

NHS GRAMPIAN Meeting of the Grampian Area Partnership Forum (GAPF)

Thursday 19 October 2023 10am to 12.30pm Microsoft Teams

Present:

Board Meeting Open Session 07.12.2023 Item 15.8

Steven Lindsay, Elected Staff Side Chair/Employee Director (Co-Chair) - Chaired Adam Coldwells, Director of Strategy and Deputy Chief Executive (Co-Chair) Diane Annand, Staff Governance Manager Leah Boudreau, CSP (deputy for Kathleen Tan) Lynn Boyd, Service & Development Manager, Aberdeenshire Health and Social Care Partnership Susan Carr, Director of Allied Health Professionals & Public Protection Ian Cowe, Acting Head of Health and Safety Jamie Donaldson, Elected Staff Side Chair of Health & Safety Representatives Group Dianne Drysdale, Smarter Working Programme Manager Alison Evison, NHS Grampian Board Chairperson Jennifer Gibb, Nurse Director – Health and Social Care Partnerships/Mental Health and Learning Disabilities (deputy for June Brown) Alistair Grant, RCN Gemma Hood, SOR Stuart Humphreys, Director of Marketing and Corporate Communications Janine Langler, UNISON (deputy for Martin McKay) Gerry Lawrie, Head of Workforce & Development left for part of the meeting Elinor McCann, Head of Catering, Facilities and Estates (deputy for Chantal Wood) Deirdre McIntyre, RCOP Rachael Melvin, Deputy Service Manager, Child and Family Mental Health Services (deputy for Adeyinka Adewumi) Tom Power, Director of People & Culture Sandy Reid, Lead - People & Organisation, Aberdeen City Health and Social Care Partnership Michael Ritchie, Unite Philip Shipman, Acting Head of People and Change Katherine Targett, Consultant Occupational Physician, Occupational Health Services Cameron Matthew, Divisional General Manager, Acute

Joan Anderson, Partnership Support Officer

In Attendance:

Kaye Findlay, Assistant HR Manager – observer for whole meeting Ted Reid, Head of Logistics Services, Facilities and Estates – for item 4a Emma Pettis, Senior Communications Officer, Corporate Communications – for item 4a Keith Grant, Partnership Rep (UNISON) – for item 4a Lorraine Hunter, Head of HR Service Centre, Human Resources – for items 5e and 5f Faye Dale, Interim HR Manager, Human Resources – for item 4b Alex Stephen, Director of Finance – for item 5d Sarah Irvine, Senior Finance Manager – for item 5d Scott Middleton, Health and Safety Specialist – for item 7a

	Subject	Action
1	Welcome and Apologies	

	Everyone was welcomed to the meeting and apologies were received from the following:	
	Adeyinka Adewumi, Deputy Business Manager (Rachael Melvin deputised)	
	Paul Allen, Director of Infrastructure & Sustainability June Brown, Executive Nurse Director (Jennie Gibb deputised) Janet Christie, BAOT	
	Joyce Duncan, Non-Executive Director, Chair of Staff Governance Committee Caroline Hiscox, Chief Executive Martin McKay, UNISON (Janine Langler deputised) Jason Nicol, Head of Wellbeing, Culture and Development Kathleen Tan, CSP (Leah Boudreau deputised) John Tomlinson, Non-Executive Board Member Chantal Wood, Acting General Manager, Facilities and Estates (Elinor McCann deputised)	
2	Minutes for Approval	
	Minute of the Previous Meeting held on 17 August 2023 was approved.	
3	Matters Arising	
	a. Dress Policy Review	
	Joan Anderson explained that Eleanor Binnie-McLeod had agreed to lead the Dress Policy review. One comment on the Dress Policy Commission consultation had been received regarding the proposed timescale. Partnership Reps had been identified and other people would be invited to join the group following the agreed process.	
	The Policy Review Group would feedback via the GAPF Policies Sub-Group on progress.	
	b. Public Holiday Proposal Update	
	Gemma Hood explained the discussions and agreement at the last GAPF meeting to stay with the status quo for public holiday dates. Checks for dates had been undertaken on the Aberdeen City Council website and dates published on 31 August 2023 to GAPF and shared on the Daily Brief.	
	Thanks was given to the GAPF Terms and Conditions Sub-Group for their work on this.	
	c. Non-Pay Elements of Agenda for Change Pay Award	
	Philip Shipman reported that the working groups were meeting, however progress was required to be kept confidential. The review groups were working to a timetable of 22 November to report to the	

