

Staff Briefing

To:	All colleagues working within the health and social care partnership (for immediate circulation by Service Managers and Team Managers)
From:	Senior Management Team
Date:	3 December, 2025
Subject:	Update on HSCM organisational review: proposed change to Senior Management Team (SMT) and wider review of the Operational Management Team (OMT), delivery and locality team structures

Briefing purpose

We want to keep everyone updated on the first phase of the HSCM organisational review, including a proposed change to our Senior Management Team (SMT), and outline the next steps for reviewing wider management and service/team structures.

The main purpose of the organisational review is to ensure we can meet increasing demands on the partnership and improve how we work together so we deliver better outcomes for the people and communities of Moray.

This briefing explains what's happening, why it's needed, and what it might mean for you.

The review is not about cutting jobs; it's about realigning roles to meet the future needs of services within existing resources.

Why does the organisational review need to happen?

The organisational review is being led by Kay Dunn, Interim Integration Programme Manager, who reports to Judith Proctor, Chief Officer.

Since the current management structure for HSCM was approved in 2019, major changes have shaped how we work, including:

- COVID-19 impact (2020): increasing demand, workforce pressures and a number of interim changes delivered at pace.
- Local challenges: long-term increasing demand from an aging population presenting with more complex need; recruitment challenges; rural service delivery; and widening health inequalities.

- Children, Families and Justice Services: were delegated by the council to HSCM in 2022 but have still to be fully integrated within governance, performance and operational structures.
- Financial pressures: MIJB to reduce spending by £10.5M in 2025-26 and achieve a balanced budget moving forward.
- Scottish Government reforms (2025): greater focus on prevention, community-based care, digital health and tackling inequalities.
- Transformational Change: all of the above requiring levels of service and model transformation currently beyond our capacity to deliver at the pace needed.

We need to strengthen leadership and service/team structures and fully embed integrated working if we're to respond effectively to these challenges and deliver the transformational change needed to maintain high quality, sustainable services and best value for the community.

How is the review being taken forward

The review will be delivered in three phases and is supported by an Organisational Change Steering Group (OC-SG). Key roles and membership of the Steering Group is as follows:

Key Project roles:

- Judith Proctor, Senior Responsible Officer for the project and Chief Officer, HSCM
- Sean Coady, Chair of the OC-SG and Head of Adult Health and Care Services & Deputy Chief Officer, HSCM
- Deborah O'Shea, Vice Chair of the OC-SG and Chief Finance Officer, HSCM

Membership of the Reference Group includes:

- Deborah O'Shea, Chief Finance Officer, HSCM
- Iain MacDonald, Operational Management Team, Adult Services representative, HSCM
- Lizette Van Zyl Operational Management Team Children's, Families and Justice Services representative, HSCM
- Julie Grant, HR Team representative for Moray Council
- Karen Innes, HR Team representative for NHSG
- Debra Soltani, Partnership Representative for the workforce in NHSG
- Shona Scott, GMB Union Representative for the workforce in Moray Council
- Fiona McPherson, Communication and Engagement Officer, Corporate Services, HSCM

Advisory roles to the Steering Group includes:

- Helen Chisolm, Clinical and Care Governance, HSCM
- Robert Lockhart, Clinical and Care Governance, HSCM
- Jim Lyon, Social Work Professional Governance, HSCM
- Audrey Steele-Chalmers, Allied Health Professionals Governance, HSCM

In the first phase, SMT looked at the leadership structure HSCM needs to ensure we have the right capacity and support to meet the significant challenges facing health and social care in Moray.

SMT has recommended creating a new role, Head of Strategy, Performance, Commissioning and Transformation and have consulted the reference group and OMT.

This role will lead strategic planning, performance monitoring, commissioning, and drive transformation across services. The post will be job evaluated and recruited competitively, with the option of NHS Grampian or Moray Council terms and conditions.

It's recognised that this new senior management post is being proposed at a time of extreme financial pressure. It is not an additional cost – it will be funded from existing management-level vacancies and support the Partnership in aligning its resources to ensure greater impact and support frontline teams in delivering their vital roles.

Following consideration of a confidential report at Moray Integration Joint Board (MIJB) meeting on 27 November 2025, the Board approved the creation of the new post and agreed that the review should progress to phases two and three, involving the Operational Management Team (OMT), delivery teams and locality teams.

Next phases

The next two phases of the review will progress over the next 12 months to ensure clear leadership, stronger service integration, and better alignment with community needs.

Phase 2: Operational Management Team (OMT) – Nov 2025 to Apr 2026

- Review of interim arrangements, gaps, management structure and locality planning and management arrangements.
- OMT members will have opportunities to be involved in co-design and feedback.
- Report to MIJB on proposed changes.

Phase 3: Delivery and Locality Teams – Apr 2026 to Sep 2026

- Focus on integration of services, multi-disciplinary teams, and locality working to better meet the needs of our communities.

- Development sessions with staff, including all delivery and locality teams.
- Report to MIJB on proposed changes.

Throughout, there will be ongoing staff communication and engagement, led by the Reference Group.

What this means for staff

- Nothing is changing right now.
- If the findings of the review are approved, some roles, reporting lines, or team structures may change to improve leadership, decision-making, and service integration.
- Formal consultation processes will take place with affected staff in line with NHS and Moray Council Organisational Change Policies.
- Staff will be kept informed throughout through regular communication briefings and HSCM newsletter updates, and support will be available during the process.

Questions or feedback

Staff can raise questions by emailing gram.hscmcorporate@nhs.scot.

You can also contact your workforce representatives on the Reference Group:

- Iain MacDonald (Adult Services): iain.macdonald5@nhs.scot
- Lizette Van Zyl (Children, Families, Justice Services): Lizette.VanZyl@moray.gov.uk

Or contact staff-side union representatives:

- Debra Soltani (NHS Grampian): debra.soltani@nhs.scot
- Shona Scott (Moray Council): Shona.Scott@moray.gov.uk

APPENDIX I

