



Dumfries and Galloway
Integration Joint Board

16th December 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

Author:	David Rowland, Director of Strategic Planning and Transformation, NHS Dumfries and Galloway, David.Rowland2@nhs.scot
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	

1. Introduction

- 1.1 The Integration Joint Board (IJB) Strategic Planning, Delivery and Commissioning Committee met on Tuesday 21 October 2025.

2. Recommendations

2.1 The Integration Joint Board is asked to:

- **Note this update from the IJB Strategic Planning, Delivery and Commissioning Committee**
- **Consider the proposal to adopt a new, more sustainable, collaborative and ethical approach to commissioning Third Sector Supports**
- **Subject to approval of that new approach, confirm the budget that will be made available to support its introduction**

3. Background and Main Report

- 3.1 The IJB Strategic Planning, Delivery and Commissioning Committee considered and discussed nine substantive elements of business, as summarised below.

3.2 Strategic Planning Group Update

Fiona Kane updated the Committee on the recent work of the Strategic Planning Group highlighting that the group:

- Discussed the Terms of Reference and Membership of the Strategic Planning Group and agreed to establish a short life working group to review both and bring forward proposals for change to ensure the group is well placed to discharge its functions.
- Considered Alliance Commissioning, recognising that there is a lot of collaboration underway, so not coming from a standing start in moving to the proposed new way of working;
- Confirmed the need for trust, common understanding and all parties committing to Alliance Commissioning for it to work;
- Identified the need for clarity of understanding in terms of responsibilities of each partner to delivery Alliance Commissioning, recommending that training and induction may be required to make this a reality;
- Confirmed that savings and cost avoidance had already been realised in terms of absorption of costs such as Employers National Insurance Contributions; and
- Identified concerns over the deliverability of the planned timescale for introducing Alliance Commissioning by April 2026.

The Committee also heard that some of Dumfries and Galloway Council's budget proposals would have adverse consequences for the Third Sector if they were to be adopted and enacted. The Committee also heard that there is a need for certainty on the timescales for Alliance Commissioning with the appropriate notices issued as soon as possible. Similarly, it was observed that there is a need to align the changes across Council and IJB planning structures to ensure there is a coherent plan for Alliance Commissioning.

3.3 **Commissioning Third Sector Supports**

Viv Gration presented proposals on new arrangements for Commissioning Third Sector Supports, based on a strategic alliance agreement, which provides a strong foundation for collaborative practice, asking that the Committee recommend to IJB that it agrees to:

- commit to a collaborative and ethical approach to commissioning through a strategic alliance to support a sustainable third sector market, improved outcomes for people and Best Value
- continue to make funding available to support the delivery of third sector supports within the wider health and social care system, subject to a percentage saving release if deemed necessary
- invest in building capacity and capability for the third sector to work differently and fully participate in a strategic alliance
- continue to fund third sector partners who deliver essential or statutory duties, namely support for Carers and independent advocacy

The Committee noted the need to sustain funding to support this in the medium- to long-term through three-year budgeting if the benefits of Alliance Commissioning are to be fully realised, while acknowledging the extremely challenging financial environment in which the IJB is currently operating, with every commissioning decision having to be conscious and fully informed.

The Committee sought assurance on the progress and impact of the Alliance Commissioning approaches that had been identified elsewhere, as well as clarity on what proportion of funding should be focused on prevention, recognising that it offers the long-term pathway to sustainability.

The Committee acknowledged the need for strong governance and assurance arrangements to underpin such a new way of working, ensuring continued focus on performance, outcome delivery and demonstrating value for money while moving to an approach that offers greater flexibility, given the limitations of the current commissioning arrangements.

The Committee heard about the importance of a programme management approach to delivering this change, ensuring openness, transparency and understanding of what we are seeking to deliver, how and when.

The Committee agreed to propose Alliance Commissioning with funding options for the IJB to consider, along with committing to capacity and capability building through increasing funding to Third Sector Dumfries and Galloway, while supporting the continuation of funding support to Carers organisations and for independent advocacy.

