



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

**REPORT ON:** DUNDEE HEALTH AND SOCIAL CARE PARTNERSHIP DELIVERY PLAN  
OCTOBER 2024-MARCH 2026 UPDATE

**REPORT BY:** CHIEF OFFICER

**REPORT NO:** DIJB60-2025

**1.0 PURPOSE OF REPORT**

- 1.1 The purpose of this report is to provide an overview of progress against the actions within the Dundee Health and Social Care Partnership Delivery Plan, and to inform the IJB of revisions made to the plan following the 2025/26 budget setting process.

**2.0 RECOMMENDATIONS**

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

- 2.1 Note the content of this report.

**3.0 FINANCIAL IMPLICATIONS**

- 3.1 None

**4.0 BACKGROUND INFORMATION**

- 4.1 In October 2024 the Health and Social Care Partnership finalised and published their Delivery Plan to March 2026 (Article XI of the minute of the meeting of the Dundee Integration Joint Board held on 23 October 2024 refers). The delivery plan is aligned to support the achievement of the strategic priorities and shifts identified within the IJB's Plan for Excellence in Health and Social Care, setting out the most significant operational actions that the Chief Officer will take to over the period to March 2026 to deliver on the IJB's strategic commissioning intentions. The delivery plan is one layer of a tiered approach to strategic and service planning for adult health and social care, carried out by the IJB, the Partnership and in collaboration with wider Community Planning partners.



Community Planning (public facing) – provides the wider context. Focus on strategic alignment and the IJB and Health and Social Care Partnership as a contributor to the bigger picture.



The Plan for Excellence (Strategic Commissioning Framework (public facing) – long-term, high-level ambition with a focus on outcomes and experiences of people. The IJB's plan that focuses on WHAT they want to achieve (and WHY).



Delivery Plan (public facing) – short-term statement for the Health and Social Care Partnership of HOW they will deliver against the Plan for Excellence. Operational and infrastructure focus – deliverable actions that will make the biggest contribution to the strategic priorities and shifts.



Care Groups and Transformation Plans (organisation facing) – evolving towards a preferences for delivery plan format (some exceptions) which provide detail (HOW, WHEN, WHO) of specific functions / areas of work.



Service and Team Improvement Plans (organisation facing) – combining day-to-day performance management and improvement alongside contributions to care group and transformation plans.

4.2 At the point of publication it was recognised that the delivery plan would be a live document that would continue to evolve to respond to changing pressures and needs, data and evidence and legal and policy requirements. As the first nine months of the delivery plan has now elapsed and the annual budget setting process has concluded for the 2025/26 financial year, officers have reviewed the content of the Delivery Plan to:

- Provide a high-level overview of progress against actions within the plan.
- Ensure that changes in the wider operating environment are adequately reflected within the actions described. This has included considering the actions agreed as part of the savings proposals submitted within the 2025/26 IJB budget, national policy developments and consideration of NHS Tayside's revised corporate objectives.

Appendix 1 contains information summarising the outcomes of each of these activities.

4.3 The information contained within appendix 1 shows that of the 75 live actions within the Partnership Delivery Plan:

Complete	3
Progressing well – on track for completion.	22
Minor delays – mitigations being developed and expected to be delivered within original timescale.	44
Significant delays – mitigations being developed but may not be delivered within planned timescale.	8

4.4 Actions that have been assigned a RED rating, and therefore are subject of significant delay are set out below with additional information regarding the reasons for delay:

Action number	Action	Priority	Update
8	Develop a programme of work to improve public information about	Inequalities / Self Care / Open Door /	Significantly impacted by absence and vacant posts within Finance and Strategic Services structure. Intention to

