****

**Strategic Portfolio Governance Committee**

**Annual Report**

**2021-22**

|  |  |
| --- | --- |
| **1** | **Background** |
|  |  |
|  | Members of the Strategic Portfolio Governance Committee (SPGC) are appointed by, and answerable to, the Board. Membership as detailed in Appendix 1. |
|  | The annual review of the Strategic Portfolio Governance Committee Terms of Reference (ToRs) are being reviewed to ensure appropriate scrutiny and governance of key strategic programme objectives and milestones for the organisation.  The Strategic Portfolio Governance Committee will advise and assure the Board on the development and implementation of the NHS GJ Board Strategy and expanding Board portfolio. |
| **2** | **Meetings** |
|  |  |
|  | The Strategic Portfolio Governance Committee met six times during the period 1 April 2021 to 31 March 2022. Attendance at the meetings was recorded as follows:   |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | | **Members** | **July**  **2021** | **September 2021** | **November 2021** | **January**  **2022** | **March 2022** | | **Linda Semple (Chair)** |  |  |  |  |  | | **Elaine Cameron (Vice Chair)** |  |  | Apology |  | Apology | | **Jane Christie-Flight** |  | Apology |  |  |  | | **Morag Brown** |  | Apology |  |  | Apology | | **Stephen McAllister** | Apology | Apology | Apology | Apology |  | | **Jann Gardner** |  |  |  |  |  | | **Gareth Adkins** | Apology |  |  |  |  | | **Colin Neil** |  |  |  |  |  | | **Anne Marie Cavanagh** |  |  |  |  |  | | **Mark MacGregor** |  |  |  |  |  | | **June Rogers** |  |  |  |  | Apology |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | | **In Attendance** | **July**  **2021** | **September 2021** | **November 2021** | **January**  **2022** | **March 2022** | | **Carole Anderson** |  | Apology |  |  |  | | **Susan Douglas-Scott** |  |  |  |  |  | | **Gerard Gardiner** | **-** | **-** |  |  | Apology | | **Kevin Kelman** | Apology |  |  |  | Apology | | **Catherine Calderwood** | **-** | **-** |  |  | Apology | | **Jessica Henderson** |  |  |  |  |  | | **Katie Cuthbertson** |  |  |  |  |  |   There are a number of standing agenda items that allow the SPGC to monitor the key strategic programmes. The Committee continued to receive key standing updates in relation to the following items:   |  | | --- | | **Standing Agenda items** | | * NHS Golden Jubilee Strategic Update * Centre for Sustainable Delivery Update * NHS Scotland Academy Update | | **Additional Agenda items** | | **6 May 2021** | | **1 July 2021**   * Health and Social Care Innovation Ecosystem * Centre for Sustainable Delivery Animation film * A Year in Review of NHS Golden Jubilee film * NHS GJ Programme Summary and Overview * National Elective Centre | | **2 September 2021**   * NHS Scotland Recovery Plan | | **4 November 2021**   * University of Strathclyde | | **18 January 2022**   * University of Strathclyde | | **10 March 2022**   * Feedback on Blueprint for Good Corporate Governance Self-Assesssment | |
|  |  |
|  |  |
| **3.** | **Board Papers** |
|  |  |
|  | The approved minutes from each meeting are presented at the subsequent Board meeting for discussion. Summary outputs from each meeting are presented to the first available Board meeting to allow Board members to be appraised of any governance issues pending final approval of Committee minutes. |
|  | The annual report will be presented to the May 2022 NHS GJ Board Meeting. |