3.4 **Care and Support at Home Market Sustainability: Preliminary Risk Assessment**

Viv Gration presented an assessment of how sustainable the younger adult and older people's Care and Support at Home market is in Dumfries and Galloway, asking that the Committee:

- Note the financial challenges facing provision of social care
- Note the initial assessment of the Care and Support at Home Markets in

Dumfries and Galloway

- Note the mitigations and approve proposed actions to support market sustainability
- Note that this initial assessment has been shared with Health and Social Care Leadership Group and the Social Work Financial Oversight Group
- Note work underway to develop a full and robust market sustainability risk assessment tool
- Note plans to undertake similar assessments for Care Home and Third Sector Markets
- Note that these assessments will support development of a Market Facilitation Plan/Statement for Dumfries and Galloway

The Committee heard that some of the risks and scenarios described in the report are already being experienced by local providers and sustainability concerns are being raised and that discussions were ongoing with Scottish Government about the importance of supporting sustainability of the sector.

The Committee welcomed the report.

3.5 **Mental Health Local Strategy Update**

Justin Murray presented an update on delivery of the National Mental Health and Wellbeing Strategy within Dumfries and Galloway, asking that the Committee:

- Note the progress made in delivering the strategy, as evidenced by key operational performance indicators
- Acknowledge that the resources available to the Mental Health Directorate to implement the national strategy have decreased since 2023, following a mandated 5% reduction in mental health expenditure
- Recognise that the national Mental Health and Wellbeing Strategy adopts a whole-population approach, which necessitates a coordinated whole-system response.

The Committee heard that there had been good progress with delivering training to develop trauma informed practice and that there have been good levels of referrals to the Distress Brief Intervention service.

The Committee was advised that reductions in Psychology Therapies waiting times had been achieved and that improved local arrangements are in place through the suicide review group, with strong links to the National Confidential Inquiry into Suicide and Homicide.

The Committee also heard that required savings in current and future years will represent challenges to delivering the ambitious vision of the National Strategy.

The Committee sought clarity on what the key risks to delivery are, as well as what timescales for delivery are and what, needs to be escalated to IJB.

The Committee noted progress reported and asked that, in the absence of a framework setting out timebound actions and evidence of impact, the Mental Health Directorate engage with the Corporate Directorate to establish a local monitoring framework.

3.6 **Unscheduled Care / Social Care Visioning and Winter Plan Update**

Kirsty Bell confirmed that the first draft of the winter plan has been submitted to Scottish Government and that it will be circulated to Committee for information. Kirsty explained that the plan has been developed and will be refined through Directorate-specific planning workshops.

The Committee heard that an Unscheduled Care Plan has also been submitted to the Centre for Sustainable Development, covering plans for hospital at home, frailty and cardiology.

The Committee noted that the absence of central funding to 'pump prime' social care capacity to support winter planning was a limiting factor.

3.7 **Contract Monitoring Update – Care and Support at Home**

Viv Gration presented the Care and Support at Home Contract Monitoring Report asking that the Committee:

- Note the outcome of recent contract monitoring of care and support at home commissioned services
- Note the issues raised from recent contract monitoring and the actions to address these

The Committee took assurance from the planned actions associated with areas of for improvement arising from the report.

The Committee heard that this report is now submitted to the Social Work Services Committee as part of its governance route to the Strategic Planning Delivery and Commissioning Committee. The Social Work Services Committee welcomed the report and sought further information on the staffing challenges being experienced by CASH provider partners. They wanted to know the whether the 4% of CASH partner who reported experiencing significant staffing challenges were large or small, so as to have an indication of the likely impact.

The commissioning team provided a written response to the query as follows:

The 4% with significant staffing challenges relates to two provider partners:

- One is above average size for number of care hours delivered and for number of people supported; 206 staff at 31/03/2025. This Provider has since had Contract Monitoring meetings on 04/07/25 and 19/09/25 involving service managers from East and West. Both report that services can be maintained, with the goodwill of staff and additional cover provided by managers. As a result, reduced to minor/ Amber staffing challenges affecting the service.
- The second is below average size for number of care hours delivered and for number of people supported; 49 headcount of staff at 31/03/2025. This Provider has since had a Contract Monitoring meeting 08/09/25 and as a result has reduced to no staffing challenges/ Green following a very successful recruitment campaign. Staffing levels in west of service are reported to be at 112% of the required standard, while east is at 110%. The

organisation aims for these figures above assessed supported persons hours to cover holidays and sickness.

