

Exec Sponsor	Priority Status	Recommendation	Delivery Status
Alex Stephen	Commence from 2025/26	CET and Board should approve a condensed number of priority areas for delivery and related KPIs. The revised approach needs to encompass a small number of priority issues determined by an assessment of management's delivery capacity. Metrics to become the focus of Board performance reporting and adopted from ward-to-Board-level. Partners and regulators to be informed when a decision to change priorities emerge.	Culture, Leadership & Governance
Alex Stephen	Commence from 2025/26	CET and Board focus to remain on these priority areas until performance improvements achieved or decision made to replace the priority area.	Culture, Leadership & Governance
Alex Stephen	Commence from 2025/26	Any residual risk of IJB overspends should be considered within NHSG's own financial governance arrangements to ensure early development of mitigation strategies and saving schemes, as appropriate.	Culture, Leadership & Governance
Alex Stephen	Commence from 2025/26	Consider adopting a more exception-based approach to finance reporting, highlighting key changes, deteriorations or improvements from the previous month. A deep dive approach could also be adopted where different areas are prioritised for more detailed analysis in certain months.	Culture, Leadership & Governance
Alex Stephen	Commence from 2025/26	Formalise the budget monitoring process to ensure there is a clear escalation process followed in which smaller budgets exceeding specific triggers result in additional oversight.	Culture, Leadership & Governance
Alex Stephen	Commence from 2025/26	Include reporting on IJB expenditure within monthly finance reports to ensure that the Board has greater awareness of areas of overspend within IJBs and is able to provide greater scrutiny and challenge.	Culture, Leadership & Governance
Alex Stephen	Commence from 2025/26	NHSG should closely monitor performance of the IJBs and proactively engage with the IJB to prevent and manage any in-year overspend that may be passed on to NHSG as additional pressures. This can include increased scrutiny on financial plans and performance reports prepared by the IJBs as well as to work collaboratively to develop schemes which can mitigate these risks.	Culture, Leadership & Governance
Alex Stephen	Commence from 2025/26	NHS Grampian should seek to learn from national best practice regarding the governance and management of delegated budgets	Culture, Leadership & Governance
Alex Stephen	Commence from 2025/26	Review the historic savings that are included within annual budgets and consider zero-based budgeting at the start of each year.	Culture, Leadership & Governance
Alex Stephen	Commence from 2025/26	Start the budgeting process earlier in the year in collaboration with the IJBs to ensure that budgeting forms part of joint planning arrangements and transformation strategies.	Culture, Leadership & Governance
Alex Stephen	Commence from 2025/26	Work with HSCP partners at an organisational and service level to identify opportunities to undertake greater system-wide service planning including the sharing of important data	Culture, Leadership & Governance
Alex Stephen	Commence from 2025/26	There are opportunities for NHSG to take a more agile approach to financial reporting and monitoring. This should also include a comprehensive summary of IJB financial reporting to the Board to allow better oversight and scrutiny	Culture, Leadership & Governance
Alex Stephen	Commence from 2025/26	There is an opportunity to strengthen the tone of the supporting analysis of financial reporting both internally and externally to SG.	Culture, Leadership & Governance
Alex Stephen	Commence from 2025/26	We recommend an in-depth review of NHSG's FRP to assess the maturity of the individual initiatives, understand progress against plan and readjust delivery forecasts, as appropriate. This will include understanding if in-flight projects can be	Culture, Leadership & Governance
Alex Stephen	Commence from 2025/26	Out of Area Placements: NHSG to work with the IJBs to reassess and understand the out of area placement challenges and work to repatriate patients to reduce cost to the Health Board and improve patient experience by bringing care closer to home. £0.5m - £1.0m	Culture, Leadership & Governance
Alex Stephen	Commence from 2025/26	We recommend further work is undertaken to understand the drivers of increases in pay costs/WTEs and non-pay costs within the delegated budgets, particularly to understand the impact the increased workforce has had on the overall productivity of the IJBs/HSCPs.	Culture, Leadership & Governance
