**Approved minutes**

**Strategic Portfolio Governance Committee**

26 January 2021

Via MS Teams

**Members**

Linda Semple Non-Executive Director *(Chair)*

Elaine Cameron Non-Executive Director *(Vice Chair)*

Jann Gardner Chief Executive

Morag Brown Non-Executive Director

Mark MacGregor Medical Director

Stephen McAllister Non-Executive Director

Anne Marie Cavanagh Nurse Director

Jane Christie Flight Employee Director

**In attendance**

Susan Douglas-Scott CBE Board Chair

Liane McGrath Head of Corporate Governance

Carole Anderson Associate Director of Quality, Performance, Planning and Programmes

John Scott Expansion Programme Director *(Items 5.4 and 5.5 only)*

Abu-Zar Aziz Head of Programmes *(Item 5.8 only)*

**Minutes**

Cheryl Prentice PA to Chief Executive & Board Chair

**1.1 Chairs Introductory remarks**

Linda Semple opened the meeting and thanked everyone for joining the first meeting of the Strategic Portfolio Governance Committee (SPGC).

It was highlighted during the opening remarks that Members were welcome to use the comments function of MS Teams and a review of any comments will be actioned and captured in the minutes if required.

Elaine Cameron as Vice Chair of the Committee will be monitoring any questions during the meeting and will highlight to the meeting Chair.

**2 Apologies**

Colin Neil Director of Finance

**3 Declarations of interest**

There were no declarations of interest to formally record.

**4 Corporate Governance**

**4.1 SPGC Terms of Reference**

Gareth Adkins presented the SPGC Terms of Reference (ToR) and outlined the key purpose of this newly established Committee. The SPGC will scrutinise the implementation of ongoing work associated with the Board Strategy and the expanding Board portfolio.

Following a detailed review, Committee Members supported and approved the ToRs.

Due to timescales it was advised that these would be presented to the NHS Golden Jubilee (GJ) Board in March 2021 for formal ratification.

**Action: Present ToRs to NHS GJ Board meeting in March 2021.**

**4.2 SPGC Draft Work Plan 2021-22**

Gareth Adkins outlined the draft SPGC Work Plan for 2021-22. The Committee reviewed and discussed the draft Work Plan which detailed Committee objectives and work going forward. It also outlined the links with the Finance and Performance Committee. Members noted the approval process that was covered within the Work Plan.

The associated Remobilisation Plan strategic planning work is also covered within the Work Plan to ensure robust scrutiny is carried out. Carole Anderson informed the Committee that the future planning landscape has a long term aim of moving to a three-year cycle, any adjustments will be captured and included in the Work Plan of this Committee.

Jann Gardner provided the Committee with assurance that the Executive Team are working closely with the Scottish Government with a clear direction on the planning required for remobilization and recovery. This work will be shared on an ongoing basis with Committee and NHSGJ Board.

Members noted the SPGC Work Plan for 2021-22

**4.3 Strategic Programme Board Terms of Reference**

Gareth Adkins presented the Strategic Programme Board ToRs. The ToRs have been updated to reflect recent changes and it was highlighted that these have been approved by the Executive Team in advance of this meeting.

Programme Leads will be invited to join future meetings as appropriate to detail any relevant agenda items, these leads will be supported by Carole Anderson and the Performance and Planning Team as required.

The Committee approved the Strategic Programme Board ToRs.

**5 Strategic Planning and Programmes**

**5.1 NHS Scotland Academy**

Anne Marie Cavanagh presented an update on the NHSS Academy noting progress with a number of key items.

It was reported that the first and second course of a three stage accelerated Perioperative Programme and first Maternal Resuscitation course has been successfully delivered.

The Director of Academy has been formally appointed, Kevin Kelman will commence in post on 22 February 2021. The Director of Academy and programme team will progress work on a Business Case to frame the vision and objectives of the NHSS Academy in both the immediate and longer term.

The SPGC will focus on the strategic elements of the programme and associated governance.

Susan Douglas-Scott noted that the NHSS Academy will be delivered in partnership with National Education Scotland (NES). Discussions are ongoing with NES on the governance framework and required operational processes to drive forward the NHSS Academy.

Committee Members noted this update.

**5.2 Centre for Sustainable Delivery**

Jann Gardner presented an update on the Centre for Sustainable Delivery (CfSD), this included an outline of the programme structure.

Following a robust interview process, the CfSD National Clinical Director post has been appointed and this will be formally announced in due course. The process to appoint an Associate Director for Scottish Access Collaborative is underway and detail of this appointment will be shared on completion of the process.

