



RISK AUDIT AND PERFORMANCE COMMITTEE

Date of Meeting	28 November 2023
Report Title	Directions Update Report
Report Number	HSCP23.086
Lead Officer	Paul Mitchell, Chief Finance Officer
Report Author Details	Name: Alison MacLeod Job Title: Strategy and Transformation Lead Email Address: alimacleod@aberdeencity.gov.uk
Consultation Checklist Completed	Yes
Directions Required	No
Exempt	No
Appendices	A. Directions Tracker B. Revised Directions Process
Terms of Reference	6. Instruct Performance Reviews and related processes.

1. Purpose of the Report

- 1.1. This report presents the six-monthly update on the status of Directions made by the Integration Joint Board (IJB) to Aberdeen City Council (ACC) and NHS Grampian (NHSG).

2. Recommendations

- 2.1. It is recommended that the Risk, Audit and Performance Committee:
- a) Notes the detail and updates in Appendix A.

3. Strategic Plan Context

- 3.1. Under Section 26 of the Public Bodies (Joint Working) (Scotland) Act 2014, in order to carry out the functions delegated, the IJB must give Directions to



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a constituent authority. For Aberdeen City IJB the constituent authorities are ACC and NHSG. Monitoring the effectiveness of the Direction process provides assurance that activity is being undertaken to help further the delivery of Strategic Plan. Many of the Directions made are linked directly to specific programmes or projects as set out in the Delivery Plan.

4. Summary of Key Information

4.1. Health and Social Care Integration Statutory Guidance - Directions from Integration Authorities to Health Boards and Local Authorities, published in January 2020, states that there should be a log kept of all Directions made. At its meeting on 23 September 2020, the Risk Audit and Performance Committee (RAPC) agreed that a report on Directions would be presented every 6 months to review this log and provide assurance that the Directions were being issued and actioned in accordance with the 2014 Act.

4.2. Members agreed at the RAPC on 23rd June 2022 to a new 'traffic lights' system with four classifications to indicate the status of Directions. The classifications are as follows;

GREEN (Ongoing) indicating where the current direction is still valid, in place and not due for renewal or completion.

AMBER (Due) indicating Directions which are due for renewal or completion within the 6 months following the date of the Committee where the report is presented, including those which are at risk of not being completed within the timescale and / or within the allocated budget. In the case of the latter, an update to RAPC is required.

RED (Concern) indicating Directions which have either

- a) Not been implemented due to issues with implementation e.g. no service available to deliver on the direction.
- b) Directions which have expired and have not been reported as renewed or completed.

GREY (Complete) – indicating Directions where the date has expired, and the direction is either no longer required or has been superseded by a new direction. It also includes Directions which have been completed within a set timescale and will not be required to continue beyond that.

4.3. Appendix A shows all 'open' Directions and those Directions which were reported previously to the RAPC meeting in May 2023 but have since had a change in status. Those that are now complete will be archived for future



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reports. Four Directions have been added to the spreadsheet since the last report – two in relation to Procurement Workplans with an effective end date of 2029 and two in relation to the decision to extend Rosewell House arrangements with an effective end date of 2025. The Directions in Appendix A are sorted in chronological order using the 'Effective To' date, starting with the oldest date.

- 4.4. The total number of Directions reported are 45. It should be noted that some IJB decisions require a Direction to be made to both ACC and NHSG. Ten (22%) of these are now complete (Grey category). 27 (60%) are classified as Green (ongoing) , six (13%) as Amber (due for renewal within 6 months), and two (or 4%) as Red (expired).
- 4.5. One of the red status Directions is in relation to the Navigator Project which experienced a delay to its commencement date. As such the evaluation and proposal for future arrangements have been delayed. The other red status Direction is in relation to a Learning Disability Intensive Support Service. The provider of this service gave notice that they are withdrawing from Aberdeen and the service has had to be reallocated to other providers. This work is due to be completed by the end of November 2023 at which point the direction will be considered complete. The providers to whom the service is being reallocated are all part of an existing framework approved by IJB.
- 4.6. Arrangements are in place for those services subject to Directions that are Amber to be reviewed and resolved prior to the expiry date.
- 4.7. Compilation of this report has prompted a review of the process around Directions and the guidance on this has been updated and is contained at Appendix B. The revisions mainly clarify the statutory guidance on Directions indicating what Directions are and when to issue them as well as confirming the assurance process agreed at RAPC, the scheme of delegation, additional clarification around the process and a revised template.
- 4.8. As part of the 2022/23 Internal Audit Programme an audit was undertaken on Data Sharing. One of the recommendations was to ensure assurance is obtained that Data Protection Impact Assessments (DPIAs) are completed where appropriate and that a register of these is held by each Data Controller. The management response was that DPIA's are undertaken, where relevant for projects which are in turn reported to IJB and the subject of a Direction. It was agreed to add this assurance to the process of capturing and monitoring



