



REPORT TO: HEALTH AND SOCIAL CARE INTEGRATION JOINT BOARD – 21ST AUGUST 2024

REPORT ON: TAYSIDE INPATIENT LEARNING DISABILITY SERVICE

REPORT BY: CHIEF OFFICER

REPORT NO: DIJB50-2024

1.0 PURPOSE OF REPORT

1.1 The purpose of this report is to advise Dundee Integration Joint Board of the operational decision taken by NHS Tayside's Executive Leadership Team to progress the move to a single site for Tayside Inpatient Learning Disability Services in line with the strategic direction previously agreed by the Tayside Integration Joint Boards.

2.0 RECOMMENDATIONS

It is recommended that the Integration Joint Board (IJB):

- 2.1 Notes the content of the report on the Tayside Inpatient Learning Disability Service as attached as appendix 1 to this report.
- 2.2 Notes and supports the request to reaffirm the strategic direction agreed in 2018 with regards to a move to a single site model for Tayside Inpatient Learning Disability Services.
- 2.3 Notes the development of a comprehensive programme of work to progress the move to a single site by August 2025.
- 2.4 Notes the intention to provide quarterly progress reports to the IJB and instructs the Chief Officer to ensure these are provided accordingly.

3.0 FINANCIAL IMPLICATIONS

- 3.1 The financial framework associated with the move to a single site model for Inpatient Learning Disability Services is currently being developed through a distinct finance workstream in the working group overseeing the service changes. This will include exploring the disinvestment and reinvestment opportunities associated with the service changes. The infrastructure costs of implementing the service changes will be funded by NHS Tayside given these are not delegated to the IJBs.
- 3.2 A number of the current patients in the existing facilities are classed as delayed discharges and while a range of discharge plans to the community are in place, should these be required to be accelerated to support the move to a single site then consideration will need to be given within the finance workstream as to available funding options.

4.0 MAIN TEXT

- 4.1 Inpatient Learning Disability Services in Tayside are currently provided across the Carseview and Strathmartine hospital sites. The bed base consists of a 10 bedded Learning Disability Assessment Unit at Carseview with 14 beds provided at the Strathmartine site.
- 4.2 In January 2018, Perth and Kinross Integration Board as lead strategic planning partner for Tayside Inpatient Mental Health and Learning Disability services approved a decision to move to a single site model for Learning Disability Services at Murray Royal Hospital in Perth. This was following a consultation and engagement process which had previously been reported to Dundee IJB. (Article XI of the minute of the meeting of 27th June 2017 and Article VI of the minute of the meeting of 19th June 2017 refers)
- 4.3 The attached report outlines the reasons why this service change did not progress timeously following that decision and sets out the current issues with the physical environment in addition to leadership, professional practice and culture highlighted through an internal Care Assurance Review and feedback from a recent Mental Welfare Commission unannounced visit.
- 4.4 The attached report also sets out the subsequent operational decision taken by NHS Tayside's Executive Leadership Team (which includes the 3 Tayside IJB Chief Officers) to expedite the move to a single site model and outlines the approach to deliver this taking into consideration patient and families and workforce implications in addition to financial, infrastructure and future care arrangements through a work programme overseen by a newly established Inpatient Learning Disability Transition Task and Finish group.

5.0 POLICY IMPLICATIONS

- 5.1 A full EQIA will be undertaken by the Inpatient Learning Disability Transition Task and Finish group and will be shared with the IJB as part of the quarterly reporting process once complete

6.0 RISK ASSESSMENT

Risk 1 Description	There is a risk that if progress is not made to move to a single site model of delivery for services, patient care will be impacted on due to environmental factors and clinical and professional practice issues
Risk Category	Operational
Inherent Risk Level	Likelihood (4) x Impact (4) = Risk Scoring (16) Extreme Risk
Mitigating Actions (including timescales and resources)	Delivery of programme plan within timescales Effective discharge planning where appropriate Whole system approach to programme delivery
Residual Risk Level	Likelihood (2) x Impact (3) = Risk Scoring (6) Moderate Risk
Planned Risk Level	Likelihood (2) x Impact (3) = Risk Scoring (6) Moderate Risk
Approval recommendation	Given the potential risks of doing nothing and the impact of the mitigating factors the risk should be accepted

7.0 CONSULTATIONS

- 7.1 The Chief Finance Officer and the Clerk were consulted in the preparation of this report.

