



MINUTE OF MEETING OF THE MORAY INTEGRATION JOINT BOARD

Thursday, 27 November 2025

Council Chambers, Council Office, High Street, Elgin, IV30 1BX

PRESENT

Mr Ivan Augustus, Councillor Peter Bloomfield, Mrs Sheila Brumby, Mr Sean Coady, Ms Sonya Duncan, Ms Jane Ewen, Councillor Scott Lawrence, Dr Robert Lockhart, Mr Jim Lyon, Mr Derick Murray, Councillor Bridget Mustard, Ms Deborah O'Shea, Ms Judith Proctor, Mr Sandy Riddell, Mr Dennis Robertson, Ms Elizabeth Robinson, Mr Alex Stephen, Councillor Ben Williams

APOLOGIES

Professor Duff Bruce, Ms Karen Greaves BEM, Ms Aimee McIntosh, Mr Michael Ritchie, Ms Laura Skaife-Knight

IN ATTENDANCE

Locality Manager - Elgin; Corporate Business Support Manager; Deputy Head of Service; Clinical Lead in Adult Mental Health and Addictions; Interim Integration Programme Manager and Caroline O'Connor, Committee Services Officer

ALSO IN ATTENDANCE

Councillor Tracy Colyer, Councillor Kathleen Robertson

1. Chair

The meeting was chaired by Mr Dennis Robertson.

2. Declaration of Member's Interests

Mr Riddell stated for transparency that he was Chair of the Mental Welfare Commission for Scotland.

The Board noted there were no other declarations of member's interests.

3. Minute of meeting of 25 September 2025

The minute of the meeting of 25 September 2025 was submitted and approved.

4. Action Log of 25 September 2025

The Action Log of the meeting of 25 September 2025 was discussed and updated accordingly.

5. Minute of meeting Audit Performance and Risk Committee of 19 June 2025

The Board noted the minute of the meeting of the Audit, Performance and Risk Committee of 19 June 2025.

6. Chief Officer Report

The meeting had before it a report by the Chief Officer informing the Board of activities underway that support the delivery against the Moray Integration Joint Board's (MIJB's) strategic priorities articulated in the Strategic Plan, and the delivery against the 9 Health and Wellbeing outcomes.

Mr Robertson noted the report contained much information some which may be more appropriately reported to Committee rather than the Board and asked whether the format of the report required to be reviewed. In response, the Chief Officer agreed to review the format of the report to produce a more strategically focussed report with the aim of providing updates which align with the strategic delivery plan and consideration alternative methods for briefing members on operational issues.

In response to a follow-up question from Councillor Mustard asking for the updated format to provide updates on issues raised at previous meetings along with links to the budget, the Chief Officer agreed this would be taken into account when reviewing the format.

During consideration Mr Riddell agreed with the comments made Mr Robertson and suggested it may be more appropriate for Care at Home to be reported to Audit, Performance and Risk Committee to provide assurance on the range of measures being undertaken to address recruitment and retention issues.

Mr Augustus suggested it would be helpful to include reference in the report to unpaid carers to ensure Board members are aware of the issues faced by unpaid carers when considering strategic measures to be taken. In response, the Chief Officer agreed to consider how best to keep the Board informed on issues affecting unpaid carers and using the website to share information with carers to ensure they are getting the required support.

The Board, in noting that Mr Augustus was attending his last meeting as Unpaid Carer Representative, joined the Chair in paying tribute to Mr Augustus for his hard work and contribution to the Board and wished him well for the future.

Following consideration the Board unanimously agreed to:-

- i) note the contents of the report; and

- ii) agree that transforming services to meet the aspirations of the MIJB's Strategic Plan remains a priority.

7. Revenue Budget Monitoring Quarter 2 for 2025-26

The meeting had before it a report by the Chief Financial Officer updating the Board of the current Revenue Budget reporting position as at 30 September 2025 for the Moray Integration Joint Board budget.

