



REPORT TO: HEALTH AND SOCIAL CARE INTEGRATION JOINT BOARD –
24 SEPTEMBER 2025

REPORT ON: BEST VALUE ARRANGEMENTS & ASSESSMENT 2025/26

REPORT BY: CHIEF FINANCE OFFICER

REPORT NO: PAC32-2025

1.0 PURPOSE OF REPORT

The purpose of this report is to provide assurance that the Integration Joint Board and partners have arrangements in place to demonstrate that Best Value is being achieved.

2.0 RECOMMENDATIONS

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

- 2.1 Notes the content of this report and the full Best Value assessment as set out in Appendix 1 to this report
- 2.2 Notes that the outcome of this assessment provides assurance that Best Value is being achieved through the Integration Joint Board's governance arrangements and activities.

3.0 FINANCIAL IMPLICATIONS

None

4.0 MAIN TEXT

4.1 Background

- 4.1.1 It is the duty of the Integration Joint Board to secure Best Value as prescribed in Part 1 of the Local Government in Scotland Act 2003. Best Value is defined as the 'continuous improvement in the performance of the organisation's functions.
- 4.1.2 The IJB's first Best Value Self Assessment report was presented to the Performance and Audit Committee in September 2020 (Article XXIII of the minute refers) with has been updated annually since December 2023. This will continue to be subject to annual review.
- 4.1.3 The Best Value framework developed by the Scottish Government was revised in 2020 and has been applied to the IJB's governance arrangements and activities in order to demonstrate that the IJB is delivering Best Value and is securing economy, efficiency, effectiveness and equality in service provision.
- 4.1.4 This review of the IJB's systems and processes is currently being undertaken. The outcome of this assessment is attached as Appendix 1 to this report and concludes that Dundee IJB has sufficient evidence to determine that Best Value is being achieved.

5.0 POLICY IMPLICATIONS

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

Risk Description	Risk that the IJB is unable to demonstrate it delivers best value across its activities
Risk Category	Governance
Inherent Risk Level	Likelihood 3 x Impact 5 = 15 (Extreme Risk)
Mitigating Actions (including timescales and resources)	Implementation of a Best Value framework with associated actions
Residual Risk Level	Likelihood 2 x Impact 4 = 8 (High Risk)
Planned Risk Level	Likelihood 2 x Impact 3 = 6 (Moderate Risk)
Approval recommendation	Given the mitigating actions in place the risk should be accepted

7.0 CONSULTATIONS

The Chief Officer and the Clerk were consulted in the preparation of this report.

8.0 BACKGROUND PAPERS

None.

Christine Jones
Acting Chief Finance Officer

DATE: 29 August 2025

Theme 1: Vision and Leadership

Effective political and managerial leadership is central to delivering Best Value, through setting clear priorities and working effectively in partnership to achieve improved outcomes. Leaders should demonstrate behaviours and working relationships that foster a culture of cooperation, and a commitment to continuous improvement and innovation.

In achieving Best Value, an Integration Joint Board will be able to demonstrate the following:

- Members and senior managers have a clear vision for their area that is shared with citizens, key partners and other stakeholders.
- Members set strategic priorities that reflect the needs of communities and individual citizens, and that are aligned with the priorities of partners.
- Effective leadership drives continuous improvement and supports the achievement of strategic objectives.

Theme 1	Measure/Expected Outcome	Evidence/Outcome
1	The IJB's vision for its area is developed in partnership with its citizens, employees, key partners and other stakeholders.	The IJB vision is set out in the Strategic Commissioning Framework. In June 2023 the IJB agreed the new, replacement plan. You can read The Plan for Excellence in Health and Social Care in Dundee: Strategic Commissioning Framework 2023 – 2033 on our website. This Plan describes our 6 strategic priorities for the next ten years and the key actions required to deliver on our ambitious vision for the city. This Plan is also influenced by a series of Partnership strategies, each of which respond in detail to different needs across the city. These local strategies are led by Strategic Planning Groups, which comprise of people who use services, their carers and people delivering services (from the HSCP, NHS, Council and other agencies in the Third and Independent Sector)
2	Members set strategic priorities that contribute to achieving the IJB's vision, reflect the needs of communities and individual citizens, and are aligned with the priorities of partners. They take decisions that contribute to the achievement of those priorities, in particular when allocating resources and in setting and monitoring performance targets.	Dundee City Integration Joint Board's Strategic and Commissioning Plan sets out the context within which integrated services in Dundee operate. The IJB 2023-2033 Strategic Commissioning Framework can be accessed here . The strategic and commissioning plan is informed by the strategic needs assessment for health and social care, which is updated regularly (update completed in June 2023). The overarching strategic needs assessment is supported by more focused assessments for specific care groups and specific localities. The strategic and commissioning plan is aligned to the Dundee City Plan (local outcome improvement plan for community planning partners). This includes a health, care and wellbeing theme that is led by the Health and Social Care Partnership. In October 2024 The Dundee Health and Social Care Partnership's delivery set out the plan for the 18 months from October 2024 to March 2026, which will support the achievement of the ambition, strategic priorities and changes within Dundee Integration Joint Board's (IJB) Strategic Commissioning Framework 2023-2033. This working document that will be monitored by the Partnership and the IJB throughout the year to check that actions are progressing and having the positive impact that has been planned. Where things are not going as planned, or where new risks or challenges emerge the delivery plan will be adjusted in agreement between the Partnership and the IJB.

Theme 1	Measure/Expected Outcome	Evidence/Outcome
3	The IJB's vision and strategic priorities are clearly communicated to its citizens, staff and other partners.	The Strategic Commissioning Framework is accessible through the Dundee Health and Social Care Partnership (HSCP) website . A summary version of the plan has been produced to aid public accessibility here
4	Strategic plans reflect a pace and depth of improvement that will lead to the realisation of the IJB's priorities and the long-term sustainability of services.	The Strategic Commissioning Framework focuses on 6 strategic priorities which are: <ul style="list-style-type: none"> • Inequalities -Support where and when it is needed most. • Self Care -Supporting people to look after their wellbeing. • Open Door -Improving ways to access services and supports. • Planning together -Planning services to meet local need. • Workforce -Valuing the workforce. • Working together -Working together to support families. The 2023-2033 plan is consistent with the aspirations set out within the City Plan for Dundee 2017-26 and NHS Tayside Annual Operating plan and medium term plan.
5	Service plans are clearly linked to the IJB's priorities and strategic plans. They reflect the priorities identified through community planning, and show how the IJB is working with partners to provide services that meet community needs.	The Strategic Planning Groups have developed strategic plans. The following strategic plans have been approved by the IJB: <ul style="list-style-type: none"> • A Caring Dundee 2: A Strategic Plan for Supporting Carers in Dundee 2021-24 https://www.dundeehscp.com/sites/default/files/publications/a_caring_dundee_2_.pdf - This Plan follows on from the foundations laid by the previous local Carers Strategy; building on the achievements of this and continuing to maintain A Caring Dundee. This Strategy provides a framework for a Delivery Plan that will be developed with local Carers and agencies to ensure that the Strategic Vision becomes a reality. While also acknowledging that a growing number of Carers have continued to give vital care and support to partners, family members and friends. A review has been undertaken with a revised document to go to the IJB no later than 31st October 2025 • Dundee Alcohol and Drug Partnership's Strategic Framework 2023-2028 – This plan sets out a commitment to work together to prevent harm and support recovery. We have developed a performance management framework, investment plan and strategic risk register to support the implementation of the strategic framework and delivery plan. • Dundee Mental Health and Wellbeing Strategic Plan 2019-2024 - Our vision is that the people of Dundee will have positive wellbeing and a good quality of life to help prevent mental health problems occurring, and that those with mental ill health will get the respect, support, treatment and care they require to recover without fear of discrimination or stigma. A review of this plan went to the IJB meeting on 20th August 2025, as well as the approach and steps that have been taken to co-produce the new Dundee Mental Health and Wellbeing Strategic Plan for 2026-2031 with key stakeholders. The plans below show the collaborative work being undertaken between IJBs and wider Tayside partners:

Theme 1	Measure/Expected Outcome	Evidence/Outcome
		<ul style="list-style-type: none"> • Tayside Primary Care Strategy 2024-2029. The development of the Tayside Primary Care Strategy has been jointly commissioned by the Chief Officer of Angus Health and Social Care Partnership (AHSCP) and NHS Tayside Medical Director to support the delivery of excellent, high quality, accessible and sustainable primary care services for the population of Tayside. AHSCP, Dundee and Perth & Kinross HSCPs have a role in working with the NHS Tayside Board and Primary Care Contractors to promote the sustainability of primary care services, for example responding to business continuity difficulties and workforce planning. • NHS Tayside Winter Resilience Plan 2024/25 - NHS Tayside, the Health and Social Care Partnerships of Angus, Dundee and Perth & Kinross, Scottish Ambulance Service and other key stakeholders have continued to take a collaborative approach towards preparedness and planning for winter 2024/25 supported by Tayside Urgent and Unscheduled Care Board (UUCB) and the Winter Resilience Delivery Group. The Winter Resilience Plan has been developed based upon the key areas highlighted in the checklist to ensure early prevention and response, to minimise potential disruption to services and ensure that we continue to provide safe and effective care of our population and timely access to services.
6	<p>Priority outcomes are clearly defined, and performance targets are set that drive continuous improvement in achieving those outcomes.</p>	<p>The vision sits alongside Scotland’s long term aim for people to live longer, healthier lives at home or in a homely setting. Scotland’s National Health and Wellbeing Outcomes guide our work:</p> <p>Outcome 1: People can look after and improve their own health and wellbeing and live in good health for longer.</p> <p>Outcome 2: People, including those with disabilities or long-term conditions, or who are frail, can live, as far as reasonably practicable, independently and at home or in a homely setting in their community.</p> <p>Outcome 3: People who use health and social care services have positive experiences of those services, and have their dignity respected.</p> <p>Outcome 4: Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.</p> <p>Outcome 5: Health and social care services contribute to reducing health inequalities.</p> <p>Outcome 6: People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and well-being.</p> <p>Outcome 7: People using health and social care services are safe from harm.</p> <p>Outcome 8: People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.</p> <p>Outcome 9: Resources are used effectively and efficiently in the provision of health and social care services.</p> <p>You can see the Partnership's quarterly performance reports on our website.</p>

Theme 1	Measure/Expected Outcome	Evidence/Outcome
		https://www.dundeehscp.com/publications Performance against the national health and wellbeing indicators (aligned to the national outcomes) is scrutinised by the Performance and Audit Committee on a regular basis. Additional indicators contained within the managing performance under integration suite are also reported quarterly. Historically measuring performance under integration indicators have been subject of target setting, however the IJB agreed that this was not appropriate for 2022/23 due to the pandemic and the Scottish Government also did not require Partnership's to set targets (as had been the case in previous years).
7	There are clear and effective mechanisms for scrutinising performance that enable the taking of informed decisions and the measuring of impacts and service outcomes.	During 2024-25 the Performance and Audit Committee (PAC) of the Integration Joint Board (IJB) continued to be responsible for scrutinising the performance of the Partnership in achieving its vision and strategic priorities, including overseeing financial performance and other aspects of governance activities. The PAC receives quarterly local performance reports, including benchmarking data from other Health and Social Care Partnerships across Scotland.
8	There is a corporate approach to continuous improvement, with regular updating and monitoring of improvement plans.	Benchmarking with other Partnerships assists the interpretation of data and identifies areas for improvement. Partnerships with similar traits, including population density and deprivation have been grouped into 'family groups', which consist of eight comparator Partnerships. Dundee is placed in a family group along with Glasgow, Western Isles, North Lanarkshire, East Ayrshire, Inverclyde, West Dunbartonshire and North Ayrshire. You can see the Partnership's quarterly performance reports on our website. https://www.dundeehscp.com/publications
9	The IJB and its partners agree on how the key elements of Best Value will contribute to achieving the commonly agreed local priorities and outcomes. These key elements include the need to: <ul style="list-style-type: none"> • secure continuous improvement, in particular for those services aligned to the IJB's priorities • provide customer- and citizen-focused public services, which meet the needs of diverse communities • achieve the best balance of cost and quality in delivering services (having regard to economy, efficiency, effectiveness and equalities) • contribute to sustainable development • encourage and support innovation and creativity. 	In the Annual Performance Report 2024-25 (currently unaudited) we reorganised our focus to have a more direct connection with the 6 Strategic Priorities as set out in the Dundee Strategic and Commissioning Framework 2023-33. We have organised our Performance under these 6 Strategic Priorities and the performance and actions reported, link across to each of the 8 Best Value themes and 9 National Health and Wellbeing Outcomes.
10	Members and senior managers communicate the approach to Best Value methodically throughout the IJB in terms that are relevant to its staff and set out clear expectations of them. The IJB has a	The Partnership has been part of and has contributed to the statutory Best Value Audit of Dundee City Council which was published in September 2020. The Accounts Commission is the public spending watchdog for Local Authorities and is responsible for assessing Best Value. The Council's audit focused on their vision and strategic direction, performance,