Scottish Terms and Conditions Committee who will consider the outputs of all of those working groups. Communication to Boards was expected shortly after that. The working groups were as follows:	
Band 5 review Pay and reward group – looking at incremental points Protected learning time Reduced working week (37.5 to 36 hours a week)	
d. Response to NHS Grampian Area Partnership Forum (GAPF) - Exchange of Cases	
Steven Lindsay explained that a request for an amendment of timescale for exchange of cases had been discussed by Policies Sub-Group and GAPF. It had been agreed to send a request to amend the process to the Once for Scotland Policy Programme. The request had been discussed by the Once for Scotland Policy Development Group and Programme Board on which there were representatives of the Scotland, representatives of HR Directors and Staff Side. The response received on 11 September 2023 noted that the request had not been agreed and there was no proposal to change any of the Once for Scotland Workforce Policies or supporting documents.	
Philip Shipman expressed disappointment as without the amendment to timescales there could be a detriment to employees. However, as this was a Once for Scotland decision it would have to stand.	
e. Sexual Safety and Misconduct in the NHS - to check current NHS Grampian policies for relevant information and identification of any gaps	
This item had been discussed at GAPF and referred to GAPF Policies Sub-Group to ensure there were no gaps in NHS Grampian policies.	
GAPF Policies Sub-Group had agreed to write to the following people:	
Roda Anunciado-Bird for Equality and Diversity Policies	
Paul Paton for Security and Site Safety Policies	
Emma Pettis for the lead of the Social Media for Personal Use Policy to check as part of the policy review process	
A response had been received from Roda Anunciado-Bird who confirmed that the equality and diversity policies appeared to be compliant. She suggested that it will be good to look at NHS	

	Grampian local procedures on reporting incidents and how to support staff and patients. Joan Anderson had contacted Roda to ask her if she could take this forward.	
	Diane Annand had an action to speak with Steven Lindsay regarding Once for Scotland policies.	JA/DA
4	Involved in Decisions	
	a. Car Parking Review	
	Emma Pettis, Ted Reid and Keith Grant attended the meeting to update on the car parking review and recent survey.	
*	Emma Pettis presented the survey results regarding car parking, specifically on Foresterhill Health Campus (attached).	
	Ted Reid reported on work which was ongoing regarding car parking at Foresterhill which included:	
	 Discussions ongoing with the Wood Foundation regarding staff use of the Lady Helen Multi-Story Car Park. The feedback was that the Wood Foundation would be willing to discuss a review of the planning permission with the proviso there was still spaces for patients and visitors. When the Baird Family Hospital and the Anchor Hospital opened this would move a lot of footfall to the east side of the hospital site How to manage the multi-story – could use automatic number recognition equipment How to monitor compliance of staff use of the multi-story Work with staff Validate patients were patients to ensure people not using spaces wrongly Agree how to follow up if continual breaches by individuals – use of policies available for any other breach Chair of the British Medical Association (BMA) would join the car parking review short life working group Full Active Travel Plan being developed to assist with discussions with Aberdeen City Council Status quo to remain re staff use of multi-story. Agreement reached with the Wood Foundation that no change would take place until a response received from Aberdeen City Council on planning permission Ambition to build some form of car parking at the east side of the site Cycle pods and safe spaces for staff to change/dry off after walking or cycling to work being discussed Discussions with bus companies to improve services to Foresterhill site ongoing 	

Keith Grant noted the importance of feedback to staff on the survey. Ted Reid confirmed that the next step would be to communicate the results in an open and transparent way and let staff know the work that was ongoing as described above and give the reassurance that the multi-story car park continued to be available for staff in the two top floors.

Steven Lindsay thanked everyone involved for all the work that had been done.

Sandy Reid proposed that shuttle buses across the city should be reinstated. He suggested that people may be willing to pay a small fee for using shuttle buses. Sandy also felt that mentioning the high profile of low emission zones and bus gates when discussing car parking with Aberdeen City Council was important.