8.0 DIRECTIONS

The Integration Joint Board requires a mechanism to action its strategic commissioning plans and this is provided for in sections 26 to 28 of the Public Bodies (Joint Working)(Scotland) Act 2014. This mechanism takes the form of binding directions from the Integration Joint Board to one or both of Dundee City Council and NHS Tayside.

Direction Required to Dundee City Council, NHS Tayside or Both	Direction to:	
	1. No Direction Required	X
	2. Dundee City Council	
	3. NHS Tayside	
	4. Dundee City Council and NHS Tayside	

9.0 BACKGROUND PAPERS

9.1 None

Dave Berry
Acting Chief Officer

DATE: 14 August 2024

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Meeting:	Integrated Joint Board and NHS Tayside Board meetings
Meeting date:	August 2024
Title:	Inpatient Learning Disability Service.
Responsible Officer	Sandra MacLeod, Deputy Chief Executive (Interim) NHS Tayside
Report Author:	Sandra MacLeod, Deputy Chief Executive (Interim) NHS Tayside Keith Russell, Nurse Director, Mental Health and Learning Disabilities, NHS Tayside

1 Purpose

The purpose of this report is to set out the current issues relating to Learning Disability Assessment Unit, Carseview and environmental issues at Strathmartine and provide the rationale for the operational decision undertaken by NHS Tayside Executive Leadership Team to progress the move to a single site for inpatient learning disabilities services on Murray Royal Hospital Perth.

The Angus, Dundee and Perth & Kinross IJB and NHS Tayside Board are asked to:

- a. Reaffirm the strategic direction agreed in 2018 and 2023 (March and June)
- b. Acknowledge the development of a comprehensive programme of work to progress the move to single site by August 2025.
- c. Consider quarterly progress reports to the IJB and NHST
- d. Ensure that communication to and engagement with staff and patients/carer cohorts is aligned to c above

This is presented to the Integrated Joint Boards of Angus, Dundee and Perth & Kinross and NHS Tayside Board for

- **Awareness**

This report relates to:

- Emerging issue
- Government policy/directive
- NHS Board/Integration Joint Board Strategy or Direction

This aligns to the following NHSScotland quality ambition(s):

- Safe
- Effective
- Person Centred

2 Report summary

2.1 Situation

Inpatient Learning Disability Services in Tayside are currently provided across two hospital sites Carseview and Strathmartine.

At Carseview there is the 10-bedded Learning Disability Assessment Unit and at Strathmartine there is the 8-bedded Low Secure and 6 bedded Behavioural Support Interventions Wards.

The existing model of care within Strathmartine co-locates occupational therapy and day services, creating a sense of therapeutic community for patients and staff. The relocation of in-patient services will also require to give due consideration of occupational therapy services.

2.1.1 Carseview Centre Care Assurance Review

A Care Assurance Review was undertaken in the Learning Disability Assessment Unit in the Carseview Centre in February and March 2024, and which reported in April 2024 to the Executive Lead for Mental Health and Learning Disability. This review has raised concerns relating to leadership, professional practice issues and professional nursing conduct concerns.

A Learning Disability Situational Awareness report summarising the findings of the review, providing assurance on the current practice in the unit and making recommendations for action was presented to the NHS Tayside Executive Leadership Team on the 29 April 2024.

The paper set out recommendations to rapidly:

- deliver a programme of work to ensure quality and safety of patients
- move to a single site model of inpatient delivery to maximise the leadership oversight, formalise and strengthen governance, maximise the efficiency and effectiveness of the workforce and improve the quality of accommodations for patients

The NHS Tayside Executive Leadership Team on 29 April 2024 approved the recommendations set out in the paper.

The NHS Tayside Care Governance Committee also received an assurance report about the mitigations that had been put in place immediately at Carseview to ensure patient safety and care quality at its meeting on 6 June 2024.

2.1.2 Strathmartine

On 18 June 2024, the Executive Nurse Director and the Medical Director received feedback from an unannounced Mental Welfare Commission visit to the Strathmartine site which had happened on 29 May 2024.

The MWC highlighted significant concern regarding the level of dilapidation and disrepair in the built environment and the impact this was having on the care experience of patients and the working environment for staff.

It has been widely recognised over a period of years that there are benefits and limitations within the Strathmartine environment. Whilst some works have been undertaken to improve the quality of the patients' living environment, there are significant limiting factors and deterioration in the overall quality of the environment.

