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| --- | --- | --- | --- | --- |
| Board Meeting: | | 30 January 2020 |  | |
| Subject: | Strategic Partnership Policy | |  |
| Recommendation: | Members are asked to:  |  |  | | --- | --- | | Discuss and Note | ✓ | | Discuss and Approve |  | | Note for Information only |  | | | |
|  |  | | |

## dual branding.jpgBackground

The development of Strategic Partnerships is a key priority of NHS Golden Jubilee, with particular reference in the Board Strategy for the development of an NHS Scotland Training Academy and NHS Scotland Innovation Accelerator (albeit not restricted to these key initiatives).

These developments are likely to involve multiple strategic partnerships across a range of organisations to deliver the ambitions of these and other projects.

The ability to proceed will require a robust internal process incorporating key policy agreements with Scottish Government. The Board and the Scottish Government will require assurance that a robust governance process is in place and being followed for each potential engagement.

1. **Discussion**

It is critical that an effective due diligence framework effectively underpins the Board’s informed decision making process regarding whether to pursue a Strategic Partnership with an external organisation.

To ensure a robust, standardised and transparent process in place to facilitate these potential partnerships a Strategic Partnership Policy has been drafted, incorporating a framework to facilitate the assessment of potential partners and allow informed recommendations to be made on partnership progression.

The attached Policy will be developed over the coming months as this key programme of work is further established and as such has a six month review date included.

The policy has been reviewed at the Finance, Performance and Planning Committees and the Clinical Governance Committee; both Committees supported the approval of this policy.

**3 Recommendation**

Board Members as asked to review and approve the Strategic Partnership Policy.

**Angela Harkness Colin Neil**

**Director Global Development and Director of Finance**

**Strategic Partnerships January 2020**

**January 2020**



**NHS Golden Jubilee**

**Strategic Partnership Policy**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Date** | **Detail of change** | **Lead Author** | **Review Date** |
| Version 1 | Jan-20 | - | Director of Global Development and Strategic Partnerships | Jul-20 |

**Strategic Partnership Policy**

The following stepwise approach describes the methodology and governance to considering potential Strategic Partnerships.

The policy aligns with the Strategic Partnership Governance Framework (SPGF), Appendix 1, and the Strategic Partnership Assessment Proforma (SPAP), Appendix 2.

The policy applies to potential Strategic Partnerships only and does not apply to ongoing standard procurement processes.

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| --- | --- | --- | --- |
| **Step** | **Process** | **Description** | **Decision Making / Governance Group** |
| 1 | **Initial Approach** | This can either be NHS GJ approaching a company with a proposal or vice versa. | Approach must be to an Executive Director and linked with the Director of Global Development and Strategic Partnerships.  If initial interest is promising, this is assessed and progressed to Step 2. |
| 2 | **Initial Assessment** | Initial assessment of the proposal and overview of the strategic partner and the nature of the partnership.  Delivers a snapshot of the company/organisation highlighting existing links with NHS GJ, NHS Scotland or Scottish Government.  Recorded in Part 1 of the SPAP (Appendix 2). | Once complete this is considered at the Executive Directors Meeting and if supported is progressed to Step 3. |
| 3 | **Assessment of Proposal using the SPGF** | Undertake a detailed assessment of the proposal using SPGF (Appendix 1) and record in SPAP (Appendix 2).  To increase analysis and deliver further intelligence from which the Executive Director Team can assess any potential opportunity. | Once complete this is returned to the Executive Directors Meeting for consideration and if supported progresses to Step 4. |
| 4 | **Proposal to Governance Committee (FPP/CGC)** | Paper SPAP (Part 1 and 2) and presentation to FPP +/- CGC.  Governance Committee to consider whether the proposal fits with the strategic direction and values of NHS GJ.  Feedback and outcome (support to progress or not) documented in Part 3 of the SPAP (Appendix 2). | FPP and CGC for consideration, if supported progresses to Step 5. |
| 5 | **Complete Full Case for Strategic Partnership** | Full Business Case for Strategic Partnership. | Executive Directors Meeting and then Senior Management Team Meeting. If supported progresses to Step 6. |
| 6 | **Note at Board and Monitor** | Note formally and monitor.  To analyse progress and performance against milestones and anticipated outcomes detailed in the business case. | FPP and NHS GJ Board. |