The CfSD Team have commenced work to draft an annual work plan and a monthly performance report which will allow robust monitoring of outcomes in relation to the annual plan. Jann Gardner advised the Committee on the intention to present the performance report to the SPGC on a bi-monthly basis. An assurance statement will then be drafted and presented to the NHSGJ Board, NHS Scotland Chief Operating Officer and Director General for Health.

Jann Gardner stated as the CfSD programme of work develops, further links to the NHS GJ Board Strategy and Innovation work will expand.

Linda Semple questioned if the outlined structure will be subject to further change. Jann Gardner replied that work was ongoing to develop a strong governance framework for CfSD, this is being carried out in conjunction with Scottish Government.

Jann Gardner reported that going forward the CfSD National Directors will be invited to attend the Committee to present on performance and programme progress.

The Committee noted this update.

**5.3 Innovation Accelerator**

Gareth Adkins presented an update on Innovation and informed the group on further linkage with the National Innovation Steering Group (NISG), of which Jann Gardner is a member. Jann Gardner is leading on the National Innovation Ecosystem work for the NISG which is progressing well.

There are many projects ongoing which vary in scale. In particular, Gareth Adkins highlighted the National AI project, Icaird; NHS Forth Valley’s Slit Lamp Adaptor Project and NHS Ayrshire and Arran’s Machine Learning Application to COPD management.

Predominantly UK Public Sector Innovation Funding flows from CAN DO Open Innovation Fund, SBRI and Innovate UK. Gareth Adkins reported that there are a number of different sources of funding with it noted that the regional structure is managed within the Chief Scientists Office, led by Andrew Fowlie.

Members were reminded of the concept of the Innovation Accelerator with Gareth Adkins noting the aims of Improved Health Outcomes, Economic Growth and Sustainability.

Gareth Adkins informed the Committee that once the stage gate model has commenced, key decisions can be made at the gate stages. The formal Governance route is still in the developmental stages and the next step is to move to stakeholder engagement with the following:

* Chief Scientist Office
* Lead for Health, Social Care and Industrial Innovation
* Innovation Steering Group

Susan Douglas-Scott highlighted previous plans for a site visit to the Cleveland Clinic which had been postponed under the current climate. Jann Gardner noted that links with national and international organisations will continue to be developed including site visits once appropriate.

Linda Semple concluded the discussion noting that it would be beneficial to have a detailed session at a future Board Seminar covering Innovation.

Committee Members noted this update.

**5.4 National Elective Centres**

*John Scott joined the meeting (11:15am)*

John Scott delivered a presentation to Committee Members noting work commenced in 2016 on the National Elective Treatment Centres programme. The NHS GJ Hospital Expansion Phase 1 (New Eye Centre) has now completed and opened in November 2020.

The following key points of the National Treatment Centres were highlighted:

* Focus on delivery of elective surgery on a regional basis
* Replicate the working practices of NHS Golden Jubilee across National Treatment Centres
* Request from SG to develop a ‘commissioning’ model for National Treatment Centres focussed on:
	+ Protecting Elective Capacity
	+ Improving productivity
	+ Standardising Operating Model
	+ Improving financial efficiency
	+ Improving workforce sustainability

The model has been initially tested with the mobile unit located in Stracathro and two new theatres in NHS Forth Valley. These experiences presented various challenges including location, positioning of theatres, staffing and IT capability/connectivity. Going forward a review is being conducted on achieving digital solutions and ensuring standardisation. June Rogers noted that aspirations to standardise models remain valid, this key aim continues to be supported by the National Elective Centres Programme Board.

It is intended that close links will be established with the NHS Academy to ensure a sustainable staff model is developed to support the National Centres going forward.

Mark MacGregor stated that the global pandemic has shown what can be achieved with collaborative working. Committee members recognized this and agreed that these opportunities must be developed further to prevent a return to barriers for partnership working.

Committee members noted this update.

**5.5 Hospital Expansion Programme**

John Scott presented on the Hospital Expansion Programme and noted that Phase 1 has now been operational since November 2020. Feedback from both staff and patients has been extremely positive. John Scott reported that, as is routine with new buildings, there had been some snagging identified. A group is meeting weekly to review this and prioritise action to ensure business needs are met.

John Scott gave the Committee confirmation that the NDAP exercise was completed just before December 2020. Plans are progressing to conduct a patient survey once the building has been operational for a substantive time to seek feedback on patient experience.