3.8 **Contract Monitoring Update – Care Homes**

Viv Gration presented the Care Home Contract Monitoring Report asking that Committee:

- Note the outcome of recent contract monitoring of care home commissioned services
- Note the issues raised from recent contract monitoring and the actions to address these

The Committee took assurance from the planned actions associated with areas of for improvement arising from the report.

The Committee heard that this report is now submitted to the Social Work Services Committee as part of its governance route to the Strategic Planning Delivery and Commissioning Committee. The Social Work Services Committee members also welcomed this report and had a query related to Adult Support and Protection training. They wanted to understand why certification for having completed this does not move with employees from one employer to another and who they could lobby to change it.

The commissioning team provided a written response to the query as follows:

The Care Inspectorate stipulates training requirements for staff within registered organisations. Adult Support and Protection Training is not nationally accredited, rather it is locally developed and delivered in relation to specific local processes and procedures. Each individual provider partner provides training on ASP, and a range of other topics and it is a requirement of their contract to ensure all staff are appropriately trained. It is against this context that provider partners generally choose to require staff undertake their own induction training. In light of this question, we have asked our Scottish Care colleagues locally the potential for standardising ASP training across the region and encouraging provider partners to recognise staff training through the collaboratives.

4. **Conclusions**

4.1 The agenda and papers for the meeting on 21 October 2025 resulted in a full and rich discussion across a range of topics. This included:

- endorsing for submission to the IJB a proposal to introduce new commissioning arrangements for third sector support,
- an assessment of market sustainability for younger adult and older adult care at home services,
- an indication of local progress with delivering the National Mental Health and Wellbeing Strategy,
- a commitment to share the draft Winter Plan and Unscheduled Care submission to the Centre for Sustainable Development, and
- a review of the findings from contract monitoring in care and support at home and care homes.

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				
	<table border="1"> <tr> <td>EQIA</td> <td>Equalities Impact Assessment</td> </tr> <tr> <td>IJB</td> <td>Integration Joint Board</td> </tr> </table>	EQIA	Equalities Impact Assessment	IJB	Integration Joint Board
EQIA	Equalities Impact Assessment				
IJB	Integration Joint Board				

Dumfries and Galloway
Integration Joint Board

Date 17 December 2024

This Report relates to
Item X on the Agenda



Supported Accommodation Opportunity – Garrick Site Glen Graham

For Approval

Author:	Glen Graham, Strategic Planning and Commissioning Manager glen.graham@nhs.scot	
Approved for Submission by:	Justin Murray - Deputy General Manager Mental Health, Learning Disability, Psychology and Specialist Drug and Alcohol Directorate justin.murray@nhs.scot	
List of Background Papers:	20230412 Modelling Bed Based Intermediate Care v1.0 (dghscp.co.uk) 2	
Appendices:	Annex A - HSCLG Garrick Site Paper Annex B - Site plans and layout	

Direction Required to Council, Health Board or Both	No existing or previous direction	
	Title	Reference Number
	Direction to:	
	5. No Direction Required	
	6. Dumfries and Galloway Council	x
	7. NHS Dumfries and Galloway	
8. Dumfries and Galloway Council and NHS Dumfries and Galloway		

11. Introduction

9.2 This paper outlines an opportunity approved by the Health and Social Care Leadership Group in June 2024 (appendix 1) to develop much needed supported housing accommodation in the West of the region in partnership with Strategic Housing and Loreburn Housing Association (LHA).

9.3 The report will provide a summary description of this opportunity and proposes that a direction is issued to Dumfries and Galloway Council to extend the existing nomination agreement with LHA and to utilise £30,000 of the devolved budget to establish the appropriate lease arrangements with LHA

12. Recommendations

10.1 The Integration Joint Board is asked to:

- NOTE the opportunity to develop much needed supported accommodation in the West of the region.
- APPROVE that a Direction is issued to Dumfries and Galloway Council to extend the existing nomination agreement with LHA and to utilise £30,000 of the delegated budget to establish a lease agreement for the communal facility and single flat at their new Garrick site in Stranraer

13. Background and Main Report

11.1 Through close working relationships with Strategic Housing, Housing Association and independent provider partners the Health and Social Care Partnership have nomination rights to a portfolio of supported accommodation within Dumfries and Galloway. This is mainly within core and cluster supported tenancy models.

