**NHS Golden Jubilee Governance Assurance Statement**

**Centre for Sustainable Delivery**

The Strategic Portfolio Governance Committee is a formal committee of the NHS Golden Jubilee Board. One key function of the Committee is to review, monitor and assure Centre for Sustainable Delivery (CfSD) performance against the CfSD Annual Work Plan. It is not a requirement of the Committee to set the strategic direction or workplan for the CfSD – this is commissioned by the Scottish Government.

**Assurance Statement – 4th November 2021**

On the 4 November 2021, the CfSD Team provided an update to the SPGC. The update covered the following topics and feedback and observations are reflected within this statement:

**Workforce and Organisational Change**

An update was provided on the following workforce changes and developments:

* Organisational change to restructure workforce including changes to senior management and team structures, existing job descriptions and creation of new posts
* Transfer from Scottish Government IT and data systems to NHS Golden Jubilee IT and data systems where required
* Refresh of HR agreements between Scottish Government and NHS Golden Jubilee for individuals continuing to work for Scottish Government and use Scottish Government IT and data systems
* Recruitment of a number of clinical and managerial posts to grow the capacity and internal infrastructure required to deliver CfSD priorities

The SPGC noted progress against the organisational change processes and welcomed the addition of the new appointments to the team.

**Mid Year Update**

The CfSD team covered key content within the draft Mid Year Update shared with the SPGC. An overview was provided of a range of achievements delivered across the first half of the year, at both an organisational level and programme level.

The CfSD team highlighted the requirement to maintain agile working and adjust the objectives of the organisation following the publication of the NHS Scotland Recovery Plan. Details were provided of the approach taken, the six objectives identified for the organisation and the reprioritisation of programmes to meet the priorities of the NHS Scotland Recovery Plan.

The CfSD team provided an overview of progress in mobilising local level heat maps. The SPGC was assured by evidence of anticipated outcomes which would be delivered as part of the work, including released outpatient capacity, bed days and increased diagnostics capacity. The team highlighted the challenges in securing Heat Maps from every Health Board due to capacity challenges, and noted that there are four outstanding Heat Maps to be received. This has been raised with Scottish Government and the team continue to offer support to the outstanding Health Boards to complete the Heat Maps.

**Bespoke work and emerging pipeline**

The team provided an update on the pipeline, flagging that a number of urgent and resource intensive commissions had come into CfSD and were being mobilised. A summary of requests in the programme pipeline includes:

* 4 rapid assessment forms in development to capture potential project/programme commission details
* 4 projects progressed to further scoping
* 2 projects moved to delivery
* 1 project rejected

**Key risks and issues**

The risks and issues were captured as below – the SPGC were assured that the risks and issues were well understood and well mitigated. A copy of the risk register is captured in Appendix 1.

**Statement from Chair SPGC**

Having been comprehensively briefed on the actions, impact, and challenges by staff from CfSD, I am assured that progress on their work programme is proceeding appropriately and am happy to confirm this to Scottish Government.

Linda Semple, Non-Executive Director NHS GJ/Chair of SPGC.

**Appendix 1: Risk Register**

| **Ref** | **Risk Title & Impact Summary** | **Risk Owner** | **Current Risk Rating** | | | **Current Mitigations** | **Risk Target** | | | **Planned Mitigation** | **Risk Review Freq** | **Date last updated** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Likelihood** | **Severity** | **Risk Level** | **Likelihood** | **Severity** | **Risk Level** |
| 1. | Reduced impact /outcome of CfSD programmes for 2021/2022 due to reduced NHS Board capacity to engage in CfSD programmes due operational pressures related to pandemic | JH/KC/NB | 4 | 3 | 12 | Support from CfSD staff to progress heatmap assessment with NHS boards | 1 | 3 | 4 | Quantification and delivery of further support from CfSD to progress delivery of programmes | 2 months | NA |
| 2. | Reduced impact /outcome of CfSD programmes for 2021/2022 due to CfSD vacancies | JH/KC/NB | 2 | 3 | 6 | Recruitment plan with projected timescales for staff in post  Programme management support from NSS | 1 | 3 | 3 | Exploring use of agency staff for programme support | 2 months | NA |
| 3. | Delays to establishing agreed new programmes due to delays in agreeing funding | JH/KC/NB | 4 | 3 | 12 | Further stakeholder engagement to secure funding | 0 | 3 | 0 |  | 2 months | NA |
| 4. | Demand for new programmes exceeds CfSD capacity | JH/KC/NB | 1 | 3 | 3 | Rapid assessment process to:   * support prioritisation of existing resource * quantification of new resource required   Stakeholder engagement with scottish government sponsors to prioritise workplan and/or secure resource | 1 | 3 | 3 |  |  |  |