Theme 1	Measure/Expected Outcome	Evidence/Outcome
	positive culture in which its people understand its vision and objectives and how their efforts contribute to their achievement, and they are engaged with and committed to improvement.	<p>planning for use of resources, delivery of services with partners and continuous improvement. The Accounts Commission found that whilst the Council and its partners have a clear and ambitious vision for Dundee, that there is a need to accelerate the pace of change in addressing complex and deep-rooted challenges such as poverty and drug and alcohol use. The Commission also noted risks in relation to the financial sustainability of the IJB and the likelihood that this would be further exacerbated by the impact of the pandemic.</p> <p>A Best Value thematical review was completed 2022/23 where it was acknowledged that progress had been made since the audit but further recommendations and agreed action points were set out.</p> <p>The IJB members sign off audit reports and have sight of Audit Scotland reports and are aware of and promote best value</p>
11	Members and senior managers are self-aware. They commit to training and personal development to update and enhance their knowledge, skills, capacity and capabilities to deliver Best Value and perform their leadership roles, and they receive sufficient support to do so.	<p>Reliance is placed on the established and documented systems of performance and development reviews embedded within each partner for all senior managers.</p> <p>Multiple IJB development events have currently been held/scheduled through 2024-25, covering topics that aim to enhance the knowledge of IJB members to support them to enhance delivery of Best Value.</p>
12	Leadership is effective and there is good collaborative working. Members and senior managers have a culture of cooperation and working constructively in partnership, nformed by a clear understanding of their respective roles and responsibilities and characterised by mutual respect, trust, honesty and openness and by appropriate behaviours.	<p>Several IJB development events have been held. See below the sessions currently organized for this year :</p> <ul style="list-style-type: none"> • 23rd April Workforce • 14th May Social Care Demand and Response • 11th June Assurance and Risk • 27th August Mental Health and Adult Support & Protection • 17th September Engagement and Co-production • 29th October Equalities • 26th November <i>topic to be confirmed</i> • 17th December Budget. <p>Members & senior managers often come together to focus on specific issues such as budget and risk so they have a clear understanding of their role as a member.</p>

Theme 2 – Governance and Accountability

Effective governance and accountability arrangements, with openness and transparency in decision-making, schemes of delegation and effective reporting of performance, are essential for taking informed decisions, effective scrutiny of performance and stewardship of resources.

In achieving Best Value, an integrated Joint Board will be able to demonstrate the following:

- A clear understanding and the application of the principles of good governance and transparency of decision-making at strategic, partnership and operational levels.
- The existence of robust arrangements for scrutiny and performance reporting.
- The existence of strategic service delivery and financial plans that align the allocation of resources with desired outcomes for the short, medium and long terms.

Theme 2	Requirement	Evidence/Outcome
1	Members and senior managers ensure accountability and transparency through effective internal and external performance reporting, using robust data to demonstrate continuous improvement in the IJB's priority outcome measures.	Data is routinely reported through quarterly performance reports and the statutory Annual Performance Report (both internally and externally, as detailed in Theme 1.
2	Management information and indicators that allow performance to be assessed are widely and consistently used by the IJB. Senior management regularly receives information that is used to inform members about performance.	Data is routinely reported through quarterly performance reports and the statutory Annual Performance Report (both internally and externally, as detailed in Theme 1. Each month a senior management summary is sent out detailing the financial position with key areas of concern noted before figures are taken to the IJB on a quarterly basis
3	Performance is reported to the public, to ensure that citizens are well informed about the quality of services being delivered and what they can expect in future.	Performance and Audit committee minutes and papers are available on the HSCP and Dundee City Council websites. The Annual Performance Report is published on the Partnership website and a summary version is produced and published to aid public accessibility.
4	Learning from previous performance, and from the performance of other local authorities, informs the review and development of strategies and plans to address areas of underperformance.	Across public protection responsibilities, including adult support and protection as delegated function, extensive arrangements are in place through learning review process and regional and national networks to share learning to support improvement. National networks are utilised to share best practice and gain learning from other partnership areas, this includes Chief Officers and CFO networks, integration managers networks and networks focused on specific care groups, such as the Scottish Government's carers leads meeting.
5	Key organisational processes are linked to, or integrated with, the planning cycle; these include strategic analyses, stakeholder consultations, fundamental reviews, performance management, staff appraisal and development schemes, and public performance reporting.	The Strategic Commissioning Framework and the corresponding delivery plan are part of our continued conversation with the people of Dundee and our partners. We will work through established community and citywide engagement structures, listening to the voices of people using services, carers, volunteers, the third and independent sectors to plan flexible,

Theme 2	Requirement	Evidence/Outcome
		<p>sustainable services. As part of our commitment to collaboration, the Partnership will monitor progress of this Plan on an ongoing basis, and will report through the Integrated Strategic Planning Group, to the IJB and other partner bodies.</p> <p>Strategic needs assessment processes are linked to strategic planning cycles; with the strategic needs assessment being a key companion document to the strategic and commissioning plan. Stakeholder consultation is a statutory requirement when reviewing or developing strategic plans, as well as a core commitment across all service planning, development and improvement. Further work is required to fully develop and align a performance management framework that explicitly supports the strategic and commissioning plan.</p>
6	<p>The IJB has a responsible attitude to managing risk, and business continuity plans (including civil contingencies and emergency plans) are in place to allow an effective and appropriate response to planned and unplanned events and circumstances.</p>	<p>The IJB's Strategic Risk Register is reported to the IJB.</p> <p>The IJB also has oversight of each partner's risks as they relate to the delegated functions.</p> <p>A risk section is included within each IJB and Performance and Audit Committee Report to provide oversight to the Board or Committee of the risks associated with the decisions they are being asked to make. These risks are reflected within the IJB's risk register and monitored through the Pentana risk management system</p> <p>The risk management strategy sets out escalation process.</p>
7	<p>Key discussions and decision-making take place in public meetings, and reasonable measures are taken to make meeting agendas, reports and minutes accessible to the public, except when there are clear reasons why this would be inappropriate.</p>	<p>IJB meetings are open to the public. IJB and Performance and Audit committee minutes and papers are available on the HSCP website.</p> <p>As they now meet virtually the recordings are also available on the website</p>
8	<p>The IJB's political structures support members in making informed decisions.</p>	<p>The IJB members when acting on IJB business act in the interest of the IJB and not their political affiliation</p>
9	<p>The scrutiny structures in the IJB support members in reviewing and challenging its performance.</p>	<p>The IJB standing orders and the Terms of Reference of the Performance and Audit Committee can be accessed here. This is reviewed annually with the next report due to go to the December 2025 IJB</p>
10	<p>Members and senior managers promote the highest standards of integrity and responsibility, establishing shared values, mutual trust and sound ethics across all activities. Effective procedures are in place to ensure that members and staff comply with relevant codes of conduct and policies. This includes ensuring that appropriate policies on fraud prevention, investigation and whistleblowing are established and implemented.</p>	<p>The Code of Conduct, Register of Interests and Register of Gifts and Hospitality are in place for the IJB.</p> <p>Reliance is placed on each partner's arrangements for the investigation of fraud, whistle blowing and procurement processes.</p> <p>Reliance is placed on the policies and procedures in place for partnership staff to report breaches of the IJB/partner's values. This includes whistleblowing policies, competency-based recruitment, induction courses, online training, and mechanisms to raise concerns/seek feedback, including confidential routes and the promotion of equality and dignity at work.</p>

