

<b>Meeting:</b>	<b>NHS Grampian Board</b>
<b>Meeting date:</b>	<b>9 October 2025</b>
<b>Item Number:</b>	<b>9</b>
<b>Title:</b>	<b>Integration Joint Boards (IJBs) - Annual Performance Reports</b>
<b>Responsible Executive/Non-Executive:</b>	<b>Judith Proctor, Chief Officer, Moray HSCP Fiona Mitchelhill, Chief Officer, Aberdeen City HSCP Leigh Jolly, Interim Chief Officer, Aberdeenshire HSCP</b>
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## **1 Purpose**

**This is presented to the Board for assurance.**

### **Recommendation:**

The Board is asked to note the information provided in relation to the three Integration Joint Board (IJB) Annual Performance Reports (APRs) attached as Appendices A – C.

### **This report relates to:**

The monitoring of performance against the strategic plans of the three IJBs in the Grampian area. Annual Performance reporting is a statutory duty of IJB and the reports are here to inform the NHS Grampian Board.

**This aligns to all three of NHS Scotland quality ambition(s) i.e.:**

- Safe
- Effective
- Person Centred

## **2 Report summary**

### **2.1 Situation**

Under Section 42 of the Public Bodies (Joint Working) (Scotland) Act 2014 all Integration Authorities must produce an APR providing an overview of their performance in planning and carrying out the integration functions for which they are responsible.

All three IJBs in Grampian have now published their APRs which demonstrate progress against their Strategic Plans. The activity undertaken through the delivery of these plans by Aberdeen City, Aberdeenshire and Moray Health and Social Care Partnerships, under the direction of the IJBs contributes to NHS Grampian's Plan for the Future.

The performance of the three IJBs is being brought to the attention of the NHS Grampian Board to provide assurance of IJB performance and also to confirm the contribution to wider system impact and NHS Grampian's strategic aims.

Links to the three APRs are provided at section 3, appendices A to C of this report. These provide very detailed information on the performance of the three IJBs. Please note there will be a presentation at the Board meeting summarising key relevant information.

### **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 they are responsible for. The content of the annual performance report is informed by national guidance/requirements.

Each IJB's performance against the National Core Suite of Integration indicators and delivery of the nine National Health and Wellbeing Outcomes is documented within their respective APRs in addition to the Ministerial Strategic Group (MSG) suite of indicators for health and community care and other local performance measures. These local measures will include reporting on progress against the specific strategic priorities each IJB has agreed through their respective Strategic Plans and as relevant to local needs.

### **2.3 Assessment**

It is important to consider the context in which these APRs have been produced, and the impact on progress against performance measures as well as delivery of local priorities and targets. Each IJB have developed strategic delivery plans that are cognisant of the continuing significant pressures from a high level of service demand, an increasing complexity in the care and support required by people, challenges in the recruitment and retention of staff as well as increasing budgetary constraints. The Audit Scotland report on [Integration Joint Boards Finance and performance 2024](#) reiterates the unprecedented pressures nationally for community health and social care services in the face of increasing need and financial uncertainty.

It is important to note that National indicators 1-9 are informed by the Scottish Government Health And Care Experience (HACE) survey which is undertaken every second year. The survey was undertaken in 2024 so there is no change to the information reported last year. In addition, there are some issues with data completeness for indicators 10 – 14 and 16, so it is not possible to draw conclusions in relation to trends for these indicators. Therefore, the supporting presentation today has a different focus than previous years and will aim to highlight improvement activity underway within each IJB area to transform services.

Nevertheless, the APRs aim to illustrate key highlights and areas of progress against each of the IJBs' strategic priorities and National Health and Wellbeing Outcomes, whilst demonstrating a continuing focus on achieving outcomes for people and ensuring best value across a very large and complex range of services.

### **2.3.1 Quality/ Patient Care**

All of the IJB Strategic Plans have a focus on improving the quality of care and supports for people in our communities whilst making best use of resources and modernising service delivery. Specific actions and priorities exist within the IJB strategic plans relevant to these aspects, with a particular focus on managing delivery within our financial envelope. Internally the Clinical and Social Work 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 IJB 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. Each IJB continues to implement and monitor progress against their Workforce Plans and in collaboration with NHS Grampian are in the process of refreshing these as part of the Grampian Integrated Workforce Planners Group.

### **2.3.3 Financial**

Increasingly the IJBs have required to take mitigating measures to address the significant financial pressures which will impact on what they are able to achieve as originally set out in their Strategic Plans. Transformation and collaboration remain central to the IJBs' approach to delivering sustainable services into the future.

Following a significant public consultation exercise undertaken alongside consultation on other Aberdeen City strategic plans such as the Local Housing Strategy and the Local Development Plan, Aberdeen City IJB approved a refreshed Strategic Plan on 1<sup>st</sup> July 2025. The refreshed plan has a more streamlined focus with two Strategic Aims – 'Modernising our Approach to Service Delivery', which covers making best use of resources and transforming service delivery, and 'Shifting our Focus towards Early Intervention and Prevention', which covers improving both the physical and mental health of the population and reducing harm with a focus on the wider determinants of health and reducing health inequality. The plan informed the updated Medium Term Financial Forecast which was approved at the same IJB meeting.

Aberdeenshire Strategic Plan is currently out to consultation [Health and Social Care in Aberdeenshire | Engage Aberdeenshire](#). This will close on 26<sup>th</sup> October 2025 and the final version of the plan will be submitted for approval by the IJB in December, alongside our aligned Strategic Delivery and Workforce Plans for 2026 - 2028 and Medium-Term Financial Strategy which are currently in development.

Moray HSCP Medium Term Financial Plan was approved in March 2025 and the Strategic Delivery Plan was reviewed and approved in May 2025 for the period 2025 to 2028. These documents align and incorporate the transformational work required to underpin sustainable provision of services.

### **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 relevant to the delivery of services in relation to delegated functions, particularly any which are likely to impact of the delivery of the IJB 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 across their communities and provide essential support to those who are most vulnerable in terms of protected characteristics around age and disability. Relevant impact assessments have been undertaken by the IJBs in respect of their Strategic Plans and resultant significant changes to service delivery.

An Impact Assessment is not required for the APRs because their purpose is to report on the performance of the IJB over the last financial year. There will be no differential impact, as a result of the report, on people with protected characteristics.

### **2.3.6 Other impacts**

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

### **2.3.7 Communication, involvement, engagement and consultation**

Engagement and consultation processes will have been followed in the development of each IJB strategic plan. The IJBs' Strategic Planning Groups provide a key mechanism for ongoing involvement of internal and external stakeholders in monitoring and implementation of the strategic plans. The APRs are published in public domain when presented for approval to each IJB.

### **2.3.8 Route to the Meeting**

The APRs have each been considered through the relevant governance processes within each IJB

## **2.4 Recommendation**

The Board is asked to note the information provided in relation to the three Integration Joint Board (IJB) Annual Performance Reports (APRs) attached as Appendices A – C.

## **3 Appendix/List of appendices**

The following appendices are included with this report:

A) Moray Health and Social Care Partnership Annual Performance Report

<https://www.hscmoray.co.uk/wp-content/uploads/2025/09/Annual-Report-24-25-Desktop.pdf>

B) Aberdeen City Health and Social Care Partnership Annual Performance  
[achscp-annual-report-2025.pdf](#)

C) Aberdeenshire Health and Social Care Partnership Annual Performance Report  
[AHSCP Annual Performance Report 2024-25](#)  
[AHSCP Annual Performance Report 2024-25 Annex](#)