



## AGENDA ITEM NO 6

### REPORT NO IJB 42/25

#### ANGUS INTEGRATION JOINT BOARD

25 JUNE 2025

#### CHIEF OFFICER UPDATE

#### REPORT BY JILLIAN GALLOWAY, CHIEF OFFICER

### 1. ABSTRACT

This report provides an update to Angus Integration Joint Board (IJB) on behalf of the Chief Officer on items that do not merit a full report, but the Board may wish to note. The report summarises a range of work being taken forward, taking a collaborative and strategic approach, aimed to continue to address a variety of issues facing Angus Health and Social Care Partnership (AHSCP) and improve outcomes for service users and carers in Angus. The report also includes information in relation to a range of policy updates. Topics covered in the report include:

- Delay in transfers of care
- Unmet need – update
- National Care Service Update
- A renewed approach to population-based planning across NHS Scotland
- NHS Scotland Operational Improvement Plan
- Audit Scotland publications
- Update on Day Opportunities
- Chief Medical Officer Annual Report 2024-2025: Realistic Medicine – Critical Connections
- Angus Carers Academy on STV
- Update re IJB members enquiries:
  - Carers respite spending
  - NHS Tayside's Child and Adolescent Mental Health Service (CAMHS)

### 2. RECOMMENDATION

It is recommended that the IJB note the update provided within this report.

### 3. BACKGROUND AND CURRENT POSITION

#### 3.1 Delay in transfers of care

As at 11/06/2025 there were 9 delays & (plus 4 LD) - Total Delays in transfers to care 13

Classification	Number delayed
Ninewells	4
Royal Victoria Hospital	2
Angus Community Hospitals	3
Psychiatry of Old Age	0
General Adult Psychiatry/Angus Integrated Drug and Alcohol Recovery Service	0
Murray Royal	0
Learning Disability	4

### 3.2 Unmet need

The level of unmet need across AHSCP continues to be reported monthly to Scottish Government as part of the national dataset. As of the week commencing 23 May 2025, the numbers reported were 273 people with 663 hours of unmet need – an increase in hours of unmet need albeit around the same number of people from the previous report. This is highlighting a shift towards more complex packages of care being required. The levels of unmet need continue to range from low to critical and the Services continue to prioritise resources to those with the greatest need. In respect to care and nursing homes, in Angus there are 727 service users currently residing in care or nursing homes, respite beds and supported accommodation. There are currently 50 vacant beds available across Care and Nursing homes.

### 3.3 National Care Service

The last update to IJB in respect of the National Care Service (NCS) highlighted that the Scottish Government is continuing to progress with the amended NCS Bill. The Bill, now titled Care Reform (Scotland) Act 2025 includes the establishment of a non-statutory NCS Advisory Board by March 2025. A letter was received by stakeholders on the 3 April 2025 from MSP Maree Todd advising of Scottish Government's ongoing commitment to publishing the NCS Charter of Rights despite the amendments. The Charter will lay out the rights of people accessing community health and social care and will be co-designed alongside stakeholders. There have been no further updates from Scottish Government in respect of the National Care Service currently. AHSCP continues to reflect the uncertainty around the NCS within Clinical Care and Professional Governance risk register.

### 3.4 A renewed approach to population-based planning across NHS Scotland

- 3.4.1 On 28 November 2024, NHS Scotland Chairs, Chief Executives and Directors of Planning received a letter ([DL \(2024\) 31](#)) from the NHS Scotland Chief Operating Officer about a renewed approach to population-based planning across NHS Scotland. The letter emphasises the need for service planning to align with the population size and be collaborative. It highlights a significant shift in planning, organising, delivering, and potentially funding services to meet Scotland's changing needs and ensure high-quality, sustainable services. NHS Boards will be required to collaborate across NHS Board boundaries – and with Scottish Government – to implement these principles, particularly through the annual delivery plan process.
- 3.4.2 The First Minister's statement on Improving Public Services and NHS Renewal on 27 January 2025, reflected the shift sought in DL (2024)31 and emphasised the need for NHS Boards to work collaboratively to achieve the principles and aims that he set out: improved access to services; shifting the balance of care to the community; focus on innovation to improve access to; and delivery of care.
- 3.4.3 NHS Board Chairs and Chief Executives received a letter on 7 February 2025 from the Director General Health and Social Care and Chief Executive of NHS Scotland (DGNHS) setting out expectations about collaboration. This letter reaffirmed the principles set out in DL (2024)31 with an expectation for increased collaboration between NHS Boards for to help improve the health and wellbeing of the citizens and communities of Scotland and is aligned to the principles of co-operation and assistance as set out in section 12 (J) of the 1978 NHS Scotland Act. This letter also aligns with the key priority deliverables set out in the First Minister's speech on 27 January 2025 which aims to improve access, reform and equity for the people of Scotland.

### 3.5 NHS Scotland Operational Improvement Plan

- 3.5.1 In March 2025, the Scottish Government published the [NHS Scotland Operational Improvement Plan](#). The plan builds on health boards' own delivery planning for 2025-26 and describes a number of commitment and actions across NHS Scotland that are needed to improve the experience of patients. The plan focuses on:

- improving access to treatment
- shifting the balance of care
- improving access to health and social care services through digital and technological innovation

- prevention – ensuring we work with people to prevent illness and more proactively meet their needs.
- 3.5.2 Angus Health and Social Care Partnership will continue to work closely with NHS Tayside as the ambitions are implemented.

