

**Minute of the Dumfries and Galloway Integration Joint Board (IJB) meeting held on Tuesday
16th December 2025 at 10am – 5pm via Microsoft Teams**

Voting Members Present:

Kim Dams	(KDa)	NHS Voting Member (Chair)
Andy McFarlane	(AMcF)	Local Authority Voting Member (Vice Chair)
Greg Black	(GB)	NHS Voting Member
Richard Brodie	(RB)	Local Authority Voting Member
Linda Dorward	(LD)	Local Authority Voting Member
Gwilym Gibbons	(GG)	NHS Voting Member
Maureen Johnstone	(MJ)	Local Authority Voting Member

Advisory Members Present:

Sean Barrett	(SB)	Interim Chief Finance Officer
Grecy Bell	(GBe)	Registered Medical Practitioner (Primary Medical Services)
Debbie Cochran	(DC)	Scottish Care Representative
Ken Donaldson	(KD)	Medical Director
Rod Edgar	(RE)	Communication & Engagement Manager
Mark Kelly	(MK)	Nurse Director
Callum Macoll	(CM)	Staff Side Representative
Gareth Marr	(GM)	Chief Officer
Stephen Morgan	(SM)	Chief Social Work Officer
Jim Parker	(JP)	Unpaid Carer Representative
David Rowland	(DR)	Director of Strategic Planning and Transformation
Alan Webb	(AWe)	Third Sector Representative

In Attendance:

Kirsty Bell	(KB)	Programme Manager / Governance Officer
Peter Bryden	(PB)	Business & Quality Manager for Community Health and Social Care
Linda Bunney	(LB)	Head of Primary Care Services
Lisa Corrie	(LC)	GP Partner/Chair GP Sub and LMC
Gill Coupland	(GC)	Strategic Planning & Commissioning Manager
Liz Forsyth	(LF)	Strategy Support Manager
Viv Gration	(VG)	Deputy Head of Strategic Planning and Commissioning
Lisa Kirkpatrick	(LK)	Transforming Primary Care Programme Manager
Steph Mottram	(SM)	General Manager for Community Health and Social Care
Amber Murray	(AM)	EA to Chief Officer

Apologies:

Ian Carruthers	(IC)	Local Authority Voting Member
Ann Farrell	(AFa)	Local Authority Staff Representative
Pam Jamieson	(PJ)	Workforce Director
Vicky Keir	(VK)	NHS Voting Member
Valerie White	(VW)	Director of Public Health

Workshop Session from 10am – 12noon on Commissioning Third Sector – Led by Viv Gration.

1. WELCOME, APOLOGIES AND NOTIFICATION OF SUBSTITUTE MEMBERS

KDa welcomed everyone to the final Formal IJB of 2025, and a gentle reminder to all have cameras on and to raise hands when they would like to speak.

Formal apologies were noted and formally documented as part of the minute of the meeting.

2. DECLARATIONS OF INTEREST

The Chair asked for Declarations of Interests where all members confirmed nothing to highlight.

3. MINUTES OF THE PREVIOUS MEETINGS

The minute of the meeting of the IJB held on 23rd September 2025 were submitted for approval and agreed as a correct record.

4. ACTION LIST / ROLLING AGENDA

AM went through the action plan and will update accordingly.

5. MEMBERSHIP UPDATE

AM provided members with an update on the change of Voting Members, Substitute Members, Interim Chief Finance Officer and Unpaid Carers Representative.

AMcF agreed and nominated himself as Interim Vice Chair until further notice, he has discussed this with other Elected Members who are supportive.

Members welcomed Maureen Johnstone, who has replaced G MacGregor as Local Authority Voting Member, also Sean Barrett as Interim Chief Finance Officer and Jim Parker as Unpaid Carers Rep who have all had an appropriate Induction.

Also, members noted the Appendix 1 and are fully aware of the successful recruitment of Gareth Marr Chief Officer.

KDa opened up within the meeting a discussion / agreement of our Chairs / Vice Chairs for both our Committees for 2026, which all agreed:

Integration Joint Board Formal Meeting:

Chair - Kim Dams - As per previous arrangements

(Interim) Vice Chair - Andy McFarlane

IJB Audit, Risk and Governance Committee:

Chair - Maureen Johnstone - Local Authority Voting Member

Vice Chair - Gwilym Gibbons - NHS Voting Member

IJB Strategic Planning, Finance and Commissioning Committee:

Chair - Kim Dams - NHS Voting Member

Interim Vice Chair - Andy McFarlane - Local Authority Voting Member

AM will issue all invites as appropriate, including all Agenda Settings and Pre Meets.