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Directions. No Data Protection Impact Assessments (DPIAs) were submitted in the last six months.

5. Implications for Risk Audit and Performance Committee

5.1. Equalities, Fairer Scotland and Health Inequality

As this is a report on performance and no changes to service delivery are proposed, there is no requirement for an impact assessment to be undertaken and there are no direct implications in respect of Equality, Fairer Scotland or Health Inequality. The individual reports which prompted the Directions referred to within this report would have been subject to impact assessments where relevant.

5.2. Financial

There are no direct financial implications as a result of the recommendations in this report. The individual reports which prompted the Directions referred to within this report would have noted the financial implications and the budget would have been identified within the Direction.

5.3. Workforce

There are no direct workforce implications as a result of the recommendations in this report. The individual reports which prompted the Directions referred to within this report would have noted the workforce implications and links to the Workforce Plan.

5.4. Legal

The monitoring of the Directions Log ensures that the IJB is discharging the requirement under the Health and Social Care Integration Statutory Guidance- Directions from Integration Authorities to Health Boards and Local Authorities (Jan 2020).

5.5. Unpaid Carers

There are no direct implications for Unpaid Carers as a result of the recommendations in this report.



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5.6. Information Governance

There are no direct information governance implications arising from the recommendations in this report.

5.7. Environmental Impacts

There are no direct environmental implications arising from the recommendations in this report.

5.8. Sustainability

There are no direct sustainability implications arising from the recommendations in this report.

5.9. Other

None.

6. Management of Risk

6.1. Identified risks(s)

There is a risk that if the Directions Log is not reviewed on a regular basis there would be no assurance that the IJB is discharging the requirement under the Health and Social Care Integration Statutory Guidance- Directions from Integration Authorities to Health Boards and Local Authorities (Jan 2020).

6.2. Link to risks on strategic or operational risk register:

This report links to Risk 4 on the Strategic Risk Register,

Cause: Performance standards/outcomes are set by national and regulatory bodies and those locally determined performance standards are set by the board itself.



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Event: There is a risk that the IJB, and the services that it directs and has operational oversight of, fails to meet the national, regulatory and local standards.

Consequence: This may result in harm or risk of harm to people.



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APPENDIX A

Direction in relation to	Budget	Report No. (HSCP)	Lead Officer	ACC/ NHSG	Date Approved	Effective To	Status	Narrative
Primary Care Psychologists	£2,514,445.00	18.059	K Dawson	NHSG	28/08/18	28/02/22		Direction related to specific PCIP funding which is no longer available. Service has been mainstreamed.
MSK FCP in Primary Care	£1,184,825.00	18.059	A. Penman	NHSG	28/08/18	28/02/22		Direction related to specific PCIP funding which is no longer available. Service has been mainstreamed.
Chaplaincy Listening Service	£178,369 p.a. X 4	18.151	K. Dawson	NHSG	26/03/19	Ongoing		Ongoing in line with Action 15
Mental Wellbeing OOHs (Custody and A&E)	£659,814.00	19.058	K. Dawson	NHSG	03/09/19	30/04/23		Direction related to specific Action 15 funding which is no longer available. Service has been mainstreamed.
Mental Wellbeing OOHs (Custody and A&E)	£659,814.00	19.058	K. Dawson	ACC	03/09/19	30/04/23		Direction related to specific Action 15 funding which is no longer available. Service has been mainstreamed.
Craig Court – Future Plans	£1,143,807.36 p.a	22.016	L. Morrison	NHSG	01/03/22	09/03/23		Service decommissioned, paper approved IJB 10/10/23
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Project Search	£40,000.00	22.040	S. Omand-Smith	ACC	07/06/22	30/07/23		Funding was for one academic year only (2022/23)
Navigator/Unscheduled Care	£146,160.00	21.086	S. Raynor	NHSG	24/08/21	30/09/23		Delay to service commencement



