**Approved Minutes**

**Strategic Portfolio Governance Committee**

Tuesday, 7 November 2023, 13:30 – 15:30

Microsoft Teams Meeting

**Members**

Linda Semple Non-Executive Director (Chair)

Jane Christie-Flight Employee Director

Marcella Boyle Non-Executive Director

Morag Brown Non-Executive Director

Stephen McAllister Non-Executive Director

**Core Attendees**

Anne Marie Cavanagh Director of Nursing and Allied Health Professionals

Carole Anderson Director of Transformation, Strategy, Planning and Performance

Gordon James Chief Executive (from 13:55)

Michael Breen Director of Finance

**In Attendance**

Abu-Zar Aziz Head of Programme Management (item 3.1)

Andrea Jamieson Head of Programme and Performance, CfSD (item 4.2)

Carolynne O’Connor Deputy Chief Executive / Director of Operations

Christine Nelson Deputy Head of Corporate Governance

Kevin Kelman Director, NHS Scotland Academy (item 5.1)

Mark MacGregor Medical Director (from 13:45)

Nicki Hamer Head of Corporate Governance and Board Secretary

Nicola Barnstaple National Director, Cancer Performance and Early Diagnosis, CfSD (item 4.1)

Rory MacKenzie Deputy National Clinical Director, CfSD (item 4.1)

Susan Douglas-Scott Board Chair

**Apologies**

Karen Kelly Non-Executive Director

Katie Cuthbertson National Director, Centre for Sustainable Delivery

**Minutes**

Theo Richardson Corporate Administrator

1. **Opening Remarks**

**1.2 Wellbeing Pause and Chair’s Introductory Remarks**

The meeting began with a wellbeing pause, followed by the Chair’s welcome to all attendees.

**1.2 Apologies**

Apologies were noted as above.

**1.3 Declarations of interest**

There were no declarations of interest to note.

**2 Updates from Meeting on 29 August 2023**

**2.1 Unapproved Minutes**

Minutes of the meeting held on 29 August 2023 were approved as an accurate record, following two job title amendments:

1. Carole Anderson, Director of Transformation, Strategy, Performance and Planning
2. Abu-Zar Aziz, Head of Programme Management

**2.2 Action Log**

There were no outstanding actions.

**2.3 Matters Arising**

There were no matters arising noted.

**3 NHS GJ Strategic Updates**

**3.1 Anchor Programme**

Linda Semple invited Carole Anderson to introduce the Anchor Programme and welcomed Abu-Zar Aziz to the meeting to present the update.

Carole Anderson explained this was the first draft of NHS Golden Jubilee (NHS GJ) Strategic Plan (the Plan), presented for discussion. The Plan was signposted to the Annual Delivery Plan (ADP). All Health Boards were required to submit a draft plan to Scottish Government (SG) in October 2023, with feedback expected within the next month. Carole Anderson provided an overview of the aims and objectives of the Plan.

Abu-Zar Aziz highlighted the key points of the Plan, including understanding NHS GJ activities, delivery, evaluation using the Joseph Rowntree Foundation (JRF) toolkit and benchmarking, focusing on key pillars. The range of workstreams were outlined along with the establishment of a Steering Group to lead on the work. NHS GJ was also engaging with Anchor Networks.

Abu-Zar Aziz advised that further refinement of the Plan would be carried out following feedback and that it would align with the SG Key Performance Indicators (KPIs), expected to be received within the next few weeks. The aim was to publish a Charter and Policy for NHS GJ in consultation with external stakeholders.

NHS GJ would be represented on the Glasgow City Regional Anchor Network which included representation from public, private and third sector organisations.

Carole Anderson advised that the Plan had been fully adopted by the Strategic Programme Board and this Committee previously. Project summaries would be incorporated into the project reporting process.

Carole Anderson highlighted the existing strong relationship with West Dunbartonshire Chamber of Commerce and it was hoped this programme would support the establishment of stronger links with Community Outreach Groups and Health and Social Care Partnerships (HSCPs).

Carole Anderson stated that a further update would be provided at the next meeting, which would incorporate SG feedback and KPIs.

Marcella Boyle commended the work undertaken to date and the intention to connect with external stakeholders, which could support access to further funding. Marcella Boyle suggested connecting to the local Community Council and was pleased to see the links with JRF and Skills Development Scotland. Marcella Boyle stated she looked forward to following developments and seeing how outcomes were measured, particularly in relation to staff governance.