Ted Reid asked if anyone had any other suggestions to relieve the car parking situation that was not already being worked on to please pass this on to him. The purpose was to make the situation as good as possible for everyone.

b. National Profiles for Nursing and Midwifery Health Care Support Workers - Bank Workers

Faye Dale updated on the work regarding review of band 2 health care support workers (HCSW) on the bank with a view to moving to a band 3. An initial meeting had taken place to look at all the challenges to the process specific to bank arrangements of having band 3 HCSW. A phased approach would be taken and this would begin with staff with both substantive and bank contracts before moving onto those with only a bank contract. The process to be fair for all. Further updates would be received as progress was made.

c. Woodhill House Update

Dianne Drysdale updated the group on behalf of the Woodhill House Project Board. Agreement had been reached with Aberdeenshire Council regarding teams moving to office accommodation at Woodhill House. The project had been under consideration, in different forms, for many years and the Project Board was pleased it was finally coming to fruition. They were in direct communication with those teams who would be relocating, to keep them fully informed in the process. A moving date had to be set but it could be confirmed that this would not be before April 2024.

The car park at Woodhill House was part of the project.

Gerry Lawrie asked if the Project Board could carry out a similar survey re car park for colleagues moving to Woodhill House. Dianne Drysdale advised that progress was being made on drafting a generic, anonymous, feedback form and the group could also draft a

	separate specific feedback form for car parking. Dianne would take back the suggestion from Gerry Lawrie to the Woodhill House Project Board for discussion.
	Elinor McCann highlighted that the shutting of Westholme may affect the Aroma cafe in Woodend, and wanted to know how many staff worked at Westholme. Dianne Drysdale advised that circa 250 colleagues were based in Westholme, however the desk booking indicated less than 50% were in the office on a daily basis, and it was unknown how many of those used the cafe regularly.
	d. Staff Governance Committee Report
	Diane Annand, speaking on behalf of Joyce Duncan, Chair of Staff Governance Committee (SGC) presented the SGC report. The purpose of the report was to inform GAPF of key topics. These included: Medical Unscheduled Care Portfolio had presented a report to SGC and this would come to GAPF in due course; 2023 annual delivery plan update on performance; deliverables 2023/24 aligned to SGC and culture and staff experience.
5	Well Informed
	a. Once for Scotland Workforce Policies – Phase II
	Philip Shipman explained that 11 new policies under the heading of Supporting Work Life Balance would become live from 1 November 2023. The policies were:
	Flexible Work Location • Flexible Work Pattern • Retirement • Career Break • Special Leave • Maternity • New Parent Support • Shared Maternity and Shared Adoption • Parental Leave • Breastfeeding • Adoption, Fostering and Kinship
	HR Team had compared the draft policies with the local NHSG Policies and highlighted the differences.
	Whilst HR and trade union/professional organisation colleagues had advance notification, the policies were not fully finalised. All Boards had an opportunity to feedback to the Once for Scotland Workforce Programme Board who would make final amendments. NHS Grampian had requested a list of the final changes to save people having to check through all of the policies again to find what had been updated.
	A process was being developed to roll out the policies to the wider organisation once the final link to the final policies received on 1 November 2023.
	Gerry Lawrie updated that the purpose of the Jobtrain Review Task and Finish Group was to review the recruitment interface, otherwise known as JobTrain, identifying barriers and user feedback to inform

developments of a more accessible and user friendly recruitment interface. This related to the delivery of the Anchors Workforce Strategic Group outcome that empowered NHS Boards to provide fair work opportunities to those at most risk of economic disadvantage to support the reduction of health inequalities. This answered a question from Sandy Reid regarding difficulties some people had when trying to complete applications for vacancies in NHS Grampian.	
Cameron Matthew asked if a frequently asked questions (FAQ) sheet could be shared with staff including the differences in the new policies. He also asked if the differences/changes could be noted as big, medium or little change.	
Philip Shipman confirmed that communication including FAQ would be shared with staff. A national pack already had some of the information and NHS Grampian HR Team had added to it. Philip was not sure if the second request could be achieved.	
b. Recruitment and Retention Premia (RRP) - Mid-Term Review Submission	
Diane Annand noted the paperwork was shared with GAPF for information only. Wayne Strong, Head of Maintenance & Technical Services, lead on the completion of the paperwork which was considered by GAPF Terms and Conditions Sub-Group prior to submission to the Scottish Terms and Conditions Committee (STAC). STAC wished Boards to work towards not requiring RRP, however NHS Grampian required it meantime.	
c. Partnership reporting arrangements from Portfolios and Sectors	
Steven Lindsay noted that Portfolios and Foresterhill Campus Partnership Forum process for seeking nominations for Staff Side Co-chairs was in progress. He believed that all parts of the system was connected for reporting for both Partnership to GAPF and health and safety to the Occupational Health, Safety and Wellbeing Committee.	
Tom Power reported that terms of reference from the three portfolio health and safety committees would be submitted to the Occupational Health, Safety and Wellbeing Committee meeting in November 2023 for review and approval.	
d. Finance Update	
Sarah Irvine and Alex Stephen attended GAPF to update on the latest position regarding Finance.	
Sarah Irvine gave a presentation on NHS Grampian financial performance (attached).	