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Direction in relation to	Budget	Report No. (HSCP)	Lead Officer	ACC/ NHSG	Date Approved	Effective To	Status	Narrative
Intensive Support Service (LD)	Within current budget	17.116	K. Dawson	ACC	30/01/18	30/09/23		Commissioned provider is pulling out of Aberdeen. Arrangements are being made to reallocate work across a number of other providers (on frameworks already approved by IJB). This work should be complete by 30/11/23.
Rosewell House	£5,598,330.00	21.088	F. Mitchellhill	NHSG	24/08/21	23/10/23		HSCP23.054 on 22/08/23 contained Direction to extend existing arrangements until Dec 25.
Rosewell House	£5,598,330.00	21.088	F. Mitchellhill	ACC	24/08/21	23/10/23		HSCP23.054 on 22/08/23 contained Direction to extend existing arrangements until Dec 25.
Immunisations	£55,558,291.81	21.066	F. Mitchellhill	NHSG	24/08/21	Ongoing		Ongoing business as usual.
Grant to Voluntary Organisation	£275,000.00	19.073	S. Omand-Smith	ACC	19/11/19	31/12/23		Superseded by HSCP23.005 approved at IJB meeting 31/01/23. New Direction effective to 31/03/25
First Contact Service	£1,462,733 p.a. X4	20.051	K. Dawson	9	28/10/20	01/01/24		Direction related to specific Action 15 funding which is no longer available. Service will be mainstreamed.
Kingswells Care Home	£3,100,00.00	19.032	S. Omand-Smith	ACC	11/06/19	31/03/24		Part of ongoing discussions in relation to the BAC SLA
National Care Home Contract	£12,950,000.00	20.053	S. Omand-Smith	ACC	02/10/20	31/03/24		Annual negotiation of rate complete in time for Direction replacement.
Medium Term Financial Framework (MTFF)	£122.6m	23.020	P. Mitchell	ACC	28/03/23	31/03/24		Updated MTFF will come to IJB March 24



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Direction in relation to	Budget	Report No. (HSCP)	Lead Officer	ACC/ NHSG	Date Approved	Effective To	Status	Narrative
Medium Term Financial Framework (MTFF)	£246M (inc. £23m for hosted services)	23.020	P. Mitchell	NHSG	28/03/23	31/03/24		Updated MTFF will come to IJB March 24
Community Nursing Digitisation	£390,924.78	21.069	F. Mitchellhill	NHSG	25/05/21	25/05/24		Grampian wide business case being developed
BAC Contract	Existing Budget	18.035	S. Omand-Smith	ACC	22/05/18	31/07/24		Work on revised SLA ongoing
Supplementary Workplan	£2,852,417.00	19.121	N. Stephenson	ACC	24/03/20	31/08/24		Various commissioned services all on Contracts Register and scheduled for review.
Dual Sensory Impairment Service (NESS)	£215,368 (additional funding)	22.034	S. Omand-Smith	ACC	07/06/22	30/09/24		On Contracts register and scheduled for review.
Contracts and Commissioning	£123,242,747.00	19.062	N. Stephenson	ACC	19/11/19	30/09/24		Various commissioned services all on Contracts Register and scheduled for review.
Action 15 - Prison	£194,786 p.a. X 4	20.050	K. Dawson	NHSG	28/10/20	28/10/24		Scheduled for review
Grants	£661,227.00	23.005	S Omand-Smith	ACC	31/01/23	31/03/25		TSI, Counselling and Support Services – on Grants Register and scheduled for review
First Contact Mental Health and Wellbeing	£1,462,733.00	21.045	S. Omand-Smith	ACC	25/05/21	31/08/25		Action 15 Funding – scheduled for review.



