**Approved Minutes**

**Strategic Portfolio Governance Committee**

4 November 2021, 1300 - 1515

Via MS Teams

**Members**

Linda Semple Non-Executive Director *(Chair)*

Anne Marie Cavanagh Nurse Director

Colin Neil Director of Finance

Gareth Adkins Director of Quality, Innovation and People

Jann Gardner Chief Executive

June Rogers Director of Operations

Mark MacGregor Medical Director

Jane Christie-Flight Employee Director

Morag Brown Non-Executive Director

**In Attendance**

Catherine Calderwood National Clinical Director, Centre for Sustainable Delivery (agenda item 5.2)

Jessica Henderson Associate Director – Strategic Planning and Programmes, Centre for Sustainable Delivery (agenda item 5.2)

Katie Cuthbertson Associate Director, Modernising Patient Pathways Programme, Centre for Sustainable Delivery (agenda item 5.2)

Kevin Kelman Director, NHS Scotland Academy (agenda item 5.3)

Susan Douglas-Scott CBE Board Chair

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

**Minutes**

Christine Nelson Personal Assistant

1. **Chairs Introductory remarks**

Linda Semple opened the meeting and thanked everyone for joining.

**2 Apologies**

Stephen McAllister Non-Executive Director (notes sent in advance to Susan Douglas-Scott)

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

**3 Declarations of interest**

Jann Gardner declared that she has been appointed a Visiting Professor with the University of Strathclyde.

Kevin Kelman declared that he is a member of the Advisory Board of the Confucius Institute for Scotland’s Schools, University of Strathclyde.

1. **Updates from the Meeting Held on 2 September 2021**
   1. **Unapproved Minutes of Last Meeting**

The minutes of the meeting held on 2 September 2021 were approved as an accurate record of the meeting.

**4.2 Action Log**

There were no outstanding actions.

* 1. **Matters Arising**

There were no matters arising highlighted.

1. **Strategic Updates**

**5.1 NHS Golden Jubilee Strategic Updates**

**5.1.1 NHS Golden Jubilee Strategic Planning Update**

Gareth Adkins reported steady progress across the portfolio. There have been some delays within tolerance, mostly due to operational pressures. Emerging initiatives are being reviewed across the organisation with a view to combining and developing a delivery road map and to prioritise projects.

Gareth Adkins outlined the next steps and highlighted any identified risks. Carole Anderson added that it is intended to apply criteria to the emerging initiatives within the portfolio to ensure alignment to the strategy and delivery plan. This will be presented to the Strategic Portfolio Governance Committee once approved by the Executive Directors.

Susan Douglas-Scott reported that Stephen McAllister had provided written comments ahead of the meeting as he was unable to attend. He wished the Committee to note his enthusiasm for NHSGJ functioning as a local anchor institution. He did, however, wish to ensure that capacity issues, both in terms of finance and people, had been properly addressed, particularly in the context of the wider expansion of the organisation.

Linda Semple requested that appropriate management and strategic resourcing is included in the prioritisation work.

The Committee noted the Strategic Planning Update

**5.1.2 NHS Golden Jubilee Expansion/National Treatment Centres (NTC) Update**

June Rogers reported that the programme team have recently recruited a clinical lead, project administrator and programme manager.

June Rogers provided an update on the status of phase two of the expansion and current issues with 4 high risks remaining.

Morag Brown asked for reassurance that water flushing issues previously experienced won’t be repeated. Colin Neil gave assurance that learning has been applied to ensure this won’t be repeated and that two more assurance reviews will be carried out.

The Committee noted the expansion and NTC update.

**5.1.3 Innovation Accelerator**

Gareth Adkins provided an overview of the Innovation Portfolio and explained that the Innovation Strategy is still in discussion, with Carole Anderson providing input too.

An overview of the proposed pipeline was provided, outlining the requirement to manage the process to encourage innovation. The Centre for Sustainable Delivery will support innovation being implemented into practice and a governance framework on how to ensure this is being developed.

Conversations are ongoing with the University of Strathclyde and potentially other Universities to help build partnerships and potential commission partners.

The next steps will be continuing to source support from Universities, collaboration with CfSD and developing the Innovation Strategy. This will be done in partnership with the national work on innovation.

Jann Gardner stated that innovation work is now being re-started after slowing down during the Covid-19 pandemic and highlighted a critical element of this work is in relation to CfSD, especially the Accelerated National Innovation Adoption (ANIA) Pathway. An ANIA summit is planned for November with a view to significant progress being made by the start of 2022.

The Committee noted the Innovation Accelerator update.

