Board Meeting
13.08.26
Open Session
Item 20.1

North-East System Transformation Group

Final Terms of Reference

Date	Commentary	Owner
08/12/25	First Draft of new Terms of Reference v0.1	PT
09/12/25	Second draft with comments from LSK and AS v0.2	PT
20/03/2026	Following comments from NEST-G members Final Draft	PT
03/07/2026	Amended from NEST-G meeting	PT

1.0 Constitution and Purpose

1.1 The North-East System Transformation Group is being refreshed by the Chief Executive Officer of NHS Grampian but developed in full collaboration with its system partners of Aberdeen City Integration Joint Board, Aberdeen City Council, Aberdeenshire Integration Joint Board, Aberdeenshire Council, Moray Integration Joint Board and Moray Council.

1.2 The purpose of the North-East System Transformation Group is to support the identification, investigation and recommendations for financial efficiencies and integration opportunities across the whole-system that aim to deliver improved services and outcomes for Grampian residents.

1.3 The Group has been established to:

- Enhance productivity and value for money through greater collaboration and integration
- Ensure programme management resources are established and directed as effectively and efficiently as possible towards improving resident's care, safety and health outcomes
- Identify redesign and transformation opportunities that will further improve services for the communities we serve
- To consider the implications of national decisions through the new regional sub-planning arrangements for the East & West of Scotland for health services and the 3 Integration Joint Boards and NHS Grampian

1.4 The Terms of Reference will be reviewed and endorsed by each of the system partner organisations reflecting a shared approach to collective responsibility, collaborative decision-making and a commitment to joint-success and risk-sharing approaches.

1.5 Each involved organisation will retain responsibility for their own strategic objectives and programmes of work aligned to their delivery plans.

2.0 Authority

2.1 The North-East System Transformation Group is authorised by the Boards/Councils of its member organisations to:

- Investigate any activity within the remit of the terms of reference.
- Develop the strategic objectives and define the programme of collaborative work to be undertaken to deliver success
- Create task-and-finish sub-groups to take forward specific programmes of work as agreed by the Group's members; and to determine the membership and approve the terms of reference for those sub-groups.

- Make recommendations to or escalate issues to member Boards/Councils where they fall outside the remit of this Group.
- While not anticipated, and for the avoidance of doubt, any financial investment to support work will be subject to each organisations scheme of delegation and standing financial instructions.

Decisions of this Group will relate to scope, prioritisation, sequencing and governance of collaborative work. Statutory, financial and service decisions will remain the responsibility of individual organisations.

3.0 Roles and Remit

3.1 Provide a leadership forum to identify and support the development and review of system-wide efficiency opportunities that focus on collaborative working and transformation/redesign to improve how services are delivered that reduce cost and improve outcomes for the whole Grampian system.

3.2 Agree a programme of work, ratified by each organisation, that the Group will be responsible for monitoring, evaluating, delivering and evidencing for the benefit of residents, staff and the future financial sustainability of the whole health system.

3.3 Set the terms by which a Programme Management Office function will be established, funded, held to account and managed that aligns to and delivers on the agreed remit of work by this Group.

3.4 To collaboratively review financial strategies, transformation / redesign and improvement activities and plans to deliver quantifiable operational and financial benefits and value for money.

3.5 Connect with and ensure alignment of at-scale programmes being progressed with one member organisation are considered for wider collaboration across multiple members, where appropriate.

3.6 Engage with other forums and groups across the system to inform and optimise the transformation opportunities being considered and captured within this Group's agreed scope of work.

3.7 Produce and manage the programme of collaborative work across the Group, monitoring actions, challenges and risks and provide assurance to each respective Board on progress.

3.8 Receive updates on progress from sub-groups established by this Group at a frequency to be determined.

3.9 Evaluate the impact of each programme of work on each partner organisation and be assured the intended outcomes sufficiently aligns with the strategic objectives and that any untoward consequences have been appropriately considered and mitigated.

3.10 Identification of the cultural enablers for collaboration within the Group and across system partners and seek assurance that enablers are in place, and where gaps exist that action is taken.

3.11 Determine and agree a consistent improvement and transformation approach across programmes of work that foster an environment that engages and involves staff in shaping the direction of the workstream.

