



**REPORT TO:** HEALTH AND SOCIAL CARE INTEGRATION JOINT BOARD –  
10 DECEMBER 2025

**REPORT ON:** IJB MEMBERSHIP - SERVICE USER AND CARER REPRESENTATION

**REPORT BY:** CHIEF OFFICER

**REPORT NO:** DIJB78-2025

**1.0 PURPOSE OF REPORT**

**2.0 RECOMMENDATIONS**

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

- 2.1 Note the content of this report, including the challenges experienced locally and nationally to recruit, retain and support carer and service user representation on IJBs.
- 2.2 Approve the draft role descriptors for the IJB carer representative and service user representative, attached as appendices 2 and 3.
- 2.3 Approve the proposal, contained in section 4.2.3, to adopt a long-term approach to identifying, appointing and supporting service user and carer representatives that builds on existing community engagement mechanisms and focuses on succession planning.
- 2.4 Instruct the Chief Officer to support the Strategic Planning Advisory Group to develop the detailed plans and arrangements to implement this approach from 01 April 2026 onwards.
- 2.5 Note that the Chief Officer has requested support from the NHS Tayside Public Partner Network to identify a service user representative to fill the current vacancy on the IJB.

**3.0 FINANCIAL IMPLICATIONS**

None.

**4.0 MAIN TEXT**

**4.1 Background**

4.1.1 The Public Bodies (Joint Working) (Membership and Procedures of Integration Joint Boards) (Scotland) Order 2014 sets out requirements about the membership of IJB. Minimum membership requirements are set out in the Order and include:

- A carer representative; and,
- A service user representative.

Supporting guidance ([Roles, Responsibilities and Membership of the Integration Joint Board, 2015](#)) acknowledges that the way in which members of the IJB are identified and appointed will differ and will be dependent on local circumstances. Whilst leaving flexibility in the process, the guidance also sets out principles that should be followed:

- Stakeholder members should reflect the views of the groups they represent on the IJB, and as such, must demonstrate the appropriate experience and skill to reflect the breadth and diversity of views and situations of the people / groups they represent.
- Stakeholder members should be provided with the resources and support required to fulfil their responsibilities as an IJB member. This should include specific training and support to contribute effectively to the IJB, including induction training.

These legislative requirements are reflected within the Dundee Integration Scheme and the Standing Orders of Dundee IJB.

- 4.1.2 The Standing Orders of the IJB also include further provisions regarding membership, including setting the terms of office for the carer and service user representative as a maximum period of three years, after which they will be eligible for re-appointment provided they remain eligible and are not otherwise disqualified from appointment. They also allow for the appointment of Proxy Members.
- 4.1.3 Mr Martyn Sloan has been appointed to the position of carer representative since May 2016. The position of service representative has been held by 3 different individuals since the establishment of the IJB, with the last appointee resigning from the position in October 2024. It has been the practice of the IJB to seek nominations to this position via the NHS Tayside Public Partner Network. This is a network of members of the public who have an interest in health and related issues who give their time on a voluntary basis to work in partnership with NHS Tayside to support and contribute to the improvement of services, participate in discussion forums, complete surveys, contribute to decision making and act as a sounding board for NHS Tayside by giving views of the development of strategy, policy and service redesign.
- 4.1.4 The Coalition of Carers in Scotland (COCIS) and the Health and Social Care Alliance Scotland (the ALLIANCE) provide support to networks of Carer and Lived Experience Representatives involved in IJBs across Scotland. Through their Carer Collaborative and Lived Experience Representatives Network they have gathered and published information outlining experience of involvement in IJBs, including recommendations for improvement and examples of good practice ([More than Equal, April 2024](#)). The report reflects the ongoing challenges experienced across many IJBs in Scotland in recruiting, appointing and supporting both carer and service user representatives. It makes recommendations for improvements in relation to recruitment and representation, capacity building, supporting equity of involvement, and evaluating impact (see Appendix 1 for a full summary).