### **3.6 Audit Scotland reports**

#### **3.6.1 General Practice**

Audit Scotland released its [report](#) on General Practice on 27 March 2025. The report calls for the Scottish Government to clarify its plan for general practice and set out the actions, timescales and costs to deliver it.

#### **3.6.2 NHS in Scotland: Spotlight on Governance**

3.6.2.1 Audit Scotland's May 2025 report, *NHS in Scotland: Spotlight on Governance*, highlights concern regarding the governance structures within NHS Scotland. The report emphasises that the current governance arrangements are not adequately equipped to support the necessary reforms for the health service to remain affordable and sustainable. A key issue identified is the dual role of the Director-General for Health and Social Care, who also serves as the Chief Executive of NHS Scotland. This consolidation of roles leads to a conflict of interest, as it combines the responsibilities of setting strategic direction and holding the NHS accountable for its performance. Additionally, the report points out that the complexity of planning and governance, involving local, regional, and national partners, complicates decision-making and accountability.

3.6.2.2 The report also critiques the implementation of the "Blueprint for Good Governance," noting that while NHS boards have used it to develop governance improvement plans, there is a lack of external validation of these self-assessments. This absence of independent review makes it challenging to identify boards with governance weaknesses that require additional support. Furthermore, the report calls for the Scottish Government to clarify governance structures, enhance the role of non-executive directors to provide greater scrutiny, and ensure consistent application of sponsorship arrangements across NHS boards. The report underscores the necessity for NHS Scotland's governance to evolve to effectively facilitate and deliver the scale and pace of reform needed in the coming years.

### **3.7 The Independent Review of Inspection, Scrutiny and Regulation of Social Care in Scotland: Progress Update 2025**

The June 2025 [progress update](#) outlines the Scottish Government's ongoing implementation of the 38 accepted recommendations from the Independent Review of Inspection, Scrutiny and Regulation of Social Care. It highlights a phased, collaborative approach centred on human rights, risk-based and intelligence-led regulation, and stronger coordination between oversight bodies. Key progress includes enhancing involvement of people with lived experience, investing in digital infrastructure, improving data sharing, and strengthening partnerships to reduce duplication and support continuous improvement. The update reflects a shift toward a more transparent, inclusive, and outcomes-focused regulatory system for social care in Scotland.

### **3.8 Update on Day Opportunities**

3.8.1 Day Opportunities continues to form a part of our range of commissioned services for people in Angus. Following IJB approval in 2024 of the Day Care Review, a Day Opportunities Framework was to be developed, and work has been undertaken on this over the past year. Alongside this work, and in response to the challenging financial picture, an Interim Market Facilitation Statement has been developed and approved by IJB in April 2025. This Statement will form the basis of discussion and planning around AHSCP commissioning in respect of AHSCP's Strategic Commissioning Outcomes. AHSCP will bring a paper to IJB in August 2025 with the planned next steps of Commissioning for Day Opportunities, aligned to the Interim Market Facilitation Statement and supported by a multi-agency and multi-sector 'Partnership Forum' to enable next step discussions with providers, including our Day Opportunities providers on our commissioning needs.

### **3.9 Chief Medical Officer Annual Report 2024-2025: Realistic Medicine – Critical Connections**

- 3.9.1 [The Chief Medical Officer's annual report 2024-2025: Realistic Medicine - Critical Connections](#) was launched on Monday 9 June 2025. The Chief Medical Officer discusses the principles which enable careful and kind care; suggests what we can do to support healthy ageing and encourage greater upstream prevention; discusses how connection to nature can enhance both our own and our planet's well-being; and the importance of relational continuity. The report contains a case study (pages 9 and 10) focusing on the collaboration that is taking place across Angus to promote prevention and proactive care. "The approach being taken in Angus demonstrates exactly how the principles of Realistic Medicine and Value Based Health and Care can encourage the sustainability we need. By prioritising preventative care that achieves the most meaningful outcomes for people we can prevent illness while optimising the considerate use of resources across the entirety of the population."

### **3.10 Angus Carers Academy on STV**

- 3.10.1 The Angus Carers Academy is run in conjunction with University West Scotland (UWS) and Alzheimer Scotland Centre for Policy & Practice. The Angus team consists of staff from health and social work (nurses, social workers, physiotherapists), Alzheimer Scotland Angus and the NHS Tayside Dementia Nurse Consultant. The Academy commenced in February 2025, and every month provides training for people caring for people with dementia in Angus which consists of detailed education about dementia, using active learning techniques and emotional support.
- 3.10.2 To date 33 carers have attended the Academy and the feedback has been very positive with comments including, "very inspiring"; "brilliant, one of the best run courses I have been to"; "very beneficial, got a much better understanding and it was good listening to other people and what they are going through".

### **3.11 Follow up from IJB Members enquires from April IJB**

#### **3.11.1 Residential respite enquiry:**

The CO met with the IJB Carers Representative on 4 June 2024 to discuss our position regarding the provision of care home respite. Further work requires to place to enable us to robustly interrogate residential respite activity and this will be taken forward within the Service.

#### **3.11.2 NHS Tayside's Child and Adolescent Mental Health Service (CAMHS)**

A briefing about the NHS Tayside CAMHS was issued to IJB members on Friday 30 May 2025. It provided a summary of the services that CAMHS provide and a description of steps being undertaken to reduce waiting times for children waiting for an assessment in relation to neurodevelopmental difficulties.