
Report To:	Inverclyde Integration Joint Board Audit Committee	Date:	20 September 2021
Report By:	Louise Long, Corporate Director (Chief Officer), Inverclyde Health & Social Care Partnership	Report No:	VP/LP/071/21
Contact Officer:	Vicky Pollock	Contact No:	01475 712180
Subject:	Inverclyde Integration Joint Board – Directions Update September 2021		

1.0 PURPOSE

- 1.1 The purpose of this report is to provide the Inverclyde Integration Joint Board Audit Committee (IJB Audit) a summary of the Directions issued by Inverclyde Integration Joint Board (IJB) to Inverclyde Council and NHS Greater Glasgow and Clyde in the period March 2021 to August 2021.

2.0 SUMMARY

- 2.1 A revised IJB Directions Policy and Procedure was approved by the IJB in September 2020. As part of the agreed procedure, IJB Audit has assumed responsibility for maintaining an overview of progress with the implementation of Directions, requesting a mid-year progress report and escalating key delivery issues to the IJB. This is the second such report and covers the period from March 2021 to August 2021.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Inverclyde Integration Joint Board Audit Committee notes the content of this report.

Louise Long
Corporate Director (Chief Officer)
Inverclyde HSCP

4.0 BACKGROUND

- 4.1 Directions are the means by which the IJB tells the Health Board and the Council what is to be delivered using the integrated budget, and for Inverclyde IJB to improve the quality and sustainability of care, as outlined in its Strategic Plan and in support of transformational change. A direction must be given in respect of every function that has been delegated to the IJB. Directions are a legal mechanism, the use of directions is not optional for IJBs, Health Boards or Local Authorities, it is obligatory.
- 4.2 A revised IJB Directions Policy and Procedure was approved by the IJB in [September 2020](#). As part of the agreed procedure, IJB Audit has assumed responsibility for maintaining an overview of progress with the implementation of Directions, requesting a mid-year progress report and escalating key delivery issues to the IJB. This is the second such report and covers the period from March 2021 to August 2021.
- 4.3 This report outlines a summary of the Directions issued by the IJB during the period in scope. The report does not provide detail of the Directions' content or commentary on their impacts, as it is considered that this level of oversight is facilitated through the normal performance scrutiny arrangements of the IJB and Inverclyde Health and Social Care Partnership.

5.0 Summary of Directions

- 5.1 A Directions log has been established and will continue to be maintained and updated by the Council's Legal Services.
- 5.2 Between March 2021 and August 2021 (inclusive):
- the IJB has issued 7 Directions;
 - 6 of these were Directions to both the Council and Health Board;
 - 0 of these were Directions to the Council only; and
 - 1 of these was Directions to the Health Board only.
- 5.3 Of the 7 Directions issued by the IJB between March 2021 and August 2021, One was issued during the period of temporary governance arrangements approved by the IJB in response to the Covid-19 pandemic. The direction was issued following approval under delegated authority of the Chief Officer and Chief Financial Officer, in collaboration with the Chair and Vice Chair of the IJB. This was on the grounds of urgency as IJB approval could not be obtained within the required timescale. A report outlining the decision made and Direction issued under delegated authority was presented to the [29 March 2021](#) meeting of IJB.
- 5.4 Of the 7 Directions issued by the IJB:
- 7 remain open (current);
 - 0 are closed and have been superseded; and
 - 0 is complete.
- 5.5 The list of Directions issued by the IJB to Inverclyde Council and NHS Greater Glasgow and Clyde is set out at Appendix 1 of this report. The list is split into financial years – 2020/21 and 2021/22
- 5.6 As part of their review of the IJB Directions Policy, Internal Audit have recommended that the IJB is provided with an annual report on the IJB's Directions. The first annual report will be presented to the IJB at its meeting on 20 September 2021.

6.0 PROPOSALS

- 6.1 It is proposed that the IJB Audit Committee notes this report.

7.0 IMPLICATIONS

Finance

7.1 There are no financial implications arising from this report.

Financial Implications:

One Off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
N/A	N/A	N/A	N/A	N/A	N/A

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
N/A	N/A	N/A	N/A	N/A	N/A

Legal

7.2 The IJB is, in terms of Sections 26 to 28 of the Public Bodies (Joint Working) (Scotland) Act 2014, required to direct Inverclyde Council and NHS Greater Glasgow and Clyde to deliver services to support the delivery of the Strategic Plan.

Human Resources

7.3 There are no HR implications arising from this report.

Equalities

7.4 There are no equality issues within this report.

7.4.1 Has an Equality Impact Assessment been carried out?

	YES (see attached appendix)
X	NO – This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy which has a differential impact on any of the protected characteristics. Therefore, no Equality Impact Assessment is required.