Theme 2	Requirement	Evidence/Outcome
11	Members and senior managers understand and effectively communicate their respective and collective roles and responsibilities to members and staff. They understand that effective delegation enables and supports the IJB's ability to achieve Best Value.	The induction process provides an overview of responsibilities. The scheme of delegation assists that decisions are made by those best placed to make those decisions
12	An information governance framework is in place that ensures proper recording of information, appropriate access to that information including by the public, and legislative compliance.	Dundee IJB has adopted the Model Publication Scheme 2014 which has been produced and approved by the Scottish Information Commissioner. It is approved until 31 May 2018 and updated 26 March 2021. The IJB has recently had submitted it's Records Management plan to the NRS (National Records Scotland). The IJB handles very little personal data but is registered with the Information Commissioners Office
13	Technological innovation and digital transformation are promoted and used to ensure accessibility of performance information and public accountability	IJB and Performance and Audit committee minutes and papers are available on the HSCP and Dundee City Council websites. All formal meetings are recorded electronically. Annual Accounts and Performance reports are published on the website. Partners social media accounts are relied on to promote key IJB publications and information
14	Members and employees across the IJB understand and implement their responsibilities in relation to its Standing Orders and Financial Regulations.	The Financial Regulations were revised in 2024 and sets out the respective responsibilities and duties of the Chief Officer and the Chief Finance Officer of the Integration Joint Board. Scheme of delegation (revised in 2024) sets out the powers conferred to the IJB by the Public Bodies (Joint Working) (Scotland) Act 2014 and what is delegated to the IJB from the partners Both of these reports are reviewed annually and due to go to the October 2025 IJB The IJB places reliance on the robust frameworks of corporate governance within each partner to provide assurance to the IJB that there are effective internal control systems in operation to meet the strategic commissioning intentions and to comply with all relevant legislation, policies and guidance, as appropriate. The Annual Governance Statement is published in the IJB Annual Accounts drawing on a wide range of evidence to inform the view on the implementation of the directions.
15	There are clear governance and lines of accountability when delivering services via a third party, and there is evidence of the application of the principles within the 'Following the Public Pound' guidance when funding is provided to external bodies.	Services delivered through third parties are bound by a contractual agreement. A contract monitoring process examines actual against planned outcomes. The IJB benefits from a dedicated Social Care Contracts Team that forms part of the delegated workforce. Working in partnership with corporate procurement teams in both Dundee City Council and NHS Tayside the delegated team provides expert advice and support for procurement

Theme 2	Requirement	Evidence/Outcome
		functions as well as strategic commissioning.

Theme 3 – Effective Use of Resources

Making the best use of public resources is at the heart of delivering Best Value. With clear plans and strategies in place, and with sound governance and strong leadership, an integrated Joint Board will be well placed to ensure that all of its resources are deployed to achieve its strategic priorities, meet the needs of its communities and deliver continuous improvement.

In achieving Best Value, an integrated Joint Board will be able to demonstrate the following:

- It makes best use of its financial and other resources in all of its activities.
- Decisions on allocating resources are based on an integrated and strategic approach, are risk-aware and evidence-based, and contribute to the achievement of its strategic priorities.
- It has robust procedures and controls in place to ensure that resources are used appropriately and effectively, and are not misused.
- It works with its partners to maximise the use of their respective resources to achieve shared priorities and outcomes.

Theme 3	Requirement	Evidence/Outcome
Staff	<p>1. A workforce strategy is in place that sets out expectations on how the IJB’s staff will deliver its vision, priorities and values.</p> <p>2. The strategy is translated into workforce plans, covering employee numbers, skills, knowledge, competencies and organisational structures, that demonstrate how staff will be deployed to deliver the services planned for the future. Plans are regularly reviewed at appropriate intervals according to a clear review cycle.</p> <p>3. All employees are managed effectively and efficiently, and know what is expected of them. Employee performance is regularly assessed through performance appraisal, with individuals and teams being supported to improve, where appropriate.</p> <p>4. Members and senior managers understand and demonstrate that effective delegation is an important contribution to the IJB’s ability to achieve Best Value.</p> <p>5. The contribution of staff to ensuring continuous improvement is supported, managed, reviewed and acknowledged.</p> <p>6. The IJB demonstrates a commitment to fairness, equity and safety in the workplace; it adopts relevant statutory guidance through progressive workplace policies and a commitment to best practice in workplace relationships.</p> <p>7. Leaders ensure that there is the organisational capacity</p>	<p>The Integrated Workforce Plan 2025-28 was published in June 2025 .</p> <p>The Dundee Health and Social Care Partnership (DHSCP) Integrated Workforce Plan 2025–2028 sets out a strategic vision for building and sustaining a skilled, resilient, and person-centred workforce across health and social care services. Developed in alignment with the Scottish Government’s National Workforce Strategy for Health and Social Care (2022), this plan reflects our commitment to delivering high-quality, integrated care that meets the evolving needs of Dundee’s population.</p> <p>At the heart of this plan is a recognition that our workforce is our greatest asset. The plan is structured around five key pillars—Plan, Attract, Train, Employ, and Nurture—each designed to support the development of a sustainable and valued workforce.</p> <p>Our workforce plan reflects these strategic commitments and aims to enable the Health and Social Care Partnership to:</p> <ul style="list-style-type: none"> ➤ Meet future workforce requirements – identify the number and types of health and social care professionals needed to meet future service demands. ➤ Promote skill development and training – ensure that the workforce has the necessary skills and competencies through access to continuous professional development and training programmes. ➤ Support recruitment and retention – support strategies to attract and retain skilled professionals in the health and social care sector.

Theme 3	Requirement	Evidence/Outcome
	to deliver services through effective use of all employees and other resources. They communicate well with all staff and stakeholders, and ensure that the organisation promotes a citizen- and improvement-focused culture that delivers meaningful actions and outcomes.	<ul style="list-style-type: none"> ➤ Develop integrated workforce planning – promote collaboration between health and social care services to create a more cohesive and efficient workforce. ➤ Support workforce wellbeing – implement measures to support the physical and mental well-being of health and social care workers. ➤ Adapt to change – ensure the workforce is supported to adapt to changes in technology, policy and service user needs. <p>Partner processes are used to communicate with staff and provide learning and workforce development opportunities</p>
Asset management	<ol style="list-style-type: none"> 1. There is a corporate approach to asset management that is reflected in asset management strategies and plans, which are subject to regular review. 2. There is a systematic and evidence-based approach to identifying and managing risks in relation to land, buildings, plant, equipment, vehicles, materials and digital infrastructure. 3. The IJB actively manages its asset base to contribute to its objectives and priorities. 4. Fixed assets are managed efficiently and effectively, taking account of availability, accessibility, safety, utilisation, cost, condition and depreciation. 	<p>Whilst no assets are delegated to the IJB, we recognise the need to continue to improve the way that people move between large hospitals and the community, how we would redesign models of non-acute hospital-based services and re-invest in community-based services including our response to protecting people concerns.</p> <p>Fixed assets including land, property, IT, equipment and vehicles are managed efficiently and effectively by each partners and are aligned appropriately to shared priorities.</p>
Information	<ol style="list-style-type: none"> 1. Information is regarded as a strategic resource and is managed accordingly. 2. There is a clear digital strategy in place, which includes resilience plans for information systems. 3. Information is shared appropriately, and the IJB seeks to develop data compatibility with its partners. 	<p>Reliance is placed on the processes and controls for information sharing which have been established by each partner. This includes:</p> <ul style="list-style-type: none"> • compliance with General Data Protection Regulations • the arrangements for the Data Protection Officer, Senior Information Risk Owner • learning from events to raise the level of resilience across the partnership e.g. the response by the DCC partner to IT disruption due to power failure. <p>All IJB formal board meetings and committees are minuted and made public for transparency</p>
Financial management & planning	<ol style="list-style-type: none"> 1. There is clear alignment between the IJB's budgets and its strategic priorities. 2. Regular monitoring and reporting of financial outturns compared with budgets is carried out, and corrective action taken where necessary to ensure the alignment of budgets and outturns. 	<p>The IJB Scheme of Delegation and Financial Regulations are in place ensuring an effective framework for budgetary control.</p> <p>IJB financial monitoring reports are presented to the IJB Committee.</p> <p>The IJB's financial monitoring position is also reported regularly to the</p>