Morag Brown asked for an update on the accessible changing place. Michael Breen advised that plans were in place to start the work shortly and agreed to seek an update from the Estates team and advise the Committee accordingly.

Linda Semple agreed that the papers were impressive with the focus and priorities being correct. Linda Semple suggested the Committee should obtain support from Centre for Sustainable Delivery (CfSD) and NHS Scotland Academy (NHSSA) on a regional and national level.

Linda Semple agreed it would be beneficial for NHS GJ to have a seat on the Community Planning Partnership and that the relationship with the third sector organisations would be key.

Morag Brown enquired whether Endowment funds could be utilised for projects that related to health and wellbeing. Michael Breen advised that the current Endowments funds were restricted to specific uses but this could be reviewed in the future.

Abu-Zar Aziz stated that discussions were underway with Scottish Enterprise regarding identifying local companies to potentially work with in the future.

Michael Breen reminded the Committee of the current links to local organisations, for example West Dunbartonshire Council and the District Heating project.

Michael Breen advised that work was being planned in relation to NHS GJ Charitable status with a proposal being developed for the Board of Trustees.

Linda Semple thanked Carole Anderson and her team for the work carried out to date and agreed to include the update in the report to the Board.

Strategic Portfolio Governance Committee noted the Anchor Programme Report.

**3.2 Strategic Programmes Update**

Carole Anderson provided an overview of the summary report, accompanying project reports and advised that the Digital Portfolio had been included within the report.

Carole Anderson reported that Hospital Electronic Prescribing and Medicines Administration (HEPMA) system implementation was being established and recruitment was underway for a Programme Manager to support the Heart, Lung and Diagnostics Division (HLD), along with other transformation projects including eRostering and Healthcare Staffing.

Carole Anderson advised that the current focus was to ensure all programmes were included in the project management system and developing a distinct portfolio report. Regular updates were planned for the ELT around stage gate process for project lifecycles.

The HEPMA business case had been approved. Contract details and procurement of the system were underway.

Mark MacGregor advised that the HEPMA contract had been signed and that the Pharmacy and Nursing posts were in place. The Procurement contract had been delayed but was expected to be completed in Quarter two or three.

Carole Anderson advised that the Healthcare Staffing Programme was in the planning phase. Feedback on the Quarter One report had been received from SG and compilation of the Quarter Two report was due to be submitted in November 2023. The Programme Board was being established and plans were underway to raise awareness and carry out training. The action plan had been developed.

Anne Marie Cavanagh agreed that the awareness and training for staff was important. Drop-in sessions with Executives and Senior Managers would be held in January 2024 for staff. Anne Marie Cavanagh provided assurance that the process was about documenting the assessment of risk and when staffing levels needed escalated, but these processes were already in place within the organisation.

Carole Anderson provided an overview of the eRostering highlight report, advising that weekly engagement took place with the National Programme Team. Approval was awaited for the Project Manager Job Description before recruitment could commence. This had resulted in the resources status being recorded as amber. Abu-Zar Aziz was supporting the programme in the interim, including carrying out a gap analysis on the current roster process.

Mark MacGregor highlighted he was working with colleagues on a formal programme structure and that this programme would affect all staff. The first group of teams would be identified for roll out from December 2023.

Marcella Boyle asked if there was sufficient staff resources available to meet deadlines and how programmes would feed into the Governance Committee structure.

Carole Anderson acknowledged the difficulty in obtaining programme support and provided assurance that every effort was being made to keep programmes progressing. Any critical delivery risks would be highlighted appropriately.

Linda Semple acknowledged the risks, noting that different aspects of programmes would require to be reported to different Committees and suggested it would be beneficial to flag within future reports the programme routes when they became business as usual.

Gordon James agreed this would be beneficial to consider the future reporting structure but in the interim, programmes would continue to be reported to this Committee.

Strategic Portfolio Governance Committee noted the Strategic Programmes Update.

**3.3 Digital Improvement Plan**

Michael Breen reminded the Committee that Stuart Graham had presented the draft Digital Improvement Plan (the Plan) at the last meeting and advised that any comments received had been incorporated into the Plan. This Plan had been approved by ELT prior to being presented to the Board in September 2023 for final approval.

Michael Breen provided assurance that a comprehensive monitoring regime would be followed to ensure oversight of any progress with the Plan.

Michael Breen acknowledged that the IT recruitment market was currently very competitive which could present risks to delivery timelines, but provided assurance that every effort would be made to recruit to these key posts.

Linda Semple thanked Michael Breen for the update, advising that the Committee would welcome regular updates on progress of the Plan.