7.4.2 How does this report address our Equality Outcomes

There are no Equalities Outcomes implications within this report.

Equalities Outcome	Implications
People, including individuals from the above protected characteristic groups, can access HSCP services.	None
Discrimination faced by people covered by the protected characteristics across HSCP services is reduced if not eliminated.	None
People with protected characteristics feel safe within their communities.	None

People with protected characteristics feel included in the planning and developing of services.	None
HSCP staff understand the needs of people with different protected characteristic and promote diversity in the work that they do.	None
Opportunities to support Learning Disability service users experiencing gender based violence are maximised.	None
Positive attitudes towards the resettled refugee community in Inverclyde are promoted.	None

Clinical or Care Governance

7.5 There are no clinical or care governance issues within this report.

National Wellbeing Outcomes

7.6 How does this report support delivery of the National Wellbeing Outcomes
There are no National Wellbeing Outcomes implications within this report.

National Wellbeing Outcome	Implications
People are able to look after and improve their own health and wellbeing and live in good health for longer.	None
People, including those with disabilities or long term conditions or who are frail are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community	None
People who use health and social care services have positive experiences of those services, and have their dignity respected.	None
Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.	None
Health and social care services contribute to reducing health inequalities.	None
People who provide unpaid care are supported to look after their own health and wellbeing, including reducing any negative impact of their caring role on their own health and wellbeing.	None
People using health and social care services are safe from harm.	None
People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.	None
Resources are used effectively in the provision of health and social care services.	None

8.0 DIRECTIONS

8.1 Direction Required to Council, Health Board or Both	Direction to:	
	1. No Direction Required	X
	2. Inverclyde Council	
	3. NHS Greater Glasgow & Clyde (GG&C)	
	4. Inverclyde Council and NHS GG&C	

9.0 CONSULTATIONS

9.1 The Corporate Director (Chief Officer) and Chief Financial Officer have been consulted in the preparation of this report.

10.0 BACKGROUND PAPERS

10.1 None.

Appendix 1

OFFICIAL

Ref. no.	Report Title	Direction to	Full Text	Functions Covered by Direction	Budget Allocated by IJB to carry out direction(s)	Date Issued	With Effect From	Review Date	Status	Does this supersede, revise or revoke a previous Direction	Direction Reference superseded, revised or revoked	Link to IJB paper	Responsible Officer	Service Area	Most Recent Review (Date)
17.03.2 020 IJB/36/2 020/LA	Indicative Inverclyde IJB Budget 2020/21	Both Council and Health Board	Inverclyde Council is directed to spend the delegated net budget of £52.289m in line with the Strategic Plan and the budget outlined within the report. NHS Greater Glasgow and Clyde is directed to spend the delegated net budget of £115.554m in line with the Strategic Plan and the budget outlined within the report.	Budget 2020-21	The budget delegated to Inverclyde Council is £52.289m and NHS Greater Glasgow and Clyde is £115.554m as per the report.	17-Mar-20	17-Mar-20	Mar-21	Superseded	No	N/A	https://www.inverclyde.gov.uk/meetings/documents/13252/06%20indicative%20inverclyde%20IJB%20Budget%202020%2021.pdf	Chief Finance Officer	Finance	Direction superseded by in year Financial Monitoring reports
17.03.2 020 IJB/17/2 020/AH	Inverclyde Alcohol and Drug Recovery Development Update	Both Council and Health Board	Recruitment to a recovery post for 12 months to support the establishment of a recovery approach including commissioned services within Inverclyde and support development of recovery concepts within communities.	Alcohol & Drug Recovery Services	£825k over 3 years from Transformation Fund if future funding from Scot Govt to ADP is not confirmed	17-Mar-20	17-Mar-20		Current	No	N/A	https://www.inverclyde.gov.uk/meetings/documents/13200/08%20ADRS%20Update.pdf	Head of MH, Addictions and Homelessness	Alcohol & Drug Recovery	
17.03.2 020 IJB/17/2 020/AH	Inverclyde Alcohol and Drug Recovery Development Update	Both Council and Health Board	allocation of £825k across 3 years from the transformation fund to support the development of a commissioned community recovery hub, if future funding from the Scottish Government to Inverclyde Alcohol and Drug partnership is not confirmed.	Alcohol & Drug Recovery Services		17-Mar-20	17-Mar-20		Current	No	N/A		Head of MH, Addictions and Homelessness	Alcohol & Drug Recovery	
17.03.2 020 IJB/21/2 020/SM CA	Hard Edges Scotland Report	Council only	IJB has approved the appointment of two care navigators Grade 6 posts for 12 months through Inverclyde Council	Children & Families	£81.6k new Hard Edges funding	17-Mar-20	17-Mar-20		Current	No	N/A	https://www.inverclyde.gov.uk/meetings/documents/13201/09%20Hard%20Edges.pdf	Head of Children, Families and Criminal Justice	Childrens Services	