Theme 3	Requirement	Evidence/Outcome
	<p>3. Financial plans show how the IJB will fund its services in the future. Long-term financial plans that include scenario planning for a range of funding levels are prepared and linked to strategic priorities.</p> <p>4. An appropriate range of options is considered when taking decisions, and robust processes of option appraisal and self-assessment are applied.</p> <p>5. The IJB has clear plans for how it will change services and realise efficiencies to close future budget gaps.</p> <p>6. Members and senior managers have a clear understanding of likely future pressures on services and of how investment in preventative approaches can help alleviate those pressures, and they use that understanding to inform decisions.</p> <p>7. Financial performance is systematically measured across all areas of activity, and regularly scrutinised by managers and members.</p> <p>8. There is a robust system of financial controls in place that provides clear accountability, stakeholder assurance, and compliance with statutory requirements and recognised accounting standards.</p> <p>9. The IJB complies with legal and best practice requirements in the procurement and strategic commissioning of goods, services and works, including the Scottish Model of Procurement. There is clear accountability within procurement and commissioning arrangements.</p> <p>10. There are clear and effective governance and accountability arrangements in place covering partnerships between the IJB and its arm's-length external organisations (ALEOs), including for performance monitoring and the early identification of any significant financial and service risks; there is evidence of the application of the principles of 'Following the Public Pound.'</p> <p>11. The IJB has a reserves policy that supports its future financial sustainability, and its reserves are held in accordance with that policy.</p>	<p>partner agencies</p> <p>Level of financial detail reported to the IJB increased on areas with significant variances or risk. Explanations within the monitoring reports to members in relation to changes to the approved budget was incorporated</p> <p>Reliance is placed on the financial monitoring and financial planning arrangements which have been established by each partner to achieve financial balance.</p> <p>Reliance is placed on the strategies for procurement and the management of contracts (and contractors) which have been established by each partner to demonstrate appropriate competitive practice. A Social Care Procurement Policy is in place which sets out the framework within which the service purchases care services. This combines the fundamentals of the corporate procurement strategy with social care specific issues. The service hosts the social care contracts team which ensures this policy is adhered to.</p> <p>The IJB has no Arms Length external organisations. External service providers have social care contracts in place along with a contracts monitoring process.</p> <p>The reserves policy is audited annually as part of the annual accounts process</p>
Performance management	<p>1. Effective performance management arrangements are in place to promote the effective use of the IJB's resources. Performance is systematically measured across all areas of</p>	<p>The IJB can demonstrate that continuous improvement is incorporated into its strategy and plans. Areas for improvement have been identified through the governance self-assessment process and Annual Internal Audit Report.</p>

Theme 3	Requirement	Evidence/Outcome
	<p>activity, and performance reports are regularly scrutinised by managers and elected members. The performance management system is effective in addressing areas of underperformance, identifying the scope for improvement and agreeing remedial action.</p> <p>2. There is a corporate approach to identifying, monitoring and reporting on improvement actions that will lead to continuous improvement in priority areas. Improvement actions are clearly articulated and include identifying responsible officers and target timelines.</p> <p>3. The IJB uses self-evaluation to identify areas for improvement. This includes the use of comparative analyses to benchmark, monitor and improve performance.</p> <p>4. The IJB takes an innovative approach when considering how services will be delivered in the future. It looks at the activities of other organisations, beyond its area, to consider new ways of doing things. A full range of options is considered, and self-assessment activity and options appraisal can be demonstrated to be rigorous and transparent.</p> <p>5. Evaluation tools are in place to link inputs, activities and outputs to the outcomes that they are designed to achieve. There is evidence to demonstrate that improvement actions lead to continuous improvement and better outcomes in priority service areas.</p> <p>6. The IJB seeks and takes account of feedback from citizens and service users on performance when developing improvement plans.</p> <p>7. Improvement plans reflect a pace and depth of improvement that will lead to the realisation of the IJB's priorities and the long-term sustainability of services.</p> <p>8. Performance information reporting to stakeholders is regular and gives a balanced view of the IJB's performance, linked to its priority service areas. The information provided is relevant to its audience, and clearly demonstrates whether or not strategic and operational objectives and targets are being met.</p> <p>9. The IJB demonstrates a trend of improvement over time in delivering its strategic priorities.</p>	<p>Progress against these is monitored by the Performance and Audit Committee.</p> <p>An audit of performance management was undertaken during 2020/21 and reported in November 2021. This identified significant strengths in relation to performance management arrangements, with areas for improvement to be taken forward in 2021/22 and through the review of the strategic and commissioning plan.</p> <p>IJB's outcomes are monitored across a set of performance indicators that has been developed to cover the delegated functions and the nine national health and well-being outcomes. These performance measures are reported to the Performance and Audit Committee.</p> <p>A range of additional datasets and performance monitoring arrangements have been developed during the pandemic period, for example regular datasets relating to care home oversight, unmet need within social care and delayed discharge.</p> <p>In 2021/22 the IJB was a partner within the Alcohol & Drug Partnership's self assessment of progress against the recommendations of the Dundee Drug Commission.</p> <p>The HSCP uses a comprehensive performance monitoring system - Pentana to support recording and reporting on performance for some suites of indicators.</p> <p>HSCP participate in Local Government Benchmarking Framework and provide input to monitoring of the Council Plan, City Plan and NHST Annual Operational Plan.</p> <p>Performance data is validated by Public Health Scotland (PHS).</p> <p>Internal Audit and External Audit conduct periodic reviews of the accuracy of reporting.</p> <p>Dedicated Local Intelligence Support Team Analysts and the HSCP's internal performance management resources are sourcing, linking and interpreting data in order to better understand and project patterns of service demand. This analytical work is providing insights into delivering better plans, designing improved service user pathways and contributing to the achievement of the Health and Social Care outcomes.</p> <p>Feedback from citizens is obtained in a variety of ways, this includes through complaints and compliments as well as feedback through</p>

