



Dumfries and Galloway  
Integration Joint Board

4<sup>th</sup> March 2025

This Report relates to  
Item 6 on the Agenda

# IJB Direction Report

*Paper presented by Kirsty Bell*

*For Approval*

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<b>Approved for Submission by:</b>	Nicole Hamlet, Interim Chief Officer / Chief Operating Officer	
<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> – Draft Directions Template	
<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 The main body of this report was presented at the IJB Transformation, Innovation and Futures Committee on 18<sup>th</sup> February 2025, where this summarises progress towards improving the effectiveness of integration by ensuring adherence to the statutory guidance on Directions.
- 1.2 Officers have redesigned the Directions template to capture this information more effectively where a draft of the new template is attached as Appendix 1.
- 1.3 Additionally, a brief update on the progress of Maternity Services and Short Breaks Directions are included in section 3.

## 2. Recommendations

### The Integrated Joint Board is asked to:

- **Note the progress in relation to the approach taken to develop a Core Suite of Directions to improve the effectiveness of integration in Dumfries and Galloway and ensuring adherence to the Statutory Guidance.**
- **Approve the new Directions Template (Appendix 1).**
- **Note the brief 6 monthly update on Maternity Services and Short Breaks Directions.**

## 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 are a legally binding instruction that the IJB issues to the delivery partners and are key to articulating how functions are to be delivered. Identified areas for improvement:
  - 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 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](#)) 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 high level services linked to functions defined within the Integration Scheme (

[Scheme.pdf](#)).

- 3.7. **Decision made at the workshop:** The IJB did not want to have a Direction for every individual Service related to a function but were content 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 will develop a draft suite of 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.
- 3.10. Reflections from the IJB members on the content of the extant Directions highlighted the need for future Directions to articulate outputs and outcomes, as well as financial arrangements.
- Officers have redesigned the Directions template to capture this information more effectively (Appendix 1).
  - 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 part of the meeting papers - 4<sup>th</sup> March 2025 and officers have taken the opportunity to use the new draft Directions template)
  - 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).
- 3.12. Following the IJB held on 24<sup>th</sup> September 2024, there were 2 Directions approved for issue to relevant parties 1) Maternity Services and 2) Short Breaks, where this is to provide a brief update on progress for assurance:
- **Maternity Services** (Wigtownshire) – discussions taking place with SAS to formalise a bypass protocol. All maternity patient facing materials have

removed any reference to the Clenoch, these are available on the website and a draft EQIA.

- **Acorn House** – the budget has been amended and savings realised. Furthermore, the staff on fixed term contracts will go through a recruitment process to become permanent and a permanent Band 7 Senior Charge Nurse now in post.
- The NDAS (neuro developmental assessment service) hub has now moved into the other half of the estate.
- Organisational change process will commence summer 2025 to review current Job Descriptions for Acorn House staff with the opportunity to develop NDAS into substantive duties.

#### **4. Conclusions**

4.1 Core Directions around delivering Services linked to functions are expected to be at the end of March 2025;

4.2 Additional transformation Directions will be developed with the General Managers for approval in the first quarter of 2025-26.

#### **4.3 The Integrated Joint Board is asked to:**

- Note the progress in relation to the approach taken to develop a Core Suite of Directions to improve the effectiveness of integration in Dumfries and Galloway and ensuring adherence to the Statutory Guidance.
- Approve the new Directions Template (Appendix 1).
- Note the brief 6 monthly update on Maternity Services and Short Breaks Directions.

#### **5. Resource Implications**

5.1 All Directions should have a robust description of the resource required to deliver the Direction.

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

6.1 Advice from the IJB will have a direct influence on the development of the next Strategic Commissioning Plan.

#### **7. Legal and Risk Implications**

Any Directions issued by the IJB are legally binding for the delivery partners. The issuing of Directions should be at the end of a process of dialogue with the Partnership.

#### **8. Consultation**

IJB members considered the findings of the Audit Scotland report at a workshop on 09 October 2024.

IJB Members contributed to how we ensure a draft set of core Directions are to be delivered on 14 January 2025.

**9. Equality and Human Rights Impact Assessment**

As this paper does not propose a change to Policy an Impact Assessment is not required.

**10. Glossary**

IJB	Integration Joint Board
SCP	Strategic Commissioning Plan
SPG	Strategic Planning Group

**DIRECTION  
(ISSUED UNDER SECTIONS 26-28 OF THE PUBLIC BODIES (JOINT WORKING) (SCOTLAND)  
ACT 2014)**

<b>To</b>	XXXX
<b>Date issued</b>	(Date)
<b>Date takes effect</b>	(Date)
<b>Reference Number</b>	XXX
<b>Title</b>	
<b>Anticipated due date</b>	(Date)
<b>Supersede, amend or cancel a previous Direction? If yes, provide direction reference number</b>	

**Detail**

<b>Activity covered by Direction</b>	
<b>Functions covered by Direction</b>	
<b>Budget allocated by IJB to carry out the Direction</b>	

**Responsible for delivery**

<b>Organisation/s</b>	
<b>HSCP Directorate</b>	
<b>Lead Officer</b>	

**Anticipated delivery**

<b>Implementation Plan</b>	
<b>Desired Outputs</b>	
<b>Desired Outcomes</b>	

**Impact**

<b>National Health and Wellbeing Outcomes</b>	
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**Monitoring Arrangements**

<b>Performance Monitoring Arrangements</b>	
<b>Key Performance Indicators to be monitored</b>	
<b>Date Direction will be reviewed</b>	