Progress on Phase 2 of the Expansion build had experienced some ground obstructions. This was addressed and piling work has now completed. John Scott also informed Members that the assurance report was completed prior to the festive period. Presently, the programme remains in alignment with the Capital Investment Group (CIG) timeline for approval.

The timeline for receiving a response to the building warrant application following submission was challenging. John Scott has closely liaised with West Dunbartonshire Council and weekly meetings between parties have been established to ensure this process is as efficient as possible going forward.

The Expansion Programme Team continue to actively engage with local residents, various communication methods are being implemented including mail drops and social media platforms.

John Scott concluded his report informing the Committee that refurbishment projects are now underway with these benefiting a number of areas throughout the Board.

Committee members thanked John Scott for this presentation and noted the update.

*John Scott left the meeting*

**5.6 Board Strategy and Governance**

Gareth Adkins updated the Committee on the Board Strategy and Governance Framework. Gareth Adkins referred to the circulated papers outlining the proposed governance models. The following points were noted:

* + Paper A gives a summary of Board Level Committees and the underpinning groups. This remains as work in progress and will be developed further over the coming weeks.
	+ Paper B details a schematic to describe the focus of the SPGC and synergies with the Finance and Planning Committee.
	+ Paper C includes the deliverables and includes both operational and strategic elements.

Linda Semple welcomed questions from the Committee with Elaine Cameron noting that each paper is clearly written and is understandable.

Committee members discussed the outlined papers and recognised the volume of work that has been undertaken to date to reach this level of detail.

The Committee approved the Governance models outline within the details papers presented.

**5.7 Remobilisation Plan update**

Gareth Adkins opened the Remobilisation Plan item and invited Carole Anderson to present the update.

Carole Anderson noted that NHSS Boards have been asked by Scottish Government to submit a further iteration of their Remobilisation Plan (RMP) by the end of February 2021. This RMP will cover the period from 1 April 2021 to 31 March 2022.

The RMP should take into account living with Covid, Remobilisation, Recovery from impact of Winter, Pandemic Surge and impacts of EU Withdrawal.

Carole highlighted the following key areas that will be emphasised in the RMP:

* + NHS GJ intention to maintain a Covid-safe environment for all, including NHS GJ remaining ‘Covid-light’ site.
	+ The implementation of lessons learned.
	+ Continued remobilisation and recovery of NHS GJ clinical services, including where possible return to ‘business as usual’
	+ modelling activity forecasts and Treatment Time Guarantee (TTG) waiting list projections for 2021/2022
	+ Mutual aid, surge capacity and collaboration with partners
	+ Future Board Strategy
	+ Further development as Scotland’s National Hospital
	+ NHS Scotland Academy
	+ Centre for Sustainable Delivery

The timetable for development, Board approval and submission of the RMP was noted:

* Draft RMP and activity modelling to be presented through NHS GJ agile governance via Gold Command 8 February 2021
* Agile Board to consider the draft plan and Divisional activity modelling on 18 February 2021
* Formal sign-off by Board likely in March 2021 following Scottish Government review and feedback

Committee Members commended the work to date and recongised the timeframe for submission of the RMP.

The committee noted the update and approved the proposed timetable for submission.

*Abu-Zar Aziz joined the meeting*

**5.8 Portfolio Management Approach**

Linda Semple welcomed Abu-Zar Aziz to the meeting for the presentation on Portfolio Management Approach.

Abu-Zar Aziz noted the ambition to further develop the Boards Programme Management Framework and outlined the Portfolio Management Approach.

Abu-Zar Aziz noted the importance of having clearly defined organisational goals which are supported by senior level sponsorship.

Gareth Adkins followed on from the presentation highlighting that the Board already has portfolio management in place and stated this is about further development. Jann Gardner also noted that the Executive Directors objectives are aligned to the Board Strategy to ensure a robust framework is used to monitor progress and performance.

The merits of this approach were highlighted and Committee Members noted the benefit of a cohesive standardised approach to portfolio management.

Members also recognised the work that has been implemented to date to ensure current programmes are managed effectively and within a robust governance framework.

Members noted this update.

**6 Any other Competent Business**

There was no other competent business to record.

**7 Key Issues for reporting to NHSGJ Board**

* Highlight the first meeting of Strategic Portfolio Governance Committee took place
* Terms of Reference for the Committee were approved and will be shared with Board in March 2021.
* Remobilisation Plan was discussed and timeline for approval confirmed.
* Updates on a number of Strategic Programmes received
* Presentation on Portfolio Management Approach was welcomed by Members.

**8 Date and Time of Next Meeting**

Friday 26 February 2021, 12pm.