**Appendix1**

**Strategic Partnership Governance Framework (SPGF)**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Stage** | **Governance Question** |  | **Risk** |  | **Mitigation** |  | **Recommendation** |  | **Evidence for Governance Committee** |
|  |  |  |  |  |  |  |  |  |  |
| **1** | **Is the company a current or known NHSS supplier?** | No | * + Start Up – no due diligence   + Directors – unknown   + Company Investors – unknown   + Ethics (inc. Fair Employer status) |  | * + Due diligence   + Director checks   + Company Investors checks   + Signed Checklist   + Policy/Process review |  | Stop  Delay/Discuss  Proceed |  | Executive Directors  FPP / CGC  NHS GJ Board |
|  | **Yes** |  |  |  |  |  |  |  |  |
| **2** | **Is product / service already recognised in NHSS?** | No | * + Evidence base   + Standards   + Ethics |  | * + Review of current use out with NHS   + Company Standards review   + Risk Assessment   + Policy/Process review |  | Stop  Delay/Discuss  Proceed |  | Executive Directors  CGC  NHS GJ Board |
|  | **Yes** |  |  |  |  |  |  |  |  |
| **3** | **Is there a financial risk for NHS GJ?** | Yes | * + Adverse financial impact   + Out with Risk Appetite |  | * + Financial due diligence   + Contracts – Legal and Financial   + Full Financial Profile |  | Stop  Delay/Discuss  Proceed |  | Executive Directors  FPP  NHS GJ Board |
|  | **No** |  |  |  |  |  |  |  |  |
| **4** | **Is there a reputational risk for NHS GJ?** | Yes | * + Adverse impact on NHS GJ brand   + Impact on patient confidence   + Risk to Scottish Government   + Impact on other NHS Scotland Boards   + Environmental Impact |  | * + Review of current partnerships/links   + Patient feedback   + Engagement requirements   + Clarity on SG position through informed brief   + Fit to Policy/Process Review |  | Stop  Delay/Discuss  Proceed |  | Executive Directors  Senior Mgt Team  FPP / CGC  NHS GJ Board |
|  | **No** |  |  |  |  |  |  |  |  |
| **5** | **Is gain/risk share acceptable?** | No | * + Inappropriate level of gain / loss or risk pending scale / success of project |  | * + Defined in contract   + Definition of roles and responsibilities   + Evidenced in risk assessment |  | Stop  Delay/Discuss  Proceed |  | Executive Directors  FPP  NHS GJ Board |
|  | **Yes** |  |  |  |  |  |  |  |  |
| **6** | **Are there any other potential issues?** | Yes | * + Likely to surround any other specific issue pending the partnership in place.   e.g. May have specific carbon impact to be highlighted / looking for positive environmental impact |  | * + To be confirmed - pending issue   e.g. May require defined gateway reviews built into contract |  | Stop  Delay/Discuss  Proceed |  | Executive Directors  FPP / CGC  NHS GJ Board |
|  | **No** |  |  |  |  |  |  |  |  |
|  | **Governance Committee**  Executive Directors  FPP/CGC  NHS GJ Board |  |  |  |  |  |  |  |  |

**Appendix 2**

**Strategic Partnership Assessment Proforma (SPAP)**

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| **Strategic Partnership Assessment Proforma (SPAP)** | |
| **Purpose:**  This proforma sits alongside the Strategic Partnership Policy (SPP) and the Strategic Partnership Governance Framework (SPGF) and should be used in conjunction with these documents  The purpose of this document is to record any potential Strategic Partnership proposals, their initial assessment, fuller assessment against SPGF, output from governance committee, business case and monitoring. | |
| **Part 1: Initial Assessment** | |
| Company |  |
| Business |  |
| Proposal |  |
| Nature of SP |  |
| Potential Value |  |
| **Part 2: Detailed Assessment against Strategic Partnership Governance Framework** | |
| **Stage** | **Details** |
| **1** |  |
| **2** |  |
| **3** |  |
| **4** |  |
| **5** |  |
| **6** |  |
|  |  |
| **Part 3: Output decision from Exec Director Meeting, SMT, FPP, CGC and Board** | |
| **Grp** | **Output** |
|  |  |
|  |  |
|  |  |
| **Part 4: Business Case – Highlights supplemented by Full Business Case** | |
| Proposal |  |
| Duration |  |
| Value |  |
|  |  |
| Appendix | Full Business Case |
|  |  |
| **Part 5: Full Strategic Partnership Agreement** | |
| Contract |  |
| Monitoring |  |
|  |  |
|  |  |
|  |  |
| **Part 6: Monitoring** | |
| Frequency | KPI (ongoing and gateway reviews as required) |
|  |  |