Action: AM

Decision:

The Integration Joint Board:

- **Discussed the current situation regarding the suspended position of IJB Vice Chair and nominated Andy McFarlane as Interim Vice Chair.**
- **Noted the amendments to the Local Authority Voting Member in Table 3.2, where Maureen Johnstone has replaced Gail Macgregor with immediate effect.**
- **Noted the permanent recruitment of Chief Officer, and associated process as per Appendix 1 and Interim appointment of Chief Finance Officer.**
- **Noted that we appointed to our Unpaid Carers representative.**
- **Discussed and Approved Chair / Vice Chair for each Committee for 2026.**

6. IJB DIRECTIONS PROGRESS

- a) Draft Directions (Presentation)** – KB provided an overview of the future Directions based on the review of the Integration Scheme. Given this has not been signed off my Ministers it was agreed a formal paper will be tabled for approval in March 2026, and the presentation will be shared round following the meeting.

Action: KB / AM

Donna Maxwell had intended to join, as she has been helping to produce the new Directions under the revised Integration Scheme.

This is about bringing Directions into alignment with the new Integration Scheme and to also ensure we are fulfilling our duties as set out in the Public Bodies Act 2014.

Each Direction must:

- Clearly reflect the delegated functions (*from Health Board and Local Authority*).
- Set out models of care, associated budgets, and impact/outcome measures.

Delegated Functions (from NHS)

- Acute hospital care (*unscheduled / emergency medicine, general medicine, orthopaedics*)
- Primary care & community care (*community nursing, mental health, etc.*)

Delegated Functions (from Council)

- Adult social care
- Mental health social work
- AWI (Adults with Incapacity) responsibilities
- Learning disabilities & complex needs

KB then highlighted examples of Directions withing the presentation:

- Direction to deliver mental health services across hospital and community.
- Direction to deliver geriatric/frailty pathways.
- Direction to provide robust support for unpaid carers.

KB confirmed each Direction ***must*** have a budget allocated to it.

GG asked will future Directions show clear budget allocations, KB confirmed yes this is the aim and will continue to work with GM and SB to determine feasibility and allocating budgets per Directions.

All new Directions will include outcomes and will update this following AW comment in terms of all Directions must have clear outcome measures and outcomes should be set by the IJB

Action: KB

KB outlined key updates on extant Directions:

- Updates relating to General Medical Services (GMS) Direction is scheduled later the agenda
- Directions relating to Right Care, Right Place (*flexible beds, community hubs*) – papers are included
- Directions associated with complex needs (*mental health, community care, learning disability*) – paper included

b) Right Care Right Place (*Flexible Beds / Community Hubs*) - S Mottram / P Bryden joined to update members on the progress from October 2024.

Presentation will be shared following the IJB today with the draft notes.

Action: AM

PB mentioned the Hubs are well used; capital works to complete by April / May as per scheduled plan.

Increased co-location planned across MDT & Third sector, PB to invite IJB members for site visits once capital works complete.

Action: PB

SM updated:

- 21 beds operating consistently; 74% occupancy.
- Benefits noted for respite, step-up and step-down care.
- Recommendation to extend funding to 31st March 2026 to evaluate further & allow CFO review.
- Steph & team to work with SB on full financial options appraisal.

Update will come back to the next IJB in March 2026.

Action: SM

Decision:

The Integration Joint Board:

Right Care, Right Place – Community Hubs

- **Noted ongoing development and seek feedback/direction from IJB members on progress and priorities for 2026.**

Flexible Beds

- **Approved continued use until March 2026 to enable a fuller evaluation of impact and outcomes and discuss with the section 95 officer funding options.**

c) Complex Care Plan Update

KB confirmed the Complex Needs Plan 2023–2026 was approved by the Integration Joint Board in September 2023, following endorsement from the Health and Social Care Leadership Team.

The plan's aim is to support adults with learning disabilities and complex needs, including those transitioning from children's services. The plan is aligned with national strategies such as the Coming Home Report, Keys to Life, and the Strategy for Autism, and is mapped to the Strategic Commissioning Plan 2022–2025.