During consideration Mr Riddell, in noting all Board members were accountable, stated the report raised serious concerns about the delivery of agreed savings and noted, despite detailed planning and assurances provided early in the year, many savings were proving harder to achieve than anticipated, some eight months into the financial cycle. He expressed particular concern about the CESR approach referenced in paragraph 4.2 chosen over service redesign based on misplaced confidence and new proposed actions in paragraph 9.6 such as more reviews, control and accelerated savings which appear to duplicate existing measures and raised doubts why improvement was expected when previous promises have not been met. In response, the Chief Officer acknowledged the concern expressed about the financial position and the impact on both Moray Council and NHS Grampian, both facing their own constraints however whilst the savings programme remains complex, actions taken are considered appropriate despite the challenges. Balancing financial recovery whilst trying to improve performance, particularly in relation to unscheduled care is a major challenge however the Chief Officer confirmed the Budget Savings Oversight Group continues to monitor and support delivery with additional financial controls introduced and, an overspend is anticipated by year end, it is aimed to keep it within agreed parameters.

Councillor Lawrence, noting that prioritisation of care provision would be necessary to stay within the agreed overdraft parameters, sought assurance that the Board's previously agreed risk appetite and prioritisation principles would guide decisions. In response, the Chief Officer confirmed while decisions remain challenging, they are guided by the Board's risk appetite with a continued emphasis on safeguarding individuals, applying scrutiny to high cost care packages and vacancies and prioritising recruitment to frontline clinical roles.

Councillor Mustard expressed concern regarding the robustness of proposed savings, sought clarification on impact assessments and their absence from the papers, questioned planning for growth in demand-led services including Additional Support Needs forecasting and noted the lack of clear impact on customers and budgets for NHS Grampian and Moray Council. In response, the Chief Officer noted the savings proposals including impacts were agreed at the budget setting Board meeting in March 2025, confirmed discussions were ongoing with partners regarding impacts and reiterated the challenge of balancing financial constraints with service delivery and transformation goals.

During consideration, Mr Stephen raised concerns about budget planning and resource requirements, highlighting the need for urgent review of the current figures and potential additional support for financial recovery. He suggested modernising future reports to improve assurance and accountability and proposed an additional recommendation that the Chief Financial Officer work with the Chief Financial Officers of NHS Grampian

and Moray Council to modernise the report to provide the Board with more assurance on concerns highlighted during discussion. Following discussion, and confirmation the Chief Financial Officer would work with partners on a modernised report, it was agreed to add to the Action Log rather than adding an additional recommendation.

Prior to agreeing the recommendations, it was noted the paragraph number in recommendation (iii) should be amended from paragraph 6 to read paragraph 7 and recommendation (iv) should be amended from paragraph 7 to read paragraph 8 to align with the details in the report.

Following lengthy consideration the Board unanimously agreed to:-

- i) note the financial position of the Board as at 30 September 2025 is showing an overspend of £2,439,169 on core services;
- ii) note the updated forecast position for 2025/26 of an overspend of £8,780,881 on total budget, a worsening position for total services since quarter 1;
- iii) note the progress against the approved savings plan in paragraph 7, and Appendix 4;
- iv) note the budget pressures and emerging budget pressure as detailed in paragraph 8;
- v) note the recovery plan and actions put in place to reduce the year end position, as detailed in paragraph 9;
- vi) Agree to reverse the budget realignment adjustment for Care Services provided in house and Public Dental service, as detailed in paragraph 5; and
- vii) note the revisions to staffing arrangements dealt with under delegated powers and in accordance with financial regulations within the Council (MC) and NHS Grampian (NHSG) for the period 1 June to 30 September 2025 as shown in Appendix 3.

8. Moray Integration Joint Board Strategic Risk Register Risk 2 (Financial Sustainability) and Risk 8 (Governance and Assurance)

The meeting had before it a report by the Chief Officer presenting the Board with an update to Risks 2 and 8 of the Board Strategic Risk Register, providing a clear overview of current strategic risks, their assessments, and mitigating actions which supports informed decision-making, strengthens strategic planning, and reinforces effective risk governance aligned with the Strategic Plan.

