

Meeting:	NHS Grampian Board
Meeting date:	8 October 2026
Item Number:	9.9
Title:	Integration Joint Boards (IJBs) - Annual Performance Reports
Responsible Executive:	Judith Proctor, Chief Officer, Moray HSCP Fiona Mitchelhill, Chief Officer, Aberdeen City HSCP Leigh Jolly, Interim Chief Officer, Aberdeenshire HSCP
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1 Purpose

This is presented to the Board for:

- Assurance

Recommendations

The Board is asked to:

- Note the information provided in relation to the three Integration Joint Board (IJB) Annual Performance Reports (APRs).

This report relates to:

- IJB Performance

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.

The Board is asked to note the information provided in this report.

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, the Ministerial Strategic Group (MSG) suite of indicators for health and community care, and other local performance measures all contribute to demonstrating delivery of the nine National Health and Wellbeing Outcomes and progress made against the specific strategic priorities each IJB has agreed through their respective Strategic Plans and as relevant to local needs is documented within their respective APRs. .

2.3 Assessment

It is important to consider the context in which these APRs have been produced. Each IJB has 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 other year. The results of the survey undertaken during October and November 2025 were reported in May 2026, and these are included in the APRs for 2025/26.

Calendar year 2025 is used for National indicators 12 to 16 as a proxy for 2025/26 due to the national data for 2025/26 being incomplete. We have done this following guidance issued by Public Health Scotland which was communicated to all Health and Social Care Partnerships. Using the more complete calendar year data for 2025 should improve the consistency of reporting between Health and Social Care Partnerships. National indicator 18 was not updated this year.

Despite the context and the data completeness challenges, 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.

[ACHSCP Strategic Plan 2025 – 2029 and route map for delivery](#) was approved on 1st July 2025. The Medium-Term Financial Forecast was update in March 2026. [A City for all Carers - Carers Strategy 26-30](#) was refreshed earlier this year and an updated [ACHCSP Workforce Plan26-29](#) was approved by IJB in May 2026. A review and consolidation of Aberdeen City's Market Position Statement is planned for later this year.

[Aberdeenshire Strategic Plan](#) was approved in December 2025 alongside their Strategic Delivery plan, [Medium-Term Financial Strategy](#) was approved on 18 March 2026, with the [Workforce Plan for 2026 - 2029](#) and [Market Facilitation Plan](#) approved on 27 May 2026.

Moray HSCP [Medium Term Financial Plan](#) was approved 27 March 2025 and the [Strategic Delivery Plan](#) was reviewed and approved in May 2025 for the period 2025 to 2028. Work has commenced on the refresh of the Strategic Plan and Workforce plan with a target for completion in June-2027, with formal approval September 2027.

These documents align and incorporate the transformational work required to underpin sustainable provision of services and are monitored through reporting to respective IJBs

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).

3 Appendix/List of appendices

The following appendices are included with this report:

- A) Aberdeenshire Health and Social Care Partnership Annual Performance Report:
[Aberdeenshire Health and Social Care Partnership Annual Performance Report 2025-2026](#)
- B) Aberdeen City Health and Social Care Partnership Annual Performance Report:
[Aberdeenshire Health Care Partnership Report 2025-26](#)
- C) Moray Health and Social Care Partnership Annual Performance Report:
[Annual-Performance-Report-25-26.pdf](#)