



SBAR – IJB Directions Policy

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Area: Planning and Performance

<p>Situation</p>	<p>East Lothian Integration Joint Board’s existing Directions Policy has been in place since 2015, predating more recent guidance published by the Scottish Government around good practice in the development and management of directions by IJBs.</p> <p>East Lothian IJB members agreed with the proposal to develop a new IJB Directions Policy at an IJB Development Session held in June 2002.</p>
<p>Background</p>	<p>The Public Bodies (Joint Working) (Scotland) Act 2014 requires Integration Joint Boards to issue directions to their constituent Local Authority and Health Board in relation to the functions and budgets delegated to them.</p> <p>Since the introduction of the Act, a Good Practice Note was issued in 2016 and Statutory Guidance published in 2020.</p>
<p>Assessment</p>	<p>A review of current IJB directions is due to take place on the back of the publication of East Lothian IJB’s Strategic Plan for 2022-2025 (agreed at a meeting of the IJB in September 2022). The development of a new Directions Policy is timely in terms of it informing the planned review of directions.</p> <p>Implementation of the new Directions Policy will help to ensure that the revised set of directions, and the approach taken to the ongoing development and management of directions, reflects good practice / statutory guidance.</p> <p>The key principles underpinning the approach outlined in the draft Directions Policy include:</p> <ul style="list-style-type: none"> • Directions will be developed through wider engagement and discussion at Change Board, Strategic Planning Group and Officer levels, as well as through discussion with East Lothian Council and NHS Lothian. • The full set of directions will be reviewed at key points (e.g., when the budget is set / a new IJB Strategic Plan is published), but consideration will also be given to introducing new or revising existing directions throughout the year. • Directions will be linked to decisions made by the IJB. The IJB report templates already prompts consideration of whether a new direction should be introduced / an existing one revised – further emphasis will be placed on this. • A new template will be used for formulating directions. This will reflect the principles outlined in the Directions Policy.



	<ul style="list-style-type: none">• Progress measures will be developed for individual directions. These measures will form part of a wider Performance Framework.• Responsibility for overseeing the delivery of each direction will be assigned to Change Boards / the Strategic Planning Group and six-monthly updates will be submitted to the IJB.
Recommendation	East Lothian IJB is asked to: <ul style="list-style-type: none">• Consider the content of the appended Draft Directions Policy.• Approve adoption of the Draft Directions Policy.
Further Information	<p>Direction from integration authorities to health boards and local authorities: good practice guidance note, Scottish Government, 2016</p> <p>Directions from integration authorities to health boards and local authorities: statutory guidance, Scottish Government, 2020</p>

East Lothian Integration Joint Board - Draft Directions Policy

Purpose of this Policy

This policy sets out East Lothian Integration Board's approach to issuing and managing directions. It has been developed in line with the requirements set out in the Public Bodies (Joint Working) (Scotland) Act 2014 and subsequent Statutory Guidance produced by the Scottish Government.

A summary of the process outlined in this policy and a template for issuing and monitoring the delivery of directions are included as appendices.

Context and Background

The Public Bodies (Joint Working) (Scotland) Act 2014 (the Act) requires Integration Joint Boards to:

- Develop a Strategic Plan setting out how they will plan and deliver the integrated functions and budgets delegated to them.
- Issue directions to their constituent authorities (Local Authorities / Health Boards) in relation to the delivery of each delegated function.

The Scottish Government subsequently issued a [Good Practice Note](#) in 2016 and [Statutory Guidance](#) in 2020 aimed at improving practice in relation to the use of directions by IJBs.

About Directions

Directions are issued by IJBs providing instruction to their constituent authorities regarding the delivery of delegated functions, along with specification of the associated budget for delivery.

The following description provides a useful summary:

'Put simply, directions are the means by which an IJB tells the Health Board and Local Authority what is to be delivered using the integrated budget and for the IJB to improve the quality and sustainability of care, as outlined in its strategic commissioning plan.'¹

Directions provide a mechanism for the operational delivery of the IJB Strategic Plan and for instructing the implementation of decisions made by the IJB. Used effectively, directions provide clarity on responsibility and accountability for delivery of delegated functions and monitoring of their delivery.

Under the 2014 Act, IJBs are required to issue a direction for each function delegated to them. Directions are binding on constituent authorities and remain in place until varied, revoked or superseded.