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17.03.2 020 IJB/22/2 020/SM CA	Continuing Care	Both Council and Health Board	Inverclyde Council to adapt each children's houses to increase from 6 to 7 bedrooms and support the development of hybrid core and cluster accommodation linked to Children's residential services.	Children & Families	£122k one off funding from Continuing Care EMR £18k recurringly for running costs of the flats to be funded from existing budget	17-Mar-20	17-Mar-20		Current	No	N/A	https://www.inverclyde.gov.uk/media/13202/10%20Continuing%20Care.pdf	Head of Children, Families and Criminal Justice	Childrens Services	Direction superseded by in year Financial Monitoring reports
17.03.2 020 IJB/31/2 020/AS	Tailored Moving & Handling Solutions	Both Council and Health Board	Tailored Moving and Handling Solutions project to be rolled out. 1 WTE I grade Occupational Therapist to be appointed (for 18 months initially) to sustain the focus of the work and drive this work forward, and to have the capacity to support reviews around moving and handling.	Health & Community Care	£125.5k over 18 months	17-Mar-20	17-Mar-20		Completed	No	N/A	https://www.inverclyde.gov.uk/media/13203/11%20Tailored%20Moving%20and%20Handling%20Solutions.pdf	Head of Health & Community Care	ICIL	
17.03.2 020 IJB/29/2 020/AS	Review of Health & Social Care Out of Hours Services	Both Council and Health Board	Appointment of additional posts required to deliver the integrated service as outlined in the report.	Health & Community Care	£203.5k to be funded from core budgets from 2020/21 onwards	17-Mar-20	17-Mar-20		Current		N/A	Private report	Head of Health & Community Care	Older People OOH Services	
17.03.2 020 IJB/19/2 020/AH	Inverclyde HSCP Alcohol and Drug Service Redesign Workforce	Both Council and Health Board	Council and Health Board to implement the workforce plan in line with the ADRS review as per the report	Alcohol & Drug Recovery Services	As detailed in the report - restructure of existing service to be funded from existing budgets	17-Mar-20	17-Mar-20		Current		N/A	Private report	Head of MH, Addictions and Homelessness	Alcohol & Drug Recovery	
17.03.2 020 IJB/32/2 020/AS	Social Care Case Management - Mini Competition	Both Council and Health Board	Inverclyde Council to oversee the procurement of a replacement Social Work Information system, subject to the Council approving £600,000 Capital funding, on top of the £243,000 agreed by the IJB through Prudential Borrowing	HSCP	£243k through IJB prudential borrowing	17-Mar-20	17-Mar-20	Updates will be brought back to the IJB regularly as the project proceeds	Current	No	N/A	Private report	Head of Strategy & Support Services	Performance & Information	Direction will be superseded by in year subsequent update reports in year

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12.05.2 020 IJB/38/2 020/LA	Covid-19 Mobilisation Plan	Both Council and Health Board	Inverclyde Council and NHS GG&C jointly are directed to implement the Covid-19 Mobilisation Plan outlined within the report and Appendix 1	All functions outlined within the report and Appendix 1.	As outlined in the report and Appendix 1. £0.450m of 2019/20 and £8.404m of 2020/21 Covid 19 costs are expected to be funded through Scottish Government Covid-19 funding.	12-May-20	12-May-20	May-21	Superseded	No	N/A	https://www.inverclyde.gov.uk/meetings/document/s/13326/04%20%20COVID%2019%20Mobilisation%20Plan.pdf	Chief Finance Officer	Finance	Direction superseded by in year Financial Monitoring reports covid spend & funding updates
23.06.2 020 IJB/44/2 020/LL	Unscheduled Care Commissioning IJB/44/2 Plan	Both Council and Health Board	Note the requirement to implement the Unscheduled Care Commissioning Plan once finalised	HSCP	N/A	23-Jun-20	23-Jun-20	Updates will be brought back to the IJB regularly as the project proceeds	Current	No	N/A	https://www.inverclyde.gov.uk/meetings/document/s/13375/10%20Unscheduled%20Care%20Commissioning%20Plan.pdf	Head of Strategy & Support Services	Commissioning	Direction will be superseded by subsequent update reports
23.06.2 020 IJB/45/2 020/SM CA	Champions Board/Proud2Care	Council only	Funding provided to continue resourcing of Proud 2 Care and to enable the Council's continued partnership with Your Voice and the Champion's Board to support continued Proud 2 Care activity	Children & Families	£70k and £40k through the Transformation Fund	23-Jun-20	23-Jun-20	Updates will be brought back to the IJB regularly as the project proceeds	Current	No	N/A	https://www.inverclyde.gov.uk/meetings/document/s/13376/11%20Proud%202%20Care.pdf	Head of Children, Families and Criminal Justice	Childrens Services	
23.06.2 020 IJB/50/2 020/DW CC	District Nursing Workforce	Health Board only	Funding provided to support 5 nurses to undertake the Specialist Practitioner Qualification in District Nursing, including backfill costs.	District Nursing	£207.3k through District Nursing Employee Costs	23-Jun-20	23-Jun-20		Current	No	N/A	https://www.inverclyde.gov.uk/meetings/document/s/13377/12%20%20District%20Nursing%20Workforce.pdf	Head of Health & Community Care	District Nursing	