	services, supports and self-care resources.	Planning Together / Working Together	progress recruitment to agreed structure within confines of available budget.
14	Progress the development of a sensory impairment delivery plan for Dundee.	Inequalities	Impacted by reduced capacity in key posts. Anticipated that position will improve during latter part of 2025/26 and allow work to progress, although might not be completed within the financial year.
16	Further develop and implement weight management programmes of work.	Self Care / Working Together	Significant increase in demand to service alongside increased staff absence has slowed progress. Additional finance being sought to support the position, with SBAR to be considered in conjunction with NHS Chief Executive Team.
30	Review the Partnership approach to Participatory Budgeting, including alignment to existing approaches used by Dundee City Council and NHS Tayside.	Planning Together	Opportunity to progress this as part of the 2026/27 budget development process, however this will be challenging due to the overall context of significant financial pressures.
35	Enhance input from Nutrition and Dietetics within prehabilitation pathways.	Planning Together	Change in national policy and funding environment has resulted in focus of resources on reactive work, particularly addressing waiting times. Partnership Senior Management Team to consider prioritisation of resources to support prehabilitation activity or amendment to original action if this cannot be achieved.
69	Develop a Partnership approach to capturing evidence of the impact of services on outcomes for people.	Working Together	Significantly impacted by vacant posts within Finance and Strategic Services structure. Intention to progress recruitment to agreed structure within confines of financial pressures.
71	Develop a Net Zero Action Plan for the Partnership.	Working Together	Impacted by workforce capacity in Finance and Strategic Services structure and competing demands on time. Support and expertise to be sought from Dundee City Council and NHS Tayside to enable progression of this action in latter part of 2025/26.
79	Work with NHS Tayside and Dundee City Council to progress digital transformation projects and digital support for agile working.	Resources and Risk	Collaborative working is progressing with both Dundee City Council and NHS Tayside as part of their wider digital transformation programmes. The scale and complexity of these programmes is significant resulting in challenges in terms of pace of change for health and social care specific projects. Financial implications of required digital investment to facilitate longer-term savings is also a significant challenge.

The Partnership's Senior Management Team will continue to support the Chief Officer to monitor the progress of all actions within the delivery plan, with specific attention on RED rated actions with a view to identifying mitigations for risks and challenges where possible.

## **5.0 POLICY IMPLICATIONS**

- 5.1 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.

Member's attention is drawn to the IIA completed at the point at which the Plan for Excellence in Health and Social Care in Dundee was approved (available at: DIJB27-2023, page 95 onwards). As the delivery plan actions are aligned to the priorities and shifts within the strategic framework the IIA content is also relevant.

Please note that where any actions outlined within the delivery plan require decisions by the IJB, for example recommendations following a review of a service, the need for an IIA will be considered at that time.

## **6.0 RISK ASSESSMENT**

- 6.1 A risk assessment has not been provided as this report is being provided for information only.

## **7.0 CONSULTATIONS**

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

## **8.0 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	

## **9.0 BACKGROUND PAPERS**

- 9.1 None

Dave Berry  
Chief Officer

DATE: 30 July 2025

Kathryn Sharp  
Acting Head of Service, Strategic Services

**Appendix 1**  
**Dundee Health and Social Care Partnership Delivery Plan October 2024 – March 2026**  
**Progress Status and Actions Revisions as at July 2025**

	Complete
	Progressing well – on track for completion.
	Minor delays – mitigations being developed and expected to be delivered within original timescale.
	Significant delays – mitigations being developed but may not be delivered within planned timescale.

**BOLD** text indicates changes to wording of actions and additional actions. Strikethrough indicates actions that have been removed. *Explanatory information* is provided in italics where appropriate.

1	Further develop our wellbeing hub model, with a focus on preventative services and targeted investment to support disadvantaged communities.	Inequalities Self Care / Open Door	
2	Establish a Primary Care prevention project to engage people at higher risk of health inequalities around their health, to promote self-care and self-management, and clinical management where required.	Inequalities / Self Care	
3	Establish an operational leadership post of public protection, and accelerate implementation of the Partnership's protecting people improvement plan.	Inequalities / Working Together	
4	Develop pathways of care and support for people who use alcohol and non-opioid drugs.	Inequalities / Open Door / Planning Together	
5	Progress project to establish mental health hubs, including co-location of Partnership services.	Inequalities	
6	Expand malnutrition screening to targeted groups, including older people and with a cancer diagnosis.	Inequalities / Self Care	
7	<del>Deliver targeted Type 1 Diabetes Management services within adult services.</del> (Leadership of this area of work sits with NHS Tayside Acute Services, Partnership services will actively contribute as and when work progresses)	Inequalities	n/a