Alex Stephen reported that the financial situation was continuing to be very challenging. The Chief Executives Team (CET) were considering actions that could be taken to manage the financial position.	
The September Finance Report is being finalised and indicates a deterioration of the financial position from August.	
Alex Stephen had two requests as follows:	
i. for a small group of GAPF to be formed to support Finance around efficiency and savings measures and try to come up with new ideas from services.	
ii. for GAPF to support work to agree the same approach as 2022/23 regarding the carry forward of annual leave	
GAPF agreed that instead of a new small group of GAPF to be set up, additional Partnership Reps to be requested to join the Value and Sustainability Group. Joan Anderson to request volunteers.	JA
Diane Annand suggested that the sub-groups of GAPF ie Policies, Terms and Conditions and Development is best placed to assist with the work on carry-over of annual leave. Finance to liaise with this sub group to take this work forward.	AS/SI
Steven Lindsay reminded the group that Staff Governance had equal importance to Clinical and Financial Governance and staff wellbeing was very important. Sometimes the carryover of annual leave was the only option in exceptional circumstances.	
Further communication of these measures to the organisation will be considered as required.	
e. Weekly Pay for Bank Workers	
Lorraine Hunter explained that weekly pay for bank workers was part of the NHS Grampian Delivery Plan to establish if it would be a benefit to move to weekly pay for bank workers as an incentive to fill more bank shifts and in turn reduce the need for agency staff. Funding was provided for additional resource to make this happen.	
A 12 month test of change had been implemented for weekly pay for all bank workers from November 2022. CET to review the test of change. Part of the review was a survey which closed at the end of September 2023 and consisted of a series of questions for bank workers and managers. Recruitment, Finance, NMAHP Bank and HR Service Centre colleagues, as operational services impacted by the test of change, had also been asked for their views.	

Support for the survey was being given from Corporate Communications.	
The survey response was 27% (2000+ responses). A small group would consider the responses and prepare a paper to be submitted to CET with a recommendation on the test of change."	
f. Pension Changes Update	
Lorraine Hunter had shared a comprehensive paper to the group on the pension changes. Lorraine went over the highlights from the paper which included the following:	
 Importance of pensions in the recruitment and retention of staff 	
 Scottish Public Pension Agency (SPPA) had launched consultation on proposed changes in May 2023 	
 Lorraine Hunter had previously provided an update to GAPF in July 2023 	
Consultation closed August 2023	
 SPPA published the outcome of the consultation mid- September 2023 and followed up with a circular and guidance for employers to implement 	
 The paper gave details of the current contribution structure and the revised one which had been implemented from 1 October 2023 	
 Contribution percentage rate calculated on actual pensionable pay as opposed to full-time pensionable pay. This may reduce contributions for part-time staff 	
 The majority of whole time staff would have an increase in contributions 	
 Two phases for the changes to the contribution structure. Phase 1 and phase 2. Phase 2 for October 2024 	
 but no information on pay tiers or contribution rates to date Further changes from 2024 changes – need data sharing 	
agreements to share information nationallyExamples of changes were detailed in the paper	
 Pensionable pay assessment has to be completed each time 	
there was a change to a scheme member eg acting up, change hours, additional hours, etc, to determine if	
 contribution rate changes required If someone has more than one job, their earnings would be 	
aggregated to find out what pensionable rate they fell into and then pay same rate for all posts.	
 SPPA had asked employers to do an assessment when pay changes eg half sick pay and maternity pay. Complex but for 	
the futureScheme member's contribution rates may change in October	
2023 and again in April 2024 then again in October 2024 due	
 to phase 2. Then revert back to an annual cycle of each April Employers contributions would not change 	