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Rosewell House	Existing Budget	23.054	F. Mitchellhill	NHSG	22/08/23	31/12/25		Further report to be brought to IJB summer 2025 to determine the future of Rosewell House
Rosewell House	Existing Budget	23.054	F. Mitchellhill	ACC	22/08/23	31/12/25		Further report to be brought to IJB summer 2025 to determine the future of Rosewell House
Supplementary Workplan	£3,616,748.00	20.001	N. Stephenson	ACC	09/06/20	30/06/26		Training and Skills commissioned services – on contracts register scheduled for review.
Annual Procurement Plan	£56,205,827.00	21.008	S. Omand-Smith	ACC	23/02/21	30/09/26		Various commissioned services all on Contracts Register and scheduled for review.
Alcohol and Drugs Partnership (ADP) Investment Programme	ADP Budget	22.037	K. Dawson	NHSG	07/06/22	30/06/27		Scheduled for review
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Supplementary Workplan	£42,391,380.00	22.098	N. Stephenson	ACC	29/11/22	31/03/28		Various commissioned services all on Contracts Register and scheduled for review.
Supplementary Workplan	£12,887,689.00	22.066	N. Stephenson	ACC	30/08/22	30/11/28		ADP and MH commissioned services all on Contracts Register and scheduled for review.



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Annual Procurement Workplan	£110,536,534.00	23.002	N. Stephenson	ACC	31/01/23	31/03/29		Various commissioned services all on Contracts Register and scheduled for review.
Independent Advocacy	£2,059,612.00	23.018	N. Stephenson	ACC	25/04/23	30/09/29		On Grants Register scheduled for review
Procurement Workplan (MH Community Intervention Services)	£4,824,046.00	23.056	N. Stephenson	ACC	22/08/23	31/10/29		On Contracts Register and scheduled for review.
Link Practitioner Service	£6,129,974.00	22.062	A.MacLeod	NHSG	30/08/22	31/03/30		Funded by PCIP – on Programme for review prior to end of contract.
Alcohol and Drugs Partnership (ADP) Investment Programme	ADP Budget	21.119	S. Omand-Smith	ACC	15/12/21	Ongoing		Funded by ADP – scheduled for review prior to end of contract.
Alcohol and Drugs Partnership (ADP) Investment Programme	ADP Budget	21.119	S. Omand-Smith	NHSG	15/12/21	Ongoing		Funded by ADP – scheduled for review prior to end of contract.
ADP/Blood Borne Viruses (BBV) Partnership Update	£65,000.00	20.068	S. Omand-Smith	ACC	01/12/20	Ongoing		Funded by ADP – scheduled for review prior to end of contract.
ADP/Blood Borne Viruses (BBV) Partnership Update	£65,000.00	20.068	S. Omand-Smith	NHSG	01/12/20	Ongoing		Funded by ADP – scheduled for review prior to end of contract.
ADP - Tele Healthcare	£70,000.00	20.068	S. Omand-Smith	ACC	01/12/20	Ongoing		Funded by ADP – scheduled for review prior to end of contract.
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Process : IJB Directions, November 2023

Introduction

Under Section 26 of the Public Bodies (Joint Working) (Scotland) Act 2014, in order to carry out the functions delegated, the IJB must give Directions to a constituent authority. For Aberdeen City IJB the constituent authorities are ACC and NHSG. Monitoring the effectiveness of the Direction process provides assurance that activity is being undertaken to help further the delivery of Strategic Plan. Many of the Directions made are linked directly to specific programmes or projects as set out in the Delivery Plan.

Assurance

'Health and Social Care Integration Statutory Guidance - Directions from Integration Authorities to Health Boards and Local Authorities', published in January 2020, states that there should be a log kept of all Directions made. At its meeting on 23 September 2020, the Risk Audit and Performance Committee (RAPC) agreed that a report on Directions would be presented every 6 months to review this log and provide assurance that the Directions were being issued and actioned in accordance with the 2014 Act.

Members agreed at the RAPC on 23rd June 2022 to a new 'traffic lights' system with four classifications to indicate the status of Directions. The classifications are as follows;

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RED (Concern) indicating Directions which have either

- a) Not been implemented due to issues with implementation e.g. no service available to deliver on the direction.
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GREY (Complete) – indicating Directions where the date has expired, and the direction is either no longer required or has been superseded by a new direction. It also includes Directions which have been completed within a set timescale and will not be required to continue beyond that.