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24.08.2 020 IJB/54/2 020/LA	HSCP Workforce Plan 2020-2024	Both Council and Health Board	Inverclyde Council and NHS GG&C jointly are directed to implement the requirements of the Workforce Plan attached as Appendix B to the report and within the associated budget outlined in Appendix A.	All functions outlined within the report and Appendix A.	As outlined in Appendix A.	24-Aug-20	24-Aug-20	Aug-21	Current	No	N/A	https://www.inverclyde.gov.uk/media/13444/06%20Workforce%20Plan.pdf	Head of Strategy & Support Services	HSCP	Direction will be superseded by in year subsequent Financial Monitoring reports
24.08.2 020 IJB/51/2 020/LA	Health and Social Care Additional Staffing - Covid 19	Both Council and Health Board	Inverclyde Council and NHS GG&C jointly are directed to fill the posts outlined in Section 6.1 of the report and within the associated budget also outlined in Section 6.1.	All functions outlined within Appendix A of the report.	The budget delegated to Inverclyde Council is £568,290 and NHS GG&C is £521,018 as outlined in Appendix A.	24-Aug-20	24-Aug-20	Apr-21	Superseded	No	N/A	https://www.inverclyde.gov.uk/media/13446/08%20Staffing%20Covid%2019.pdf	Chief Officer	HSCP	
21.09.2 020 IJB/60/2 020/LA	Financial Budget Monitoring - 2020/21 Period to 30 June 2020 - Period 3	Both Council and Health Board	Inverclyde Council and NHS GG&C jointly are directed to deliver services in line with the IJB's Strategic Plan and within the associated budget outlined in Appendix 5	All functions outlined in Appendix 5 of the report.	As outlined in Appendix 5.	21-Sep-20	21-Sep-20	Nov-20	Superseded	Yes	17.03.2020 IJB/36/2020/LA	https://www.inverclyde.gov.uk/media/13556/08%20Financial%20Monitoring%20Report.pdf	Chief Finance Officer	Finance	Direction will be superseded by in year subsequent Financial Monitoring reports
21.09.2 020 IJB/68/2 020/LA	HSCP Digital Strategy 2020/21	Both Council and Health Board	Inverclyde Council and NHS GG&C jointly are directed to deliver the actions within the digital investment plan for 2020/21 as outlined in the report and Appendix A. (Includes SWIFT replacement).	All functions outlined in Appendix A of the report.	As outlined in Appendix A.	21-Sep-20	21-Sep-20	Sep-21	Current	No	N/A	https://www.inverclyde.gov.uk/media/13565/11%20Digital%20Strategy%20Action%20Plan.pdf	Head of Strategy & Support Services	HSCP	Direction will be superseded by in year subsequent Financial Monitoring reports
02.11.2 0 IJB/65/2 020/LA	Financial Budget Monitoring - 2020/21 Period to 31 August 2020 - Period 5	Both Council and Health Board	Inverclyde Council and NHS GG&C jointly are directed to deliver services in line with the IJB's Strategic Plan and within the associated budget outlined in Appendix 5.	All functions outlined in Appendix 5 of the report.	As outlined in Appendix 5.	02-Nov-20	02-Nov-20	25-Jan-21	Superseded	Yes	21.09.2020 IJB60/2020/LA	https://www.inverclyde.gov.uk/media/13698/06%20P5%20Monitoring%20Report.pdf	Chief Finance Officer	Finance	
25.01.2 1 IJB/07/2 020/LA	Financial Budget Monitoring Report 2020/21 - Period to 31 October 2020 - Period 7	Both Council and Health Board	Inverclyde Council and NHS GG&C jointly are directed to deliver services in line with the IJB's Strategic Plan and within the associated budget outlined in Appendix 5.	All functions outlined in Appendix 5 of the report.	As outlined in Appendix 5.	25-Jan-21	25-Jan-21	Mar-21	Superseded	Yes	02.11.2020 IJB/65/2020/LA	https://www.inverclyde.gov.uk/media/13949/06%20Financial%20Monitoring%20Report.pdf	Chief Finance Officer	Finance	