	 Accrual rate to calculate actual pension was based on actual pay so this would not be changed Partial Retirement (not the same as Retire and Return) was new for 1995 scheme members and in place from 1 October. This allowed scheme members who reached minimum pension age for them to take some or all of their pension and continue to work. This had previously been in place for all in pension schemes apart from those in 1995 scheme. This would be discussed as part of Flexible Work Policy until the Once for Scotland policy was implemented as part of the suite of policies due on 1 November 2023 Flexibility reduction in pensionable pay would most commonly be achieved by reduction in working hours to achieve 10% reduction in pensionable pay. Employer has the flexibility to approve reduction in hours, but these hours if worked as excess/EPAs being non-pensionable. t Lorraine outlined the risks with the changes which included: Scheme participation may reduce slightly but this may be offset by part time workers staying in longer. England and Wales introduced changes last October and although not exactly the same, they had not seen a reduction. Governance body to do evaluation in 2024 People not being aware of the changes or not understanding them. An article had been shared in the Daily Brief at the end of September 2023 and a reminder shared a week after. More reminders in Daily Brief planned up to end October pay date. Frequently Asked Questions had been shared with the Daily Brief and to be made available on the intranet" 	
6	Appropriately Trained and Developed	
	 a. GAPF Development Event – Next Steps Steven Lindsay reported on the successful GAPF event on 21 September 2023. He said the feedback had been very positive about having the event face to face and there was a wish to plan next year's event to take place in person in a similar venue. The proposal was to have one all-day event in September 2024. Further feedback from the GAPF Action Planning Group would be shared at a future meeting. Jamie Donaldson reported that the event had been very good, especially the presentation and workshops on fatigue. He had shared the video on driver simulation with other groups as this showed how tiredness affected someone's driving. This helped the discussion on staff breaks, rest, etc. Gerry Lawrie explained that the presentation on Prevention and Management of Violence and Aggression was a significant topic 	

	which GAPF had discussed over a number of years. The work Scott Middleton had undertaken in relation to his course and the feedback	
	he had given was significant and useful for the organisation. However, this was a small snapshot and it was suggested it would	
	be good to do in a wider area but would need resource to do this. It	
	was agreed to keep this on the agenda as an ongoing challenge and note that the Occupational Health, Safety and Wellbeing Committee	
	would also discuss it.	
7	Provided with a continuously improving and safe working environment, promoting the health and wellbeing of staff, patients and the wider community	
	a. Working at Heights Policy	
	Scott Middleton gave a brief outline of the background to reviewing the policy which provided a clearer policy for NHS Grampian staff. Before the policy was approved, Scott had discussed wording regarding age as a risk factor. Katherine Targett and the impact assessor had agreed alternative text taking into account discrimination and health and safety legislation.	
	GAPF approved the policy.	
	b. NHS Grampian Changing Rooms and Locker Review	
	Alistair Grant and Keith Grant presented a paper to GAPF on behalf of Staff Side as requested by GAPF.	
	GAPF approved the recommendations within the paper.	
	Discussion took place on how to take forward the recommendations and comments made as follows:	
	 How does the group set out a plan to deliver at the rate required at the same time as as recognising the financial situation? Timescale for this project 	
	 Scope in sectors/portfolios and then return to take forward New builds - long term and how things should be done 	
	Alistair Grant agreed to lead a group and discuss with Keith Grant how to take this forward and feedback at the next meeting. Jamie Donaldson would add to the Health and Safety Reps Group agenda for discussion.	AG
	c. Health and Safety Update	JD
	Ian Cowe gave a general update to the group on health and safety:	

H&S Expert Group

Thought I'd start this update by sharing some of what's happening with the H&S Expert Group at the moment. Just a reminder for everyone that the H&S Expert Group is the group that brings together all the Chairs of the Portfolio H&S Committees plus representatives from other Team and is there to move the H&S agenda forward across the organisation. The Group then reports into the OHS&W Committee for assurance purposes.

We've started looking at what is being reported and discussed at the Group with the aim of making meetings more effective and interactive. We're keen to introduce the use of more measurable data so that meaningful comparisons can be made in terms of H&S performance across the Portfolios.