3.12 Support and champion a culture of improvement across the Grampian system that fosters a willingness to actively pursue benefits for our residents and staff.

3.13 Ensure compliance with information governance and data security regulation, where data-sharing is needed.

3.14 Manage strategic communications and engagement across the Group and externally in relation to key programmes of work; where appropriate.

3.15 Confirm that all programmes of work are underpinned and informed by communications and engagement with key stakeholders, including the local population where required. Communications will be co-ordinated by the PMO in conjunction with communication teams from member organisations.

3.16 Ensure there is a consistent focus on and prioritisation of reducing cost whilst reducing health inequalities and improving clinical outcomes.

4.0 Membership

4.1 The North-East System Transformation Group shall be comprised of:

Name	Title	Organisation
Laura Skaife-Knight	Chief Executive Officer (Chair)	NHS Grampian
Alex Stephen	Director of Finance	NHS Grampian
Gail Woodcock	Director of Strategy, Transformation & Performance	NHS Grampian
Shantini Paranjothy	Director of Public Health	NHS Grampian
Angela Scott	Chief Executive Officer	Aberdeen City Council

Jonathan Belford	Chief Officer – Finance & Interim CFO for Aberdeen IJB	Aberdeen City Council
Jim Savege	Chief Executive Officer	Aberdeenshire Council
Mary Beattie	Head of Finance	Aberdeenshire Council
Karen Greaves	Chief Executive Officer	Moray Council
Lorraine Paisley	Head of Financial Services	Moray Council
Fiona Mitchelhill	Chief Officer	Aberdeen City Integration Joint Board
Leigh Jolly	Chief Officer	Aberdeenshire Integration Joint Board
Gillian Milne	Interim Chief Finance and Business Officer	Aberdeenshire Integration Joint Board
Judith Proctor	Chief Officer	Moray Integration Joint Board
Deborah O Shea	Chief Finance Officer	Moray Integration Joint Board

4.2 Non-members will be invited to attend to present or speak to specific agenda items. The Chair will be notified of these individuals in advance so they can be properly introduced.

4.3 The Meetings will be chaired by the Chief Executive Officer of NHS Grampian who is also a core member of the Group. The Vice-Chair will be filled by other Chief Executives on a rotating basis.

4.4 The Chair will be responsible for agreeing the agenda and ensuring matters discussed meet the objectives as set out in these Terms of Reference.

4.5 Members should make every effort to attend each meeting given its significance to long-term financial sustainability. Substitutes for core members will be by exception only and not normative.

5.0 Meeting Frequency, Quorum and Administration

5.1 The Group will meet bi-monthly at a day and time that is convenient to all members. Scheduled dates for the next twelve months will be set out in Appendix 1. The meetings will be offered as hybrid.

5.2 Quoracy will be reached when the following conditions are met:

- The Chair is present
- A minimum of one representative from each seven member organisations

5.3 If a meeting is not quorate then the meeting may proceed if those in attendance agree, with any decisions taken subject to offline or next meet approval by members not in attendance.

5.4 The Group shall be supported by an administrator provided by NHS Grampian. This will include ensuring:

- The agenda and papers are prepared and then distributed, following agreement with the Chair, no later than five working days prior to the meeting.
- Good quality minutes are taken, agreed by the Chair, and that a record of minutes, attendance and actions are circulated to members no later than five working days after the meeting.
- A Chair's Assurance Report will be produced following each meeting and shared with members for them to use to update their respective organisations on progress.
- Specific actions or matters arising are taken forward between meetings.
- All papers will be stored and archived so they are available to members at future dates.

6.0 Review

6.1 These Terms of Reference will be reviewed for effectiveness twelve months from their adoption.

6.2 Amendments to the Terms of Reference may occur more frequently if required and will be by agreement of a majority of members.

Appendix 1: Schedule of bi-monthly meetings

Meeting Date	Meeting Time	Meeting Format
20 March 2026	16:00 – 17:00	Via Microsoft Teams
03 July 2026	16:00 – 17:00	Via Microsoft Teams
21 September 2026	16:00 – 17:00	Via Microsoft Teams
01 December 2026	16:00 – 17:00	Via Microsoft Teams
19 January 2027	16:00 – 17:00	Via Microsoft Teams
02 March 2027	16:00 – 17:00	Via Microsoft Teams