¹ [Health Health and Social Care Integration - Statutory Guidance - Directions from Integration Authorities to Health Boards and Local Authorities \(www.gov.scot\)](#)

Our Approach

The following principles, based on the Scottish Government's 2020 Guidance, are reflected in East Lothian IJB's approach to issuing and managing directions.

1. Whilst the decision to issue a direction lies with the IJB, wider engagement and discussion will inform the development and subsequent content of the direction. This will potentially include discussion at Change Boards and the Strategic Planning Group, as well as discussion at Officer level. Engagement with NHS Lothian and East Lothian Council will also take place to ensure they are supportive of what is proposed.
2. There are a number of key points where IJB directions will be fully reviewed, with new directions potentially being issued and consideration given to revising or retiring existing ones. This includes after the setting of the IJB budget and following the publication of a new or updated IJB Strategic Plan. However, directions can also be issued or revised throughout the year in relation to developments / IJB decisions.
3. Directions will be directly linked to decisions made by the IJB, with a hyperlink to the report containing the relevant IJB decision included in the direction outline. This will allow all parties to readily view the context and rationale behind the development of the direction.
4. The IJB report template will continue to include a prompt to authors to consider whether a new direction / amendment to an existing direction is necessary. On receipt of reports, the Planning and Performance team will check to ensure that due consideration has been given and an appropriate recommendation made.
5. It is also important to ensure that directions are not issued unnecessarily, that their use is proportionate, and that they do not destabilise hosted, or partner provided services.
6. Directions will be developed using a template to ensure that they reflect the Directions Policy and include the details required to allow them to be monitored effectively (see appendix 1). This will be appended in draft form to the IJB report recommending issuing / revising a direction.
7. Directions will include details of the associated budget available to East Lothian Council, NHS Lothian or both to support delivery of the direction (as determined by the IJB). Where the direction cuts across more than one function or service, financial allocation for each of these should be specified.
8. Individual directions will be linked to the IJB strategic objectives and delivery priorities contained in the Annual Delivery Plan (which sets out plans to deliver the IJB Strategic Plan). Conversely, the directions template includes a requirement to identify which strategic objectives / delivery priorities the direction contributes to.
9. Progress measures will be developed for directions and will form part of the wider East Lothian HSCP Performance Framework.

10. Responsibility for overseeing the delivery of individual directions will be assigned to one of the East Lothian Change Boards or to the Strategic Planning Group (SPG). Change Boards will provide progress updates to the SPG and make recommendations for any revision / retreat of existing directions. Change Boards may also make recommendations to the SPG for the issuing of new directions.
11. An update on the full set of IJB directions will be submitted to the IJB every six months as part of a wider Annual Delivery Plan progress report.
12. Further discussion is due to take place with regards to directions related to hosted and set aside services. Once discussion has been concluded, the Directions Policy will be updated accordingly.

Implementation of Directions

Yearly, or when new directions affecting partners are developed, the Chief Officer will write to NHS Lothian and East Lothian Council to inform them of active and/or new directions. These partners have a legal responsibility to comply with and implement the directions issued to them by East Lothian IJB. If there are any issues with delivery of any direction by partners, or where further clarification is needed, partners should bring these to the attention of the Chief Officer in the first instance.

The Chief Officer will seek to resolve any issues and / or provide clarification, involving the IJB Chair or Vice Chair where appropriate. If resolution proves difficult, East Lothian IJB will be made aware, and the dispute resolution process outlined in the IJB Integration Scheme will be initiated if needed.

