**Approved Minutes**

**Strategic Portfolio Governance Committee**

Tuesday, 9 May 2024 1000-1200hrs

Microsoft Teams Meeting

**Members**

Stephen McAllister Non-Executive Director (Chair)

Marcella Boyle Non-Executive Director

Morag Brown Non-Executive Director

Lindsay Macdonald Non-Executive Director

Rebecca Maxwell Non-Executive Director

Linda Semple Non-Executive Director

**Core Attendees**

Carole Anderson Director of Transformation, Strategy, Planning and Performance

Gordon James Chief Executive

**In Attendance**

Kevin Kelman Director, NHS Scotland Academy (item 5.1)

Nicki Hamer Head of Corporate Governance and Board Secretary

Katie Cuthbertson National Director, Centre for Sustainable Delivery (item 4.1)

Juliette Murray Associate Clinical Director, Centre for Sustainable Delivery (item 4.1)

Susan Douglas-Scott Board Chair

Stuart Graham Director of Digital and eHealth (item 3.2)

Graham Stewart Interim Director of Finance

**Apologies**

Anne Marie Cavanagh Director of Nursing and Allied Health Professionals

Jane Christie-Flight Employee Director

**Minutes**

Denise Cameron Senior Corporate Administrator

1. **Opening Remarks**

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

Stephen McAllister opened the meeting and welcomed the opportunity for the Wellbeing Pause, aimed at helping to maintain connections between colleagues.

**1.2 Apologies**

Apologies were noted as above.

**1.3 Declarations of interest**

Marcella Boyle reminded the Committee that the Volunteer Week Event would take place on 5 June 2024 and anyone looking to attend should contact Maureen Frank, Volunteer Services Manager.

Linda Semple advised that the Changing Places facility was nearly complete and a Communications bulletin would be circulated when it was open. Two hotel bookings had been received as a result of the new facility. Susan Douglas-Scott thanked Morag Brown for driving the Changing Places agenda forward. Morag Brown suggested the facility was flagged to the community and Gordon James confirmed that the toilet would become part of a register when open.

**2 Updates from Meeting on 5 March 2024**

**2.1 Unapproved Minutes**

Minutes of the meeting held on 5 March 2024 were approved as an accurate record.

**2.2 Action Log**

There were no outstanding actions.

**2.3 Matters Arising**

No matters arising.

**3 NHS GJ Strategic Updates**

**3.1 Strategic Programmes Update**

Carole Anderson provide a Strategic Programmes Update with an overview of the Summary Report.

The Safe Staffing Programme would move to Business As Usual (BAU) and emerging projects and programmes would be considered for merging into the current portfolio.

Susan Douglas-Scott asked if staff feedback on eRostering had been received. Carole Anderson advised that no challenges had been raised at this stage.

Stephen McAllister remarked on the exciting opportunities posed by the Anchor Programme but queried if NHS GJ had capacity to become involved in the additional work. Carole Anderson assured the Committee that elements of the Anchor Programme were business as usual but the organisation would adopt a tactical approach considering where most value could be added. Gordon James confirmed that work would be split across the Executive and Senior Leadership Teams. Linda Semple suggested deploying Non-Executive Directors to support with the Anchor Programme.

Morag Brown expressed hopes that the eRostering system would be streamlined and queried if the system would be able to raise safe staffing concerns. Anne Marie Cavanagh commented that a Safe Care module supported this. Gordon James highlighted that the Safe Care module was already in use for medical rostering and a seamless interface was being worked on nationally. Marcella Boyle mentioned that eRostering was one of the three priorities on the agenda for Staff Governance and Person Centred Committee.

Linda Semple raised concerns over training being delayed. Carole Anderson confirmed that the volume of training had been reduced but this would not compromise the roll out and resources were being directed to support successful completion.

Lindsay Macdonald commented that a high level overview of projects comparing time, completion status and finances could be considered. Linda Semple raised the possibilities of a crossover with information provided to Finance and Performance Committee. Carole Anderson confirmed that she would raise this with the Programme Team.

Strategic Portfolio Governance Committee noted the Strategic Programmes Update.