|  |  |
| --- | --- |
| **6.** | **Risk Management** |
|  |  |
|  | The Board Corporate Risk Register is currently being reviewed and new risks that will align to the Strategic Portfolio Governance Committee will be presented to the next Committee meeting in July 2022. |
|  |  |
| **8.** | **Chair’s Conclusion** |
|  | It has been humbling to get to see the incredible work that staff have continued to deliver during the last year. It would have be easy to have concentrated solely on those areas of hospital services most impacted on by the pandemic, but NHSGJ teams have continued to make excellent and important progress on all of the programmes of work within our portfolio.  In particular, the NHS Academy has accelerated progress well beyond expectation; CfSD has quickly become recognised as a significant player in the necessary work of improving outcomes across NHS Scotland; the delivery of major capital projects continued apace and to schedule in spite of pandemic-related and other impacts and the Hotel staff stepped up to support covid-specific activity at a national level while still managing to take strategic developments for that facility forward.  In an incredibly difficult year, staff - led by an exemplary executive team - were able to assure us that programmes were continuing, alignment with NHS GJ’s strategic objectives was held fast, and, as always, focus remained on delivering for patients.  Therefore, I am able to say with certainty that the Strategic Portfolio Governance Committee continues to ensure appropriate scrutiny and governance around the key strategic programme objectives and milestones of the organisation and, in accordance with its Terms of Reference (attached at the end of this report), will seek to maintain that position.  **Strategic Portfolio Governance Committee**  **Membership 2021-22**  **Membership of SPGC**   * Linda Semple, Non-Executive Director (Chair) * Elaine Cameron, Non-Executive Director (Vice Chair) * Jane Christie-Flight, Non-Executive Director/Employee Director * Morag Brown, Non-Executive Director * Stephen McAllister, Non-Executive Director * Jann Gardner, Chief Executive * Gareth Adkins, Director of Quality, Innovation and People * Colin Neil, Director of Finance * Anne Marie Cavanagh, Nurse Director * Mark MacGregor, Medical Director * June Rogers, Director of Operations |

**NHS GOLDEN JUBILEE**

**STRATEGIC PORTFOLIO GOVERNANCE COMMITTEE**

**Terms of Reference 2022/23**

1. **Purpose**

The purpose of the Strategic Portfolio Governance Committee (SPGC) is to advise and assure the Board on the development and implementation of the NHS Golden Jubilee (GJ) Strategic Portfolio. This will include the scrutiny of key enabling plans, implementation progress and delivery.

The Committee will oversee all aspects of governance relating to the Strategic Portfolio and ensure full alignment to delivering the Board ambition of *“delivering care through collaboration”.*

As a national resource, the NHS Scotland Quality Ambitions are at the heart of all organisational objectives. The Board’s primary focus is to deliver the best quality healthcare to the people of Scotland – care that is person centred, safe and effective.

Specifically, the Strategic Portfolio Governance Committee will:

* Provide oversight and strategic direction for the Board Strategy Portfolio;
* Manage the process of acceptance of a Strategic Programme into the wider NHS GJ Portfolio;
* Authorise the start and subsequent stages of the programme;
* Approve any changes to the scope of the portfolio;
* Ensure Portfolio Risks are managed in line with the overall Risk Management Strategy;
* Undertake critical reviews of Portfolio risk registers including controls, likelihood and impact. Further information may be requested by the Committee to provide assurance on any aspect of the strategic risks;
* Carry out horizon scanning that supports identification, evaluation and management of changes in the risk environment preferably before they manifest that may impact on deliver of key programmes and the overall strategy;
* Oversee scrutiny of benefits achievement.

The Committee will work within the principles of the Scottish Government Blueprint for Good Governance (2019), to ensure effective management, improved performance and ultimately good outcomes for all stakeholders.

1. **Objectives and Remit**

The Strategic Portfolio Governance Committee will function as a sub-committee of the Board with a role of endorsing any change in the strategic direction of the Board. The Committee will monitor and scrutinise the following:

* Endorsement of strategic programmes associated with the expanding Board portfolio.
* Development and implementation of the NHS GJ Board Strategy.
* Delivery against key elements of the Board Strategy, this includes the strategic intent of programmes.
* Delivery of objectives within Project, Programme and Portfolio parameters to ensure all work aligns with the Board’s strategic direction.

The Committee will also:

* Review programme arrangements for securing effectiveness and best value from resources, ensuring that prompt action is taken and appropriate escalation approaches are deployed to manage issues.
* Ensure that the equality and diversity implications of Board developments are fully considered and acted upon.
* Provide assurance to the Board that significant strategic programme risks are being adequately managed, and agree remedial action where necessary.
* Assure the Board that all current strategic programmes, project plans and their associated Key Performance Indicators (KPIs) are consistently and comprehensively monitored.

