



REPORT TO: **HEALTH AND SOCIAL CARE INTEGRATION JOINT BOARD – 20 AUGUST 2025**

REPORT ON: **STATUTORY REVIEW OF THE STRATEGIC COMMISSIONING FRAMEWORK**

REPORT BY: **CHIEF OFFICER**

REPORT NO: **DIJB53-2025**

1.0 PURPOSE OF REPORT

1.1 The purpose of this report is to provide an overview of the planned approach to progressing the statutory review of the IJB's Strategic Commissioning Framework during 2025-26.

2.0 RECOMMENDATIONS

It is recommended that the Integration Joint Board (IJB):

2.1 Note the content of this report and provide feedback on the planned approach to undertaking the statutory review, including engagement activities.

3.0 FINANCIAL IMPLICATIONS

3.1 None

4.0 BACKGROUND INFORMATION

4.1 Under section 37 of the Public Bodies (Joint Working) (Scotland) Act 2014 the IJB is required to have completed a review of the effectiveness of its strategic plan by 31 March 2026. This review must have regard to the views of the Strategic Planning Advisory Group and to the integration delivery principles and national health and wellbeing outcomes. To complete the statutory review the IJB must then decide whether to extend, revise or replace the current strategic plan. No timescale is set in the legislation for the preparation of a revised or replacement strategic plan should the IJB agree that this is required.

4.2 The last statutory review was completed in 2022 and ultimately led to the development of publication of the IJB's current strategic plan, [The Plan for Excellence in Health and Social Care in Dundee](#), being approved and published in June 2023. This Strategic Commissioning Framework was developed to support the delivery of identified local priorities over the ten-year period from 2023-2033; in developing the plan the IJB and its stakeholders that the priorities and associated shifts required to achieve the ambition for adult health and social care required a longer-term plan than traditional 3-year planning cycles had allowed for. However, within this planning framework there was recognition that that the requirement to undertake a statutory review at least every 3 years provided a helpful opportunity consider changes in the delivery environment, local population needs and preferences and national strategic direction.

5.0 STATUTORY REVIEW PROCESS

5.1 Whilst under section 37 of the 2014 Act it is the IJB who is responsible for carrying out the statutory review, in practice this process is led and supported by the Strategic Planning Advisory Group on their behalf. Based on approaches used in the previous statutory reviews completed for both the IJB's strategic plan and the Carers Strategy and learning gained from these experiences, the following approach and timeline has been devised for the 2025/26 review:

August 2025	<p>Commence work to revise the IJB's strategic needs assessment. Taking into account timescales and available resources the revision will focus on updating general demographic data now available from the 2021 census and know pressures areas that are critical drivers of demand:</p> <ul style="list-style-type: none"> • Frailty. • Mental health. • Drug and alcohol use. • Obesity. • Transitions, with a particular focus on children's services. • Wider determinants of health.
	<p>It is intended to submit the revised strategic needs assessment document to the December 2025 IJB meeting for approval.</p>
	<p>Finalise assessment of progress against Year 1 Delivery Plan and amendments required following 2025 /26 budget process and related transformation activity.</p>
September 2025	<p>Strategic Planning Advisory workshop focused on strategic commissioning plan review and strategic planning structures.</p>
	<p>Desktop review of recently agreed plans for Dundee Strategic Planning Groups and significant transformation and change programmes (both HSCP specific and related programmes within Dundee City Council and NHS Tayside). Discussion with Angus and Perth and Kinross Health and Social Care Partnership's regarding Lead Partner services.</p>
	<p>Early planning for engagement activities, including discussion with Angus and Perth and Kinross Health and Social Care Partnership's regarding Lead Partner services.</p>
	<p>Full analysis of implications of Scotland's Population Health Framework, Health and Care Service Renewal Framework and Care Reform (Scotland) Bill. Further consideration will also be given to the current and potential future interface with children's services strategic planning and commissioning arrangements.</p>
	<p>Joint workshop between the IJB and Strategic Planning Group with a focus on reviewing the ambition and values statements within the current Strategic Commissioning Framework.</p>
October 2025	<p>Preparation for public, workforce and stakeholder engagement, taking into account lessons learned from the Budget Consultation process (see section 6 of this report for further detail). This will require to have a focus on assessing stakeholders' relative priorities within the context of limited resources. Other aspects also likely to be included to inform the budget setting process (see section 6 of this report for further details).</p> <p>This will include alignment with the 2026/27 budget development process.</p>
November 2025	<p>Continuation and completion of engagement activity with focus on ambition, values and strategic priorities. Collation and reporting of findings.</p>
December 2025	<p>Strategic Planning Advisory Group workshop to consider evidence collated via the review process and reach agreement regarding recommendation to be made to the IJB.</p>
January 2025	<p>Collation, consolidation and report writing, including consultation on draft report to IJB making final recommendation on outcomes of the statutory review.</p>

	(Also likely to be further engagement activity during January with stakeholders regarding budget saving proposals – see section 6).
February 2025	Report to IJB with recommendation on outcomes of the statutory review – retain, revise or replace.
March 2026	Strategic Planning Advisory Group reconvenes to consider IJB decision and to make any plans required at that stage to complete work to revise or replace the existing plan.

