



Dumfries and Galloway
Integration Joint Board

23rd September 2025

This Report relates to
Item 8c on the Agenda

Update from the IJB Strategic Planning, Delivery and Commissioning Committee

Paper presented by Greg Black

For Noting

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Approved for Submission by:	Greg Black, Chair of the IJB Strategic Planning, Delivery and Commissioning Committee, NHS Dumfries and Galloway, Greg.Black@nhs.scot
List of Background Papers:	None
Appendices:	None

Direction Required to Council, Health Board or Both	Title	
	Reference Number	
	Direction to:	
	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	

<p>1. 1.1</p>	<p>Introduction The Integration Joint Board (IJB) Strategic Planning, Delivery and Commissioning Committee met on Tuesday 22 July 2025.</p>
<p>2. 2.1</p>	<p>Recommendations The Integration Joint Board is asked to:</p> <ul style="list-style-type: none"> • Note this update from the IJB Strategic Planning, Delivery and Commissioning Committee;
<p>3. 3.1 3.2 3.3</p>	<p>Background and Main Report</p> <p>The IJB Strategic Planning, Delivery and Commissioning Committee considered and discussed six substantive elements of business, as summarised below.</p> <p>Strategic Planning Group Update</p> <p>Fiona Kane, Chair of the Strategic Planning Group (SPG), updated the Committee on the discussion and debate that took place at the meeting of the SPG on 14 July 2025 where the focus was on the review of the Integration Scheme, highlighting that the group:</p> <ul style="list-style-type: none"> • Were positive on the proposed changes to the delegated functions in light of the changes anticipated in the regional and national planning space, while reflecting that there were strengths in local relationships that will need to be mirrored at regional and national level in the future. • Agreed that there is potential to reduce the number of voting members could potentially be reduced to reflect changes in the delegated functions. <p>Fiona also shared feedback that had been sought virtually on the draft Annual Performance Report, confirming that:</p> <ul style="list-style-type: none"> • Few comments were received and will be reflected in the discussion under that agenda item. <p>Commissioning – Funding the Third Sector Update</p> <p>Viv Gration, Deputy Head of Strategic Planning and Commissioning, and Sharon Walker, Commissioning Liaison Manager introduced a paper offering an update on the ongoing prioritisation exercise for commissioned services and the resulting impact on the current procurement workplan.</p> <p>The Committee noted that a small task and finish group has been established to identify and gather the evidence and information required to inform the prioritisation process and that prioritisation will take place in advance of the Strategic Planning, Delivery and Commissioning Committee meeting on 21 October 2025.</p> <p>The results will then be presented to that meeting for discussion in advance of going to Integration Joint Board for a commissioning decision and issuing of a Direction on 16 December 2025.</p> <p>The Committee explored the potential for timescales to slip further and determined that, while the Commissioning Team have listened and responded to SPG concerns about the intelligence available to inform prioritisation, a more pragmatic approach</p>

may be required if that opinion persists in Autumn 2025 and consideration should be given to whether that available is 'good enough' to inform decision making.

The Committee also noted that while progress had been made against the procurement workplan, the 12 support services that remain to be considered are now being progressed through the formal prioritisation exercise, with assurance being given that a refreshed workplan will be developed after the exercise has concluded.

The Committee felt as though they were informed and had confidence in the process.

3.4 Clinical and Service Change Model

David Rowland, Director of Strategic Planning and Transformation, presented a paper produced by Kirsty Bell, Health and Social Care Programme Manager on the agreed model for clinical and service change initially within Urgent and Unscheduled Care before broadening out across Out-Patients, Diagnostics and Theatres.

The Committee noted the need for change given the increasing workforce and financial challenges, coupled with increasing demand associated with demographic change.

The paper described the plan to support service change and transformation through targeting evidence-based initiatives with the aim of reducing variation, optimising resource use and improving outcomes, highlighting that this will align clinical priorities with financial recovery.

The Committee heard that this model will see the planning of change and transformation move from a place where reporting can be fragmented and predictive analytics difficult to secure to one where the process is data-led, better integrated, more visible and driven by empowered decision-makers.

In recognising the importance of change being led by clinical and operational teams, the Committee enquired as to how staff could be released from service deliver to realise the benefits of the changes they are identifying, with assurance given that the messages on this from the recent Scottish Approach to Change events would inform the approach.

Finally, the Committee emphasised the importance of officers and advisors bringing forward papers to challenge the status quo from an evidence based perspective and to propose opportunities to commission and deliver services differently to enable the IJB to reallocate its delegated budget in a way that supports change and the need to shift the balance of care.

3.5 Cancer and Palliative Care Update

David Rowland, Director of Strategic Planning and Transformation, presented a paper produced by Kirsty Bell, Health and Social Care Programme Manager on the local position with delivery of the strategies on Cancer and Palliative Care.

The Committee noted that a local Cancer Steering Group has been established with

multi-stakeholder representation to co-ordinate a local response to the 11 strategic ambitions set out within the national Cancer Strategy based on a mapping of the current position for Dumfries and Galloway in relation to each of these.

The Committee were also assured that work is now progressing to develop a local Palliative Care Improvement Plan in line with that national strategy.

3.6 **Draft IJB Annual Performance Report**

George Noakes, Acting Performance and Intelligence Manager, presented the draft IJB Annual Performance Report to the Committee for approval to publish on the website in line with associated Legislative requirements.

Fiona Kane highlighted that there were no Directions from the IJB in relation to workforce and felt this was key to delivering the change required, while also highlighting concerns raised by an SPG Member in relation to the level of people experiencing a delay in their discharge from hospital.

The Committee noted agreed to publish and confirmed that there would be merit in the IJB discussing the balance of Directions across the National Health and Wellbeing Outcomes and Strategic Commissioning Intentions to ensure there is proportionate focus to deliver the IJB's ambitions.

3.7 **Health and Social Care Service Renewal Framework**

David Rowland, Director of Strategic Planning, delivered a short presentation describing the Health and Social Care Service Renewal Framework, where it sits in the new policy context and the key principles, enablers and changes set out within it.

In doing so, David suggested that the Committee may wish to consider recommending a workshop on this topic for the Integration Joint Board as a whole, so that they requirements and consequences of the Service Renewal Framework can be fully considered in terms of their impact on the role and focus of the IJB as a strategic commissioning Board.

The Committee welcomed the opportunity to hear about and discuss the Service Renewal Framework and supported the proposal to offer a workshop for IJB Members to explore and consider the alignment of this new direction against the Strategic Commissioning Plan, Model of Care, Strategic Commissioning Intentions and Directions issued by the IJB.

4. **Conclusions**

- 4.1 The agenda and papers for the meeting on 22 July 2025 were fully considered and discussed by the Strategic Planning, Commissioning and Delivery Committee.

5. **Resource Implications**

- 5.1 Not applicable

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

6.1	Not applicable				
7.	Legal and Risk Implications				
7.1	Not applicable				
8.	Consultation				
8.1	Not applicable				
9.	Equality Impact Assessment				
9.1	Not applicable				
10.	Glossary				
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