Review of Directions Policy

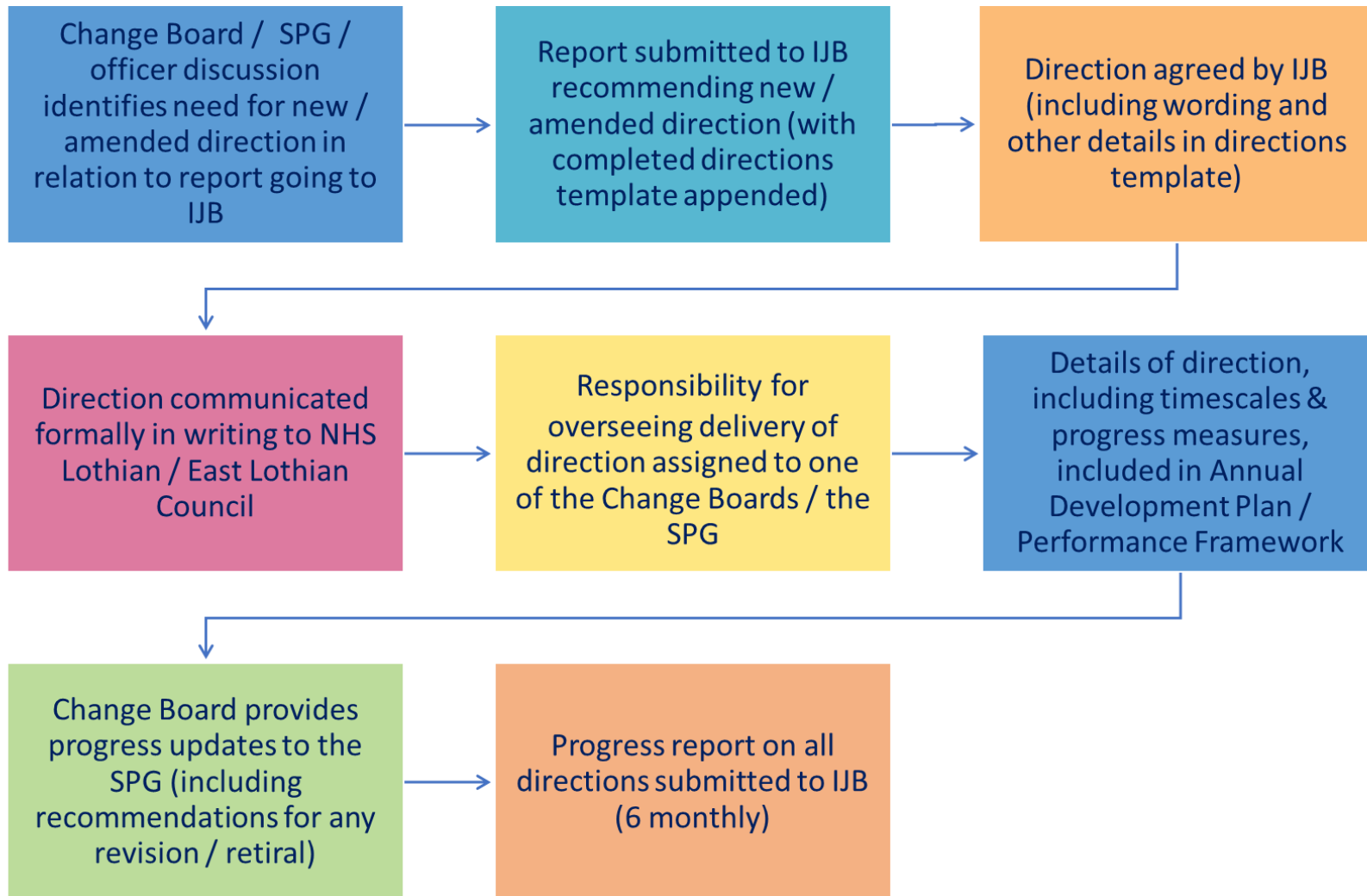
This Directions Policy will be reviewed every two years or sooner if new guidance is issued by the Scottish Government or significant changes take place in relation to the health and social care strategic context.

Date of policy approval:

Date of implementation:

Date of review:

Appendix 1 - Process for Issuing / Managing Directions



Appendix 2 - Directions Template

Title of direction and reference number	Short title, reference number to be provided by Planning & Performance.
Date direction issued by IJB	Date of IJB meeting direction agreed at.
Direction to	East Lothian Council and / or NHS Lothian.
Does this direction supersede, amend or cancel a previous direction? If yes, include reference number	Reference number can be provided by Planning & Performance.
Services / functions covered	List all services / functions that are relevant.
Full text of direction	Detailed description of what is required.
Link to relevant IJB report	Insert hyperlink
Budget allocation from IJB to carry out direction	Financial information on resource allocated to ELC, NHS Lothian or both to carry out direction. Where direction cuts across a number of functions financial allocation for each should be specified.
Which IJB Strategic Objectives / Delivery Priorities does the direction contribute to?	This will allow us to link the direction to the relevant part(s) of the Annual Delivery Plan.
Progress measures and timescales	Measures to demonstrate progress and / or completion – may include key milestones and completion measures – must include timescales. Measures likely to be task / action related.

