



Integration Joint Board  
Transformation and Innovation / Futures Committee

18<sup>th</sup> February 2025

This Report relates to  
Item 6 on the Agenda

# Assessment of the Effectiveness of Integration and Proposed Actions

*Paper presented by Ananda Allan*

*For Discussion*

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| <b>List of Background Papers:</b>                          | <a href="#">Assessment of the Effectiveness of Integration and Proposed Actions Nov 2024</a>  |   |
| <b>Appendices:</b>   | <b>Appendix 1</b> , SPG workshop analysis<br><b>Appendix 2a</b> , Audit Scotland_240725_ijb_performance<br><b>Appendix 2b</b> , Audit_240725_ijb_performance_supp1<br><b>Appendix 2c</b> , Audit_240725_ijb_performance_supp2 |   |
| <b>Direction Required to Council, Health Board or Both</b> | <b>Direction to:</b>  |   |
|  | 1. No Direction Required  | X |
|  | 2. Dumfries and Galloway Council  |   |
|  | 3. NHS Dumfries and Galloway  |   |
|  | 4. Dumfries and Galloway Council and NHS Dumfries and Galloway  |   |

## 1. Introduction

- 1.1 This paper summarises progress towards improving the effectiveness of integration.
- 1.2 The IJB Transformation and Innovation / Futures Committee is asked to note actions which will support the Partnership to deliver more effective integration.

## 2. Recommendations

- 2.1 **The Transformation and Innovation / Futures Committee is asked to:**
- **Note the progress in relation to improving the IJB Directions to improve the effectiveness of integration in Dumfries and Galloway**
  - **Consider what additional support is needed to progress towards developing Directions that will support transformation in the areas relating to cross cutting themes**

## 3. Background and Main Report

- 3.1. On 09 October 2024, the IJB held a workshop to consider the Audit Scotland report on finance and performance ([https://dghscp.co.uk/wp-content/uploads/2024/11/Item-8-Appendix-2a-Audit-Scotland\\_240725\\_ijb\\_performance.pdf](https://dghscp.co.uk/wp-content/uploads/2024/11/Item-8-Appendix-2a-Audit-Scotland_240725_ijb_performance.pdf)) and the Strategic Planning Group's reflections on the effectiveness of integration arrangements.
- 3.2. Attendees identified that Directions, the legally binding instructions that the IJB issues to the delivery partners are key to articulating how actions are to be delivered. Areas requiring more input are:
- For each service impacted by a Direction to include costings and budgets related to the service change.
  - For Directions to clearly define the ambitions for delivery and expected outcomes that are reportable.
- 3.3. **IJB Directions Workshop 14 January 2025**
- 3.4. The IJB held a workshop to consider the current active Directions and the future approach towards issuing Directions that would improve the effectiveness of integration.
- 3.5. From the guidance ([Directions from integration authorities to health boards and local authorities: statutory guidance - gov.scot](https://www.gov.scot/publications/statutory-guidance/2024/09/01/pages/100.aspx)) we understand that "a direction **must** be given in respect of every function that has been delegated to the IJB."
- 3.6. There are 37 individual functions defined within the Integration Scheme (<https://dghscp.co.uk/wp-content/uploads/2024/09/Revised-Integration-Scheme.pdf>).
- 3.7. **Decision made at the workshop:** The IJB did not want to have a Direction for every individual function but were happy to group these according to population groups to create a core suite of general delivery Directions. For instance combining Learning Disability Specialist, Learning Disability Nursing, and Services

and support for adults with learning disabilities into one Direction to support people with Intellectual Disability.

- Officers are currently shaping these core Directions which will supersede IJBD2401: Direction to Constituent Parties to deliver Health and Social Care Services within the IJB Financial Plan and Budget for 2024 / 2025.

3.8. The IJB had an opportunity to review 30 extant Directions and reflect on how these were distributed across the delegated functions.

3.9. **Decision made at the workshop:** The IJB clarified that extant Directions were not equitably distributed across the delegated functions and have asked officers to develop further Directions with the General Manager (GM) teams.

- A workshop has been arranged with GM teams to progress this work on 27 February 2025.

3.10. Reflections from the IJB members on the content of the extant Directions highlighted the need for future Directions to articulate both outputs and outcomes, as well as financial arrangements.

- Officers are redesigning the Directions template to capture this information more effectively.
- The IJB Performance Management Framework will be refreshed to reflect the metrics identified to evidence delivery of the Directions.

3.11. There were further, cross cutting themes identified that will require further thought to support developing future Directions; these include:

- Supporting unpaid Carers (note, the Direction to deliver the new Carers Plan is in development, led by the Deputy Head of Strategic Planning and Commissioning, and is expected to be finalised in March 2025)
- Maximising the potential of digital solutions (lead officer Deputy Chief Operating Officer)
- Addressing inequalities (lead officer: Director of Public Health)
- Early intervention and prevention focus (lead officer: Director of Public Health)
- Climate change (lead officer: Director of Finance)
- The role of the Third Sector and community resilience (lead officer: Deputy Head of Strategic Planning and Commissioning)
- Commissioning in an outcome focussed, ethical way to reflect human rights based practice (lead officer: Deputy Head of Strategic Planning and Commissioning).

#### 4. Conclusions

4.1 Core Directions around delivering functions are expected to be approved at the end of March 2025; the additional transformation action Directions being developed with the General Managers should be approved in the first quarter of 2025-26.

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| 4.2        | <p>The Transformation and Innovation / Futures Committee is asked to:</p> <ul style="list-style-type: none"> <li>• note the progress in relation to improving the IJB Directions to improve the effectiveness of integration in Dumfries and Galloway, and</li> <li>• consider what additional support is needed to progress towards developing Directions that will support transformation in the areas relating to cross cutting themes</li> </ul> |
| <b>5.</b>  | <b>Resource Implications</b>   |
| 5.1        | All Directions should have a robust description of the resource required to deliver the Direction. Additional corporate support resource may be required to develop robust Directions.   |
| <b>6.</b>  | <b>Impact on Integration Joint Board Outcomes, Priorities and Policy</b>   |
| 6.1        | Advice from the committee will have a direct influence on the development of the next Strategic Commissioning Plan.  |
| <b>7.</b>  | <b>Legal and Risk Implications</b>   |
| 7.1        | Any Directions issued by the IJB are legally binding documents for the delivery partners. The issuing of Directions should be at the end of a process of dialogue with the Partnership.  |
| 7.2        | Officers propose to review the Directions template to include more detail in relation to resources and expected outcomes.  |
| <b>8.</b>  | <b>Consultation</b>  |
| 8.1        | The IJB considered the findings of the Audit Scotland report at a workshop on 09 October 2024.   |
| <b>9.</b>  | <b>Equality and Human Rights Impact Assessment</b>   |
| 9.1        | As this paper does not propose a change to Policy an Impact Assessment is not required.  |
| <b>10.</b> | <b>Glossary</b>  |
| IJB        | Integration Joint Board  |
| SCP        | Strategic Commissioning Plan   |
| SPG        | Strategic Planning Group   |