

We are making progress

Summary of key findings		Our progress	
Strategic prioritisation	A	<ul style="list-style-type: none"> Fewer priorities and Key Performance Indicators (KPIs), including via the How Are We Doing (HAWD) Report. New Integrated Performance Assurance and Reporting Framework 2025/26. 	
Leadership, culture, governance and workforce	B	<p>Establishment of the Acute Sector for Aberdeen Royal Infirmary and Dr Gray's Hospital, supported by a dedicated leadership team and management structure.</p> <ul style="list-style-type: none"> Introduction of governance arrangements for the Acute Sector is in progress. Developing integrated clinical pathways, with Cardiology, Orthopaedics and Endoscopy work well underway. A focus from the Chief Executive on leadership stability. Strengthened governance for 3 Programme Boards for our top priorities: Value and Sustainability, Planned Care and Unscheduled Care. New Finance Recovery Board, for additional scrutiny and assurance, with IJB attendance. 	
Working with partners	C	<p>Focus on creating strong and effective relationships with partners and key external stakeholders, grounded in trust and respect, and a commitment to working collaboratively and as a whole system.</p> <ul style="list-style-type: none"> Leading improvements that have input and solutions designed by the whole system. 	
Delegated decision-making	D	<ul style="list-style-type: none"> Once the acute governance arrangements are confirmed, this work will begin 	
Annual budget setting	E	<ul style="list-style-type: none"> IJB Chief Officers, with Chairs and Vice Chairs have presented updated budget positions to the Assurance Board. 7 November 2025 - Local Authority, IJB and NHS Grampian leaders are coming together for integrated financial and service planning session. 	
Financial reporting	F	<ul style="list-style-type: none"> Revised finance report at Board and Board Committee level - incorporating feedback from Scottish Government. Strengthened and expanded financial reporting at NHS Grampian Board meeting. 	
Sharing learning and listening to and acting on feedback from staff	G	<ul style="list-style-type: none"> Weekly meeting with CEO, Director of Nursing and Medical Director and Employee Director, Chair of Area Clinical Forum. CEO and Employee Director co-Chair Grampian Area Partnership Forum (GAPF). APF and ACF Chairs attendance at Chief Executive Team as needed to discuss and work together on staff feedback themes. Engagement with staff around value and sustainability. More to do re: sharing with staff how we are listening and acting on feedback, and sharing learning, including from Significant Adverse Event Reviews and new whistleblowing strategy. 	
Visibility of strategic risks, controls and actions	H	<ul style="list-style-type: none"> Strengthened focus in our HAWD Report and Strategic Risk Register on mitigating actions/timescales for improvement and recovery. 	