5.2 Given the limited resources available within Finance and Strategic Services within the Partnership the timeline and approach are ambitious and will require the full support, collaboration and active contribution of all partners, particularly members of the Strategic Planning Advisory Group.

6.0 APPROACH TO ENGAGEMENT

6.1 As part of the 2025/26 budget development process the IJB undertook a public consultation exercise for the first time. This process generated significant learning in terms of what worked well and what could be different and / or better in terms of future engagement activities (whether for the budget or other topic). The main learning points were:

- A one size fits all approach is not sufficient – whilst a large-scale public consultation survey can be a useful tool, it cannot be the only mechanism for engagement / source of feedback. A range of methods is needed to ensure a diversity of voices are heard, including workforce and organisational voices. External providers made several helpful suggestions about alternative and additional approaches that could be utilised to engage with them, including direct engagement with Boards of Trustees / Directors as well as with employed staff.
- A range of supporting materials are required to facilitate engagement with diverse groups – for example, toolkits to support staff within services and external providers to facilitate conversations with service users to enable their views to be captured and shared effectively. This includes Plain English adaptation of materials and other accessible formats.
- A longer consultation period is required, and additional time for analysis and communication of findings.
- Engagement activity in relation to priorities ('what matters to you?') should ideally be separate to those around specific savings proposals. Timelines should enable the outcomes of engagement around priorities to meaningfully inform the development of savings proposals, which are then subject to separate engagement.
- Workforce capacity and support is required to both prepare for and effectively implement engagement activities. This includes contributions from across the Partnership workforce but also support from partner bodies and external providers.
- The complexity of Lead Partner services and regional service provision need to be considered at an earlier stage and be subject to active discussion with Angus and Perth & Kinross Partnerships.
- Respondents found it particularly challenging to consider ranking questions (those that required a relative value to be placed on different options), to articulate impact (rather than preference) and to shift from a focus on gaps and challenges to also contributing to solutions. This will influence the construction of engagements questions and supporting materials.

- There is a challenging balance to be struck between the length / depth / transparency and the accessibility of engagement information and tools.
- Consultation fatigue, particularly for members of the public, is a critical issue and there is a need to better co-ordinate and, where possible, align future activities.

In addition, there were various more detailed learning points about the technical process of administering a large-scale survey. Overall, it was clear that within and between stakeholder groups there are a wider variety of different expectations and preferences in terms of methods of engagement; whilst it will not be possible within available resources to meet all of these, the approach to engagement for both the statutory review of the strategic commissioning framework and the 2026/27 budget can improve on the process used earlier this year.

6.2 Taking this learning into account, alongside best practice guidance and legislative requirements the intention is that integrated engagement activity will be progressed during the remainder of 2025/26 with the dual purpose of informing the statutory review of the strategic commissioning framework and the 2026/27 budget setting process. Whilst the detailed planning for this engagement activity will be progressed over the early Autumn, it is intended that there will be two separate but linked periods of engagement:

- Phase 1, October / November 2025 – engagement activity focused the core elements of the strategic commissioning framework (ambition, values and priorities), supporting respondents to share views about the relative priority of different services / strategic developments within the context limited resources, and generating ideas change and reform of local services. The findings of phase 1 will be available by the end of November 2025 to inform the ongoing 2026/27 budget process, including having meaningful impact on the generation of budget proposals, including savings options.
- Phase 2, January 2025 – engagement activity focused on understanding potential impacts of savings options to be considered by the IJB as part of the 2026/27 budget proposals. The findings of phase 2 will be available by the end of February to inform the final stages of the budget setting process for 2026/27.

The Strategic Planning Advisory Group will have a vital role in both planning for and implementing both phases of engagement. Early discussions will also be required with Dundee City Council to consider alignment with their budget consultation and with Angus and Perth & Kinross IJB's to establish their plans for engagement around both statutory plan reviews and budget setting.

7.0 POLICY IMPLICATIONS

7.1 This report has been subject to the Pre-IIA Screening Tool and does not make any recommendations for change to strategy, policy, procedures, services or funding and so has not been subject to an Integrated Impact Assessment. An appropriate senior manager has reviewed and agreed with this assessment.

8.0 RISK ASSESSMENT

8.1 A risk assessment has not been provided as this report is being provided to the Integration Joint Board for information only.

9.0 CONSULTATIONS

9.1 The Chief Finance Officer, Heads of Service, Health and Community Care and the Clerk were consulted in the preparation of this report.

10.0 DIRECTIONS

The Integration Joint Board requires a mechanism to action its strategic commissioning plans and this is provided for in sections 26 to 28 of the Public Bodies (Joint Working)(Scotland) Act 2014. This mechanism takes the form of binding directions from the Integration Joint Board to one or both of Dundee City Council and NHS Tayside.

Direction Required to Dundee City Council, NHS Tayside or Both	Direction to:	
	1. No Direction Required	x
	2. Dundee City Council	
	3. NHS Tayside	
	4. Dundee City Council and NHS Tayside	

11.0 BACKGROUND PAPERS

11.1 None

Dave Berry
Chief Officer

DATE: 23 July 2025

Kathryn Sharp
Acting Head of Service, Strategic Services

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