## **4.2 Current position and Next Steps**

- 4.2.1 Officers recognise that improvements are required to the way in which Dundee IJB identifies, appoints and supports both carer and service user representatives in the future. The Strategic Planning Advisory Group (SPAG) has considered the issue over recent months, including input from the IJB carer representative who is also a SPAG member. This has included understanding the challenges faced locally in the wider regional and national context (see section 4.1.4) and considering options for both the short and long-term in relation to the urgent need to identify, appoint and support a service user representative to the IJB, given that the position has been vacant for just over a year.
- 4.2.2 Angus IJB has recently developed an information pack for the service user representative, including a role descriptor, and work was undertaken during 2024 to produce an updated role descriptor for the IJB carer representative. These resources have been reviewed and aligned to form new draft role descriptors (attached as Appendices 2 and 3). It should be noted that the Scottish Government is currently exploring the option to bring forward regulations to extend voting rights to lived experience members of IJBs (service user, unpaid carer and third sector representatives). Should this proceed, further updates would be required to be made to the role descriptors.
- 4.2.3 Some IJBs, including Angus and Perth and Kinross, have decided to undertake a formal recruitment process to identify potential candidates for carer and service user representative roles. However, this process requires significant resource investment (by both the IJB and potential candidates) and has often not resulted in an appointment. For this reason, it is not recommended that this approach is implemented in Dundee. Instead, the SPAG has endorsed

an approach that builds on wider arrangements already in place within Dundee to support community and lived experience engagement and that will focus available resource on developing succession planning and effective representative support. In summary this would include:

- Identifying existing lived experience, community and representative groups operating across Dundee that could act as ‘feeder’ groups for IJB representation. This would include the NHS Tayside Public Partner Network but, recognising that further diversity of experience would be valuable, extend to groups such as the newly formed Dundee Carers Advisory Group, the Community Health Advisory Forum and other established groups.
- Creating opportunities within the SPAG for interested individuals from these existing engagement groups to become involved in the work of the IJB. The SPAG has greater flexibility than the IJB to adapt to meet the needs and preferences of representatives (including practical arrangements such as meetings times and venues, report formats etc) and provides a less formal environment for people to become involved, build skills and confidence and contribute their valuable knowledge and skills.
- Supporting people who wish to progress from involvement in the SPAG to become an IJB member to do so through a more structured and supported approach to succession planning.

This approach focuses on developing a more sustainable arrangement for Dundee and on enhancing the diversity of involvement and voice across the SPAG as well as the IJB. If the IJB approves the recommended approach the SPAG will lead further work to develop the detailed plans and arrangements required to implement this in practice from 01 April 2026 onwards.

4.2.4 It is recognised that the proposed approach will take a period of time to implement and fully embed. In the meantime, there is a need to seek an appointment to the vacant service user representative position on the IJB. Having considered all of the options that can reasonably be implemented in the short term, the Chief Officer has engaged with the NHS Tayside Public Partner Network to seek a nomination to the role.

## 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.

## 6.0 RISK ASSESSMENT

<b>Risk 1 Description</b>	Carer and Service user representation on the IJB is not adequately planned for and / or supported, resulting in discussion and decisions not being directly informed by the views of people with lived experience.
<b>Risk Category</b>	Governance risk
<b>Inherent Risk Level</b>	Likelihood 4 x Impact 4 = Risk Scoring 16 (which is a High Risk Level)
<b>Mitigating Actions</b> (including timescales and resources )	<ul style="list-style-type: none"> <li>• Ongoing action by the Chief Officer to identify a service user representative to fill the immediate vacancy on the IJB.</li> <li>• Proposed longer-term approach will support effective succession planning for future years.</li> <li>• The proposed approach allows greater opportunity to support representatives on an ongoing basis.</li> <li>• The proposed approach will expand the diversity of experience available to the SPAG and IJB by linking to a wider range of community engagement and representative groups.</li> </ul>

<b>Residual Risk Level</b>	Likelihood 3 x Impact 4 = Risk Scoring 12 (which is a High Risk Level)
<b>Planned Risk Level</b>	Likelihood 1 x Impact 4 = Risk Scoring 4 (which is a Low Risk Level)
<b>Assessment of Risk Level</b>	Given the low level of planned risk, it is recommended that the risk should be accepted.

## 7.0 CONSULTATIONS

7.1 Members of the Strategic Planning Group, the Heads of Health and Community Care, Chief Finance Officer 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

None.

DAVE BERRY  
CHIEF OFFICER

DATE: 12 NOVEMBER  
2025

Kathryn Sharp  
Acting Head of Service, Strategic Services

Joyce Barclay  
Senior Officer, Strategic Planning

## Appendix 1

### More than equal: valuing and supporting the expert contribution of people with lived experience – Summary of Recommendations

#### 1. Strengthen recruitment and representation

##### Areas for development and action:

- Proactive and inclusive recruitment to Carer and Lived Experience Rep positions to ensure representation *and* representativeness.
- Ensure Reps have a clear and transparent role and remit.
- Ensure robust succession planning and supportive induction processes are in place.
- Involve Reps in key planning groups, particularly governance and decision-making structures.

