and agreed reserves policy. The very few which do not have a reserves policy in place do not currently hold reserves. A working group comprising COSLA and Scottish Government officials, along with representation from NHS and Local Government Directors of Finance and IJB Chief Finance Officers, will undertake some further detailed consideration of the issues, focusing on three aspects:
- a) Given current financial pressures across the system, whether the levels of earmarked reserves are appropriate and being used effectively to support the delivery of key policy commitments;
  - b) All IJBs to have a reserves policy in place whether or not they currently hold reserves; and
  - c) How IJBs, where the Scheme of Integration allows, can be supported in building up general reserves to levels set out in reserves policies and in line with Audit Scotland recommendations.

*2(v) Statutory partners must ensure appropriate support is provided to IJB S95 Officers*

25. The IJB Chief Finance Officers' (i.e., IJB S95 Officers') network has undertaken a review of the support arrangements in place for each IJB. This assessment included the approach taken in different areas to the Chief Finance Officer role itself (e.g. whether full time or part-time role). Local systems should continue to review whether arrangements are appropriate and make improvements as required. The network is also considering further training support, with input from CIPFA, that would benefit the group.

*3(ii) - Improved strategic inspection of health and social care is developed to better reflect integration.*

*3(iii) - National improvement bodies must work more collaboratively and deliver the improvement support partnerships require to make integration work*

26. Scottish Government and COSLA officials met with the Care Inspectorate, Healthcare Improvement Scotland, the Improvement Service and National Services Scotland in early July to jointly consider two separate papers developed by the national agencies in respect of scrutiny and improvement.
27. Proposals for a new strategic inspection regime that has a better focus on outcomes and that takes better account of integration are under development. There is full acknowledgement by the Care Inspectorate (CI) and Healthcare Improvement Scotland (HIS) that the emphasis of the current regime is on planning and they are not able to report on the impact of integration generally, nor improvements in the experience or outcomes for people using health and social care services.

28. The paper on improvement support was an early iteration and it was agreed that further work was required. It is acknowledged that there will be important insights from the work that David Williams is leading, particularly in supporting the more challenged partnership areas. We already recognise that this is a different form of support and challenge provided by a credible and knowledgeable senior leader that is offering a unique opportunity for senior leaders in local systems to engage on a different basis and agree improvements that they will lead.
29. In late October, the Director of Community Health and Social Care together with the Director of Healthcare Quality and Improvement met with the Chief Executives of the Care Inspectorate and Healthcare Improvement Scotland to agree the scale of change required and the level of co-operation necessary across both scrutiny and improvement. At this meeting a number of key actions, through a co-ordinated approach, were jointly agreed. Actions included, concluding work already underway to put mechanisms in place to provide information to partnerships about the improvement support available to them from different agencies, and sharing intelligence in order to provide the right quality improvement support, at the right time. This approach will help to address areas for improvement identified through local systems' self-evaluation process.
30. In addition, wider work to create improvement capacity was also discussed and the need to ensure the relationship between scrutiny and improvement was transparent and responsive to local systems in delivering effective and high quality integrated services. Proposals for joint inspections, which will support the delivery this have been developed and a pilot site will be identified.
31. The delivery timescale will not be met for these two proposals and following agreement of the integration leadership group the timescale has been reframed for these to be delivered by February 2020.

*32. 4(i) - The understanding of accountabilities and responsibilities between statutory partners must improve*

33. The self-evaluation work has provided a baseline of where local partners believe themselves to be in relation to decision making and improved understanding of accountabilities and responsibilities. Many evaluated this positively. There is a greater acceptance of the statutory functions of Integration Joint Boards (IJB) and that decisions about all delegated services must be made by the IJB. This is an area where work requires to continue and is linked to many other proposals, including collaborative leadership, providing clear directions, clinical and care governance, budget setting and implementing set-aside. This proposal has only been partially delivered and following agreement of the leadership group has been reframed to be delivered by February 2020.

*4(iv) - Clear directions must be provided by IJBs to Health Boards and Local Authorities*

34. Draft revised statutory guidance on the use of directions was widely circulated and discussed in the autumn/winter of 2018. It was agreed at a review reference group meeting that scenario planning work with a multi-partnership NHS Board area would be undertaken to help inform the guidance about this crucial and complex aspect. This led to work with the Ayrshire partnerships, which have been exploring how to develop agreement on set aside budgets and associated directions, focusing principally on primary care and unscheduled care. The Scottish Government has supported this scenario planning work and although it has not yet concluded, we will be able to use this to add useful advice on multi-partnership arrangements for acute and other service planning.
35. As the original proposal for this augmentation of the draft guidance came from the review reference group, it would seem sensible to seek comment from that group on a final draft, taking account of lessons learned in the scenario planning undertaken. It is therefore suggested that this is identified as a substantive agenda item for the next meeting of the reference group on to take place in early December, with a view to finalising and issuing the revised statutory guidance thereafter. This would enable delivery of the proposal by the end of 2019.

