

Dumfries and Galloway
Integration Joint Board

24th March 2026

This Report relates to
Item 12a on the Agenda

Sub-National Planning and Delivery

Paper presented by Kirsty Bell

For Noting

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Approved for Submission by:	Garreth Marr, Chief Officer
List of Background Papers:	None
Appendices:	Appendix 1 - Sub-National Groups Structure Appendix 2 - NHS Dumfries & Galloway (NHS D&G) representation on Sub-National Planning & Delivery & other regional groups Appendix 3 – 2026 / 2027 NHS D&G Sub-National Reporting Cycle

Direction Required to Council, Health Board or Both	None
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1. Introduction

- 1.1 This document is intended to brief Integration Joint Board (IJB) members on the background and content of the Director's Letter (DL (2025) 25) and the associated Ministerial Direction issued to Health Boards on 13 November 2025.

2. Recommendations

2.1 The Integration Joint Board is asked to note:

- **The new sub-national service planning and delivery structure (appendix one) and arrangements;**
- **The current key areas of focus of Sub-national Planning and Delivery**
- **NHS D&G progress in relation to above;**
- **NHS D&G representatives on sub-national groups (appendix two); and**
- **The proposed new cycle of Sub-national Planning and Delivery reporting for NHS D&G and the IJB (appendix three).**

3. Background and Main Report

3.1 Background - November 2024 – November 2025

- 3.1.1 Following the November 2024 DL (2024) 31 outlining a renewed approach to population-based planning across NHS Scotland, the First Minister made a policy speech on 27 January 2025, launching the NHS Scotland Service Renewal Framework (SRF) and signalling a national commitment to the renewal of population health priorities across Scotland.
- 3.1.2 Throughout 2025, following the publication of the SRF and the Population Health Framework (PHF), the First Minister's June 2025 speech set out an ambitious vision for transforming Scotland's public services and exploring the potential benefits of a more collaborative, Scotland-wide, approach to health planning and delivery.
- 3.1.3 The Director-General for Health and Social Care was subsequently tasked with identifying ways to strengthen collaborative working across Scotland. This work progressed rapidly, culminating in the agreement and formal sign-off of a new Sub-national Planning and Delivery structure by the First Minister on 15 October 2025.
- 3.1.4 On 21 October 2025, the Chief Operating Officer and Deputy Chief Executive for NHS Scotland wrote to all Chairs and Chief Executives to inform them of planned Ministerial Direction and guidance to deliver a new approach to sub-national service planning and delivery in 2026/2027.
- 3.1.5 On 13 November 2025, the Cabinet Secretary for Health and Social Care made a parliamentary speech signalling his expectation that Health Boards work together to make the best use of the capacity in our system and ensure

there are no barriers to Boards working collaboratively to deliver high-quality, safe, and effective care to patients and communities across Scotland.

- 3.1.6 Following this, a DL setting out the sub-national planning directions was issued to NHS Boards to action and IJBs for information i.e. DL (2025) 25 <https://www.publications.scot.nhs.uk/files/dl-2025-25.docx>

3.2 Main Report

- 3.2.1 Since the issuing of DL (2025) 25 on 13 November 2025, work to establish a sub-national structure to support Scotland wide planning and delivery has progressed significantly.
- 3.2.2 Sub-national Executive Group – This is an overarching national executive group, established to oversee how health services are planned and delivered to ensure they meet national standards and priorities. This group ensures that the sub-national planning structures are held accountable for delivery.
- 3.2.3 Strategic Planning and Delivery Committees (SPDC) – There are two SPDCs sitting under the overarching Sub-national Executive Group. One for Scotland West (SPDCW) and one for Scotland East (SPDCE). These committees are responsible for providing clear oversight, direction, and governance for the emerging sub-national system, ensuring alignment with Scottish Government policy, and developing a plan to deliver national priorities. They lead the development and implementation of population-level, data-driven planning and delivery across the geographic area, offering scrutiny, advice, and accountability through Chief Executives and Executive teams.
- 3.2.4 Strategic Planning and Delivery Executive Oversight Group (SPDEG) - Under each SPDC sits a SPDEG. The SPDEG drives the development and implementation of the Scotland East and West sub-national plans, enabling faster, more consistent decision-making by reducing duplication, maximising capacity, and accelerating innovation. Through strong collaboration, strategic problem-solving, and alignment of resources, the SPDEGs support system-wide adoption of clinical and digital innovation. They are also responsible for planning regional services and vulnerable services.
- 3.2.5 Delivery Groups - A range of Delivery Groups sit under each of the SPDEGs. In SPDEG West (SPDEGW) the Delivery Groups are;-
- Planned Care;
 - Finance, Planning, Performance and Workforce; and
 - Improving Flow.
- 3.2.6 In addition to above, there are other relevant regional level groups that will also feature within the reporting on Sub-National Planning and Delivery. These include;-
- Remote and Rural Healthcare; and
 - West of Scotland Innovation Hub
- 3.2.7 Priority Areas of Focus – 5 key system-wide areas of priority have been identified. These are;