The Committee will review the development and delivery of the following key programmes:

* NHS Scotland Academy. This will include receiving an Annual Report from the NHS Scotland Academy Joint Strategic Board, and consideration of inclusion of that Annual Report within the Committee’s Annual Report to the Board of NHS Golden Jubilee.
* Centre for Sustainable Delivery (CfSD). This will include providing a statement of assurance to the Board of NHS Golden Jubilee, as part of annual reporting arrangements, that the Committee has been able to review, monitor and assure progress against the CfSD annual work-plan, which is set by the Scottish Government.
* National Innovation Accelerator
* NHS GJ National Elective Centre Commissioning
* Strategic planning elements of core NHS GJ business
* Any further programmes agreed as part of the Board’s expanding portfolio

1. **Membership**

The Board Vice Chair will act as Committee Chair and the Committee shall comprise:

* Five Non-Executive Directors appointed by the Board
  + - Chair (Board Vice Chair)
    - Chair, Finance and Performance Committee
    - Two further Non-Executive Directors
    - Employee Director
* Chief Executive
* Deputy Chief Executive / Director of Operations
* Director of Quality, Innovation and People
* Medical Director
* Nurse Director
* Director of Finance

In attendance:

* Board Chair
* Associate Director of Quality, Performance, Planning and Programmes
* Head of Corporate Governance

Other Board staff will be invited to attend meetings when relevant issues and items are being considered within their area of responsibility. In the absence of Committee Members, a nominated deputy may attend the meeting.

**4 Executive Director Lead**

The Designated Executive Lead will support the Chair of the Committee in ensuring that the Committee operates according to /in fulfilment of its agreed Terms of Reference.

The named Executive Lead for the Committee is the Director of Quality, Innovation and People.

Specifically, they will:

* Support the Chair in ensuring that the Committee remit is based on the latest guidance and relevant legislation, and the Board’s best value framework;
* Liaise with the Chair in agreeing a programme of meetings for the business year, as required by its remit;
* Oversee the development of the annual schedule of reports for the Committee which is congruent with its remit and the need to provide appropriate assurance at the year-end, for the endorsement of the Committee and approval by the Board;
* Agree with the Chair an agenda for each meeting, having regard to the Committee’s remit and schedule of reports;
* Oversee the production of an annual report on the delivery of the Committee’s remit activity plan and reports, for endorsement by the Committee and submission to the Board.

**5 Quorum**

The quorum for any meeting of the Committee will be five members, three of whom will be Non Executive members and two will be Executive Directors.

**6 Conduct of Business**

* The Committee shall meet every two months.
* The conduct of business will be in accordance with the Board’s Standing Orders.
* Prior to the full approved Minutes of the Committee being available, a template covering the main points of discussion will be added to the Board Exception report for the next Board meeting. The full Minutes of this Committee will be reported to the NHS Golden Jubilee Board.
* Reports to the Board will be required to have a standard cover sheet clarifying whether the report is being presented for information, for discussion or for approval. Papers are required to be circulated within five working days prior to the Committee taking place.
* There will be a requirement to produce an Annual Report at the end of each financial year.

**7 Framework**

The framework for the Committee will be scheduled as part of a forward monitoring plan and will routinely include the following:

* Strategic Planning
* Strategic Programmes
* Strategic Programme Board
* Annual Plan for Committee

The Committee is authorised by the Board to investigate any activity within its Terms of Reference and instruct reviews within agreed procedures.

**8 Reporting Arrangements**

The Strategic Portfolio Governance Committee will report directly to the Board of NHS Golden Jubilee. Minutes and exception reports from the Committee will be presented to the Board by the Chair of the Committee on any issues that require escalation to the Board.

**9 Review of Terms of Reference and Version Control**

The Terms of Reference will be reviewed annually.

Version Control

|  |  |  |  |
| --- | --- | --- | --- |
| **Version** | **Date** | **Amendments from previous version** | **Approved at Board** |
| Version 1 | 26.01.21 | N/A | 18.03.21 |
| Version 2 | 25.04.2022 | Removal of role of vice-chair of Committee  Inclusion of more detailed reference to CfSD Assurance statement following SPGC meeting in May 2022. |  |

Appendix 2



**ANNUAL REPORT OF THE NHS SCOTLAND ACADEMY JOINT STRATEGIC PROGRAMME BOARD 2021/22**

**Statement from the Joint Chairs**

We are delighted that NHS Education for Scotland (NES) and NHS Golden Jubilee (NHSGJ) have collaborated to form the NHS Scotland Academy (NHSSA). We are pleased at how well this new and exciting national, joint venture is actively supporting the implementation of NHS Scotland’s Recovery Plan. We are capitalising on the existing strengths of both parent Boards and focusing on areas of workforce pressures requiring accelerated training to meet the clinical and care needs of citizens across Scotland.