11.2 Through a previous local mapping exercise and now through the implementation of the national support register it has been identified that a significant number of people with complex support needs require appropriate supported accommodation including

11.3 Through the delivery of Right Care Right Place (RCRP) it has become apparent that people want to stay at home or as close to home as is practically possible. It is clear from the bed modelling (see background papers) carried out under RCRP that there is a need for action to increase capacity both in the short and longer term in relation to the provision of local intermediate care beds. For example within the year 1 Commissioning Plan for RCRP there is a requirement to provide 2 flexible beds and Carers Respite within the Rhins area of Wigtownshire.

11.4 Opportunities to access suitably adapted properties are also limited in the west of the region and reducing adaptation budgets has meant people are not always able to have their existing home adapted, move to a suitable property or to be discharged from hospital to a suitable property.

The Opportunity

11.5 During recent discussions with Loreburn Housing and Strategic Housing it has been identified that the Garrick site in Stranraer (previously Garrick Hospital Site) currently being developed by Loreburn with Strategic Housing support may offer an opportunity to provide additional supported accommodation in the West of the region.

11.6 Work on the site began some time ago but has been subject to delays. It is currently expected that properties will be ready for occupation in November 2024.

11.7 A working group of key stakeholders has been put in place to explore this opportunity and to determine the requirements for the supported accommodation project. The key stakeholders included are

- MH Complex Needs Team
- Chair of Housing with Care and Support Group
- Strategic Planning and Commissioning
- Intellectual Disability Team
- MH Directorate
- Social Work Services
- Strategic Housing

11.8 Loreburn has shared outline plans (see appendix 2) for the provision of such a development and the list of available properties described below. For the HSCP the site offers the opportunity to provide up to 19 self contained flatted properties

Unit	Accommodation
Block 1	8 x 1 bed flats (5 FF, 3 GF) Communal Laundry Meeting Rooms/office/reception
Block 2	8 x 1 bed flats 4 x 2 bed flats
Block 3	2 x 2 bed bungalow (Specially adapted)
Block 4	2 x 2 bed bungalow (Specially adapted)
Block 5	2x 2 bed bungalow (Adapted to 1 share unit)

Wider Opportunity (Communal Space/Hub)

11.9 Block 1 contains space a reception area, communal space and meeting and office space. While the core function would be to support residents in the provision of support this facility and its proximity to the other blocks of supported accommodation offers an opportunity to deliver care and support to a wider group of tenants and a variety of health and wellbeing activities. This could range from elements of reablement for older people to the delivery of supported living skills for younger residents.

Management Arrangements

- 11.10 LHA will act as the landlord for the development with individuals being provided with their own Scottish Secure Tenancy and access to a communal facility for activities and enhanced support. The HSCP will hold nomination rights to the development. This means that only the HSCP can nominate people for any vacancy that arises within this supported accommodation. Care and support will be provided by on site by one or more care provider partner experienced in delivering support to people with complex needs and older people.
- 11.11 Core funding for this housing development has come through Scottish Government (SG) in the form of a HA grant to allow Strategic Housing and LHA to support the development costs of this provision.
- 11.12 Rent costs will be the responsibility for the tenants of each flat and will include a service charge covering elements of the reception and all of the staff base area which will be integral and essential to the delivery of effective care and support within this supported accommodation.
- 11.13 If the HSCP wishes to have sole use of the wider activity space there would be a requirement to enter in to a lease with Loreburn for this purpose similar to those already in place for Respite and Short Break facilities across the region. The indicative annual cost of this lease is £25,000 p.a. and would include the conference area, two larger meeting rooms, the smaller 1-2-1 room, the café/reception area, plus the office reception area.
- 11.14 If the opportunity is taken to utilise one of the flats for respite, a flexible bed or as an emergency access flat then the approximate annual cost of leasing the flat would be approximately £5,000 per annum.

14. Conclusions

- 12.1 There is a lack of specialist supported accommodation in Dumfries and Galloway which resulted in many people being accommodated in OOR residential, hospital and community settings not appropriate to their needs. This includes older people and those with complex needs and physical disabilities. This has been particularly difficult in the west of the region where this resource has been particularly limited.
- 12.2 This development offers the opportunity to ensure adults experience meaningful and fulfilled lives within Dumfries and Galloway by providing a flexible range accommodation and support to meet that need and offers the opportunity to provide a central staffed support hub in the West of the region flexible enough to meet the needs of those with complex and mental health needs as well as for older people.