- “Digital Front Door” (MyCare.scot);
- Orthopaedic treatment time guarantee;
- Emergency healthcare services;
- Consolidated Financial Planning; and
- A “Once for Scotland” approach to business systems

3.2.8 Key areas of sub-national work at this time include:

- Developing a Sub-national Scotland West Plan – ‘Part 2’ objectives by 31 March 2026. ‘Part 3’ objectives by 30 June 2026;
- Developing a consolidated 2026/2027 Financial Plan for Scotland East and West;
- Establishing baseline data on capacity and resources and mapping current trajectories and projections;
- Developing Sub-National Handbook that sets out the key next steps to establish Scotland East and Scotland West planning and delivery structures at pace (by end of February 2026); and
- Identifying vulnerable Scotland West services (by end of March 2026)

3.2.9 In addition to above, each Delivery Group is taking forward a range of work via various subgroups and workstreams. This work is aimed at delivering against the set key priorities for both Scotland East and West.

3.2.10 SPDGW, alongside its work to establish baseline data on capacity and resources, is also undertaking modelling and profiling work to consider the possible shape of future services.

3.2.11 Work in the delivery groups is at an early stage of development. More detailed reports will come forward as this work evolves.

3.2.12 Sub-national Reporting Cycle for NHS D&G - Above highlights the rapid progress made to firmly establish Sub-national Planning and Delivery. However, it should be noted that each Health Board remains responsible and accountable for the proper exercise of all its statutory functions. It is therefore essential that NHS D&G maintain robust oversight of the changing service planning and delivery landscape to ensure continued alignment and effective dovetailing of local planning and delivery arrangements with this emergent new model.

3.2.13 To facilitate this level of oversight, it is proposed a Sub-national Planning and Delivery Highlights Report that includes an update on the progress being made by all of the sub-national groups and alignment with D&G planning and delivery structures and processes is presented for awareness and discussion, and/or decision-making; -

- Each month to Board Management Team
- Every 4-6 months to the NHS Board Performance and Resource Committee;
- Twice-yearly to the NHS Board; and

- Twice-yearly to the Integration Joint Board (IJB).

3.2.14 The Dumfries and Galloway, NHS Board Strategic Policy Lead will coordinate and implement the above reporting cycle.

4. Conclusions

- 4.1 It is anticipated that Sub-national planning will continue to develop at pace over the coming months.
- 4.2 Regular reporting on Sub-national Planning and Delivery to the IJB is essential to keeping IJB members informed and aware of developments in this new health service planning and delivery space.

5. Resource Implications

- 5.1 Sub-national planning is expected to improve financial sustainability by reducing duplication, enabling more efficient use of resources, and supporting shared investment in services across regions. Collaborative planning is anticipated to support Boards to achieve economies of scale, optimise capacity, and prioritise spending where it delivers the greatest value.

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

- 6.1 The new Sub-national planning approach is intended to strengthen collaboration across Health Boards, enabling better use of capacity and resources to deliver timely, equitable care. By reducing variation in clinical pathways and applying consistent standards, it aims to enhance quality and patient safety.

7. Legal and Risk Implications

- 7.1 Compliance with Sub-National Planning arrangements is mandated via a Ministerial Direction. The responsibilities for this rest firmly with Health Boards.

8. Consultation

- 8.1 The intention of planning health services collaboratively in this way is to help ensure resources are allocated based on population need, support inclusive care for all communities and improve accessibility.
- 8.2 Impact assessments on individual services and any proposed service change will be undertaken as they arise.

9. Equality Impact Assessment

- 9.1 Collaborative planning will help ensure resources are allocated based on population need, supporting inclusive care for all communities. In addition, shared structures create opportunities to embed equality and diversity principles in workforce planning and service design, supporting a more equitable and culturally responsive health system.
- 9.2 Service, workforce and finance plans will be individually impact assessed as they are developed.

