



IJB Finance, Performance and Quality Committee

5th July 2023

This Report relates to
Item 6 on the Agenda

Directions Performance Update

Paper presented by Kirsty Bell

For Discussion / Noting

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Approved for Submission by:	<ul style="list-style-type: none">• IJB Audit, Risk and Governance Committee (8th June 2023)• Health and Social Care Leadership Group (15th June 2023)• Integrated Joint Board (22nd June 2023)
List of Background Papers:	D&G IJB Directions Policy 2021 – 2023
Appendices:	Appendix 1 – Governance Protocol

1. Introduction

- 1.1 The Public Bodies (Joint Working) (Scotland) Act 2014 states that an Integration Joint Board must give a direction to a constituent authority to carry out each function delegated to the Integration Authority. There is a requirement to ensure we have a robust Governance Procedure in place for Recording, Monitoring and Management of Directions.

Therefore, a governance procedure has been developed which was approved at the IJB Audit, Risk and Governance Committee, Health and Social Care Leadership Group and Integrated Joint Board (Appendix 1).

- 1.2 The Partnership has reviewed the processes and governance that underpin Directions to ensure best practice is reflected.

There are currently 31 open directions (2 of which are superseded by new Directions, and 4 new additional Directions) where we applied a Status in terms of performance of Directions; additionally we have made suggestions where directions need closed due to being either historical or delivered.

The constituent parties will review the Directions which are historical and / or delivered where a letter will be sent from either or both parties to inform the Integrated Joint Board of the delivery of a Direction or closure with the associated paperwork.

Within the 2022 / 23, we issued a further 4 Directions to the constituent parties:

- Review of Maternity Services in Wigtownshire
- Transition of third sector commissioned services to three-year contracts
- Implement the Dumfries and Galloway Integration Joint Board's Housing with Care and Support Strategy 2020-2025
- Carers Act Funding

2. Recommendations

- 2.1 **IJB Finance, Performance and Quality Committee is asked to note:**

- **This paper provides an overview of the status of each of the current 31 open Directions and associated actions required to ensure the new governance process is adhered to. Furthermore a central database for the recording of Directions is underdevelopment which has mapped all Directions to Strategic Commissioning Intentions, Annual Delivery Plans and Tactical Priorities.**
- **This paper requests that due process on the ten recommended closures of Directions commences as per new procedure.**

3. Assessment

- 3.1 The Directions Policy 2021 - 2023 sets out the process for formulating, approving, issuing and reviewing directions from Dumfries and Galloway Integration Joint Board to NHS Dumfries and Galloway and Dumfries and Galloway Council. This policy has been developed in line with the Public Bodies (Joint Working) (Scotland) Act 2014 and Scottish Governments Statutory Guidance on Directions from Integration Authorities to Health Boards and Local Authorities.

3.2 Directions are legally binding, which is why they come at the end point of a process of planning and decision making. The delivery partners are required to comply with all directions received from the IJB, and the law is clear that they may not amend, ignore, appeal or veto any direction.

3.3 Due to Directions being legally binding we must have a robust process around the governance of Directions that have been issued to constituent parties and also ensure alignment to the delivery committees of the constituent parties.

3.4 Please find an assessment of the status of the 31 Directions listed:

- Require closure: 10
- Superseded: 2
- Ongoing / planning stage: 18
- Not started: 1

3.5 The table is listed so we can apply the governance protocol for closure on each of the 10 Directions.

Reference Number	Direction Title	Date Issued	To Whom	Status
IJBD1901	Withdraw all General Practitioner, Practice Nurse and dispensing services from Johnstonebridge branch practice	30/01/2019	NHS D&G	Complete – letter from Board to IJB to close with paperwork
IJBD2107	Ophthalmology - Shared Care Pilot	18/03/2021	NHS D&G	Complete - requirement for NHS P&R Committee to recommend closure to NHS Board and then to IJB
IJBD2112	Implement the use of My PreOp	18/03/2021	NHS D&G	Complete - requirement for NHS P&R Committee to recommend closure to NHS Board and then to IJB
IJBD2115	Implement eCommunication for appointment management	18/03/2021	NHS D&G	Complete - requirement for NHS P&R Committee to recommend closure to NHS Board and then to IJB
IJBD2110	Develop Virtual Consultations as an alternative option to face to face consultations	18/03/2021	NHS D&G	Complete – NHS P&R Committee giving recommendation to the Board to sign off Direction as Business as usual then onto IJB
IJBD2113	Establish Single Access Point	18/03/2021	NHS D&G and D&G Council	Complete – requirement for SW Committee to recommend closure to DGC and then letter to IJB
IJBD2102	Investment in Care and Support Services (CASS)	19/03/2021	D&G Council	Complete - requirement for NHS P&R Committee to recommend closure to NHS Board and then to IJB
IJBD2103	Investment in Short Term Assessment and Reablement Service	19/03/2021 (Retrospectiv	D&G Council	Complete – requirement for SW Committee to