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29.03.2 1	Financial Budget Monitoring Report 2020/21 - Period to 31 December 2020 - Period 9	Both Council and Health Board	Inverclyde Council and NHS GG&C jointly are directed to deliver services in line with the IJB's Strategic Plan and within the associated budget outlined in Appendix 5.	All functions outlined in Appendix 5 of the report.	As outlined in Appendix 5	29-Mar-21	29-Mar-21	May-21	Current	Yes Supersede	25.01.21 IJB/07/2020/ LA	https://www.inverclyde.gov.uk/meetings/documents/14117/05%20Financial%20Monitoring%20Report.pdf	Chief Finance Officer	Finance	
29.03.2 1	Emergency Powers Decision IJB/13/2021	Health Board only	Appointment of 2 additional Health Visitors required to support Children's Services as outlined in the report.	Children & Families	£120k per annum including on costs	11-Feb-21 (emergency powers)	11-Feb-21	May-21	Current	No	N/A	https://www.inverclyde.gov.uk/meetings/documents/14121/09%20Emergency%20Decisions%20Log.pdf	Head of Children, Families and Criminal Justice	Childrens Services	

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29.03.2 021 IB/16/2 021/LA	Inverclyde IJB Budget 2021/22	Both Council and Health Board	Inverclyde Council is directed to spend the delegated net budget of £53.971m in line with the Strategic Plan and the budget outlined within the report. NHS Greater Glasgow and Clyde is directed to spend the delegated net budget of £121.183m in line with the Strategic Plan and the budget outlined within the report.	Budget 2021-22	The budget delegated to Inverclyde Council is £53.971m and NHS Greater Glasgow and Clyde is £121.183m as per the report.	29-Mar-21	29-Mar-21	Mar-22	Current	No	N/A	https://www.inverclyde.gov.uk/media/141118/06%20Inverclyde%20Budget.pdf	Chief Finance Officer	Finance	
17.05.2 021 IB/20/2 021/AM	Inverclyde Alcohol and Drug Partnership Update	Both Council and Health Board	ADP funding plans to be noted and progressed. Funding allocation of £81,407 from the Scottish Government to be spent as outlined in the report. Funding bid to Corra Foundation of £441,882 for a 20 month test of change has been approved in principle and if successful, Inverclyde Council is directed to procure a third party service provider.	Alcohol & Drug Recovery Services	As detailed in the report.	17-May-21	17-May-21	May-22	Current	No	N/A	https://www.inverclyde.gov.uk/media/14262/06%20Inverclyde%20Alcohol%20and%20Drug%20Partnership%20Update.pdf	Head of MH, ADRS and Homelessness	Alcohol and Drug Recovery	
17.05.2 021 IB/23/2 021/SM CA	The Promise Partnership Funding	Both Council and Health Board	Funding allocation via the Promise Partnership of £250,000 to be used to establish the I Promise Team and conduct the discovery of/design phase of the I Promise plan, including some test of change work. The Council and Health Board are directed to employ a Senior Officer at the appropriate grade, subject to job evaluation, and to fund a modern apprenticeship post. Additional staff outline in the report to be employed in partnership with third sector partners.	Children & Families	The Promise Partnership has been awarded one year's funding of £250,000, additional resource of £3k to be utilised via ADP funds and Care Experienced Attainment Funding.	17-May-21	17-May-21	May-22	Current	No	N/A	https://www.inverclyde.gov.uk/media/14274/09%20The%20Promise%20Partnership%20Funding.pdf	Head of Children, Families and Criminal Justice	Children's Services	
17.05.2 021	ADRS - Proposed Update to Workforce Model	Both Council and Health Board	Council and Health Board to implement the approved changes to the workforce model in line with the ADRS review as per the report. Council is to transfer 2 posts and associated funding to the Inclusive Education, Culture and Communities Directorate to deliver on the Prevention and Education agenda.	Alcohol & Drug Recovery Services	As detailed in the report - re-structure of existing service to be funded from existing budgets	17-May-21	17-May-21	May-22	Current	No	N/A	Private Report	Head of MH, ADRS and Homelessness	Alcohol and Drug Recovery	