What are Directions?

It is essential that directions are understood to be the end point of a process of decision making by the IJB. Directions should not contain surprising or completely unknown information about service change or redesign and should follow a period of wider engagement on the function(s) that are the subject of the direction. This would normally be part of the service planning and design phase of strategic commissioning.



When to issue Directions

Directions should not be issued unnecessarily and should be proportionate. A direction should always be prompted by a decision made by the IJB. The following might be considered when thinking about when a direction requires to be issued and what it might include:

- Scope and scale of the function
- Finance involved
- Scale and nature of change
- Those impacted by the change
 - Patients
 - People who use services
 - Carers
 - Local communities
 - Staff
 - Others
- Timescale for delivery

Delegated Authority

Various groups/boards have the delegated authority within ACHSCP to agree expenditure up to £10,000. This includes the Strategic Planning Group, the Careers Strategy Implementation Group, The Strategic Commissioning and Procurement Board.

The Senior Leadership Team have the delegated authority to approve expenditure up to £50,000.

Any expenditure over £50,000 can only be approved by the Integration Joint Board (IJB)

Process for Directions

1) Report and Direction drafted by IJB Lead Officer

The report will contain:

- a) reason and rationale for decision
- b) integrated impact assessment if required
- c) links and impacts to risk register along with any possible mitigations
- d) financial, HR, legal and other relevant implications as per report template
- e) links to IJB strategic plan and any links to partners' strategic plans
- f) confirmation that officers have been consulted
- g) a copy of the Direction if required

The Direction will contain:

- a) reference to integration scheme
- b) the IJB approval date
- c) a description - indicating which services the Direction relates to
- e) links to IJB Strategic Plan and Commissioning Plan



- f) outcomes and benefits to be realised.
- g) funding source and budget availability
- h) timeframe - indicating start and end date
- i) cross reference to any previous Direction superseded by the current Direction

2) The Chief Officer sends the approved direction to the Chief Executive of either ACC or NHSG within 2 weeks of the IJB meeting where the Direction was approved, when draft minutes are available.

Information included:

- a) Direction
- b) copy of the IJB report
- c) draft minute of the IJB meeting
- d) consultation checklist

3) The relevant Chief Executive instructs the Chief Officer to implement the direction

Taking into consideration:

- a) compliance with the relevant financial and procurement regulations
- b) any approval process required by the partner organisations (completion of IJB procurement request form for ACC)

Annual Performance and Assurance Process:

4) Chief Officer reports back to the Chief Executives at relevant quarterly performance review

Confirming:

- a) Directions have been implemented
- b) indicating what benefits and outcomes have been achieved.
- c) highlighting any issues arising following implementation of the directions.

5) Chief Officer drafts a directions implementation report to the relevant meeting of Risk Audit and Performance Committee under the authority of the Chief Executives

Providing assurance:

- a) all directions have been implemented
- b) indicating what benefits and outcomes have been achieved.
- c) highlighting any issues arising following implementation of the directions

Directions Template included as Appendix A



INTEGRATION JOINT BOARD

DIRECTION

ISSUED UNDER S26-28 OF THE PUBLIC BODIES (JOINT WORKING) (SCOTLAND) ACT 2014

The **ABERDEEN CITY COUNCIL/NHS GRAMPIAN** is hereby directed to deliver for the Board, the services noted below in pursuance of the functions noted below and within the associated budget noted below.

Services will be provided in line with the Board's Strategic Plan and existing operational arrangements pending future directions from the Board.

Related Report Number:-

Approval from IJB received on:-

Description of services/functions:-

Rationale for the Direction being made (including reference to the Integration Scheme):-

Link to strategic priorities (with reference to strategic plan and commissioning plan):-

Timescales involved:-

Start date:-

End date:-

Associated Budget:-

Details of funding source:-

Availability:-

Does this Direction supersede a previous Direction Made?: Yes/No

If Yes, please provide details of the Report Number instigating the original Direction and the date that was approved by IJB.