#### 2. Build capacity

##### Areas for development and action:

- Support and resource structures for wider community involvement and ensure Carer / Lived Experience Reps have support to link with these structures.
- Have a pool of carers/people with lived experience to populate strategic groups, share responsibility and enable peer support.
- Provide training on the importance, value and benefits of involvement for IJB members and wider strategic partners.
- Provide resources and training for Carer / Lived Experience Reps (and other IJB members) to support and enable them to undertake their role.
- Ensure engagement and involvement of Carers and Lived Experience Reps in national policy discussions and structures.

#### 3. Support equity of involvement

##### Areas for development and action

- Ensure Reps are treated as equal partners and have voting rights.
- Ensure Reps are able to place items on the agenda and there is time for discussion.
- Ensure meetings are accessible e.g. papers sent on time; addressing barriers, etc.
- Ensure an expenses policy is in place and full remuneration of expenses, including replacement care.
- Consider a form of payment for Reps on IJBs.
- 'Carer / Lived Experience proof' policies and plans.
- Ensure ongoing support to enable Reps to undertake their role.

#### 4. Evaluate impact

##### Areas for development and action

- Evaluate the involvement of carers and people with lived experience. Publish findings in Annual Performance Reports to demonstrate progress and impact.
- Monitor progress towards key national outcomes and indicators relating to carers and people with lived experience.
- Report transparently on IJB/HSCP financial spend to support carers and people with lived experience.
- Review processes and performance annually against these report recommendations.

## Appendix 2

### **Dundee Integration Joint Board Member Role Description- Person using health and social care services in the area of Dundee City Council**

Dundee Integration Joint Board (IJB) commissions health and social care services. These services are provided by Dundee Health and Social Care Partnership (HSCP) in line with 'The Plan for Excellence in Health and Social Care in Dundee', the IJB Strategic Commissioning Framework 2023-2033.

Dundee IJB is made up of Dundee City Councillors and NHS Tayside Non-executive Directors and professionals who provide support and advice. IJBs are expected - to involve 'a person who the integration authority considers to be representative of' people who use health and social care services' who is a non-voting member of the IJB. This person is appointed by the IJB Chairperson. The person will be recognised as an 'expert by experience' and is often referred to as the 'Service User Rep'. The person will be invited to attend all IJB meetings and in preparation for and during the IJB, be given the opportunity to raise suggestions, and potential concerns for service users, have these debated and minuted.

The service user on the IJB will be appointed for three years. At this stage, the arrangement will be formally reviewed. The person may be reappointed for another 3 years. The person will receive support from the IJB and HSCP who will provide:

- Support/training and any information you need, in a format that suits you. This includes induction training.
- Mentoring (minimum for first 12 months, to be reviewed and continued if agreed by person and mentor).
- Reasonable adjustments to support the person undertaking the role (in line with the Equality Act 2010).
- A named contact person who will give you support and guidance.
- Reasonable adjustments to support you to undertake the role (in line with the Equality Act 2010).
- Introduce you to other members of the IJB, with their jobs and roles explained to you.
- Treat you as an equal partner, with your views taken seriously.
- Meeting papers, in your preferred format, at least one week before the meeting.
- A laptop (to be returned at the end of your appointment) and email address.
- Expenses incurred in preparing for and attending meetings.
- Resources as agreed with the person needed to fulfil their role.
- Opportunities for the person to learn other service user' views, including views gathered through consultation and involvement of a wide range of service users in relevant matters.

There is no remuneration for this position.

Your involvement in Dundee IJB will not impact on your any health or care services you may receive, either now or in the future.

#### **The Service User Representative will:**

- Live in Dundee.
- Be an adult, aged over 18 years.
- Have first-hand experience of using health and/or adult social care services that fall under the responsibility of Dundee IJB.
- Have a knowledge and understanding of the issues affecting users of health and social care services.
- Have an active interest in health and social care and the decision-making process around the planning of these services.
- Be able to communicate a service user perspective effectively at meetings of Dundee IJB.
- Be able to commit time to preparing for and attending relevant meetings.

The service user on DIJB will contribute to good governance and to the best of their abilities represent service users in Dundee City. Expectations of the service user relating to good governance include:

- Contributing relevant items to the IJB meeting agenda, to be discussed and recorded.
- Raise relevant points and question content in meeting papers and accompanying evidence appropriately.