Alex Stephen	Commence from 2025/26	Social Care: Service Review. Due to the pass-through nature of the budget, social care was not able to be reviewed during this diagnostic outside of publicly available information and as such. A review into the current spend within at home social care is required. It is noted that at present, Aberdeenshire IJB are undertaking a review of Home Care following a £1.3m overspend in FY24/25 for Home Care and ARCH services.	Culture, Leadership & Governance
Alex Stephen	Commence from 2025/26	Agree tolerance parameters for monitoring non-priority KPIs so that they can be escalated for attention if they fall outside of these tolerances.	Culture, Leadership & Governance
Hugh Bishop	Commence from 2025/26	Use of "intolerable" risks as part of the Board's risk management methodology could be having unintended negative consequences on how able staff feel to address the challenges facing the organisation. Consider re-visiting the use of risk tolerances, either to change them to target risk score ranges or to introduce an escalating series of operational actions to be taken to address risks which are intolerable to the organisation.	Culture, Leadership & Governance
Hugh Bishop	Commence from 2025/26	Include strategic risk action plans within risk reporting to CGC, PAFIC and ARC which include a due date, action owner and progress status update to provide committee members with information of actions in place to reduce the risk score or to highlight where no action can be taken.	Culture, Leadership & Governance

Hugh Bishop	Commence from 2025/26	Potential behaviours of senior clinicians to engage with transformation activities: Concerns were raised about the impact and behaviours of some senior clinicians in certain areas obstructing attempts to address concerns and improve services.	Culture, Leadership & Governance
June Brown	Commence from 2025/26	Ensure there is a clear escalation process for overdue level 1 reviews for adverse events.	Culture, Leadership & Governance
June Brown	Commence from 2025/26	Identify communication mechanisms which can be used to feedback to staff on the learning from adverse events to highlight the impact of reporting them.	Culture, Leadership & Governance
June Brown	Commence from 2025/26	A further deep dive review of how Serious Adverse Events Reporting are captured, classified, investigated and reported should be considered by NHSG.	Culture, Leadership & Governance
Laura Skaife-Knight	Commence from 2025/26	The new Chief Executive represents an opportunity to undertake a broader review of Board Effectiveness	Culture, Leadership & Governance
Laura Skaife-Knight	Commence from 2025/26	The recruitment of a new, substantive CEO presents a crucial opportunity to set the tone for positive collaboration with partners, renewed ways of working and communicating. This should be a key area of focus for the new CEO.	Culture, Leadership & Governance
Acute Triumvirate	Commence from 2026/27	A review of the effectiveness of governance at an operational level should be considered. Dr Gray's.(Linked to DR042 - Hugh Bishop)	Culture, Leadership & Governance
Acute Triumvirate	Commence from 2026/27	As part of the move back to service-based leadership teams, clarify the framework in which service leads and budget holders are able to make decisions and where they required sign off from the Chief Executive Team	Culture, Leadership & Governance
Acute Triumvirate	Commence from 2026/27	The Board should delegate more decision-making and performance management to service leadership teams, giving them autonomy to make improvements within a framework.	Culture, Leadership & Governance
Alex Stephen	Commence from 2026/27	NHSG has identified a list of non-recurring income and expenses as potential underlying adjustments. Further work is recommended to validate these adjustments and update the drives of the deficit analysis to analyse underlying performance	Culture, Leadership & Governance
Alex Stephen	Commence from 2026/27	NHSG should work collaboratively with social care and its community sector to explore appropriate and sustainable strategies. A certain level of unplanned pressures is expected to be absorbed by providers and managed by delivery of saving schemes. NHSG has approximately £19.5 million - £21.4 million of unfunded pressures, which have accumulated without a corresponding funding strategy, (internal or external).	Culture, Leadership & Governance
Alex Stephen	Commence from 2026/27	We recommend that SG and NHSG consider undertaking a full and complete analysis of the drivers of the deficit to supplement existing NHSG work, as well as the analysis and findings within this diagnostic report	Culture, Leadership & Governance