The impact this is having on patient safety was noted by the Medical Director and Executive Nurse Director in correspondence with the Chief Executive on 28 June 2024, in which they clearly set out their view that the Strathmartine ward environment does not, and will not be able to, create a therapeutic environment for patients and there is a requirement to expedite the move to a single site for inpatient learning disability services.

The verbal feedback from the MWC and recommendations for remedial action were presented to the NHS Tayside Executive Leadership Team in July 2024 in a further Learning Disability Service report, which brought together the considerations and recommendations of the Learning Disability Assessment Unit Care Assurance Review and the Mental Welfare Commission. At time of writing the report we have not yet receive the written report.

2.2 Background

In January 2018 Perth and Kinross Integration Joint Board approved a decision to create a single site for Learning Disability Services at Murray Royal Hospital as part of a wider Transformation Programme for General Adult Psychiatry (GAP) and Learning Disability (LD) In-Patient Services. Under the schemes of delegation in place in 2018 Perth & Kinross Integration Joint Board had delegated authority for strategic planning of in-patient Mental Health and Learning Disability Services.

The link to meeting papers for the Perth and Kinross Integration Joint Board on the 26 January 2018 is included below (see item 7.3, p41 of the pack)

[https://www.pkc.gov.uk/media/41369/Agenda-Document-Pack-26-January-2018-Part-1/pdf/Perth and Kinross Integration Joint Board - 26 January 2018 - Part 1.pdf?m=1516630968510](https://www.pkc.gov.uk/media/41369/Agenda-Document-Pack-26-January-2018-Part-1/pdf/Perth%20and%20Kinross%20Integration%20Joint%20Board%20-%2026%20January%202018%20-%20Part%201.pdf?m=1516630968510)

The previous approved decision to move Learning Disability inpatients to a single site did not progress due to a number of factors including the establishment and reporting of the Independent Inquiry into Mental Health Services, the impacts of the COVID-19 pandemic and the oversight arrangements put in place by Scottish Government through the Independent Oversight and Assurance Group (IOAG).

The IOAG delivered its final report in January 2023.

It said: “In our second quarterly report, published in June 2022, we highlighted three specific areas that required urgent attention. We have not yet seen plans to take these issues forward. It is now imperative that Tayside do so with pace and ambition and in a way that engages with patients, families, partners and communities.

The three issues were:

1. Progressing the decision around about single site provision in Tayside for inpatient mental health care.
2. The physical environment in Strathmartine, which raised concerns for both patients and staff.
3. Addressing the issue of significant delayed discharges, meaning that patients were being kept in inpatient beds longer than they needed to be.

A whole-system improvement plan - The Mental Health and Learning Disabilities Improvement Plan - was developed in response to the IOAG's final report with priority workstreams to address the first recommendation of the IOAG relating to single site decision, Strathmartine environment and delayed discharges. The timeline for a decision on the single site was by March 2026. This Mental Health and Disabilities Improvement Plan was approved by the three IJBs and Tayside NHS Board in March 2023.

The proposal and direction of travel set out in this report for learning disabilities align with this recommendation from the IOAG's final report. The change is to the timeline and the need to expedite the move

2.3 Assessment

There is an urgent need to address the issues detailed in both the Carseview Care Assurance Review and the statement from the Executive Nurse Director and Medical Director to the NHS Tayside Chief Executive on 28 June 2024 that Strathmartine ward environment does not, and will not be able to, provide a therapeutic environment for patients and there is a requirement to expedite a move to a single site for inpatient Learning Disability Services.

The NHS Tayside ELT considered the options to address both these issues at its meetings on 8 and 15 July 2024. In particular the ELT considered and agreed with all of the following recommendations, including the requirement to expedite the move of Inpatient Learning Disability Services to a single site at Murray Royal Hospital.