8	Develop a programme of work to improve public information about services, supports and self-care resources.	Inequalities / Self Care / Open Door / Planning Together / Working Together	
9	Develop and implement a programme of work to prevent and respond to race discrimination within Partnership workplaces and services.	Inequalities	
10	Develop and implement a programme of work to improve responses to transgender and non-binary people from Partnership services and supports.	Inequalities	
11	Review and update the Mental Health and Wellbeing Strategy (2019-2024).	Inequalities	
12	Lead the development and implementation of a multi-agency Suicide Prevention Delivery Plan, as part of an integrated protecting people approach.	Inequalities / Working Together	
13	Review and update Living Life Well and Living Life Your Way in Dundee (A Strategic Plan for Supporting Adults with a Learning Disability and Adults with a Learning Disability and Autism) (2022-2027)	Inequalities / Planning Together	
14	Progress the development of a <del>physical disability</del> and sensory impairment delivery plan for Dundee. (Provision of support for people with a physical disability has been incorporated into locality social care teams)	Inequalities	
15	Progress further implementation of Learning Disability Health Checks.	Self Care	
16	Further develop and implement weight management programmes of work.	Self Care / Working Together	
17	Support the mainstreaming of social prescribing approach and principles across community-based Partnership services.	Self Care / Open Door	
18	Further develop the role of Advanced Nurse Practitioners and other roles across relevant Partnership service.	Self Care / Planning Together	

19	<del>Review of Homeopathy Service.</del> (This action has been removed as it has been superseded by the decision within the 2025/26 budget to undertake a wider review of Palliative Care Services, with Homeopathy included within the scope of that review)	Self Care / Planning Together	n/a
20	Progress the development of an approach to enhancing support for people with Long-Term Conditions.	Self Care	
21	Review Caring Dundee 2, including engagement with unpaid carers and the health and social care workforce.	Self Care / Open Door / Planning Together / Workforce / Working Together	
22	Realign operational process to meet national Self-Directed Support Standards, including financial processes.	Open Door / Planning Together	
23	Contribute to transformation of out-of-hours service provision on a Tayside wide basis.	Open Door	
24	Develop and implement transition pathways, including between children's and adult services.	Open Door / Planning Together / Working Together	
25	Further develop our approach to Fair Work and commissioning for outcomes, in collaboration with the third and independent sectors.	Open Door	
26	Develop and implement a programme of work to improve GP sustainability.	Open Door / Planning Together / Workforce	
27	Develop and publish a Dundee Health and Social Care Partnership Digital Strategy.	Open Door / Planning Together / Workforce / Working Together	
28	Review and update the Partnership's Personalisation Delivery Plan and related governance and delivery arrangements.	Open Door / Planning Together	
29	Implement Care Opinion across all Partnership services.	Planning Together / Working Together	
30	Review the Partnership approach to Participatory Budgeting, including alignment to existing approaches used by Dundee City Council and NHS Tayside.	Planning Together	

31	<del>Develop and implement Enhanced Community Care Model within Specialist Palliative Care Services</del> <b>Review of Palliative Care service.</b> <i>(The original action has been superseded by decisions made during the 2025/26 budget setting process, when a wider review of the service was agreed, and the agreement of the NHS corporate objective in relation to Palliative Care))</i>	Planning Together	
32	Develop and implement Neurodiversity pathways.	Planning Together	
33	Review of Learning Disability and Mental Health physical resources / environmental quality and of contracted services and supports.	Planning Together	
34	Review of Care at Home contracts to enhance outcomes through more efficient use of available resources and focus on preventative approaches.	Planning Together	
35	Enhance input from Nutrition and Dietetics within prehabilitation pathways.	Planning Together	
36	Embed Dementia Strategy, including Post Diagnostic Support standards, across relevant Partnership services.	Planning Together	
37	<del>Progress polypharmacy reviews and medicines optimisation within Medicine for the Elderly, including enhancing communication with general practice.</del> <b>Review of Medicine for the Elderly service.</b> <i>(The original action has been superseded by decisions made during the 2025/26 budget setting process, when a wider review of the service was agreed. Pharmacy and medicine optimisation will now form part of this wider review)</i>	Planning Together	
38	Implement Unscheduled Care Board improvement programmes for Optimising Access and Optimising Flow.	Planning Together	
39	Review transport provision across Partnership services, the Partnership's Practical Support Service and the Partnership's Meals Service.	Planning Together	
40	Review of social care assessment and supports for people with complex health and social care needs and for people with very low-level needs to ensure modern approaches are embedded in long-term support packages.	Planning Together	
41	Review of day services and opportunities for older adults.	Planning Together	
42	Review models of care for physiotherapy and occupational therapy enhancing care across patient pathways and transitions between community and hospital care.	Planning Together	
43	Implement revised model of care at MacKinnon Centre to enhance accommodation and step-down services.	Planning Together	