NHSSA is playing a critical role in ensuring there is a skilled and sustainable workforce for health and care services in Scotland, working collaboratively with partners and focusing on a once for Scotland ethos.

In order to provide governance oversight of the work of the NHSSA we have formed a Joint Strategic Programme Board and we wish to thank the staff from NHSGJ, NES and the NHSSA for all the developments that they have progressed, at pace, over the last year.

This annual report outlines the work which has undertaken by the NHSSA in its first year and we look forward to building on this excellent start in the future.

Susan Douglas-Scott, David Garbutt,

Chair of NHSGJ and Chair of NES and

Joint Chair of the NHSSA JSPB Joint Chair of the NHSSA JSPB

**1. Introduction**

The NHS Scotland Academy Joint Strategic Programme Board is a governance group established by the two parent Boards of NHS Education for Scotland (NES) and NHS Golden Jubilee (NHSGJ). It is constituted from a membership of non-executive directors from the two parent Boards.

The Annual Report of the NHS Scotland Academy Joint Strategic Programme Board (NHSSA JSPB) covers the period from 1 April 2021 - 31 March 2022. This report aims to provide evidence and assurance as to the extent to which the NHSSA JSPB has effectively discharged their remit and responsibilities during this period.

The NHSSA JSPB will review this report prior to it being considered by the NHSGJ Audit and Risk Committee and the NES Audit and Risk Committee as part of the Annual Accounts and Annual Report requirements of each of the parent Boards, so that the overall governance statements can be prepared and placed before the respective parent Boards for approval.

The assessment of discharge of remit is against the responsibilities and duties, set out in the Terms of Reference approved at the inaugural meeting of the NHSSA JSPB on 8 July 2021.

**2. COVID-19 Governance**

Due to the on-going COVID-19 global pandemic, the NHSA JSPB meetings took place virtually using Microsoft TEAMS.

Key lessons learnt from the 2020/21 periods of “Core Board Governance”; “Gold Command” and “Governance Light” have been applied during 2021/22. This includes alignment of the roles and responsibility of the NHSA JSPB with an annual schedule of business; the prioritisation of agenda items; timing agendas and the use of a shorter paper format using the SBAR approach (Situation/Purpose; Background; Assessment/Key Issues and Recommendations) and considering taking of items by correspondence if appropriate.

Further to the winter pressures, the emergence of the newOmicron variant and the letter from Scottish Ministers (December 2021) advising that the NHS would be on emergency footing for the next 3 months, the NES Board adopted “Governance Light” from 20 December 2021 – 24 March 2022 and postponed scheduled Board Development meetings, maintaining other scheduled meetings. NHSGJ continued with its Board and Committee meetings as scheduled, owing to the availability and familiarity of video conferencing software which had supported the Board in maintaining a full programme of meetings in financial year 2021/22.

The NHSSA JSPB continued to meet as scheduled during “Governance Light”. The NHSSA JSPB postponed implementation of the 2021/22 NHSSA JSPB Self-Assessment process, whilst the NHSSA JSPB 2021/22 Annual Report work continued.

**3. Membership and Meetings**

As the NHSSA JSPB did not get established until the summer of 2021, the NHSSA JSPB met three times during 2021/22 using Microsoft TEAMS.

The 2021/22 meetings were all quorate.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Date | Susan Douglas Scott NHSGJ  (Co- Chair) | David Garbutt NES  (Co-Chair) | Linda Semple NHSGJ | Douglas Hutchens  NES |
| Inaugural Meeting  8 July 2021 | **✓** | **✓** | **✓** | **✓** |
| 30 November 2021 | **✓** | **✓** | **✓** | **✓** |
| 22 February 2022 | Partial Attendance | **✓** | **✓** | **✓** |

The 8 July 2021 and the 22 February 2022 meetings were Chaired by the NES Co-Chair and the 30 November 2021 meeting was Chaired by the NHSGJ Co-Chair.

The NES nominated reserve non-executive director member (Sandra Walker), attended the 8 July 2021 NHSSA JSPB Inaugural meeting.