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| **Meeting** | **Action** | **Action Lead** | **Due Date** |
| SPGC09052024/01 | Consider adding finance figures to the Strategic Programmes Report | Carole Anderson | 9 July 2024 |

**3.2 Digital Improvement Plan**

Stuart Graham was invited to the Committee to provide a Digital Improvement Plan Update.

Stuart Graham confirmed the Digital Plan was progressing well with a few exceptions and positive feedback had been received from the services implementing changes.

Laboratory Information Management Systems (LIMS) continued to face challenges with implementation of the system. A Project Board was in place and would meet to discuss the current position. A meeting was scheduled to learn lessons from Belfast University Trust who had successfully implemented the system.

Cyber System and Events Monitoring had been completed and Telemetry was in operation in a number of areas which was seen on dashboards.

The Data Warehouse risk had increased and an agreement was reached with National Services Scotland (NSS) who would host the platform on behalf of NHSGJ, allowing time for development of skills and self-sufficiency.

An upgrade to the Impravat Single Sign on system took place. National Endoscopy reporting had contingencies in place. Teams Papers had reduced risk from amber to green as Senior Leaders had completed training.

Marcella Boyle thanked Stuart Graham for the update and asked how NHS faired in terms of recruiting staff with skills shortages and queried outcomes for recruiting through CodeClan, Digital Skills Academy. Stuart Graham advised he would request an update on this. Linda Semple suggested utilising University of Strathclyde as an educator or involving NHS Scotland Academy (NHSSA). Marcella Boyle highlighted Skills Development Scotland as an option.

Linda Semple queried if the LIMS issue had been investigated nationally. Stuart Graham confirmed that there would be no investigation as issues resulted from the period of the Covid-19 outbreak and contractual challenges. Gordon James confirmed he was being kept up to date with the LIMS system progress.

Linda Semple highlighted the impacts of renewing business contracts every three years and Susan Douglas-Scott agreed.

Morag Brown queried if feedback was received from clinical staff on the Digital Improvements. Stuart Graham noted there were frustrations but discussions were ongoing with the vendors to mitigate issues, stabilise the system and complete user testing.

Linda Semple asked Stuart Graham to thank the Digital and eHealth Team for their work.

Strategic Portfolio Governance Committee noted the Digital Plan Update.

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| **Meeting** | **Action** | **Action Lead** | **Due Date** |
| SPGC09052024/02 | Update on outcomes of engaging with CodeClan | Stuart Graham | 9 July 2024 |

**4 Centre for Sustainable Delivery (CfSD)**

**4.1 CfSD Annual Assurance Statement 2024/2025**

Katie Cuthbertson was invited to the meeting to provide an update on CfSD.

Katie Cuthbertson advised that CfSD had taken on three large programmes and colleagues were in the process of transitioning from Scottish Government.

Morag Brown sought further information on the achievements of CfSD in relation to specialist clinics and waiting times. Katie Cuthbertson advised that CfSD were reviewing information to ascertain the best way of achieving improvements and tracking changes over time. Katie Cuthbertson confirmed that the CfSD Annual Report would be shared in the upcoming weeks and this focused on achievements. The work plan for 2024/2025 would be submitted to Scottish Government for approval.

Juliette Murray mentioned that the breast lump pathway reduced demand by around 30%. As a result, some NHS Health Boards had ceased to operate weekend waiting list clinics allowing support to be provided to other NHS Health Boards. Katie Cuthbertson confirmed that National Elective Coordination Unit (NECU) had assisted reducing breast lump waiting lists and these reductions continued to be seen.

Morag Brown queried when timescales were expected to match the NHS England targets of two weeks. Juliette Murray confirmed that 50% of patients were initially seen within two weeks of referral but some NHS Health Boards waiting times remained longer therefore staffing models were being implemented.

Rebecca Maxwell queried fixed term contracts for core staff and Katie Cuthbertson advised this was an ongoing issue and consultations were in progress with Scottish Government to secure these posts.

Linda Semple questioned if contact had been made with NHS Health Boards that did not engage with NECU. Juliette Murray advised that Speciality Delivery Groups had a broad representation from NHS Health Boards with consistent and regular attendance. Work was being carried out to bring clinical leads together and noted a two way process between CfSD and NHS Health Boards.