*4(v) - Effective, coherent and joined up clinical and care governance arrangements must be in place*

36. A small internal Scottish Government team of professional and policy advisers has been working on the clinical and care governance guidance. The group has undertaken a wide range of reviewing, research, mapping and engagement activities to inform decisions about the best way to deliver effective guidance for integration authorities. This has been an extremely productive exercise concluding with clear advice about the way forward.
37. A draft document has been prepared, which builds on the outputs from 3 national stakeholder events and good practice nationally and internationally. The document includes an explicit consideration of the quality planning, control, assurance and improvement dimensions of good governance as well as public protection. This draft, which is focused on how to operationalise the requirements of the Clinical and Care Governance Framework, will be subject to further refinement based on engagement with front line stakeholders at a national event to be held later this year. This event will have a practical focus on testing and co-producing content for the resource. The guidance will then be further refined before being subject to a process of ongoing drafting and improvement through collaboration with key national stakeholder groups.
38. This work has required detailed consideration across a range of disciplines and has taken longer than initially thought. After consideration by the integration leadership group, it was agreed that the timescale for completion of the guidance should move to February 2020, notwithstanding that additional work will be required to support the implementation of the guidance.

*5(iii) - A framework for community based health and social care integrated services will be developed*

39. Engagement work with key stakeholders has been combined with a review of the current policy context, recognised good practice and published evidence to produce a draft framework. The draft framework includes the components of effective, sustainable integrated care that are known to improve outcomes for people with the factors that need to be in place to support their delivery, along with a clear sense of purpose for frontline practitioners and commitment to consistency of experience for the people of Scotland.
40. At the same time, a number of examples of good practice have been assembled for each of the components of effective, sustainable integrated care and these, along with draft framework, have been tested through extensive stakeholder engagement during the summer months. Nearly 40 engagement sessions with a range of external partners have been undertaken, including a successful webinar organised by the Alliance. The feedback gathered has shaped the final draft framework and further populate the accompanying good practice guide.
41. The final version of the framework is also on the MSG agenda for 6 November 2019 for consideration and final sign off.

*6(i) – Effective approaches for community engagement and participation must be put in place for integration*

42. Work is currently underway to develop new statutory guidance for community engagement and participation. A working group has been established, comprising key representative bodies and national agencies. It is co-chaired by Scottish Government and COSLA and is meeting regularly. The new statutory guidance will aim to provide clarity and specificity about how public engagement principles apply to health and social care in Scotland using best practice examples.
43. Substantial progress has been made in scoping the guidance and what it needs to cover, and a first draft has been completed for consideration of the working group. The work to complete the guidance is fairly complex as it is bringing together, for the first time, the different but not dissimilar duties and powers of different statutory public bodies with regard to community engagement. This has required a fairly sophisticated approach to describing the differences and the similarities, and setting out expectations for different bodies, while keeping the principles of effective engagement with communities as core to this irrespective of which statutory body is expected to apply the guidance. To enable this draft guidance to be adequately developed and consulted upon, the leadership agreed that the timescale for delivery of the guidance should be extended to February 2020.

## Self-evaluation process – Improvement Plans

44. The MSG review report contained an expectation that “every Health Board, Local Authority and Integration Joint Board will evaluate their current position in relation to this report and the Audit Scotland report, and take action to make progress.”. On 25 March Malcolm Wright and Sally Loudon wrote to all local systems reminding them of this expectation and providing a self-evaluation template focused on the 25 proposals in the review report.
45. Local partners were invited to complete and return the template on a collective basis by 15 May, ensuring that the process for completing it was undertaken on a collaborative basis and extending beyond statutory partners to include local colleagues in the third and independent sectors and other partners. The self-evaluation template was intended to assist local partners not only in fulfilling the expectation outlined above but also as a means of developing a collective understanding from across local systems to deliver integration.
46. The self-evaluation template invited local partners to rate themselves against four rating descriptors for each of the proposals. These were: not yet established; partly established; established; and exemplary. For each proposal an indicator descriptor was provided to assist partnerships in determining their ratings. Partnerships were also asked to provide evidence to support their ratings and to identify proposed improvement actions.
47. The MSG considered a brief overview of the self-evaluation material at its meeting on 29 May 2019, shared by each local system across Scotland. The integration leadership group considered a more detailed analysis and the joint chairs wrote to local system leaders thanking them for their collaboration and support in undertaking and completing the exercise within the timescale requested. The integration leadership group has been committed to ensuring that completing the self-evaluation template would have a clear local value as well as enabling the group to gain an insight to local progress. From both formal and informal feedback we understand that many local systems found undertaking the self-evaluation and the process of agreeing collective responses to be a useful one while others found this more challenging.
48. Since then, the Integration Division requested that local systems share their Improvement Plans by 23 August. We have received Improvement Plans from all areas, although a number of these are still draft, high level and lacking necessary detail. Others are well developed and demonstrate a clear focus on appropriate actions to ensure delivery of the proposals at a local level. The plans have been analysed and information from them will be used to direct support to local areas by the Integration Division and by David Williams, Director of Delivery for Health and Social Care, within the broader context of the recent establishment within the Scottish Government of the Directorate for Community Health and Social Care under Elinor Mitchell.

## Recommendations

46. The MSG is asked to:

- f) Note that progress has been made across all proposals;
- g) Consider the circumstances that have led to delays in fully delivering a number of the proposals due for completion within 6 months and before, and revised timescales for their delivery;
- h) Note the improvement planning following the self-evaluation process undertaken across local systems;
- i) Note that David Williams, Director of Delivery for Health and Social Care Integration, is leading improvement support and sharing learning amongst a grouping of Integration Authorities, as previously agreed by the MSG;
- j) Agree to receive regular updates on progress with delivery at a national and local level.

**Christina Naismith**

Integration Division

28 October 2019