10. Consumer Duty

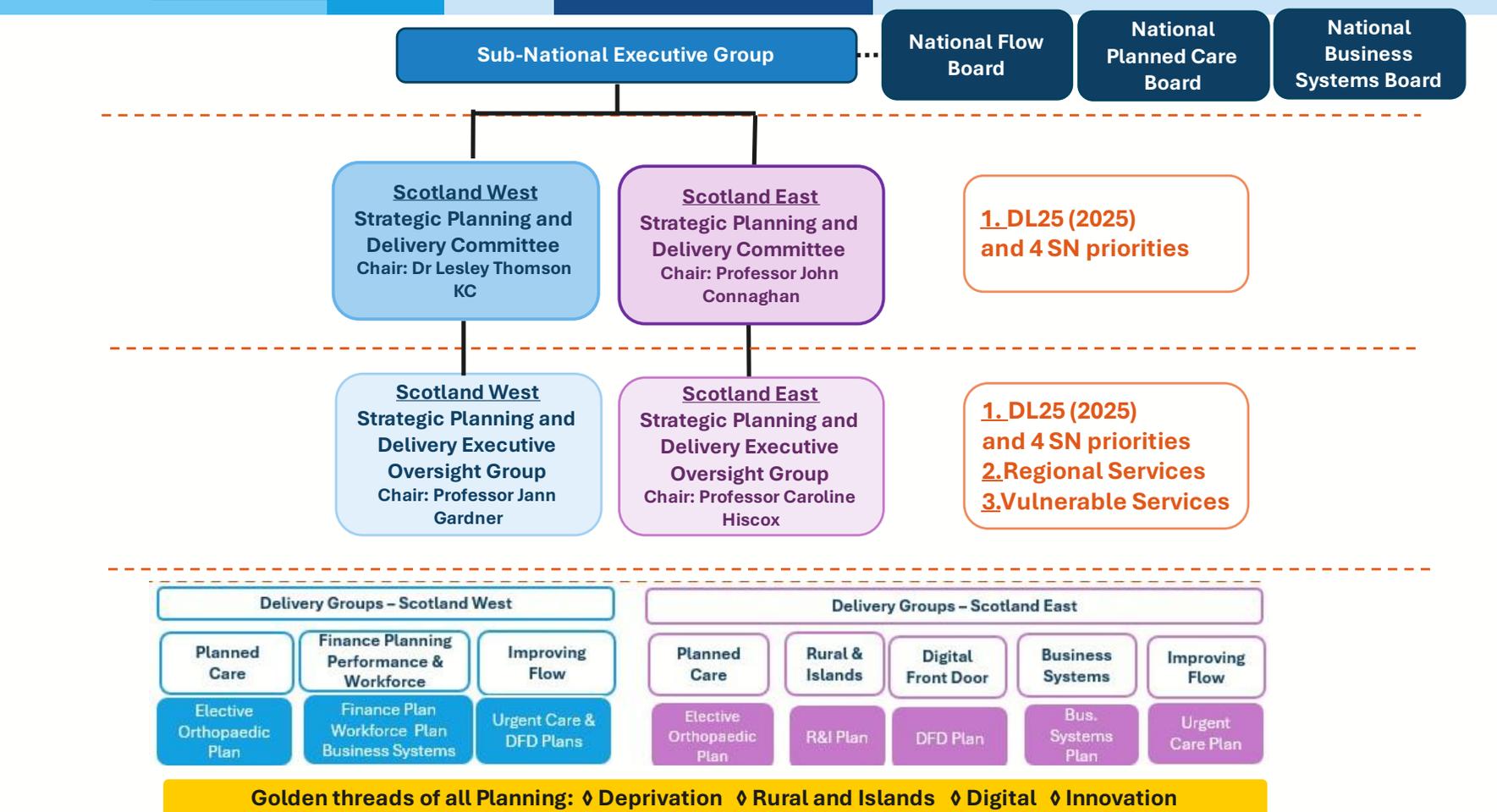
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11. Glossary

D&G	Dumfries and Galloway
DL	Director's Letter
IJB	Integration Joint Board
NHS D&G	NHS Dumfries and Galloway
PHF	Population Health Framework
SPDC	Sub-national Planning and Delivery Committee
SPDCE	Sub-national Planning and Delivery Committee East
SPDCW	Sub-national Planning and Delivery Committee West
SPDEG	Sub-national Planning and Delivery Executive Group
SPDEGW	Sub-national Planning and Delivery Executive Group West
SRF	Service Renewal Framework

Sub-National Groups Structure



NHS Dumfries and Galloway Representation Sub-National Groups

Group	D&G Representative	Role
National Executive Group		
SPDCW	Mark Cook/ Julie White	NHS D&G Chair Chief Executive
SPDEGW	Julie White	Chief Executive Officer
Planned Care	Nicole Hamlet	Chief Operating Officer
<i>Sub-Group/Workstreams</i> <ul style="list-style-type: none"> • Demand and Capacity • Model of Care • Orthopaedic 	Nicole Hamlet (Chair)/ David Rowland	Chief Operating Officer
Finance Planning Performance & Workforce	Sudeep Chatterjee	Director of Digital
Improving Flow	Garreth Marr/ Nicole Hamlet	Chief Officer Chief Operating Officer
Other Regional Groups		
Remote, Rural Island Healthcare (RRI)	David Rowland	Director of Strategic Planning and Transformation
WoS Innovation Hub	Colleen Bowthorpe	Research and Development Lead

D&G Sub-National Reporting Cycle

Group Name	Meeting Date	Meeting Date	Meeting Date	Meeting Date	Meeting Date	Meeting Date	Meeting Date	Meeting Date	Meeting Date	Meeting Date	Meeting Date
	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	2027
IJB	24.03.26			23.06.26			22.09.26			15.12.26	
BMT	11.03.26	15.04.26	20.05.26	17.06.26		12.08.26	16.09.26	14.10.26	18.11.26	16.12.26	
NHS Board		13.04.26		08.06.24		10.08.26		05.10.26		14.12.26	08.02.27
Perf & Res Comm	09.03.26		25.05.26				14.09.26			07/12/26	08/03/27

N.B Green highlight Bold= NHS D&G Planned Reporting Date

Grey Highlight Bold – Passed Report Dates

No Highlight – Meeting date, No Planned Report