Linda Semple asked if CfSD outcomes were seen by Non-Executive Directors across NHS Health Boards. Katie Cuthbertson confirmed that information on published pathways was provided by John Burns, Chief Operating Officer, Scottish Government, the National Validation for Orthopaedics was undertaken by all NHS Health Boards and information would be shared. Katie Cuthbertson confirmed she would be happy to discuss methods for engaging Non-Executive Directors and Nicki Hamer offered to share “Good News Stories” with the Board Secretaries Group for forwarding to Non-Executive Directors.

Strategic Portfolio Governance Committee approved the CfSD Annual Assurance statement 2024/2025.

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| **Meeting** | **Action** | **Action Lead** | **Due Date** |
| SPGC09052024/03 | Provide trajectories of CfSD waiting list improvements | Katie Cuthbertson | 9 July 2024 |
| SPGC09052024/04 | Discuss engagement CfSD and Non-Executive Directors across NHS Health Boards | Katie Cuthbertson | 9 July 2024 |

**5 NHS Scotland Academy**

**5.1 NHS Scotland Academy Programme Update**

Kevin Kelman provided an update on NHS Scotland Academy (NHSSA) Programme.

Susan Douglas-Scott commented on the excellent range of work and raised possibilities of more staff employed to assist with the NHS Scotland Youth Academy. Kevin Kelman confirmed that additional resources would be welcomed but noted complexities in supporting colleagues at different geographical levels. Marcella Boyle questioned if six months funding was long enough for work to be carried out with the Youth Academy. Kevin Kelman confirmed this would be a baseline to start, with aims of requesting more funding to extend the post. Marcella Boyle and Kevin Kelman agreed to meet and discuss youth work.

Rebecca Maxwell expressed difficulty linking figures in the presentation and building a narrative. Kevin Kelman confirmed this would be fed back to the Team.

Strategic Portfolio Governance Committee noted the NHS Scotland Academy Update.

**5.2 NHS Scotland Academy Executive Programme Group Terms of Reference**

Kevin Kelman provided an overview of the NHS Scotland Academy Executive Programme Group Terms of Reference.

Linda Semple asked for clarification on the next steps for the Terms of Reference. Nicki Hamer confirmed they would be recommended for approval to NHS GJ Board.

Morag Brown asked if members of Social Care would be included in the NHS Scotland Academy Terms of Reference and Kevin Kelman clarified that Social Care Directorate would not be members of the group as this was a joint office group consisting of NHS GJ and NHS Education for Scotland (NES) members.

Strategic Portfolio Governance Committee approved the Terms of Reference.

**6 Corporate Objectives**

**6.1 Blueprint for Good Governance Implementation Plan 2024/25**

Carole Anderson provided an overview of the Blueprint for Good Governance Implementation Plan 2024/2025.

Susan Douglas-Scott advised she would link with Rebecca Maxwell and Lindsay Macdonald to evidence the work that had been completed, to colleagues.

Linda Semple commented on the importance of providing a Non-Executive Director matrix to stakeholder groups and the value for Non-Executive appraisal.

Strategic Portfolio Governance Committee discussed the Blueprint for Good Governance Implementation Plan (2024/25).

**6.2 Strategic Portfolio Governance Committee (SPGC) Annual Governance Report for 2023/2024.**

Carole Anderson provided an overview of the SPGC Annual Governance Report for 2023/2024.

Carole Anderson confirmed the report would be presented to the Audit and Risk Committee in June 2024, followed by NHS GJ Board.

Strategic Portfolio Governance Committee approved the Annual Governance Report for 2023/2024.

**7 Issues for Update**

**7.1 Update to the Board**

* The Committee noted the progress being made on the Strategic Programmes Portfolio.
* The Committee noted the size and scale of the Digital Improvement Plan but raised concerns over the LIMS system acknowledging this had been escalated.
* The Committee noted the continued work of CfSD and approved the CfSD Annual Assurance Statement 2024/2025.
* The Committee noted the continuing work of NHS Scotland Academy and approved the NHS Scotland Academy Executive Programme Group Terms of Reference.
* The Committee discussed and approved of the Blueprint for Good Governance Implementation Plan 2024/25.
* The Committee approved the SGPC Annual Governance Report for 2023/24.

**8 Any Other Competent Business**

There was no further business raised.

**9 Date and Time of Next Meeting**

Thursday 9 July 2024, 10:00 hrs