Strategic Portfolio Governance Committee noted the update on the Digital Improvement Plan.

**3.4 Annual Delivery Plan**

Carole Anderson confirmed that feedback on the draft Annual Delivery Plan (ADP) had been received from SG and recommendations had been incorporated. The revised ADP was now being presented to Finance and Performance Committee (FPC) and this Committee for approval prior to final approval by the Board. The ADP would continue to be monitored quarterly and reported to FPC throughout the year. ADPs for 2024/25 were expected to be commissioned within the next reporting period.

Linda Semple raised a concern around the difficulty in recruiting to Project Management roles and suggested consideration be given to forming an internal consultancy pool of people with good project management skills across the whole organisation.

Morag Brown highlighted the lack of security for staff employed on short term contracts.

Gordon James responded that the challenge was often in relation to non-recurring funding, for example, within the Centre for Sustainable Delivery (CfSD). Gordon James advised that National Services Scotland provided a National Programme Management Service for Health Boards but there was a cost implication to this.

Morag Brown suggested consideration be given to over-recruitment for programme management roles but acknowledged this was a high risk strategy. Carole Anderson highlighted that Abu-Zar Aziz had set up a network for people interested in project management where development opportunities could be shared. Carole Anderson also advised that Abu-Zar Aziz was part of a Healthcare Project Change Association which was a professional body aimed at building capabilities and training people in project management roles.

Strategic Portfolio Governance Committee approved the Annual Delivery Plan.

**4 Centre for Sustainable Delivery**

**4.1 CfSD Assurance Statement (including Flash Report and Programme Risks**

**and Issues)**

Linda Semple welcomed Nicola Barnstaple and Rory Mackenzie to the meeting to present the CfSD Assurance Statement and accompanying update.

Rory Mackenzie presented an update on the CfSD Flash Report. The following was noted:

* Specialty Delivery Groups (SDGs) were progressing well with 41 National pathways developed and a further 17 in development.
* Twelve Clinical Leads had been appointed and workplans confirmed.
* An update on the National Pathways Dashboard was provided.
* The National Elective Coordination Unit (NECU) Annual Report had been published and the status of validation carried out was shared, which had resulted in an NHS Scotland cost avoidance of £2.76m against a NECU investment of £360k.

Nicola Barnstaple updated the Committee on the following:

* The Detect Cancer Earlier Campaign progress included the development of a National Head and Neck Cancer Optimal Diagnostic Pathway with £2.5m funding granted by SG for implementation and the final two year evaluation report for the Rapid Cancer Diagnostic Service (RCDS) near completion.
* Discussions were underway with the Chief Dental Officer regarding changes in dental guidelines.
* Further roadshows were being planned for March 2024 regarding early detection of Cancer.
* A Management Trainee had joined the Cancer Team and was working on reviewing the Scottish Referral Guidelines and Non-Specific Symptoms Pathway.
* Health Improvement Scotland (HIS) had been commissioned to carry out evidence reviews for referral guidelines and thresholds.
* Endoscopy and Urology Diagnostics were now part of the CfSD portfolio and would be included in future CfSD reports to the Committee. An Endoscopy Lead and Programme Manager were in in place and action plans were being developed.
* Recurring funding for Accelerated National Innovation Adoption (ANIA) had been secured. An overview of the current status of ANIA projects was provided.
* An overview of the status of Green Theatre projects was provided and the Committee noted that horizon scanning of new areas was being carried out.
* The National Planned Care team had transitioned to CfSD and workplans were being developed.
* Concerns were highlighted around a third of CfSD staff being employed on fixed term contracts funded by non-recurring funding and the associated risk of experienced staff seeking more secure employment.
* A snapshot of the CfSD Corporate Objectives was shared for information.

Linda Semple thanked Rory Mackenzie and Nicola Barnstaple for the updates and acknowledged, on behalf of the Committee, the negative impact on activity and recruitment that fixed term contracts and non-recurring funding caused.

The Committee noted that recurring funding had been confirmed for NECU and Urgent and Unscheduled Care.

The Committee noted the CfSD update report and approved the CfSD Assurance Statement.

