

DailyBrief...



Wednesday 21 January 2026

Update from Chief Executive Team Here is the summary of this week's meeting of the Chief Executive Team (CET). This table is shared weekly to keep everyone updated; your feedback on the format is welcomed via gram.communications@nhs.scot

Matters of Concern or Key Risks to Escalate	Major Actions Commissioned/ Work Underway
<p>Financial Position: Forecast deficit for 2025/26 has improved to £44.8m, now within the level of deficit support funding for the first time this year. This is a significant milestone, but continued vigilance is essential given recent operational pressures (influenza surge and severe weather) which impact costs and may persist.</p> <p>Unscheduled Care Pressures: The system remains under strain with high occupancy and patient flow challenges. Mitigation actions are ongoing with sustained oversight required.</p>	<p>2026/27 Priorities: A dedicated workshop for CET will take place to discuss and shape draft priorities for 2026/27. This will allow for deeper discussion and alignment before wider engagement with our community, partners and staff, ahead of formal Board approval.</p> <p>Operational Governance Framework: Proposals for revised arrangements to strengthen operational governance and decision-making were discussed, with an agreement that further discussions will take place during February to inform refinement.</p> <p>Reduced Working Week: Further work is required to resolve outstanding cases and ensure fairness and operational continuity. Discussions will continue outside of CET.</p> <p>Financial Recovery Actions: Continued emphasis on savings delivery and cost control to maintain the improved forecast position. The Value & Sustainability programme remains central to achieving recurring savings of £40m in 2026/27.</p>
Positive Assurances to Provide	Decisions Made

<p>Financial Outlook: For the first time this year, the forecast deficit is within the agreed level of deficit support funding, reflecting strong efforts across teams to manage costs and deliver savings.</p> <p>Planned Care Progress: Despite winter pressures, activity levels remain strong, and national funding is enabling exploration of additional independent sector support to protect patient access.</p>	<p>Endorsement of financial planning assumptions for 2026/27 – including savings targets and engagement with Scottish Government on recurring commitments.</p>
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Adverse Weather Arrangements While we sincerely hope the snowy start to 2026 is the only significant weather event we'll see this winter, experience has taught us it likely won't be. With this in mind, we are again sharing the Adverse Weather Arrangements for your information, with a gentle reminder these should be followed in periods of adverse weather. [You can read it by following this link](#), it is also available on the HR section of the intranet, under 'Policies, Guidance and Lessons Learned'.

'Flu vaccination – it's not too late! Free 'flu vaccination remains on offer to all NHS staff – and social care colleagues who have direct client contact. You can drop in to any vaccination centre in Grampian; [details on locations and opening hours are available via this link](#).

Dragon – essential fix required Users of Dragon should be aware of maintenance work starting TODAY at 5pm and running into tomorrow (Thursday) at 1pm. This is to resolve an issue causing documents to go missing. Letters cannot be created or completed during this period. We apologise for any inconvenience.

Spotlight on Realistic Medicine - It's Okay to Ask Realistic Medicine is about working with people to make choices about their health based on what matters to them. This is called shared decision making. The BRAN questions are designed to help patients and clinicians choose the right care together:

- **Benefits:** What are the benefits of my treatment?
- **Risks:** What are the risks of my treatment?
- **Alternatives:** Are there other options I can try?
- **Nothing:** What might happen if I do nothing?

The BRAN questions are part of a wider campaign called 'It's Okay to Ask'. To find out more, [please follow this link](#). If you have used the BRAN questions, we would love to hear your story: gram.realisticmedicine@nhs.scot

Wellbeing, Culture, and Development Wednesday

Listening WCD embeds listening through courses like Crucial Conversations, this encourages:

- Active Listening Skills: The course teaches staff to stay present and understand perspectives in challenging conversations.
- Safe and Respectful Dialogue: Provides tools for handling sensitive topics with kindness and transparency.
- Restorative Just Culture: Encourages listening without judgment, repairing relationships, and learning from experiences.
- Empowering Voices: Ensures concerns and feedback are genuinely heard and acted upon.

Are you a senior or clinical leader? Interested in undertaking the Crucial Conversations training? Unlock the power of feedback and accountability.

[Find out more via this link.](#)

Courageous Conversations: New Courageous Conversations session dates now live, booking via Turas:[Courageous Conversations Course | Turas | Learn](#)

Join January's Wellbeing Talk the Money Reset Taking place on Thursday 29 January, 2-3pm, via Teams. To register email gram.wcd@nhs.scot

For more information or to raise any queries, please contact the team via gram.wcd@nhs.scot

Tune of the day Fiona McAllan (secretary to the consultant ophthalmologists) makes today's 'sample' request and it's a good 'un! The fabulous ABBA with [Gimme! Gimme! Gimme! \(A Man After Midnight\)](#) and Madonna's equally brilliant [Hung Up](#) (EP)

If you want to request a tune, follow up on items included in this brief, or suggest an item for sharing, drop us an email via gram.communications@nhs.scot