

CÙRAM IS SLAINTE NAN EILEAN SIAR



INTEGRATION JOINT BOARD

Meeting date: 19 February 2026
Item: 5.1
Title: Chief Officer Update
Responsible Officer: Interim Chief Officer
Report Author: Emma Macsween

1 Purpose

This is presented to the Committee for:

- Awareness

This report relates to a:

- Government policy/directive
- Legal requirement
- NHS Board/ LA /Integration Joint Board Strategy or Direction

Competence:

- The Report provides the Board with an update on key matters relating to system performance, strategic planning and public sector reform.

2 Report summary

2.1 Situation

2.1.1 In November 2025, DL (2025)25 was issued to outline the directions for Sub National Planning (Appendix 1). The document details the two sub-national structures, East and West, for alignment of NHS Boards to facilitate collaboration in terms of service planning and provision. NHS Western Isles is included in the West structure.

2.1.2 The governance includes two Sub National Planning and Delivery Committees (SPDCs) accountable to Scottish Ministers. Health Boards are expected to work with SPDCs to ensure appropriate alignment of planning resources and expertise in support of these new sub-national structures. The scope of the directions currently relates to MyCare.scot,

orthopaedic electives, emergency healthcare and Once for Scotland Business Systems. This agenda is evolving with appointments and membership of working groups progressing at pace. The Plans to be produced by the East and West structures are required to address the deployment of infrastructure, workforce and service capacity as well as the detail on improvement trajectories and the associated governance. There is a two-phase approach to the deadlines for the submission of Plans, and these are scheduled for March and June of this year.

- 2.1.3 With regard to on-going Public Sector Reform developments, the Comhairle and NHS Western Isles have submitted proposals to Scottish Government. At a political meeting in January, an overview of all the submissions from the participating island partners was undertaken. The outcome was a commitment by Scottish Government to consider the detail and provide feedback at meeting to be convened by Government.
- 2.1.4 Audit Scotland have released two key reports relevant to issues the IJB has considered recently, namely performance reporting and delayed discharges. The Community Health and Social Care Performance Report 2025 (Appendix 2) provides an overview of the landscape of performance reporting across Partnerships. The report concludes that more needs to be done to support Partnerships to have the relevant information to plan, make effective decisions and share understanding on performance. There is a recommendation that Public Health Scotland should support a programme of work in this regard alongside Partnership's realising the potential of interactive data tools to enhance performance reporting and service planning.
- 2.1.5 The second report, 'Delayed Discharges – A symptom of the challenges facing health and social care' (Appendix 3), highlights the detrimental impact this complex issue has on patients, their families and the health and social care system. Included in the findings is the commitment to have better analysis and transparency on the various impacts and also the improvement actions that are being shared in terms of best practice. There is also an acknowledgement in the recommendations that there needs to be a review of the current indicators for measuring performance.

2.2 Background

The legal basis for Health and Social Care Partnerships is in accordance with the legal duties associated with Public Bodies (Joint Working) (Scotland) Act 2014. Partnership's duties in terms of Strategic Planning and the setting of Directions require to be considered within the local and national context of governance for health and social care services.

2.3 Assessment

- 2.3.1 The IJB requires to be aware of the implications for the Board's role and function within a context of an evolving environment for health and social care strategic planning. As it is anticipated that there will be more detail confirmed on the progression of Sub-National Planning and Public Sector Reform in the coming months; updates will be brought to the future meetings of the Board and will be included in development day agendas.

2.3.2 The commitment at a national level to support Partnerships in the development of enhanced performance data and analysis is timely given the Board’s wish to improve the contextual information used to assist in the provision of assurance and decision making. The proposed blend of developing evidenced based indicators relevant to local circumstances with a strengthening of the role of Partnerships in the governance of the service renewal framework is also beneficial. Such commitments will help frame the refresh of the Strategic Plan and the development of associated performance measures.

2.3.3 Quality/ Patient Care

Such matters are addressed as appropriate within the referenced documentation.

2.3.4 Workforce

Such matters are addressed as appropriate within the referenced documentation.

2.3.5 Financial

There are no financial implications associated with this Report.

Accountants Name	Signature

Comment from the Chief Finance Officer:

2.3.6 Risk Assessment/Management

The review of the IJB’s strategic risk arrangements has been subject to consideration by the Audit and Risk Committee. The issues included in this Report will feature in the updating of the risk register.

2.3.7 Equality and Diversity, including health inequalities

N/A

2.3.8 Climate Emergency and Sustainability Development

State how this report will support or impact on the Scottish Government’s policy on Global Climate Emergency and Sustainability Development DL(2021)38, against the 5 themes:

1	Sustainable Buildings & Land	n/a
2	Sustainable Travel	n/a
3	Sustainable Goods and Services	n/a
4	Sustainable Care	n/a
5	Sustainable Communities	n/a

2.3.9 Route to the Meeting

Integrated Corporate Management Team.

2.4 Recommendation

- **Awareness – For the membership to be briefed on current developments relating to local and national health and social care service provision.**

2 List of appendices

The following appendices are included with this report:

Appendix 1 – DL92025)25 Sub-National Planning

Appendix 2 – Audit Scotland Community Health and Social Care Performance Report
January 26

Appendix 3 – Audit Scotland Delayed Discharges January 26