

Daily Brief...



Wednesday 7 January 2026

Weather update The Yellow warning for snow and ice we flagged yesterday has been extended until 11.59pm tonight. Beyond that, rain and sleet showers are possible and it's going to stay very cold. You might have heard mention of Storm Goretti, the first named storm of 2026, but forecasts suggest Scotland will not be badly affected by that.

Weather impact – update from Facilities and Estates The snowy start to 2026, while not unprecedented, has been significant. Facilities and Estates colleagues have faced the same difficulties as the rest of us getting into work, so they are constantly prioritising and reprioritising to meet the needs of the most critical areas. Supplier deliveries are delayed, and our own transport is taking longer, or in some cases not getting through to rural areas at all. Inevitably this means some Estates calls are a lower priority than usual, some cafes have to close, some menus have to change, and some areas are not cleaned.

The grounds team staff have been working round the clock which is unsafe and unsustainable so whilst we are ensuring our sites are cleared, we are also ensuring staff safety as the weather forecast is one of a continued winter spell. In many cases areas we clear and grit are filled in again within hours. Rest assured we will get back to them. The team will continue to support the delivery of health care across Grampian in a safe and sustainable way with the resources available and are grateful for the support and understanding of colleagues.

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>Industrial Action & system resilience: CET noted the elevated operational risk presented by the forthcoming period of industrial action in combination with ongoing winter pressures. While contingency planning is well advanced, assurance was sought on command structures (Gold/Silver) and communication pathways that will support the system.</p> <p>Unscheduled Care (USC) pressures: Demand remains exceptionally high, compounded by weather-related factors. The need to maintain planned care activity in spite of these pressures to meet agreed performance trajectories was recognised.</p> <p>Workforce capacity: Recruitment for two executive director posts is progressing. Interim arrangements will continue in the meantime to maintain leadership resilience.</p>	<p>Industrial Action preparedness: Silver Command stood up from today, with daily review meetings scheduled. Assurance reporting to CET and Non-Executive Directors will be provided throughout the period of action.</p> <p>Planned Care & USC: Tactical plans agreed to minimise cancellations and maintain elective activity where possible. Additional modelling underway to assess impact on year-end trajectories.</p> <p>Culture Programme Board: Terms of Reference confirmed for submission to Staff Governance Committee. Further meeting scheduled to set priorities and Key Performance Indicators for 2026.</p> <p>Putting People First (PPF) strategic approach: CET endorsed progressing the Community Appointment Day (CAD) model as part of service redesign. Health Intelligence dashboard updates will be used to support targeted deployment. Golden threads (prevention of cardiovascular disease, cancer screening, carer support) will be embedded across all CADs to strengthen population health outcomes.</p>
Positive Assurances to Provide	Decisions Made
<p>Governance & leadership: Command structures for industrial action are in place, with clear escalation routes and defined responsibilities. A meeting of Gold command to review and rehearse processes was scheduled for Thursday.</p> <p>Programme Board delivery: All major programmes (Value & Sustainability, Planned Care, USC) continue to operate within agreed governance frameworks, with regular staff updates via Daily Brief.</p> <p>Population Health commitment: Strong CET support for embedding Putting People First principles in both unscheduled and planned care pathways, reinforcing NHS Grampian's ambition to be a population health organisation.</p> <p>Partnership Engagement: Constructive dialogue continues with national and regional groups, ensuring alignment on priorities and support mechanisms.</p>	<p>Industrial Action & impacts of adverse weather conditions: Plans are in place to keep patients safe and services running. Clear communication will continue daily (and more frequently by exception as required)</p> <p>PPF strategic direction: Agreed to adopt the dual approach for CADs (ground-up and secondary care focus)</p> <p>Culture Programme Board: This new board will help drive positive workplace culture and staff wellbeing. Terms of Reference approved for submission to Staff Governance Committee.</p> <p>Board Forward Planner: Draft plan and timetable for commissioning papers confirmed.</p> <p>Finance Reporting: Draft report for Financial Recovery Board and Performance, Assurance, Finance and Infrastructure Committee (PAFIC) noted for refinement ahead of submission.</p>

Maintenance of the Laboratory IT system – Monday 12 January The APEX Laboratory IT System will be unavailable this coming Monday (12 January) between 8-11am. Laboratories will implement an emergency service for Secondary Care during this period, as follows:

- Only send requests where the results are required for the immediate management of the patient
- Only emergency requests will be processed
- Routine requests will not be processed or analysed until the maintenance of the system is complete

During this period, please use the following contingency measures for emergency requests and results:

- Make lab requests using the ERF system
- Send completed request form and sample(s) together in the specimen bag
- Critical results will be phoned out by lab staff
- Results will be available on TrakCare and SCI once the maintenance of the Laboratory IT system is complete
- Turnaround times will be longer than usual during this period

Any routine electronic requesting via ICE and TrakCare will be processed once the Laboratory IT System is back online. Queries should be sent via email to: gram.labsitadmin@nhs.scot

Note: The unavailability of APEX does not apply to Medical Genetics; please continue to send Genetics samples with request forms as normal.

Medusa – new website NHS Injectable Medicines (Medusa) will move to a new website next Wednesday (14 January). The content remains the same, but it will have a more modern look. It will be accessed through the same link on the Hospital Portal, so if you are currently a user of Medusa, all you need to do is familiarise yourself with the user guide [available via this intranet link](#).

Wellbeing, Culture, and Development Wednesday

Our values of caring, listening, and improving will be the theme for this month's WCD Wednesdays. For the next three weeks we will explore how Wellbeing, Culture, and Development support those values. With Time to Talk day coming up next month please think about opportunities to support your wellbeing by following the links below to the sessions on offer:

- [2026 Spaces For Listening](#)
- [Twice weekly Guided Journaling sessions \(Turas link, log-in required\)](#)
- [Information sessions on partial retirement \(Turas link, log-in required\)](#)
- [Retirement planning \(Turas link, log-in required\)](#)

Why not start your 2026 development with **Coaching Skills for Managers** – a blended programme to transform how you communicate as a leader? There are cohorts starting in February and March, [please apply by completing this form](#). Queries to gram.coaching@nhs.scot

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

Tune of the day It's tunes for the people with big birthdays in 2026 this week. If this is the year you turn 40, then [Ain't Nothin' Goin' On But The Rent](#) (altogether now... "no romance without finance") (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