1. Agree with the recommendations from the Board Medical Director and Nurse Director that Strathmartine is an unsustainable clinical environment to provide best quality care.
2. Agree that the concerns raised in relation to the Strathmartine environment should be considered alongside the concerns raised by the Care Assurance Review of the Learning Disability Assessment Unit (LDAU) at Carseview (considered by ELT on April 29) in relation to professional practice issues and professional nursing conduct concerns.
3. Agree that, as a consequence of these collective concerns, the move of inpatients from Strathmartine and the Learning Disability Assessment Unit at Carseview to Murray Royal Hospital should be expedited to achieve the co-location of all learning disability inpatients on a single site.
4. Agree that any impact of this move on our workforce will be considered in full partnership and according to Once for Scotland workforce policies.
5. Approve the requirement to fund ongoing environmental improvement works at Strathmartine whilst the move to a single site is progressed.
6. Agree that the newly-formed Inpatient Learning Disability Transition Task & Finish Group aligns to Priority 10 (whole system redesign of learning disability services) within the Whole System Change Programme and becomes a fully-resourced priority workstream for delivery. This will ensure that the existing governance arrangements for the Mental Health and Learning Disability Programme Board are maintained.
7. Agree to commission a reprioritised Priority 10 to deliver short-term objectives to deliver safe patient care across the whole system, alongside a longer-term vision and models of care for learning disability services in Tayside.
8. Agree to endorse and co-deliver the stakeholder engagement plan to brief key stakeholders relating to Tayside Learning Disability Services.
9. Agree that a further progress report on Learning Disability Services, including an implementation plan with comprehensive workforce plan undertaken in partnership, and timelines to deliver single site accommodation, is presented to ELT in September 2024 for whole system assurance and to identify any further support for delivery.

The Inpatient Learning Disability Transition Task & Finish group has been formed which will oversee the transition process and ensure engagement, communication and information is shared through appropriate governance routes.

Furthermore, NHS Tayside and the three IJBs are committed to implementing the vision and mission for people living with complex care needs, as set out in the Coming Home Implementation report published in February 2022. That report states:

'By March 2024 we want and need to see real change with out-of-area residential placements and inappropriate hospital stays greatly reduced, to the point that out-of-area residential placements are only made through individual or family choices and people are only in hospital for as long as they require assessment and treatment'

The report highlights the requirement for whole system leadership which puts the individual at the centre and creates meaningful collaboration with, but not limited, to those with lived experience of complex care needs, their families, welfare guardians and staff working with people with learning disabilities.

The key principles and recommendations of the Coming Home Implementation inform and underpin the requirements to create purposeful, therapeutic environments of care for people with a learning disability and to work collaboratively to reduce and prevent people from staying in hospital beyond their date for discharge.

A move to a single site for in-patient learning disability services in Tayside is consistent with the values and mission set out in the Coming Home report.

2.3.1 Quality/ Patient Care

There are two vacant wards available to the inpatient Learning Disability Service at Murray Royal Hospital:

- Rannoch a 10 bedded ward in the main hub
- Faskally a 10 bedded low secure ward in the Rohallion clinic.

Both wards offer modern accommodation with ensuite bathrooms, internal courtyards, access to therapy areas and the wider Murray Royal Hospital campus. The footprints of the available wards are large and that brings the opportunity to redesign not only the number of beds that are required but also the quality of environments needed to provide care to people with a learning disability.

In addition, the co-location of Learning Disability Inpatient Services on one site provides greater opportunity to strengthen operational and professional leadership, governance and support to staff in comparison to the existing model across two geographically separate sites, which was a key finding of the Carseview Care Centre Assurance Review.

There are learning disability inpatients delayed in their discharge due to a number of factors, including the complex needs of individuals and, for some patients, lack of suitable accommodation. This means that some patients have lived in hospital for a number of years, and the ward environment is currently their home. The three Integration Joint Board Chief Officers and the NHS Tayside Executive Lead for MHLDD are fully committed to working together to plan towards and expedite discharge of people to more suitable accommodation and care packages at the earliest opportunity. A key requirement of discharge planning will be to avoid, wherever possible, the need for a double move to Murray Royal Hospital and then to discharge accommodation.

2.3.2 Workforce

The move to a single site at Murray Royal Hospital will impact approximately 140 staff, many of whom have worked at Strathmartine and Carseview for a number of years and who feel a connection and sense of belonging to the sites.

The move to a single site and the optimisation of future care models require a staffing model that will deliver both the highest quality of care, and provide an environment that ensures the staffs' experience, expertise and passion for learning disability care shapes and informs ongoing developments. The creation of a single site provides the opportunity to redesign the clinical care model and shift the balance of care towards the community-based delivery of support and interventions to enable people to live fulfilling and meaningful lives outside of hospital.

Fundamental to achieving the change will be effective workforce design and planning that will be based on an understanding of the staffing needs within the new care model. From there, a plan will be developed to determine the options available for existing staff based on their needs and preferences, aligned with Once for Scotland Workforce Policies. This will ensure a consistent, fair and transparent process for staff, observing the NHS Scotland Staff Governance Standards.