KB highlighted that 10 out of the 16 actions as per Appendix 1 have been completed, the 6 that are incomplete was due to the inability to recruit to certain positions. However, there is a review of the 'Coming Home' report underway which is due to be published in January 2026 and the new General Manager for Social Care will take on the management of this Service.

Decision:

The Integration Joint Board noted:

- **It was agreed that a further update to come back to the next scheduled IJB in March 2026.**

7. INTEGRATION SCHEME UPDATE

KB on behalf of V Freeman provided an update on the review of the scheme where on the 9th September 2024, the Chief Executive and the Interim Chair of NHS Dumfries and Galloway wrote to the Council Chief Executive requesting a review of the Integration Scheme, in accordance with section 45 (2) of The Public Bodies (*Joint Working*) (Scotland) Act 2014.

Accordingly, Dumfries and Galloway NHS Board and Dumfries and Galloway Council, (each a 'Party' to the Integration Scheme, together, 'the Parties'), undertook a joint review of the Integration Scheme.

The purpose of this paper is to keep IJB members informed and updated with regard to the progress of this Integration Scheme review process and its outcomes.

KB confirmed NHS Board and Full Council have approved revised scheme, this will now be submitted to Ministers with the go-live expected 1st April 2026.

Decision:

The Integration Joint Board noted:

- **Changes to the Integration Scheme agreed by the Council on 2nd October and the NHS Board on 6th October**
- **Draft revisions to the Integration Scheme reflecting agreed changes (see appendix)**
- **Review of the Integration Scheme is now completed at a local level and that the review will be fully completed upon receipt of Scottish Ministers approval of the Integration Scheme**
- **Submission of the Integration Scheme to Scottish Ministers for approval**
- **Anticipated 'go live' date of 1st April 2026 for the new Integration Scheme**
- **Requirement for a 'set aside' budget to be developed and established for delegated health services provided in large hospitals (as stated in 'The Public Bodies (Joint Working) (Prescribed Health Board Functions) (Scotland) Regulations 2014').**

8. INTEGRATION JOINT BOARD COMMITTEE UPDATES

- a) **IJB Audit Risk and Governance** (meeting 18.11.2025) – This meeting was cancelled.
- b) **IJB Finance, Performance & Quality** (meeting 07.10.2025) – This meeting was cancelled.
- c) **IJB Strategic Planning Delivery & Commissioning Minutes** (meeting 21.10.2025) – Updated by Greg Black

GB noted the meeting covered a significant number of discussion points, even though many were formally “for noting” rather than decision.

GB highlighted a presentation was given on a new proposed commissioning approach for the third sector, built around a Strategic Alliance Model and this model is already used in parts of Scotland.

It would replace traditional competitive commissioning with a collaborative, shared risk, shared-outcomes model.

The committee had a full debate on benefits, risks, and resource implications and the committee is recommending the IJB approve this approach.

VG confirmed the below following the Committee and the Workshop held this morning:

What the Strategic Alliance Model Is

- A collaborative arrangement where:
 - Several third sector providers work together
 - With the statutory sector (IJB, NHS, Council)
 - To deliver shared outcomes.

Why move to this model?

- Current commissioning is fragmented and competitive.
- A strategic alliance enables:
 - Stability
 - Sustainability
 - Joint planning across providers
 - Better use of total funding
 - Reduced duplication
 - Shared learning.

Evidence base

- Positive outcomes in:
 - Early intervention
 - Prevention
 - Community capacity building.

Governance is critical

- Clear governance is needed to:
 - Manage risk
 - Monitor performance
 - Ensure accountability.

VG confirms that this model is strongly aligned with national direction and local transformation ambitions.

Decision:

The Integration Joint Board agreed to move to the Strategic Alliance commissioning model where it was agreed to develop a Direction.

d) IJB Transformation, Innovation and Futures (meeting 25.11.2025) – This meeting was a reflective session for all IJB Members regarding this committee.

D Rowland updated members following this confirming the committee was being formally closed as part of the new governance structure (*reduction from four committees to two*).

Members had repeatedly expressed that the real value of this committee was the creative, exploratory space it offered a place to think differently.

Members valued the most:

- A protected space for creative thinking
- Freedom from rigid governance constraints
- Cross system discussion
- Early shaping of innovation before it becomes a 'proposal'

Members felt what was missing:

- More frequent opportunities for innovation discussion
- Clearer links between innovation discussions and IJB decision making
- Strategic Planning Group (SPG) not used enough

DR set out a proposed future model, with members signalling clear support, a move from a formal committee to a planned cycle of themed IJB workshops

These workshops will:

- Be more frequent than the former committee meetings AM already has these dates in the diary.
- Be properly structured, with:
 - Set topics
 - Clear objectives
 - Pre-reading
 - Facilitated discussion
 - Documented outputs
- Replace the "innovation & futures" function formerly carried by the closed committee.