H&S governance arrangements to reflect the move to Portfolios

With the move to Portfolios it was becoming increasingly clear that the old Acute H&S Committee was no longer effective and new governance arrangements were required. It's been decided that the 3 Portfolios which previously made up Acute will each have their own H&S Committees. The new IFP Committee has met twice, MUSC and ISC have drafted a TOR for their Committees which is out for comment.

Monitoring

One thing that has been missing in terms of H&S governance is an overarching H&S monitoring programme for the organisation. The H&S Team previously received funding for 3 H&S Monitors and they have been carrying out a pilot of a monitoring programme in 11 areas across the organisation. This will be completed next month and the results will be used to inform the final version of the monitoring programme going forward.

Prevention and Management of Violence and Aggression

Everyone will be aware that we had the intervention by the Health and Safety Executive last year for the management of violence and aggression in 5 wards at ARI. Work has been ongoing to roll the lessons learned from this to the wider organisation. The first step has been requesting areas where we believe violence and aggression to be a significant issue, but have no training programme in place, to complete a Training needs Analysis form so that the PMVA Team can identify the training requirements for that area. Of 93 areas requested to complete a TNA, 90 have sent theirs back. In terms of the numbers of PMVA courses been delivered, if we compare the first half of 2023 with the same period in 2022, the number of breakaway courses being delivered to staff has trebled and the number of low-level restraint courses has doubled (which gives an indication of how much busier the PMVA team are). We've also now recruited permanently into the 3.5 WTE additional posts we were awarded funding for last year.

One thing the HSE wanted to see last year was better recording of verbal abuse events. We know that there is underreporting of these and have developed a tally system to make recording easier. We're still not seeing the level of engagement we'd like and continue to encourage areas to use this. If these events aren't being recorded, then the organisation will be unaware that it's occurring. One area where further clarity is required is the Nurse Bank. Based on Nurse Bank figures it's believed there are around 2,500 Bank workers who work exclusively for the bank. The Nurse Bank have been trying to find out which Bank Workers are working in wards where V&A is likely to be a significant issue, however more work needs to be done on this.

FFP3

The Fit Testing Team (based within the H&S Team) continue to be busy recalling staff from the list of staff who have passed a test on an FFP3 mask and are now due a re-test. The Team have been concentrating on the 25% of staff who had a pass which is due to expire soonest, however this was recently expanded to keep up with the recall schedule. A significant amount of Team admin time is spent chasing up staff who have not yet booked an appointment. There are over 12,000 staff on the master spreadsheet, to date 33% of those staff have been recalled. Of those recalled, 60% have now passed a re-test.

Launch of refreshed H&S Team webpages on the Sharepoint Platform

We'll be launching updated H&S webpages on the new sharepoint platform in November. These will be much easier to navigate.

H&S Toolkit for managers

This e-learning programme has been designed to help managers understand their health and safety responsibilities and signpost them to the supports available in carrying these out. To date this has only been required training for new managers. Following previous agreement with the CE Team, this will now be required training for all managers and the plan is to launch as part of YOTM over the next couple of months."

d. Covid Special Leave arrangements, communications and SSTS

Philip Shipman explained that if a member of staff was absent from work with no Covid test the absence would be recorded on SSTS as sickness absence. If someone provided a positive Covid test and were absent from work it would be recorded under Special Leave on SSTS. This has remained the same from the time the section was introduced on SSTS. Staff were never informed that this had ceased.

	Diane Annand had requested further clarity from the Scottish Government to ensure consistency across Scotland and this was awaited. An update would be shared as soon as it was received.	
8	Treated Fairly and Consistently, with Dignity and Respect, in an environment where Diversity is Valued - no items	
10	Any Other Competent Business	
	Partnership Release:	
	Steven Lindsay reported that the need for Partnership release was increasing, however, reps were having more difficulties gaining facilities release time. He asked for Partnership Release to be added to the agenda for the November 2023 GAPF meeting.	
11	Communications messages to the Organisation	
	Steven Lindsay would prepare a report from the meeting for the NHS Grampian Board.	SL
12	Date of next meeting	
	The next meeting of the group to be held at 10am to 12.30pm on Thursday 16 November 2023 via Microsoft Teams.	
	Agenda items to be sent to by 30 October 2023	
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Joan Anderson - gram.partnership@nhs.scot