Mr Riddell proposed that recommendation (ii) be amended to read "note the mitigating controls in place and agree assurance is limited" based on concerns raised in relation to the Revenue Budget Monitoring report discussed earlier in the meeting. This was seconded by Councillor Mustard.

Following consideration and there being no one otherwise minded, the Board unanimously agreed to:-

- i) note the updated Strategic Risks 2 and 8 (Appendix 1);
- ii) note the mitigating controls in place and agree assurance is limited;
- iii) note the improvement actions taken in relation to Risk 8 to embed risk governance and strengthen internal audit capacity.

9. Membership of Board and Committees

The meeting had before it a report by the Corporate Manager informing the Board of changes to Membership of the Moray Integration Joint Board (MIJB), Audit, Performance and Risk (APR) Committee and Clinical and Care Governance (CCG) Committee.

In introducing the report, the Corporate Business Support Manager advised of a correction advising the name of one of the Unpaid Carer Representatives was Christine Stevens and not Christine Nicoll as set out in both the report and Appendix.

Following consideration the Board unanimously agreed to:-

- i) note that Ivan Augustus will stand down as the Unpaid Carer Stakeholder member on 27 November 2025;
- ii) to increase the non-voting stakeholder members from five to six, to enable the inclusion of two Unpaid Carer Stakeholder representatives on the MIJB membership from 28 November 2025;
- iii) note the appointment of Aimee McIntosh as the new Third Sector representative, effective from 1 October 2025; and
- iv) note the updated membership of the Board and its committees, attached at Appendix 1.

10. Mental Health Services and Pressures on Primary Care

The meeting had before it a report by the Deputy Head of Service and GP Clinical Lead for Moray providing the Board with assurance regarding progress in the development of mental health service provision, with the specific aim of reducing pressures on primary care and improving patient outcomes.

Whilst acknowledging the work being undertaken to develop mental health services to reduce pressures on primary care, Mr Riddell expressed concern at the time taken to reach this point and set out a chronology of what has happened in recent years. He explained that he had been expressing concern since the early 2020s regarding local mental health with regard to long waiting lists and poor performance for the public, with messaging regarding staffing concerns in terms of recruitment and the need for redesign. He referred to report to the Board in June 2023 outlining the same concerns and, given concerns expressed by the Board on the lack of important detail, he had pressed for a local seminar to provide a fuller picture of what an integrated service in Moray might look like. The seminar was held in October 2023 however he expressed disappointment that rather than an integrated presentation on how it could be pulled together, it consisted of separate presentations from different parts of the system. As a result of the seminar the solution of attracting CESR fellows was considered and the

Board agreed to the necessary investment based on the confidence expressed on the scheme. A further report presenting the Moray Mental Health and Wellbeing System along with a delivery plan and proposed governance structure was submitted to the Board in September 2024. Mr Riddell noted that all deadlines in that delivery plan, with the exception of one, had now passed and there had been no update to the plan. Furthermore, as noted in the Revenue Budget Monitoring Quarter 2 report on this agenda, the CESR scheme had not delivered as intended. In August 2025 he and the Chair met with key mental health staff at Dr Grays during which they asked the managers what improvements members of the public had experienced as a result of the planning, service mapping, consultations and governance structures, and those staff struggled to provide any examples.

Mr Riddell expressed concern that matters in relation to addressing the pressures in primary care were being escalated to the Board from Clinical and Care Governance Committee however noted an update report was not due to come to the Board for another four months referencing the concerns regarding risk and governance in relation to progressing critical issues in Ward 4 at Dr Grays. He asked the report being prepared for the Board in March 2026 does not have more plans, governance structures and processes and instead provide assurance to the Board concentrating on evidence of changes delivered and improved performance.

In response to Mr Riddell's concerns, the Deputy Head of Service acknowledged the significant period of time where there had been no change however stated in the last year the management team with oversight had changed and oversight had been strengthened since then. He advised the service delivery plan had been updated in the background and monthly meetings were being held to review and update the detail in the service improvement plan. The Deputy Head of Service confirmed the report to the Board in March 2026 would provide the detail requested in terms of evidence of progress along with transparency on areas where progress had not been made.