**4.2 CfSD Urgent and Unscheduled Care Programme**

Linda Semple welcomed Andrea Jamieson to the meeting to present the CfSD Urgent and Unscheduled Care Programme update. The following was noted:

* An overview was provided of the Delivery against Emergency Access Standards across the four nations.
* An improvement programme with underpinning principles was being introduced, which would include a more evidence based and scientific approach while looking at best practice models.
* An overview of the top three priorities was provided with Priority One to optimise, Priority Two to develop and Priority Three to maximise programmes.
* The Unscheduled Care 2023/2024 Improvement Planning Roadmap was shared. This detailed work in progress was subject to further development with consultation sessions taking place with Health Boards. This had provided insight on variation and benchmarking for Health Boards.
* A National Clinical Lead for Unscheduled Care was being recruited.

Linda Semple thanked Andrea Jamieson for the comprehensive update and suggested links could be made with the Integration Joint Boards’ to progress this work.

Morag Brown highlighted the requirement for integrated working within Health and Social Care Partnerships and the aim to have the right funding in the right place. Andrea Jamieson agreed and advised that extended length of stay for therapy based treatments was one area being considered that could be better placed within the Community. A review of infrastructure funding by Health Boards was a main priority of the Unscheduled Care Team.

Andrea Jamieson provided detail of the plans around flow navigation for frail adults aged 85 and over, a group which currently occupy 25% of bed days. This included aiming to improve delayed discharge rates and looking at whole system workflow to prevent Health Boards being overwhelmed during the winter period.

Strategic Portfolio Governance Committee noted the Unscheduled Care Update Report.

**5 NHS Scotland Academy**

**5.1 NHS Scotland Academy Programme Update**

Linda Semple welcomed Kevin Kelman to the meeting.

Kevin Kelman provided an update on the NHS Scotland Academy (NHSSA) which included the following:

* An overview of the number of learners for each of the training courses was provided.
* Cultural Humility Resources training was being developed, with a provisional launch date of November 2023.
* Preparing for Work in Health and Social Care training had been attended by 5812 learners. This was the most popular course with some Health Boards having embedded this course within their induction programme for staff.
* High Volume Cataract Surgery training had been approved by NHSSA Executive Programme Group in October 2023 and Biomedical Science training had been approved in August 2023.
* East Lothian had been approved as a Joint Advisory Group (JAG) for the Endoscopy Training Programme.
* The Assistant Practitioner (Endoscopy) Course had been opened to registered nurses to encourage higher levels of participation.
* Bronchoscopy and Endobronchial Ultrasound training was progressing.
* The Perioperative Practice and Assistant Perioperative training courses had been merged and positive feedback had been received on this change.
* Decontamination workforce training had been approved by NHSSA Executive Programme Group with recruitment underway for a Senior Educator.
* Two new ultrasound training rooms at NHS GJ were now operational.
* Development of the NHSSA Skills and Simulation Centre and associated Manager Recruitment were progressing.
* The current challenges included employee passports for the National Endoscopy Training Programme (NETP) and Service Level Agreements (SLA’s) for the Bronchoscopy Faculty.
* Projects under development included Clinical Perfusion and Endoscopic Vein Harvesting (EVH).

Linda Semple reflected on the significant achievements of the Academy to date.

Gordon James advised that the Chief Executives Group had benefitted from a presentation on the work of NHSSA at a recent meeting

Strategic Portfolio Governance Committee noted the NHS Academy update.

**6 Corporate Objectives**

**6.1 Corporate Governance Meetings 2024/25**

Strategic Portfolio Governance Committee approved the proposed Governance meetings for 2024/25. These would be presented for final approval at the next NHS GJ Board meeting.

**7 Issues for Update**

**7.1 Update to the Board**

Linda Semple suggested the following was included in the SPGC Update report to the NHS GJ Board:

* The Committee discussed the draft Anchor Strategic Plan and noted the significant amount of work that had been undertaken to date.
* The Committee received an update on the Strategic Programmes and welcomed the revision of a Summary Report to accompany future programme/project reports.
* The Committee received an update on the Digital Improvement Plan.
* The Committee approved the Annual Delivery Plan.
* The Committee approved the CfSD Assurance Statement 6 Month Update and noted the programme work on Cancer. The Committee thanked Andrea Jamieson for providing an update on the Unscheduled Care Improvement Programmes.
* The Committee discussed the challenges NHS Scotland Academy had with recruiting to appropriately trained Programme Support staff and the resulting impact on programme activity across the organisation. The Committee agreed this required further consideration by the Board.
* The Committee approved the proposed 2024/2025 Governance Meeting Dates, subject to final approval by the Board.

**8 Any Other Competent Business**

There was no further business raised.

**9 Date and Time of Next Meeting**

Tuesday, 5 March 2024, 10:00 hrs