Theme 3	Requirement	Evidence/Outcome
		<p>engagement activities. During 2020/21 engagements activities included carers engagement and large-scale public surveys undertaken with the Dundee Partnership to evidence the impact of the pandemic on citizens.</p> <p>Quarterly performance reports are presented to the Performance and Audit Committee. An Annual Performance Report is produced, and the Carers Partnership also now produce an annual performance report. The CSWO report and the annual report of the Adult Support and Protection Committee both contain information relating to delegated services and are presented to the IJB.</p> <p>A review of IJB and Performance and Audit Committee reports provides evidence of performance against:</p> <ul style="list-style-type: none"> • objectives, targets and service outcomes • past performance • improvement plans • other relevant bodies <p>being used but not all together all the time.</p>

Theme 4 – Partnerships and Collaborative Working

The public service landscape in Scotland requires local authorities to work in partnership with a wide range of national, regional and local agencies and interests across the public, third and private sectors. An integrated Joint Board should be able to demonstrate how it, in partnership with all relevant stakeholders, provides effective leadership to meet local needs and deliver desired outcomes. It should demonstrate commitment to and understanding of the benefits gained by effective collaborative working and how this facilitates the achievement of strategic objectives. Within joint working arrangements, Best Value cannot be measured solely on the performance of a single organisation in isolation from its partners. An integrated Joint Board will be able to demonstrate how its partnership arrangements lead to the achievement of Best Value.

In achieving Best Value, an integrated Joint Board will be able to demonstrate the following:

- Members and senior managers have established and developed a culture that encourages collaborative working and service provision that will contribute to better and customer-focused outcomes.
- Effective governance arrangements for Community Planning Partnerships and other partnerships and collaborative arrangements are in place, including structures with clear lines of responsibility and accountability, clear roles and responsibilities, and agreement around targets and milestones.

Theme 4	Requirement	Evidence/Outcome
1	Members and senior managers actively encourage opportunities for formal and informal joint/integrated working, joint use of resources and joint funding arrangements, where these will offer scope for service improvement and better outcomes.	The Dundee City IJB was established during 2015/2016. Integrated delivery of health social care services commenced on 01 April 2016. 2025/2026 is the tenth year of operation for the IJB. Partnership working is supported through active participation in and leadership of the Dundee Partnership, including themes for health, care and wellbeing. Key partnerships are also in place in relation to public protection responsibilities through the Chief Officers Group and public protection committees.
2	The IJB is committed to working with partner organisations to ensure a coordinated approach to meeting the needs of its stakeholders and communities. This includes: <ul style="list-style-type: none"> • scenario planning with partners to identify opportunities to achieve Best Value • collaborative leadership to identify Best Value partnership solutions to achieve better outcomes for local people • proactively identifying opportunities to invest in and commit to shared services • integrated management of resources where appropriate • effective monitoring of collective performance, including self-assessment and reviews of the partnership strategy, to ensure the achievement of objectives • developing a joint understanding of all place-based capital and revenue expenditure. 	Partnership working is supported through active participation in and leadership of the Dundee Partnership, including themes for health, care and wellbeing. Key partnerships are also in place in relation to public protection responsibilities through the Chief Officers Group and public protection committees. Close working and collaboration with the third and independent sector is in place.
3	Members and senior managers identify and address any	Barriers to joint working previously identified within the MSG self-

Theme 4	Requirement	Evidence/Outcome
	<p>impediments that inhibit collaborative working. The IJB and its partners develop a shared approach to evaluating the effectiveness of collaborative and integrated working.</p>	<p>assessment have been reflected in ongoing work to review the Dundee Integration Scheme.</p> <p>Reliance is placed on the personal development, performance appraisal and formal supervision processes in place within each partner to ensure all employees are managed effectively and efficiently, know what is expected of them and are assisted to maximise their full potential. This also includes the learning and professional development required to support statutory and professional responsibilities and achieve organisational objectives and quality standards. Staff governance arrangements are well embedded across the partnership and recognise the contribution to ensuring continuous improvement and quality.</p>
4	<p>In undertaking its community planning duties the IJB works constructively with partners to agree a joint vision for the Community Planning Partnership and integrates shared priorities and objectives into its planning, performance management and public reporting mechanisms. Service plans clearly reflect the priorities identified through community planning, and show how the IJB is working with partners to provide services that meet stakeholder and community needs.</p>	<p>The Chief Officer chairs the Health, Care and Wellbeing Executive Board of the Dundee Partnership. The Partnership also hosts the strategic support team for public protection arrangements.</p> <p>The Partnership participates in performance reporting arrangements for community planning / city plan – including both performance data and narrative updates on progress achieved against priorities.</p> <p>The IJB Strategic Commissioning Plan is consistent with the priorities set out within the City Plan for Dundee 2017-26 and the NHS Tayside Annual Operating plan. These priorities are also consistent with and support the Scottish Government nine National Health and Wellbeing Outcomes which apply across all health and social care services.</p> <p>Hosted services arrangements are in place with Perth and Angus Health & Social Care Partnerships</p>

Theme 5 – Working with Communities

Local authorities, both individually and with their community planning partners, have a responsibility to ensure that people and communities are able to be fully involved in the decisions that affect their everyday lives. Community bodies – as defined in the Community Empowerment Act 2015 (section 4(9)) – must be at the heart of decisionmaking processes that agree strategic priorities and direction.

In achieving Best Value, an Integration Joint Board will be able to demonstrate the following:

- Early and meaningful engagement and effective collaboration with communities to identify and understand local needs, and in decisions that affect the planning and delivery of services.
- A commitment to reducing inequalities and empowering communities to effect change and deliver better local outcomes.
- That engagement with communities has influenced strategic planning processes, the setting of priorities and the development of locality plans.