Following consideration the Board unanimously agreed to note:-

- i) the progress made in developing mental health services aimed at reducing pressures on primary care; and
- ii) that a more detailed report on the development of mental health services across the wider Moray health and social care system will be presented to the Board on 26 March 2026.

11. Introduction to Moray Home Assessment Pathway

The meeting had before it a report by the Head of Service informing the Board of the successful bid to implement a Moray Home Assessment Pathway and highlighting how it supports the delivery of Moray Integration Joint Board's (MIJB's) strategic priorities articulated in the Strategic Plan, and the delivery against the nine national Health and Wellbeing outcomes.

Following consideration the Board unanimously agreed:

- i) to note the contents of this report;

- ii) to note that funding has been made available to Health and Social Care Moray (HSCM) to implement a Home Assessment Pathway as part of a Grampian Unscheduled Care Improvement Programme;
- iii) to acknowledge that NHS Grampian will hold the risk in relation to the funding as set out in paragraph 4.13;
- iv) to receive updates on the implementation and impact of the pathway as part of its regular performance reports to Audit, Performance and Risk Committee; and
- v) that the pathway meets the aspirations of the MIJB's Strategic Plan and is aligned to the MIJB's Strategic Delivery Plan.

12. Childrens Services Pressures Report

The meeting had before it a report by the Interim Chief Social Work Officer/Head of Service informing the Board of the significant and sustained pressures, experienced by Children's Services, notably with the increased flow-into care, the permanence backlog, resulting budgetary constraints, and uncertainties surrounding the sustainability of funding streams such as the Whole Family Wellbeing Fund (WFWF), and rising costs of residential care.

Following consideration the Board unanimously agreed to:-

- i) note the contents of the report; and
- ii) approve the strategic direction set out in Appendix 1 to address both the immediate pressures and the longer term sustainability of these services.

Councillor Mustard left the meeting at this juncture.

13. Annual Report of the Chief Social Work Officer 2024-25

The meeting had before it a report by the Interim Chief Social Work Officer/Head of Service informing the Board of the annual report of the Chief Social Work Officer on the statutory work undertaken on the Council's behalf during the period 1 April 2024 to 31 March 2025.

The Board joined the Chair in commending the Interim Chief Social Work Officer for the strength and commitment he has brought to the Council and the Moray Integration Joint Board over the past year.

Following consideration the Board unanimously agreed to note the contents of the report.

14. Public Sector Climate Change Duties Report Submission 2024-25

The meeting had before it a report by the Chief Officer presenting to the Board the Climate Change Duties Report submission for the reporting year 2024/25, in line with statutory requirements under the Climate Change (Scotland) Act 2009.

Following consideration the Board unanimously agreed to approve the the draft Public Sector Climate Change submission to Sustainable Scotland Network (Appendix 1) for the reporting year 2024/25.

15. Moray Integration Joint Board Meeting Dates 2026-27

The meeting had before it a report by the Corporate Manager asking the Board to agree the meeting dates for 2026/27.

Following consideration the Board unanimously agreed to endorse the schedule of the meetings of the Moray Integration Joint Board (MIJB), the Audit, Performance and Risk (APR) Committee and the Clinical and Care Governance (CCG) Committee for 2026/27.

16. Health and Social Care Moray Structure Overview [Para 6.2.1]

The meeting had before it a report by the Chief Officer informing the Board of the proposed revised management structure for Health and Social Care Moray.

Following consideration the Board unanimously agreed to:-

- i) endorse the proposed revised management structure for the Senior Management Team of Health and Social Care Moray and finance resource requirements; and
- ii) note implementation of the proposed changes in phase one will commence once endorsed by Moray Integration Joint Board in November 2025, and subsequent phases to review the Operational Management Team (OMT) (April 2026) and Delivery Teams (September 2026), will be subject to formal consultation in line with Moray Council and NHS Grampian Organisational Change policies and brought back to the Board for endorsement at each stage.