



Dumfries and Galloway
Integration Joint Board

24th March 2026

This Report relates to
Item 8b on the Agenda

Update from the IJB Strategic Planning, Finance and Commissioning Committee

Paper presented by Kim Dams

For Noting

Author:	Kirsty Bell, Programme Manager
Approved for Submission by:	Kim Black, Chair of the IJB Strategic Planning, Finance and Commissioning Committee, NHS Dumfries and Galloway
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, Finance and Commissioning Committee met on Tuesday 3rd March 2026.

2. Recommendations

2.1 The Integration Joint Board is asked to:

- **Note this update from the IJB Strategic Planning, Finance and Commissioning Committee**
- **Flexible Beds - Committee Recommended Approval to IJB - The committee unanimously approved the year two proposal, with Linda formally moving approval and members expressing support for ongoing updates and sharing of positive outcomes.**

3. Background and Main Report

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

3.2 **Financial Performance – Quarter 3 inc Financial Recovery Planning Timetables Update:**

Financial Performance and Recovery Planning: Sean presented the quarter three financial performance report, detailing NHS and council overspends, recovery plans, and budget setting timelines, with Gareth and Gwilym Gibbons contributing to a discussion on the complexities of managing deficits across organisations and the need for integrated financial planning.

Quarter Three Financial Overview: Sean reported a £22.3 million overspend, with £13.7 million attributed to NHS delegated services and £8.6 million to Dumfries and Galloway Council delegated services. The NHS overspend is expected to be covered non-recurrently by Scottish Government support, while the council will need to request additional funds if the position persists.

Recovery and Savings Plans: Both NHS and Council are implementing work streams to reduce deficits, including scrutinising care packages, reviewing contracts, and assessing vacancies. A savings plan for the Health and Social Care Partnership is to be presented to the IJB on 24 March, with additional council funding allocated to support social work.

Accounting Practices and Reporting Differences: Sean explained differences in financial reporting between the NHS (accruals-based) and the council (forecast-based), clarifying why the tables in the report present data differently for each organisation.

Cross-Organisational Financial Impacts: Gwilym Gibbons raised questions about how deficit management in one organisation affects the other, leading to a discussion with Sean and Gareth about the need for improved collaboration, quantification of cross-impacts, and the challenges of cost shunting, especially in a deficit environment.

3.3 **Strategic Planning Group Update**

Strategic Planning Group Leadership Changes: Kirsty announced the departure of the previous chair and vice chair, the nomination of a new chair, and the forthcoming update to be presented to the strategic planning group and IJB.

3.4 **Impacts of the Revised Dumfries and Galloway Integration Scheme on the Integration Joint Board's Supporting Documentation Framework**

Integration Scheme and Commissioning Framework: Viv outlined the need to revise the strategic commissioning plan and performance management framework in anticipation of the revised integration scheme, aiming for completion by December 2026, and highlighted the lack of an up-to-date strategic needs assessment.

Strategic Needs Assessment Discussion: Viv and Alan emphasised the critical importance of a current strategic needs assessment for effective planning, with Alan suggesting a formal IJB request for a joint assessment with community planning partners; Kirsty agreed to investigate governance levers and report back.

Transitional Arrangements and Governance: Gwilym Gibbons and Kirsty discussed the implications of the integration scheme's implementation timing, with Kirsty confirming that further clarification would be sought from Vicky Freeman, Policy Officer who has been leading the review – where is tabled is being presented at the IJB.

3.5 **Annual Commissioning Plan Update**

Annual Commissioning Plan Update and Collaborative Planning: Viv presented the annual commissioning plan update, inviting feedback on its timing and content, with Alan, Linda, and other members discussing the value of a collaborative, partner-led approach and agreeing to present the update as a committee item with a more developed version in June.

Purpose and Content of the Update: Viv explained that the annual commissioning plan update is a new development, intended to set out priorities and plans for the coming year, including a draft housing contribution statement, and sought committee feedback on its usefulness and timing.

Timing and Approval of the Update: Alan and Linda suggested that the update serves as a direction-setting document rather than a commitment, recommending that a more comprehensive, collaboratively developed paper be brought later in the year, with the March update serving as an interim report.

Collaborative Workshop Proposal: Kim proposed holding a future workshop to allow committee members and partners to influence the content and direction of the commissioning plan, ensuring it reflects system-wide developments and partner contributions.

Housing Contribution Statement Handling: Viv and Kim agreed to keep the housing contribution statement as a draft, to be finalised alongside the strategic commissioning plan once the integration scheme is confirmed.

3.6 **Update on Proposed New Integration Joint Board Directions 2026 / 2027**

Integration Joint Board Directions Review: Donna and Kirsty presented a comprehensive update on the review and redevelopment of IJB directions, aligning them with national guidance and the revised integration scheme, and engaged the committee in a discussion about outcome measurement and the need for improved data and community-focused indicators.

Development of New Directions: Donna described the process of reviewing existing directions, consulting national guidance, and drafting 16 new directions, with five examples provided for committee feedback on their structure and content.

Outcome Measurement Challenges: Alan raised concerns about the lack of mechanisms to measure certain outcomes, such as access, prompting Donna to explain that work is underway with lead officers to identify gaps and develop new indicators over the next one to two years.