		e)		recommend closure to DGC and then letter to IJB
IJBD2104	Implement the New Flexible Framework for Care and Support at Home	18/03/2021	D&G Council	Complete – requirement for SW Committee to recommend closure to DGC and then letter to IJB
IJBD2006	Drug and Alcohol Strategy 2020/21	23/09/2020	D&G Council and NHS D&G	Complete – date delivered? And find out the process
IJBD2110	Implement the D&G IJB Housing with Care and Support Strategy 2020-2023	23/09/2020	D&G Council and NHS D&G	Superseded by IJBD2204
IJBD2007	Phase 2 of the Transforming Wigtownshire Programme	19/11/2020	D&G Council and NHS D&G	Superseded
IJBD2109	Dementia Care Improvement Programme	18/03/2021	NHS D&G	Ongoing – Mental Health Management Team
IJBD2114	Establish Home Teams	18/03/2021	NHS D&G and D&G Council	Ongoing- Community Leadership Group
IJBD2204	Implement the Dumfries and Galloway Integration Joint Board’s Housing with Care and Support Strategy 2020-2025	08/12/2022	D&G Council and NHS D&G	Ongoing, planning stage commenced – Community Leadership Group
IJBD1803	Development of a Dumfries and Galloway Learning Disability Strategy	29/11/2018	D&G Council and NHS D&G	Ongoing – Complex Care Programme Board
IJBD2203	Review of Maternity Services in Wigtownshire	08/12/2022	NHS D&G	Ongoing
IJBD1701	Deliver the Dumfries and Galloway Strategy for Mental Health 2017-2027	30/11/2017	D&G Council and NHS D&G	Ongoing, Mental Health Management Team
IJBD2201	Integration Joint Board Direction to Constituent Authorities to continue to carry out all health and social care functions (including acute hospitals)	23/06/2022	D&G Council and NHS D&G	Ongoing
IJBD2003	Implement the D&G IJB Digital Health and Care Strategy 2020-2024	06/08/2020	D&G Council and NHS D&G	Ongoing – planning / delivery stage – Digital Programme Board
IJBD2004	Implement the D&G IJB Plan for Palliative Care	23/09/2020	D&G Council and NHS D&G	Ongoing – planning stage

IJBD2106	Establish a delivery model for GP Out of Hours	18/03/2021	NHS D&G	Ongoing – unscheduled care programme board
IJBD2108	Redesign Orthopaedic Pathways	18/03/2021	NHS D&G	Ongoing – planned care steering group
IJBD2111	Develop a plan for Community Treatment and Care (CTAC)	18/03/2021	NHS D&G	Ongoing – noting 80% complete – Primary Care Transformation programme
IJBD2117	Planning Future Priorities	18/03/2021	NHS D&G and D&G Council	Tactical Priority – Major Service Re-design – planning to commence
IJBD2202	Development of a Health and Social Care Partnership Delivery Plan	23/06/2022	NHS D&G and D&G Council	Ongoing – 3 year plan drafted as per ADP and MTP
IJBD2128	Supporting Unpaid Carers	27/05/2021	NHS D&G and D&G Council	Ongoing – Carers Programme Board
IJBD2301	Carers Act Funding	23/03/2023	NHS D&G and D&G Council	Commenced
IJBD2105	Establish a Flow Navigation Centre	18/03/2021	NHS D&G	Ongoing – unscheduled care programme board
IJBD2116	Business Modernisation (review of clinical time spent on administrative work)	18/03/2021	NHS D&G	Not started and question do we start
IJBD2205	Transition of third sector commissioned services to three-year contracts	08/12/2022	D&G Council	Ongoing

4. Conclusions

- 4.1 This paper provides an overview of all current open Directions with a status against each Directions in terms of performance, where this is to seek approval for the closure of ten Directions and to therefore follow the governance protocol.