- Contributing to discussions and sharing information at IJB as an equal member, including providing advice and scrutiny from a service user perspective.
- Supporting processes that ensure Dundee Health and Social Care Partnership and IJB implement their statutory obligations.
- Abide by the standards of the Model Code of Conduct for Members of Devolved Public Bodies and/or other local and national guidance when identified e.g., Bribery Act 2010, Advice and Guidance Board Members Public Bodies-2015.
- Provide apologies if you are unable to attend any meetings.
- Agree to your name appearing on minutes of Dundee IJB meetings which are available to the public.
- Declare any interests, employment or otherwise, which may conflict with your involvement with Dundee IJB; this will not necessarily stop you joining the Board.
- Being politically independent.
- Participate in IJB Development activities

**As service user representative you will be expected to:**

- Use your experience to give the perspective of users of health and social care services.
- Be willing to suggest and influence changes to services or plans.
- Take an active role in groups or projects with our support.
- Attend the Dundee IJB meetings (usually six per year). Some meetings might be online or hybrid, and some in-person.
- Attend Dundee IJB Development Sessions (usually 6 – 8 per year). Some meetings might be online or hybrid, and some in-person.
- Read the papers circulated before each meeting and come to the meeting fully prepared to take part in the discussions from the perspective of people who use the health and social care services.
- Make contact with and engage with other service users and represent their views in a balanced and objective way.
- Follow rules of confidentiality and not to discuss personal or sensitive information outside meetings. We will ask you to sign a confidentiality agreement.
- Participate in the planning and monitoring of the Dundee IJB strategic plan, priorities and budgets.
- Consider contributing the [IJB Lived Experience Representative Network](#)
- All contact with the media (newspapers, television, radio) or through social networking will be handled by DHSCP with support from Dundee City Council and/or NHS Tayside.

**Expectations on representing service users:**

- Promote service user involvement as Equal and Expert partners at all levels and support ways to link in with other service users to optimise the ways service user views are collected and represented locally.
- Seek ways to learn and understand the views of the widest range of a range of service users in a range of circumstances.
- Seek information objectively, aiming to understand patterns of experience that are affecting carers, rather than giving prominence to individual or personal experience.
- Where appropriate and if available, join one or more sub committees/working groups (such as the Performance and Audit Committee).
- Take part in induction and relevant training.
- When available, play an active role in relevant IJB & HSCP service user events.

**Skills and qualities you need:**

- No formal qualifications are required.
- Good communication and interpersonal skills.
- Active interest in health and social care and an understanding of national and local issues.
- Compassion, patience, and perseverance.
- Commitment to equality and diversity.
- Confidence in speaking in a group setting, including in public.
- Ability to listen, take on board other people's points of view or experiences and reflect the views of other service users (even if they are different to your own).
- Ability to develop good working relationships with other experts, professionals, and stakeholders.

- Knowledge and understanding of service user involvement and opportunities to increase the voice of people who use services.
- Ability to read and interpret detailed reports that are sometimes complex and identify the implications for service users and articulate these succinctly at formal meetings.
- Ability to collate and filter information from IJB meetings to report back to service users, service user forums, including the outcome of any issues they raised.
- Confidence to raise relevant points and question reports.
- Understanding of reasons for integrating health and social care.
- Understanding of the health and social care systems in Dundee.

### Appendix 3

#### Dundee Integration Joint Board Member Role Description- Person providing unpaid care in the area of Dundee City Council

Dundee Integration Joint Board (IJB) commissions health and social care services. These services are provided by Dundee Health and Social Care Partnership (HSCP) in line with 'The Plan for Excellence in Health and Social Care in Dundee', the IJB Strategic Commissioning Framework 2023-2033.

Dundee IJB is made up of Dundee City Councillors and NHS Tayside Non-executive Directors and professionals who provide support and advice. IJBs are expected - to involve 'a person who the integration authority considers to be representative of carers' who is a non-voting member of the IJB1. This carer is appointed by the IJB Chairperson. The carer will be recognised as an 'expert by experience' and is often referred to as the 'Carers Rep'. The carer will be invited to attend all IJB meetings and in preparation for and during the IJB, be given the opportunity to raise suggestions, and potential concerns for carers, have these debated and minute.

The carer on the IJB will be appointed for three years. At this stage, the arrangement will be formally reviewed. The carer may be reappointed for another 3 years. The carer will receive support from the IJB, HSCP and Dundee Carers Centre who will provide:

- Support/training and any information you need, in a format that suits you. This includes induction training.
- Mentoring (minimum for first 12 months, to be reviewed and continued if agreed by person and mentor).
- Reasonable adjustments to support the person undertaking the role (in line with the Equality Act 2010).
- A named contact person who will give you support and guidance.
- Reasonable adjustments to support you to undertake the role (in line with the Equality Act 2010).
- Introduce you to other members of the IJB, with their jobs and roles explained to you.
- Treat you as an equal partner, with your views taken seriously.
- Meeting papers, in your preferred format, at least one week before the meeting.
- A laptop (to be returned at the end of your appointment) and email address.
- Expenses incurred in preparing for and attending meetings.
- Resources as agreed with the person needed to fulfil their role.
- Opportunities for carer to learn other carers' views, including views gathered through consultation and involvement of a wide range of carers in relevant matters.
- Access to information and support networks such as the Coalition of Carers in Scotland and the Scottish Health Council.