Theme 5	Measure/Expected Outcome	Evidence/Outcome
1	Members and senior managers ensure that meaningful consultation and engagement in relation to strategic planning take place at an early stage and that the process of consultation and engagement is open, fair and inclusive.	<p><u>Dundee Health and Social Care Participation and Engagement Strategy</u> sets out the approach that the IJB will deploy in working with key stakeholders to strategically develop Health and Social Care services in Dundee. Extensive consultation was undertaken to develop the Strategic Commissioning Framework including events and surveys of which is documented in an <u>involvement report</u>. Local Health and Wellbeing networks feed into strategic planning groups to reflect views of the community, particularly those that are more disadvantaged</p> <p>The performance framework has been developed to support the implementation of the strategic commissioning intentions.</p> <p>The IJB has approved a Communication and Engagement Strategy (DIJB49-2019 – IJB meeting of the 17 December 2019)</p>
2	Members and senior managers are proactive in identifying the needs of communities, citizens, customers, staff and other stakeholders; plans, priorities and actions are demonstrably informed by an understanding of those needs.	<p>The overarching strategic needs assessment is maintained through regular reviews. Care group needs assessments have also been developed to support service planning and improvement.</p> <p>We have published Locality Profile information about the people who live in each of the eight Community Planning Partnership areas. This information helps inform planning in these areas and supports us to analyse if progress has been made towards the Partnership outcomes for people living in these areas.</p> <p>The IJB Performance and Audit Committee receive regular Performance Reports, with statistics comparing Dundee with other areas and including differences in Local Community Planning Partnership areas. This information is analysed, and comparisons made between areas of deprivation regarding important statistics like: Emergency Hospital Admissions rates; number of bed days; and amount of Delayed Discharge. This information informs plans to address health inequalities.</p>

Theme 5	Measure/Expected Outcome	Evidence/Outcome
		<p>HSCP officers are represented on Local Community Planning Partnerships. Data in locality health profiles is being linked with that from other sources (benefits and housing) to enhance understanding of issues affecting residents in more deprived areas, specifically the Local Fairness Initiative datazones. The HSCP is heavily involved in the PHS Partnership Pathfinder which is focusing on poverty and attempting to support identification of short term inequalities indicators for the city</p>
3	<p>Communities are involved in making decisions about local services, and are empowered to identify and help deliver the services that they need. Suitable techniques are in place to gather the views of citizens, and to assess and measure change in communities as a result of service interventions.</p>	<p>The IJB has actively involved and consulted with stakeholders on the development of the 2 previous Strategic Commissioning Plans (2016/21 and 2019/22), the new Strategic Commissioning Framework (2023-2033) and the implementation of transformational changes. Reliance is also placed on the participation and engagement arrangements each of the partners has in place. Three Local Health and Wellbeing Networks (HWBN) comprising of residents and local staff are the agreed mechanism for the IJB and SPGs to gain a community and wider stakeholder perspective in the development and implementation of plans. The recently formed Community Health Advisory Forum(CHAF) with residents from all deprived parts of the city are now being consulted on a range of strategic and service developments</p>
4	<p>Active steps are taken to encourage the participation of hard-to-reach communities.</p>	<p>The IJB's equalities outcomes were reset for 2023-2027. The engagement programme related to the Strategic and commissioning Framework 2022/23 see involvement report. Included engagement with people from protected Characteristic groups and the equality outcomes align with the priorities in the Framework.</p> <p>Links with HWBNs/ CHAF for the views of people affected by poverty. HSCP is also represented on Dundee's Fairness Leadership Panel with a focus on the impact of poverty on mental health and wellbeing</p>
5	<p>The IJB and its Community Planning Partnership work effectively with communities to improve outcomes and address inequalities.</p>	<p>The IJB has set equality outcomes and publishes a mainstreaming update report at least every 2 years. The report for 2023 is available here. Officers participate in the equality mainstream groups within both NHST and DCC as well as advancing the IJB's only equalities activities. In April 2025 the IJB published their Equality Mainstreaming and Outcomes Progress Report 2023-25 reporting on progress against these four equality outcomes and wider mainstreaming equality work. Significant contributions have been made to arrangements within NHST and DCC for their BSL action plans. Inequalities is one of the 6 strategic priorities within the strategic and commissioning plan. The range of work taken to address inequalities is evidenced in the Annual Performance Report.</p>

Theme 5	Measure/Expected Outcome	Evidence/Outcome
		HSCP is represented on LCPPs, which comprise officers, elected members and local people
6	A locality-based approach to community planning has a positive impact on service delivery within communities, and demonstrates the capacity for change and for reducing inequality in local communities by focusing on early intervention and prevention.	<p>Locality managers' portfolios currently include a combination of service specific responsibilities which are city wide (e.g., older people care at home, learning disabilities) as well as an overview of the needs of their locality areas as part of the transition to full locality based integrated health and social care services.</p> <p>A dedicated officer focusing on community health inequalities complements the integrated responsibilities to address inequalities and focus on early intervention and prevention in HSCP locality managers roles.</p>
7	Members and senior managers work effectively with partners and stakeholders to identify a clear set of priorities that respond to the needs of communities in both the short and the longer term. The IJB and its partners are organised to deliver on those priorities, and clearly demonstrate that their approach ensures that the needs of their communities are being met.	<p>The IJB Strategic Commissioning Framework set out the intention to review the way care is delivered in a number of settings. The IJB relies on the frameworks established by each partner to undertake rigorous reviews and option appraisal processes of all areas of partnership activity from a whole system perspective. There are clear processes for stakeholder engagement in reviews.</p> <p>The HSCP involvement in Dundee Partnership ensures strategic and cross cutting engagement in the priority areas for improvement identified in the City Plan, including reducing inequalities in income, attainment and health</p>
8	The IJB engages effectively with customers and communities by offering a range of communication channels, including innovative digital solutions and social media.	<p>HSCP website is a useful source of information and easily accessible reference point. Reliance is placed on the provision of communication support by NHST and DCC.</p> <p>Dundee Carers Centre is contracted to provide carers with information and advice and the Carers of Dundee website is maintained by Dundee carers centre with a wide, extensive amount of information for carers and those they support.</p> <p>Information related to the IJB is shared on social media channels supported by its community partners to ensure wide access to health related information</p>
9	The IJB plays an active role in civic life and supports community leadership.	<p>The Engage Dundee survey was developed in partnership between Public Health Scotland, HSCP, Community Learning and Developments, NHST, Dundee City Council and the Third Sector. It went live in Oct/ Nov 2023 and explores the impact of the cost of living crisis on Dundee residents, including on their health and wellbeing. Figures will be used to shape local, service and strategic responses.</p> <p>The information from this survey was presented to the IJB at the June 2024 meeting.</p>

Theme 6 – Sustainable Development

Sustainable development is commonly defined as securing a balance of social, economic and environmental wellbeing in the impact of activities and decisions, and seeking to meet the needs of the present without compromising the ability of future generations to meet their own needs. The United Nations Sustainable Development Goals provide a fuller definition and set out an internationally agreed performance framework for their achievement. Sustainable development is a fundamental part of Best Value. It should be reflected in an integrated Joint Board’s vision and strategic priorities, highlighted in all plans at corporate and service level, and a guiding principle for all of its activities. Every aspect of activity in an integrated Joint Board, from planning to delivery and review, should contribute to achieving sustainable development.

In achieving Best Value, an integrated Joint Board will be able to demonstrate the following:

- Sustainable development is reflected in its vision and strategic priorities.
- Sustainable development considerations are embedded in its governance arrangements.
- Resources are planned and used in a way that contributes to sustainable development.
- Sustainable development is effectively promoted through partnership working.