**5.2 Centre for Sustainable Delivery (CfSD) Updates**

Jess Henderson, Catherine Calderwood, Katie Cuthbertson and Russell Scott joined the meeting.

Jess Henderson informed the Committee that this update to the Committee was to ensure appropriate governance is being followed starting with an overview of recruitment of management and clinical support with a view to developing nursing and Allied Health Profession representation too.

An overview of the last few months and the milestones achieved was provided including 2000 colon capsule endoscopies and 2400 Cytosponge procedures carried out.

Jess Henderson acknowledged the recent challenging environment and outlined the 6 key objectives developed for CfSD with the aim to align priorities and programmes with national priorities.

Katie Cuthbertson provided an update on the status of Heat Maps from each Board, due at the end of September. Some Boards have required additional time and support to complete these and with development of action plans.

Jess Henderson outlined the 11 current pipeline projects for CfSD.

Jess Henderson gave an overview of the current risks and issues, highlighting the importance to be flexible and work with Scottish Government mandate but be mindful of the risk of demand exceeding capacity.

Catherine Calderwood explained that there have been 5 part-time, highly experienced Associate Clinical Directors appointed who each have designated health boards to support along with specific specialties and workstreams.

Morag Boyle thanked the CfSD team for their update and asked if further information on pathfinder projects could be provided in future. Jann Gardner agreed to discuss this further with the CfSD team and provide more detail at the next meeting.

**Action 041121/01: Provide further assurance to the Committee on pathfinder projects at the next meeting.**

The Committee enquired about the option appraisal process for projects, namely the primary and secondary interface work to ensure widest definition of primary and secondary care is considered. Catherine Calderwood confirmed that all forms of community care are being considered with a view to encompassing care close to home.

Jann Gardner reported good progress with the ANIA and the Health and Social Care Management Board have approved CfSD as the home of ANIA with governance, roles and responsibilities being further discussed at the planned Innovation Summit.

Linda Semple accepted the assurance the Committee had received on the progress of CfSD and will report this to the Board and Scottish Government.

**5.3 NHS Scotland Academy (NHSSA) Update**

Kevin Kelman joined the meeting to provide an update on the NHS Scotland Academy.

An overview of the complex governance arrangement was provided and confirmation that the first meeting of the Academy Strategic Board had been held.

Kevin Kelman reported that the current status of work is between phase 1b and 1c and provided an update on key programmes, emerging developing and priority needs.

Nurses are being recruited for the Observed Structured Clinical Examination (OSCE) programme and augmented, virtual and mixed reality robotics.

Catherine Calderwood highlighted the need to ensure appropriate research and evaluation is carried out in order to contribute to the wider system and harness other partners. Kevin Kelman responded that in order to ensure activity is captured consistently, Janette Stevenson, Deputy Director of NHSSA, has this within her remit and NHSSA will work closely with CfSD in their approach to research.

The Committee noted the update provided for the NHS Scotland Academy.

**5.4 University of Strathclyde**

Jann Gardner provided an update on work with the University of Strathclyde and referenced a draft letter/proposal to formally ask for University hospital status.

A procurement framework will be required to be put in place. Colin Neil highlighted that this type of partnership doesn’t currently exist within the NHS framework. The Head of Procurement for NHS GJ is linking nationally to allow engagement with approved suppliers for this work.

Sandie Scott confirmed the letter is draft and the final version will be shared with the Committee and will require approval by the Executive Team, Senate and Court.

Catherine Calderwood highlighted how beneficial this opportunity to work with healthcare professionals will be in adding to the NHS GJ portfolio.

Jann Gardner informed the Committee that conversations are also taking place with University of Glasgow.

Susan Douglas-Scott stated that Steven McAllister had wished his enthusiasm for the continued development of the partnership to be noted by the Committee. In particular he was excited to note the prospect of NHSGJ acquiring University status, and was in agreement that the initial research, robotics and bio-medical science projects were in alignment with the objectives of both organisations. He was content to approve the recommendations contained in the paper provided correct legal and governance issues had been considered.

The Committee endorsed the draft letter which will be finalised prior to the next Board meeting.

**6 Any other Competent Business**

The Committee discussed that the CfSD and Academy updates were similar to the previous meeting but today’s updates were provided for a governance and assurance on progress perspective.

Jann Gardner explained that this was due to the requirement to provide a mid-year review and a Remobilisation Plan, Version 4 (RMP4). An Annual Operating Plan will be provided in 2022 and then a three year plan will follow.

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

It was agreed that the Board report would be written when the minutes are available.

**8 Date and Time of Next Meeting**

Thursday 18 January 2022, 1000 – 1230.