

Meeting:	NHS Grampian Board
Meeting date:	07 December 2023
Item Number:	7
Title:	Integration Joint Boards (IJBs) - Annual Performance Reports
Responsible Executive/Non-Executive:	Simon Boker-Ingram, Chief Officer, Moray HSCP Sandra MacLeod, Chief Officer, Aberdeen City HSCP Pam Milliken, Chief Officer, Aberdeenshire HSCP
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1 Purpose and recommendations

This is presented to the Board for assurance:

The Board is asked to review the information provided in relation to the three Integration Joint Board (IJB) Annual Performance Reports (APRs) and confirm that it provides assurance that the IJBs are progressing their strategic priorities.

Links to the three APRs are provided at section 3 of this report. These annual reports provide very detailed information on the performance of the three Health and Social Care Partnerships (HSCPs). Please note there will be a presentation at the Board meeting summarising key relevant information.

This report relates to:

The monitoring of performance against the strategic plans of the three HSCPs in the Grampian area, with confirmation that this is supporting the strategic aims of NHS Grampian.

This aligns to all three of NHS Scotland quality ambitions i.e.:

- Safe

- Effective
- Person Centred

2 Report summary

2.1 Situation

All three HSCPs in Grampian have now published their APRs which demonstrate progress against their Strategic Plans. The activity undertaken by Aberdeen City, Aberdeenshire and Moray HSCPs contribute to NHS Grampian's Plan for the Future.

The performance of the three HSCPs is being brought to the attention of the NHS Grampian Board in order to provide assurance of IJB/HSCP performance and also to confirm their contribution to NHS Grampian's overall strategic aims.

The Board is asked to review and scrutinise the information provided in this report, in the appendices, and in the presentation to the Board at the meeting, and consider whether, collectively, this provides assurance that the three HSCPs are performing in a way that contributes to the strategic priorities of NHS Grampian. Where performance is perhaps not as expected the Board is asked to note the action the relevant HSCP(s) are taking to rectify this.

2.2 Background

Section 42 of the Public Bodies (Joint Working) (Scotland) Act 2014 requires each integration authority to prepare and publish a performance report each year which should be an assessment of performance in planning and carrying out the integration functions.

There are nine National Health and Wellbeing Outcomes and progress towards delivery of these is measured using 20 National Core Integration Indicators. Performance against these indicators is published by HSCP area quarterly and, in addition to seeing their own performance over time, HSCPs can benchmark against other HSCPs and against the Scottish average.

The Ministerial Strategic Group (MSG) for Health and Community Care have identified 10 Performance Indicators. MSG has overall responsibility for policy matters that cross the local government / NHS Scotland interface. This group is a key forum for taking forward the Convention of Scottish Local Authorities (COSLA) and the Scottish Government's joint political leadership of health and social care integration. The MSG Indicators are also reported quarterly and benchmarking can also take place.

In addition to these national requirements each HSCP has developed and published its own Strategic Plan which details their particular outcomes/priorities/commitments relevant to local needs. The APRs therefore also detail delivery against these.

2.3 Assessment

The APRs are an important annual account of each HSCP's performance in relation to planning and delivering the health and social care services they are responsible for, and to evidence their progress towards delivery of the National Health and Wellbeing Outcomes.

Ultimate accountability for and scrutiny of each HSCP's performance is held by the respective IJBs. In addition to the annual report, internal performance management arrangements are in place to support oversight and monitoring of performance on an ongoing basis.

Health and Social Care Moray utilises the Daily Response meetings to escalate and monitor operational issues and risks. Performance, safety and risk issues are directed into the Operational Management Team (OMT). Any matters requiring additional escalation or oversight are presented to the Moray Integration Joint Board and Committees.

Aberdeen City HSCP have an annual Delivery Plan supporting delivery of their Strategic Plan. Progress on the Delivery Plan is reported monthly to the Senior Leadership Team, quarterly to the Risk, Audit and Performance Committee, and annually to the IJB in the form of the APR.

Aberdeenshire HSCP utilises weekly and monthly dashboard reports considered by the Senior Management Team (SMT) and providing performance information relating to key operational and risk issues as defined by the SMT. Strategic performance reporting takes place through quarterly reports submitted to the IJB on progress against the HSCP's Strategic Delivery Plan.