There is no remuneration for this position.

Your involvement in Dundee IJB will not impact on your any health or care services you or the person that you care for may receive, either now or in the future.

#### The Carer Representative will:

- Live in Dundee.
- Be an adult, aged over 18 years.
- Be someone who provides (or on appointment has provided in the last 3 years) unpaid support and care for an adult or child living in Dundee.
- Have a knowledge and understanding of the issues affecting users of health and social care services.
- Have an active interest in health and social care and the decision-making process around the planning of these services.
- Be able to communicate a carer perspective effectively at meetings of Dundee IJB.
- Be able to commit time to preparing for and attending relevant meetings.

The carer on DIJB will contribute to good governance and to the best of their abilities represent carers in Dundee City. Expectations of the carer relating to good governance include:

- Contributing to discussions and sharing information at IJB as an equal member, advice, and scrutiny from carer's perspective.
- Supporting processes that ensure Dundee Health and Social Care Partnership and IJB implement their statutory obligations.

- Participate in IJB Development activities.
- Contributing relevant items to the IJB meeting agenda, to be discussed and recorded.
- Raise relevant points and question content in meeting papers and accompanying evidence appropriately.
- Being politically independent.
- Abide by the standards of the Model Code of Conduct for Members of Devolved Public Bodies and/or other local and national guidance when identified e.g., Bribery Act 2010, Advice and Guidance Board Members Public Bodies-2015.
- Provide apologies if you are unable to attend any meetings.
- Agree to your name appearing on minutes of Dundee IJB meetings which are available to the public.
- Declare any interests, employment or otherwise, which may conflict with your involvement with Dundee IJB; this will not necessarily stop you joining the Board.
- Being politically independent.
- Participate in IJB Development activities

**As carer representative you will be expected to:**

- Use your experience to give the perspective of carers.
- Be willing to suggest and influence changes to services or plans.
- Take an active role in groups or projects with our support.
- Attend the Dundee IJB meetings (usually six per year). Some meetings might be online or hybrid, and some in-person.
- Attend Dundee IJB Development Sessions (usually 6 – 8 per year). Some meetings might be online or hybrid, and some in-person.
- Read the papers circulated before each meeting and come to the meeting fully prepared to take part in the discussions from the perspective of people who use the health and social care services.
- Make contact with and engage with other carers and represent their views in a balanced and objective way.
- Follow rules of confidentiality and not to discuss personal or sensitive information outside meetings. We will ask you to sign a confidentiality agreement.
- Participate in the planning and monitoring of the Dundee IJB strategic plan, priorities and budgets.
- Consider contributing the [IJB Lived Experience Representative Network](#)
- All contact with the media (newspapers, television, radio) or through social networking will be handled by DHSCP with support from Dundee City Council and/or NHS Tayside.

**Expectations on representing carers:**

- Promote carers involvement as Equal and Expert partners at all levels and support ways to link in with other service users to optimise the ways carers views are collected and represented locally.
- Seek ways to learn and understand the views of the widest range of a range of carers in a range of circumstances.
- Where appropriate and if available, join one or more sub committees/working groups (such as the Performance and Audit Committee).
- Take part in induction and relevant training.
- When available, play an active role in relevant IJB & HSCP carers events.

**Skills and qualities you need:**

- No formal qualifications are required.
- Good communication and interpersonal skills.
- Active interest in health and social care and an understanding of national and local issues.
- Compassion, patience, and perseverance.
- Commitment to equality and diversity.
- Confidence in speaking in a group setting, including in public.
- Ability to listen, take on board other people's points of view or experiences and reflect the views of other carers (even if they are different to your own).

- Ability to develop good working relationships with other experts, professionals, and stakeholders.
- Knowledge and understanding of carer involvement and opportunities to increase the voice of carers.
- Ability to read and interpret detailed reports that are sometimes complex and identify the implications for carers and articulate these succinctly at formal meetings.
- Ability to collate and filter information from IJB meetings to report back to carers, carer forums, and strategic groups including the outcome of any issues they raised.
- Confidence to raise relevant points and question reports.
- Understanding of reasons for integrating health and social care.
- Understanding of the health and social care systems in Dundee.

*This page is intentionally left blank*