5. Resource Implications

- 5.1 There are no financial implication associated with this paper.

6. Impact on Integration Joint Board Outcomes, Priorities and Policy

- 6.1 All directions are aligned with the IJBs 7 Strategic Commissioning Intentions as set out within the [IJB Strategic Commissioning Plan 2022-2025](#)

7. Legal and Risk Implications

- 7.1 Directions are legally binding therefore we need to ensure that we have robust governance processes in place not only for the Integrated Joint Board but for the Senior Leadership Team and associated Committees of the constituent parties.

8. Consultation

8.1 Health and Social Care Leadership Group

9. Equality Impact Assessment

9.1 There is no requirement to complete an EQIA for this paper as any EQIAs will be completed as part of any Directions as appropriate.

10. Glossary

EQIA	Equalities Impact Assessment
IJB	Integration Joint Board

Governance Procedure (Recording, Monitoring and Management of Directions)

1. The IJB approve to issue a direction at a scheduled Integrated Joint Board, the Governance Officer for the IJB arranges for the Direction to be issued (in letter format, with a copy of the paper used to inform decision-making where appropriate).
2. A Direction letter together with the Direction detail is issued to the either D&G Council, NHS Board or both. This direction letter is sent on behalf of the Chief Officer of the IJB, to either Chief Executive of NHS Board, Chief Executive of the Local Authority or both and saved in the appropriate folder. The Direction Information is added to the Directions Central Database to ensure an accurate record and relevant timeframes for a proposal of delivery recorded.
3. D&G Council and / or NHS Board table new Directions at the first available Full Council and / or NHS Board for members awareness.
4. Once a Direction is received the Chief Executive will meet with the Chief Operating Officer and other Directors to review the detail within the Direction and identify a lead Director to progress (Board Management Team). It is recognised that the majority of the directions will be implemented via the Chief Officer/Chief Operating Officer's team via the HSOP on behalf of the Board / Council.
5. The delegated lead of the Direction will produce a delivery proposal back firstly to the Health and Social Care Leadership Group for prioritisation to either the D&G Council, NHS Board for approval.

5.1 If there is a requirement to undertake a formal approvals process regarding the way in which a Direction will be delivered and therefore provide a proposal for delivery (position paper), the response for implementing each Direction will attempt to capture an impact assessment that covers the following points:

- links with the Tactical Priorities;
 - implications for the Board / Council on the delivery of the direction;
 - resource implications (finance / workforce);
 - risk analysis;
 - timeline for delivery of the direction;
 - estates related points;
 - environmental impact;
 - financial implications; and
 - changes to peoples pathways / clinical implications.
6. The operational delivery of the Direction requires to be monitored via the Health and Social Care Leadership Group then via the appropriate Committees from either party i.e. Social Work Committee, Performance and Resource Committee where the expectation would be for quarterly updates.

7. If there are any identified changes to the delivery of a Direction such as, a change in the proposed model or an extended timeframe, the operational teams must inform the Health and Social Care Leadership Team in the first instance. This will then be directed through the D&G Council / NHS Board and finally to inform the relevant IJB Committee then onto the Integration Joint Board.
8. The Chairs of the Committees will provide regular updates to Full Council and / or NHS Board for assurance or escalation of any issues - quarterly.
9. Following timely updates from Council / NHS committees then assurance on the performance of directions is provided to the IJB Finance, Performance and Quality Committee to then provide assurance to the Integrated Joint Board.
10. A recommendation in letter format to close a Direction due to it being delivered together with an evaluation should be directed through the committee structure of either D&G Council / NHS Board or both, where approval for the direction to be closed should be directed to the IJB Committee then onto the Integration Joint Board.
11. If approval to close Direction from Integration Joint Board then this will be feedback to the Full Council / NHS Board.
12. This information is then fed into the central database to close this off with a record of the letter.