Performance against key metrics managed and monitored by the HSCPs are included within the quarterly 'How Are We Doing' reports submitted to the NHS Grampian Board on progress against the Board's approved Annual Delivery Plan.

Provide analysis of the situation and considerations. Assess the current position, identifying any organisational risks, stakeholder considerations and evidence base to help inform decision making.

2.3.1 Quality/ Patient Care

All of the HSCP Strategic Plans have a central focus on improving the quality of care for patients and service users. Specific actions and priorities exist within the HSCP strategic plans relevant to these. Internally the respective clinical and care governance structures supporting the IJBs provide the framework for monitoring and assurance of the quality of health and social care services provided in each HSCP area for which the IJBs are responsible.

2.3.2 Workforce

The HSCP Strategic Plans recognise the critical importance of our workforce in realising our strategic priorities and ambitions, and our responsibility to support and enable staff health and wellbeing. Last year each HSCP developed and published their 3-year integrated workforce plans – submitted as part of the wider NHS Grampian Workforce Plan to Scottish Government – and are implementing and monitoring progress of actions associated with these plans.

2.3.3 Financial

The HSCPs' strategic plans were developed prior to the current significant budget challenges but recognised the implications if funding levels and demand for services continue on current trends. This is also articulated through the HSCPs' Medium Term Finance Strategies/Frameworks. Current activity to balance budgets may lead to restrictions on what HSCPs are able to achieve as originally set out in the Strategic Plans. Transformation of the way services are delivered remains critical as a means of being able to deliver sustainable services into the future. The three HSCPs have been and will continue to actively explore opportunities for efficiencies through collaborative working.

2.3.4 Risk Assessment/Management

IJB Risk Registers are in place and reviewed regularly as part of a robust risk management framework, to identify, assess and prioritise risks related to the delivery of services in relation to delegated functions, particularly any which are likely to impact the delivery of the HSCP Strategic Plans. Budget and workforce represent two main risks as detailed previously with relevant mitigations in place via IJB budget setting processes, transformation activity and implementation of workforce plans.

2.3.5 Equality and Diversity, including health inequalities

HSCP services are delivered universally but, in the main, support those who are most vulnerable in terms of protected characteristics around age and disability. Relevant impact assessments have been undertaken by the HSCPs in respect of their Strategic Plans and resultant significant changes to service delivery. The APRs are reporting progress against these Strategic Plans and service delivery and therefore an impact assessment has not been completed specifically for this report.

2.3.6 Other impacts

All HSCP Strategic Plans support unpaid carers and there are no specific impacts in relation to this report in regards to them. Similarly any environmental, sustainability and information governance impacts are considered individually for each HSCP Strategic Plan and service delivery change. By publishing their APR, each of the three HSCTs are fulfilling their legal obligation under the Public Bodies (Joint Working) (Scotland) Act 2014.

2.3.7 Communication, involvement, engagement and consultation

External stakeholders were involved and engaged in the development of each of the HSCTs' Strategic Plans. Appropriate engagement with external stakeholders will have taken place on the APRs prior to submission to the IJBs for example via the HSCP Strategic Planning Groups.

2.3.8 Route to the Meeting

The APRs will each have made its way through the relevant governance processes within each HSCP. Normally this includes the Strategic Planning Group and Senior Leadership/Management Teams before being presented to the IJB. The IJBs approved each APR at their meetings on the dates shown below:

HSCP	Date of IJB Meeting where APR Approved
Aberdeen City	22 August 2023
Aberdeenshire	05 July 2023
Moray	29 June 2023

2.4 Recommendation

- **Assurance**

The Board is asked to review and scrutinise the information provided in this report, in the three HSCP APRs and in the presentation to the Board at the meeting and confirm that collectively this provides assurance that the three HSCTs are performing in a way that contributes to the strategic priorities of NHS Grampian.

- **Future reporting**

The HSCP Performance Reports are published annually and it would be the intention to bring future years' reports to the NHS Grampian Board for awareness and assurance that performance is continuing in line with expectations.

3 Appendix/List of appendices

The following appendix/appendices are included with this report:

[Moray Health and Social Care Partnership Annual Performance Report 2022-2023](#)

[Aberdeen City Health and Social Care Partnership Annual Performance Report 2022-2023](#)

[Aberdeenshire Health and Social Care Partnership Annual Performance Report 2022-2023](#)