Theme 6	Measure/Expected Outcome	Evidence/Outcome
1	Leaders create a culture throughout the IJB that focuses on sustainable development, with clear accountability for its delivery across the leadership and management team.	The No Poverty, Zero Hunger and Good Health & Wellbeing Sustainable Development Goals of the Scottish Government are strongly reflected within the Strategic Commissioning Framework (SCF) of the IJB. The National Performance Framework (NPF) is the main mechanism for localising and implementing the SDG’s, including the National Health and Wellbeing Outcomes and Indicators that are fully incorporated into the SCF. Delivery and accountability of the SCF is the main focus of the leadership and management team as evidenced in all reports to the IJB and Performance and Audit Committee. Outcomes focused on sustainable development and tackling poverty and inequality are reflected across all of the strategic priorities contained within the SCF. Sustainable development is key to the IJB achieving its own priorities
2	There is a clear framework in place that facilitates the integration of sustainable development into all of the IJB’s policies, financial plans, decision making, services and activities through strategic-, corporate- and service-level action. In doing so, the IJB will be able to demonstrate that it is making a strategic and operational contribution to sustainable development.	HSCP work closely with its parent bodies to support the implementation of the relevant climate change plans and strategies of DCC and NHST. Financial sustainability is a key priority for the IJB and the partners and work continues to be progressed to develop medium to longer term financial planning. A five-year financial framework (2025/26 to 2029/30) was approved in August 2025. This will be updated annually as part of the budget setting process and reflecting the impact of current pressures. The impact on Equalities and Partnership goals, with particular focus on Human Rights, is included in all reports presented to the IJB.
3	The IJB has set out clear guiding principles that demonstrate its, and its partners’, commitment to sustainable development.	Reliance is placed on the arrangements each partner has to progress sustainability action plans.
4	There is a broad range of qualitative and quantitative measures	The National Performance Framework is Scotland’s Wellbeing framework

Theme 6	Measure/Expected Outcome	Evidence/Outcome
	and indicators in place to demonstrate the impact of sustainable development in relation to key economic, social and environmental issues.	and the Sustainable Development Goals of the Scottish Government share the same aims contained in this. The IJB's outcomes are monitored across the set of performance indicators that has been developed to cover the delegated functions and the nine national health and well-being outcomes.
5	Performance in relation to sustainable development is evaluated, publicly reported and scrutinised.	The IJB report on the Public Bodies Climate Change Duties 2017: can be accessed here .

Theme 7 – Fairness and Equality

Tackling poverty, reducing inequality and promoting fairness, respect and dignity for all citizens should be key priorities for local authorities and all of their partners, including local communities.

In achieving Best Value, an integrated Joint Board will be able to demonstrate the following:

- That equality and equity considerations lie at the heart of strategic planning and service delivery.
- A commitment to tackling discrimination, advancing equality of opportunity and promoting good relations both within its own organisation and the wider community.
- That equality, diversity and human rights are embedded in its vision and strategic direction and throughout all of its work, including its collaborative and integrated community planning and other partnership arrangements.
- A culture that encourages equal opportunities and is working towards the elimination of discrimination.

Theme 7	Measure/Expected Outcome	Evidence/Outcome
1	The IJB demonstrates compliance with all statutory duties in relation to equalities and human rights.	The IJB is fully compliant with their statutory equality duties. During 2024/25 there has been a specific focus in ensuring compliance with, and improving the quality of, equality impact assessments supporting IJB decision-making. This has included changes to processes, templates and briefings / educational sessions for both IJB members and supporting officers. Both the IJB's Equality Outcomes and Mainstreaming Update reports are up-to-date: Board Equality Mainstreaming Report 2023-2027. In addition to maintaining their own equality framework, the IJB also co-operates with and places reliance on each partner's Equality and Diversity framework. Equality and diversity is at the center of all that the IJB and the partners do – this is reflected in the outcomes contained within the Strategic Commissioning Framework. The approach to equality and diversity covers both as a service provider and in support of the health and social care workforce is supported by the equality and diversity frameworks and actions against general and specific duties are monitored. Information is available in accessible formats, plain English approaches are increasingly being adopted and reasonable requests for adapted versions of any work will be met. Interpreting services are available via NHS Tayside (supplemented by external providers where required). All budgets, policies and service changes are subject to Equality and Diversity Impact Assessment which highlights any specific adjustments required
2	The IJB is taking active steps to tackle inequalities and promote fairness across the organisation and its wider partnerships, including work and living conditions, education and community participation.	The Dundee Integration Joint Board Equality Mainstreaming Report 2023-2027 details its Equality Outcomes and how these will be measured so that everyone in Dundee to have the highest achievable level of health and wellbeing.

Theme 7	Measure/Expected Outcome	Evidence/Outcome
3	The IJB and its partners have an agreed action plan aimed at tackling inequality, poverty and addressing fairness issues identified in local communities.	The IJB is committed to engagement. The Dundee Health and Social Care Partnership Participation and Engagement Strategy outlines the approach that the IJB will deploy in working with key stakeholders to strategically develop health and social care services in Dundee.
4	The IJB engages in open, fair and inclusive dialogue to ensure that information on services and performance is accessible to all, and that every effort has been made to reach hard-to-reach groups and individuals.	The Dundee Health and Social Care Partnership Participation and Engagement Strategy complements the well-developed methods of participation and engagement adopted by DCC, NHST and the Third and Independent sectors. Although the strategy provides a consistent approach, alternative forms of engagement are adopted to involve individuals, groups and communities who may be harder to reach.
5	The IJB ensures that all employees are engaged in its commitment to equality and fairness outcomes, and that its contribution to the achievement of equality outcomes is reflected throughout its corporate processes.	Reliance is placed on NHS Tayside and DCC's programme of training and awareness raising.
6	The IJB engages with and involves equality groups to improve and inform the development of relevant policies and practices, and takes account of socio-economic disadvantage when making strategic decisions	Engagement and consultation processes are in place and the IJB liaises with the Scottish Government and the Scottish Health Council. All major change programmes are delivered within the parameters recommended in the relevant best practice guidance.
7	The equality impact of policies and practices delivered through partnerships is always considered. Equality impact information and data is analysed when planning the delivery of services, and measuring performance.	Equality and diversity impact assessment is an integral part of the IJB's and the partner's processes in particular policy or service change proposals. Equality and Diversity Impact Assessment Guidance and Forms are available for staff. Training and support is also available on request. In 2022-23 a revised format for Integrated Impact assessments was developed and learning sessions delivered. These are still under review. See equality matters pages on Dundee HSCP website for European Human Rights Commission information
8	The IJB's approach to securing continuous improvement in delivering on fairness and equality priorities and actions is regularly scrutinised and well evidenced.	Dundee IJB has its own mainstreaming equality duties. Reliance is placed on the arrangements each partner has in place to mainstream equality and diversity. The equality outcomes help the IJB and the partners understand the impact on equality groups. Mainstreaming Reports published by the partners include the equality outcomes. Further work which continues to be progressed to embed equalities matters across the HSCP. The IJB Equality Outcomes and Mainstreaming Equality Framework sets out the priorities for addressing equality issues. Regular monitoring and reporting on progress against the agreed equality outcomes is performed.