44	Implement programme of work to further reduce care home placements, with a focus on use of Partnership operated care homes and supported accommodation for people with the most complex health and social care needs.	Planning Together	
45	Develop model of care for all mental health services, based on place-based and personalised approach.	Planning Together	
46	<b>Review of the model of provision for Housing with Care services.</b>	Planning Together	
47	<b>Review of the Community Meals service.</b>	Planning Together	
48	Develop a Partnership Performance Framework, <b>including quality assurance mechanisms and clear reporting mechanisms linked to improvement planning.</b>	Planning Together / Working Together	
49	Develop a Partnership framework to support a consistent approach to public engagement and involvement.	Planning Together / Working Together	
50	<del>Re-establish the Frailty Strategic Planning Group.</del> (This will be addressed as part of action 75, which will include a review of all strategic planning groups)	Planning Together	n/a
51	Implement the new NHS Tayside Staff Wellbeing Framework within Partnership services, including a joined-up approach with the existing Dundee City Council framework.	Workforce	
52	Develop and implement a programme of work to prevent and respond to race discrimination within Partnership workplaces and services.	Workforce	
53	Implement Partnership approach to vacancy management and use of supplementary staffing.	Workforce	
54	Implement response to the Health and Social Care (Staffing) (Scotland) Act 2019 across relevant Partnership services.	Workforce	
55	Review the availability and deployment of administrative and clerical resources across the Partnership.	Workforce	
56	Develop and implement an action plan to stabilise the social work, including Mental Health Officer, workforce.	Workforce	
57	Further develop the role of Advanced Nurse Practitioners, Advanced AHP roles and other roles across relevant Partnership service.	Workforce	

58	Complete restructure of Partnership's Senior Leadership Team, Operational Services and Strategic Services.	Workforce	
59	Review and enhance approach to workforce communication within the Partnership.	Workforce	
60	Strengthen the Staff Partnership Forum and related governance arrangements within the Partnership.	Workforce	
61	Review the Partnership's Workforce Plan, including engagement with the workforce.	Workforce	
62	Continue to progress the development of an integrated workforce dataset for the Partnership.	Workforce	
63	Analyse absence and 'time-out' information for the Partnership workforce and develop a related action plan.	Workforce	
64	Development of Partnership Resource Framework, including market facilitation approach.	Workforce	
65	Review the Dundee Health and Social Care Partnership Property Strategy.	Workforce	
66	<del>Develop transformation programme around whole family approaches in partnership with Dundee City Council Children and Families Service.</del> <i>(This has been superseded by national developments regarding whole family approaches with leadership through local government. The Partnership will contribute to local developments as opportunities arise)</i>	Working Together	n/a
67	Contribute to whole system approach to prevention of unhealthy weight.	Working Together	
68	Enhance the planning interface between the Partnership and relevant children and families services in Dundee City Council and NHS Tayside.	Working Together	
69	Develop a Partnership approach to capturing evidence of the impact of services on outcomes for people.	Working Together	
70	<del>Engage in the legislative process for the National Care Service and develop local transition plans as needed.</del> <i>(Legislative process is complete and changes to the provisions within this have changed the scale and nature of the impact associated with this)</i>	Working Together	n/a
71	Develop a Net Zero Action Plan for the Partnership.	Working Together	

72	Improve the quality and availability of data regarding health and social care services to support more effective performance management and improvement.	Resources and Risk	
73	Identify and respond to risks associated with ongoing pay and terms and condition negotiations within NHS and local government, as well as the third and independent sector.	Resources and Risk	
74	Review and implement a consistent approach to business continuity and resilience planning across the Partnership, including providing relevant workforce learning and development opportunities.	Resources and Risk	
75	Continue to collaborate with Dundee City Council and NHS Tayside to streamline governance arrangements and reduce duplication across organisational interfaces.	Resources and Risk	
76	Enhance Senior Leadership Team overview of service performance to inform decisions about prioritisation of budget resources and financial recovery.	Resources and Risk	
77	Review the Partnership's arrangements for strategic planning, delivery planning and service / team planning.	Resources and Risk	
78	<b>Review of third party commissioned services, including models of provision for homeless and housing support services and of management charges.</b> <i>(Additional action reflecting decisions made within the 2025/26 budget)</i>	Resources and Risk	
79	<b>Work with NHS Tayside and Dundee City Council to progress digital transformation projects and digital support for agile working.</b> <i>(Additional action reflecting decisions made within the 2025/26 budget)</i>	Resources and Risk	
80	<b>Carry out a whole system review of charging processes, including associated income maximisation supports and corporate communications.</b> <i>(Additional action reflecting decisions made within the 2025/26 budget)</i>	Resources and Risk	

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