15. Resource Implications

- 13.1 The HSCP is already committed to care and support arrangements for those being considered for the properties and by bringing together these packages of care and support and utilising technology it is hope that further savings can be made. As outlined in section 3 a number of cost mitigations are being explored including
- bringing together a number of single packages of care and support in to one project and by utilising a single provider and technology there is an opportunity

	<p>to reduce travel costs and secure minimum savings linked to the cost of waking night and sleepovers support in the region of £108,000</p> <ul style="list-style-type: none"> • savings on staff time (including travel) and resources by bringing provision in to one place • opportunities to enhance and in some case replace one to one support with technology will be part of the assessment ahead of any referral to the project 		
13.2	<p>The cost of leasing the communal facility is estimated at £25,000 per annum if the HSCP wishes to adopt this in full and £5,000 per annum for the lease of one flat for flexible bed provision. This figure could reduce if not all of the communal facilities are required. As outlined this still leaves and overall saving of £78,000 based on a reduction in the number of sleepovers required.</p>		
16.	Impact on Integration Joint Board Outcomes, Priorities and Policy		
14.1	<p>Supports on the delivery of the 9 national health and wellbeing outcomes and fits well with the existing Integration Joint Board (IJB) Strategic Plan and Mental Health Strategy. For example local strategy commitments to:</p> <ul style="list-style-type: none"> • Support 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 • Enable people to have more choice and control • Ensuring people who work in health and social care services feel engaged with the work they do and are supported to continuously improve the support, care and treatment they provide • Ensure secondary mental health services retain capacity to provide assessment and intervention for people with complex needs presenting in crisis 		
17.	Legal and Risk Implications		
15.1	<p>A statement that highlights any legal issues and risk that may arise, relating to the integration authority or the constituent partners.</p>		
18.	Consultation		
16.1	<p>In preparation of this paper and the areas of work described consultation has taken place with operational teams across Social Services and the Mental Health and Communities Directorate.</p>		
16.2	<p>Consideration has also been given to information collected as part of the engagement and consultation process linked to the development of the Housing with Care and Support Strategy and Learning Disability Strategy including feedback from people who use services their families and Carers.</p>		
19.	Equality Impact Assessment		
17.1	<p>Not required at this time.</p>		
20.	Glossary		
	<table border="1"> <tr> <td>ASARPP</td> <td>Adult Supported Accommodation and Residential Placement Panel</td> </tr> </table>	ASARPP	Adult Supported Accommodation and Residential Placement Panel
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HSCLG	Health and Social Care Leadership Group
IJB	Integration Joint Board
LHA	Loreburn Housing Association
OOR	Out of Region
RCRP	Right Care Right Place
SG	Scottish Government
SHIP	Strategic Housing Investment Plan
SHT	Strategic Housing Team

Dumfries and Galloway Integration Joint Board

DIRECTION

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



1.	Title of Direction and Reference Number	Reference Number will be added once the direction is formally logged	
2.	Date Direction Issued by Integration Joint Board	29 September 2024	
3.	Date from which Direction takes effect	<i>Date which is confirmed by the IJB</i>	
4.	Direction to	Dumfries and Galloway Council	
5.	Does this direction supersede, amend or cancel a previous Direction? If yes, include the reference number(s)	This is a new direction	
6.	Functions covered by Direction	Communities Directorate Mental Health	
7.	Full text of Direction	Extend the existing nomination agreement with Loreburn Housing Association and to utilise £30,000 of the delegated budget to establish a lease agreement for the communal facility and single flat at their new Garrick site in Stranraer	
8.	Budget allocated by Integration Joint Board to carry out Direction	Delegated budget for Adult Social Care	
9.	Desired Outcomes	To create additional supported accommodation capacity that will allow people with complex needs to access the support they need locally and to reduce the number of out of region placements that need to be arranged	
10.	Is there a need for engagement with the third sector in delivery of this direction?	YES	NO
		x	
11.	Performance Monitoring Arrangements	Directions will be reported to the relevant IJB Committee on a 6 monthly basis. An annual report of all current Directions will be presented to the IJB	
12.	Date Direction will be Reviewed	April 2024	

Annex A



Annex A - Supported Accommodation Opportunity - Garrick.pdf

Annex B



Annex B - Garrick full site plan.pdf