GG who previously chaired this committee confirmed Innovation work is "*alive and kicking*" even if the committee structure has changed and supported the workshop based future approach.

9. FINANCIAL PERFORMANCE UPDATE – QUARTER TWO

SB highlighted this report provides a comprehensive update on the financial performance of budgets delegated to the Integration Joint Board (IJB) as at the end of Quarter Two (Q2) for financial year 2025/26. It compares the current forecast against the Financial Plan approved in June 2025 and highlights the scale of the financial challenge facing services delegated by both NHS and the Local Authority.

SB confirmed combined projected overspend: £25.7m

- NHS delegated: £17m (*supported non recurrently by SG*)
- Local Authority delegated: £8.7m overspend – recovery plan required

NHS Board will meet agreed overspend control total.

Social care cannot realistically reach balance this year without service risk.

Decision:

The Integration Joint Board:

- **Noted the financial position and the measures being taken, however, recognised that the current in-year gap sits at £25.7m given the latest forecast on operational budgets overspend and allocation reductions.**
- **Noted that £17m of the projected current year overspend relates to services delegated by the NHS and that Scottish Government support will be provided non recurrently to fund this amount.**
- **Noted that £8.7m of the projected current year overspend relates to services delegated by the local authority and that delivery of the agreed recovery plan is required to seek to address this.**
- **Discussed the pressures on integrated budgets and the need for cost containment measures.**

10. GENERAL MEDICAL SERVICES IN DUMFRIES AND GALLOWAY: REVIEW FINDINGS, EMERGENT VISION, AND PROGRESSION TO DELIVERY PLANNING

Presentation was shared, and will be issued with the notes.

GC and LK delivered a short presentation confirming process, vision, logic model, priority themes and proposed new Direction

DR offered a summary of thoughts on where we are and to commend the report to the IJB

LC gave an update following her seeking GP Sub views.

New direction issued to NHS D&G to produce Year 1 Implementation Plan (Dec–Mar).

Members agreed a Final plan to IJB March 2026.

Primary Care Directorate to co produce implementation plan with GP Subcommittee, clusters, partners, SB also to be involved in the early in modelling.

Decision:

The Integration Joint Board:

- **Noted the progress made to date in delivering the General Medical Services Review, including completion of the engagement and synthesis phase and the development of the emergent region-wide vision for the future of general medical practice.**
- **Approved the emergent direction and strategic framing presented in this paper as the basis for finalising the implementation plan to be brought to the IJB in March 2026.**
- **Agreed to close the existing Direction issued on 17 December 2024, which mandated the development of a shared vision and scope for the review.**
- **Issued a new Direction to NHS Dumfries and Galloway instructing the development of a Year One Implementation Plan that will make demonstrable progress towards the emergent Vision and Strategic Objectives set out in this paper.**

- Noted that a further Direction will be presented to the Integration Joint Board in March 2026 seeking approval of the Implementation Plan and authorising NHS Dumfries and Galloway to commence delivery of the agreed actions.
- Noted the planned transition period from December 2025 to March 2026, during which detailed delivery preparation will be undertaken with practices, clusters, partners, and stakeholders.

11. CHIEF SOCIAL WORK ANNUAL REPORT

SM confirmed this is his annual report he shares, main points to highlight were Increased demand and complexity across children & adult services, Costs rising significantly, especially purchased care (+33%).

Also highlighted workforce pressure remains critical.

Decision:

The Integration Joint Board:

- Noted the performance of the Social Work Services in respect of key duties and responsibilities for which the CSWO has overall responsibility for as detailed in the Appendix.

12. ANY OTHER BUSINESS DEEMED URGENT BY THE CHAIR DUE TO THE NEED FOR A DECISION

All dates below were noted by Members.

a) 2026 IJB / Committee Assurance Day Dates

b) 2026 Dates:

- Contract Monitoring Group
- Strategic Planning Group
- Carers Programme Board
- Palliative Care Steering Group

The next meeting of the Formal IJB is on Tuesday 24th March 2026 at 10am in Seminar Room 4, Education Centre, DGRI