Given the pace at which this work is evolving, there is a risk of affected staff not having the information they need to make informed decisions, and misinformation circulating. Staying connected with staff to ensure they are fully informed, working with our staff side in partnership, will be critical to our success.

2.3.3 Financial

It is not possible at this early stage to provide an estimate of revenue costs for the proposed single site.

The redesign of the clinical care model and shift in the balance of care to community-based delivery will inform the bed capacity required on the MRH site, and this bed number will determine the impact on revenue costs in the in-patient setting:

- The costs of transition and fit-out of the MRH site (NHS Tayside cost)
- The recurring revenue impact on the existing unitary charge for MRH following change in the use of wards, as MRH is a PFI building (NHS Tayside cost)
- The staffing model required and associated costs

There will be a whole system financial impact across inpatient and community services. The Executive Lead for Mental Health and Learning Disabilities and the project team is cognisant of the financial position of all partners and aware of the financial envelope and constraints which will be taken into full consideration as the delivery of the project objective proceeds.

Further reporting on the financial aspects of the move to a single site will be reported to the NHS Tayside Performance & Resources Committee and the IJBs as required.

2.3.4 Risk Assessment/Management

Senior clinical and operational leaders have raised patient safety impacts from the Care Assurance Review at Learning Disability Assessment Unit Carseview, the current environmental concerns at Strathmartine and of people whose discharge is delayed.

An oversight and assurance process is being led by the Medical Director and Executive Nurse Director. A weekly meeting chaired by the Associate Nurse Director for Mental Health and the General Manager is well established and this covers both the Learning Disability Assessment Unit Action Plan and the Strathmartine Action Plan. Membership of the weekly group reflects the breadth of the work required to deliver the agreed actions.

The weekly meeting reports to an Oversight and Assurance Group chaired by the Medical Director and Executive Nurse Director.

The actions taken following the Learning Disability Assessment Unit Care Assurance Review and the Mental Welfare Commission visit have been reported to the NHS Tayside Care Governance Committee at the June and August 2024 meetings and updates on delivery of the Action Plan will form part of the Mental Health and Learning Disability NHS Board retained services assurance reporting to that Committee on an ongoing basis.

There is a risk of reputational damage to NHS Tayside and the Integration Joint Boards with patients and families, external regulators and the Scottish Government due to the inpatient environment at Strathmartine and the number of patients living in hospital well beyond their discharge date. Equally the risk of not delivering on a strategic decision in a planned, timely and person-centred way may increase the likelihood of reputational damage. Key stakeholders have been briefed (see 2.3.8 below) and a communications and stakeholder engagement plan will be developed to mitigate this risk.

The current workforce is central to the delivery of Learning Disability Services in Tayside. Staff are committed, person-centred, and advocates for people with Learning Disabilities and they will be supported to make individual decisions, reflecting their personal circumstances and what works best for them.

Some staff will not be able to work at Murray Royal Hospital and an early requirement is to undertake a risk assessment to better understand the future availability of the current workforce to work at Murray Royal Hospital and in any new community-based services that are developed.

The existing model of care within Strathmartine co-locates occupational therapy and day services, creating a sense of therapeutic community for patients and staff. The relocation of in-patient services without due consideration of occupational therapy services will impact negatively on the patient care experience.

Strathmartine has well established occupational therapy opportunities within a large hospital site which has a therapy infrastructure in place to meet the needs of patients. The transition workstream will include a focus on the occupational therapy provision and the infrastructure in place at Murray Royal Hospital to ensure that replicable and meaningful therapeutic activity is available for patients

2.3.5 Equality and Diversity, including health inequalities

An impact assessment has previously been completed for the development of a single site for Learning Disability Services at Murray Royal Hospital.

This impact assessment will be updated to reflect the current context and will be reported to the NHS Tayside Care Governance Committee in future update reports about the move to a single site for inpatient learning disability services.

2.3.6 Best Value Characteristics

Governance and Accountability -This report supports the application of good standards of governance and accountability in the delivery of safe, person centred care within Learning Disability In-Patient Services. It evidences how the NHS Tayside responds to both the feedback from internal reviews and external concerns about the safety and quality of services. There is clear reporting of risk to identified senior leaders within NHS Tayside and appropriate Governance Committees. The report provides assurance that NHS Tayside has a suitable focus on the continuous improvement and quality of services.