Community and Partnership Focus: Gareth and Alan emphasised the importance of moving beyond system metrics to include measures that reflect what matters to people and communities, suggesting the adoption of cross-sector indicators and a whole partnership approach.

Prevention and Early Intervention Emphasis: Gwilym Gibbons and Linda highlighted the need to embed prevention and early intervention in the directions and associated measures, ensuring that the shift in focus is reflected in both strategy and reporting.

3.7 **Right Care, Right Place: Flexible Beds – Year 2 Development proposal**

Right Care, Right Place Flexible Beds Year 2 Proposal: Stephanie and Sean presented the year two development proposal for the Right Care, Right Place flexible beds model, detailing operational improvements, financial implications, and plans to enhance communication about patient benefits, with support and feedback from committee members including Mark, Andy, and Greycy.

Service Model and Operational Focus: Stephanie outlined the plan to continue with 21 flexible beds, prioritising intermediate care, step up/step down from frailty units, hospital at home, palliative care, and discharge to assess, with improvements to the interface hub and service pathways.

Geographical Distribution and Procurement: Stephanie explained that the team is reviewing bed utilisation to ensure equitable coverage across the region, particularly addressing the east-west distribution following the initial procurement process.

Patient and Provider Experience: Mark and Andy requested that future communications and reports highlight patient-centred benefits and clinical outcomes, not just financial aspects; Stephanie and Greycy agreed, noting positive patient and care home feedback and the need for ongoing internal and external communication.

Financial Impact and System Value: Sean reported that the model delivered a net system benefit of £2.3 million in year one, with a projected net cost of £639,000

for 21 beds in year two, and recommended continuation as a better value approach to service delivery.

Committee Approval: The committee unanimously approved the year two proposal, with Linda formally moving approval and members expressing support for ongoing updates and sharing of positive outcomes.

3.8 **Quarterly Communication and Engagement Report July – December 2025**

Communication and Engagement Report and Strategy Development: Rod presented the quarterly communication and engagement report, describing recent activities and the development of a new participation and engagement strategy, with Viv, Gareth, and Gwilym Gibbons contributing to a discussion on the importance of co-production, continual engagement, and tailoring approaches to different contexts.

Engagement Structures and Activities: Rod described the role of the consultation and engagement working group and the participation and engagement network, highlighting recent engagement activities such as the general medical services review and the Mountain Hall Green Space Project.

Participation and Engagement Strategy: Rod and Viv explained that a new three-year strategy is being developed, focusing on continual, community-led engagement and co-production, with input from senior managers and plans for wider stakeholder consultation.

Committee Discussion on Co-Production: Gareth and Gwilym Gibbons stressed the need for genuine, iterative co-production, flexibility in engagement approaches, and clarity about the level of participation appropriate for different initiatives.

3.9 **NHS Board Public Health Committee Chair's Briefing and Summary Performance Report**

Public Health Committee Reporting and Population Health Assurance: Valerie presented the NHS Board Public Health Committee's summary performance report, seeking committee feedback on its relevance and alignment with IJB directions, with Richard, Kirsty, and Linda supporting its inclusion and discussing the importance of prevention and streamlined reporting.

Purpose and Content of the Report: Valerie explained that the report provides assurance on population health and health inequalities work, summarising key performance metrics and activities discussed at the Public Health Committee.

Alignment with IJB Directions: Gwilym Gibbons and Valerie discussed the potential to align the report with IJB directions, avoiding duplication and ensuring that reporting provides assurance on relevant strategic objectives.

Emphasis on Prevention: Linda highlighted the importance of maintaining a focus on prevention and early intervention, with Valerie noting that the committee can adjust reporting frequency and content as needed.

Audit Scotland Report and System Transformation Challenges: Gareth introduced the Audit Scotland report on IJB finances, highlighting the urgent need for transformation and prevention to address unsustainable financial pressures, with contributions from Gwilym Gibbons, Valerie, Linda, Alan, and Andy on the importance of prevention, community empowerment, and cross-sector collaboration.

Audit Scotland Findings and Local Pressures: Gareth summarised the report's warning about the unsustainability of current models, referencing local data on delayed discharges, bed availability, and increasing lengths of stay, and emphasised the need for new commissioning models.

Prevention and Healthy Life Expectancy: Gwilym.Gibbons and Valerie discussed the implications of low healthy life expectancy and the need for interventions and community resilience to prevent ill health, with Valerie noting the importance of co-production and the absence of a single solution.

Community Planning and Tackling Inequalities: Linda, Valerie, and Alan discussed the role of community planning partnerships in addressing poverty and inequalities, the need to refocus on core purposes, and the importance of empowering communities rather than relying solely on public sector services.

Cross-Sector Collaboration and Committee Representation: Andy suggested increasing health board representation on the Tackling Poverty, Inequalities, and Housing subcommittee, with Valerie, Gareth, and Richard agreeing to explore improved integration and participation in relevant council and partnership forums.

4. Conclusions

4.1 Not applicable

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

	EQIA	Equalities Impact Assessment
	IJB	Integration Joint Board