Use of Resources – Making the best use of public resources including land, property and optimising the use of the available In-patient estate.

2.3.7 Other impacts

There will be impacts for patients, their relatives and welfare guardians and communication and engagement has commenced with a series of individual meetings in the first instance.

The insights and lived experience of people with a learning disability and their families will help shape and inform the models of care and the new environments within Rannoch and Faskally Wards and more detailed communication and engagement plan will be developed.

2.3.8 Communication, involvement, engagement and consultation

A detailed stakeholder briefing plan is included as appendix 1 setting out the key briefings undertaken to date.

Staff briefings began on Wednesday 7th August and staff meetings commenced on Thursday 8th of August with a series of meetings with staff affected by the change at Strathmartine and Carseview. Communications have continued with staff since the first engagement and a Communications Expert Reference Group with representation from key stakeholders including families and staff is being established.

The Inpatient Learning Disability Transition Task & Finish group will have workstreams in place, one which will be communication and engagement to ensure robust and varied methods of communication are in place for all stakeholders.

The Inpatient Learning Disability Task & Finish group will also ensure appropriate governance structures, including staff side partnership, are engaged in the progress.

2.3.9 Route to the Meeting

This has been previously considered by the following groups as part of its development. The groups have either supported the content, or their feedback has informed the development of the content presented in this report.

- Tayside Executive Leadership Team Learning Disability Situational Awareness Report 29 April 2024
- Tayside Executive Leadership Team Learning Disability Service Report 8 July 2024
- Tayside Executive Leadership Team Learning Disability Service Report 15 July 2024.

2.4 Recommendation

The Angus, Dundee and Perth & Kinross IJBs and NHS Tayside Board are asked to:

1. Reaffirm the strategic direction agreed in 2018 and 2023 (May and June)
2. Acknowledge the development of a comprehensive programme of work to progress the move to single site by August 2025.
3. Consider quarterly progress reports to the IJB and NHST
4. Ensure that communication to and engagement with staff and patients/carer cohorts is aligned to 3 above

3 List of appendices

The following appendices are included with this report:

- Appendix 1 Stakeholder Briefing Plan

Learning Disability Services

Key stakeholder briefings: July/Aug 24

DATE	STAKEHOLDER	BRIEFED BY
15 July 2024	External SRO-led LD update to MHLD leadership team	External SRO
15 July 2024	External SRO-led LD priority workstream meeting written brief	External SRO
16 July 2024	Chair NHS Tayside	Chief Executive
16 to 18 July 2024	Chair and Vice-Chairs of IJBs	IJB Chief Officers x 3
16 to 22 July 2024	Local Authority Chief Executives x 3	IJB Chief Officers x 3
17 July and 18 July 2024	SG Mental Health Directorate key clinical and policy colleagues	Chief Executive, key Executive Team members
18 July 2024	Learning Disability SLT (multi-disciplinary clinical management)	Mental health and Learning Disability leadership
23 July 2024	Joint meeting: APF Secretariat and Inpatient Mental Health and Learning Disability Partnership Forum	Mental health and Learning Disability Team
At full APF meeting 24 July 2024	APF – reserve business full APF meeting	Exec Nurse Director, Nurse Director MHLD, LD General Manager
25 July 2024	Whole system briefing: NHS Tayside Board and voting IJB members	CE, Exec Nurse Director, Exec Medical Director, Chief Officers x 3
7 August 2024	Staff briefing: all learning disability staff receive communication	Executive Lead for MHLD and Executive Directors
7 August	Families briefing and letter: all families/welfare guardians of LD inpatients	Executive Lead for MHLD and Executive Directors
8 August	Learning Disability staff engagement sessions at Carseview and Strathmartine	Mental health and Learning Disability leadership
9 August 2024	Tayside elected members: regular briefing session	Chief Executive and Executive Leadership Team
13 August 2024	Learning Disability Transitions Task and Finish Group	SRO, Executive Lead and LD Transition

		Task and Finish Group members
15 August 2024	All Learning Disability Staff: Staff Update bulletin with Q&As	Executive Lead for MHLD and Executive Directors
REPORT DETAILING ELT OPERATIONAL DECISION TO EXPEDITE MOVE TO SINGLE SITE CONSIDERED BY:		
21 August 2024	Perth and Kinross IJB	Executive Lead for MHLD and COs x 3
21 August 2024	Angus IJB	
28 August 2024	Dundee IJB	
29 August 2024	Tayside NHS Board	