An informal meeting took place between the NHSGJ and NES Board Chairs and respective CEOs on 13 May 2021 prior to the establishment of the NHSSA JSPB to review draft ToRs and agree the approach to the Charing and administration of the NHSSA JSPB.

**3. Administration and Communication**

The NHSSA JSPB members are satisfied with the structure, quality and timeliness of receipt of the agenda and papers for the NHSSA JSPB, given that the 2021/22 period has been iterative and developmental.

The NHSSA JSPB members believe the conduct of its meetings to be satisfactory and promoting of partnership and collaborative working between the two parent Boards.

A standing item is included on the agendas to allow NHSSA JSPB members to declare any interests at the beginning of each meeting.

The administrative support for the work of the NHSSA JSPB was rotated between Board Services in NES and NHSGJ. Administration was provided by NES for 8 July 2021 and the 22 February 2022 meetings and by NHSGJ for 30 November 2021 meeting.

Meeting papers were distributed as per the NHSGJ and NES Board standard, one week before each meeting, to allow members the appropriate time to prepare for the NHSSA JSPB. The exception to this is as follows:

**Delayed papers.**

Delayed papers were as follows:

All the papers for the 30 November NHSSA JSPB were delayed, including the agenda; draft minutes; action list; Board Development Session for Board Members paper; Initiation Process for new Workstreams paper; Recruitment Update paper and the Overview Financial Report. These were all issued a day late.

There were two papers delayed for the 22 February NHSA JSPB. These were the Centre for Sustainable Delivery (CfSD) alignment with NHS Scotland Academy paper and the Quarter 3 Financial Report and these papers were issued a day late.

The papers were all made available on NES and NHSGJ respective Board Admincontrol systems and on NES Sharepoint and as a single PDF file.

Papers were presented in a clear format, using the NHSA JSPB standard cover paper, and provided a basis for informed decision making and scrutiny.

An Annual Report of the NHSSA JSPB is submitted to the NHSGJ and the NES Audit and Risk Committees for review as part of the consideration of the Governance Statement.

**Items by correspondence.**

The following papers were taken by correspondence:

* The NHSSA JSPB did not conduct any business by correspondence during the 2021/22 business year.

**Deferred papers.**

The following paper was deferred:

* 2021/22 NHSSA JSPB Self-Assessment. Due to COVID-19 Governance Light, this process and paper was deferred. It will be completed for the 2022/23 business year.

**5. Terms of Reference and Discharge of Responsibilities and Duties**

The discharge of responsibilities and duties below is based on the Terms of Reference approved by the NHSSA JSPB on 7 July 2021.

The work of the NHSSA JSPB in 2021-2022 is partially aligned with its agreed responsibilities and duties. The NHSSA JSPB maintained a strong focus on the establishment of the new governance structures; the initial delivery of the NHSSA programme of work, including substantial delivery of services to candidates under a variety of training programmes; financing and staffing of the NHSSA and reporting of progress and the development of relationships and communication.

A brief commentary on the specific activities undertaken to discharge each point of the NHSSA JSPB remit is provided in the table below. The table also describes the impact achieved in relation to the actions described in the commentary:

| **Responsibilities and duties** | **Commentary** | **Impact achieved** |
| --- | --- | --- |
| Review and recommend for the approval by the respective parent Board, the joint strategic vision, strategic outcomes and joint strategic plan, seeking assurance that the relevant policies and contextual factors have been effectively responded to. | The NHS Scotland Academy Business Case was approved in year by Scottish Government, within the context of Re-mobilise, Recover, Re-design. This document set out the prioritised programme of work to support recovery, the budget and staffing requirements and costs.  NHS Scotland Academy Governance & Accountability (Scottish Government). This Paper describes the management arrangements put in place by the Scottish Government (SG), NHS Golden Jubilee (NHSGJ) to support the establishment and operation of the NHS Scotland Academy (NHSSA).  NHS Scotland Academy approach to Equality and Diversity; Data Protection Impact Assessment (DPIA); Records management and asset registration; Ethical Sponsorship; Whistleblowing; Business Conduct; Freedom of Information (FoI); Complaints and Internal Audit | * SG Business case set out the route map for the NHSS Academy against which the NHSSA JSPB received updates and reviewed NHSSA progress. * The top-level governance for and accountability of the NHSS Academy was effectively set out and agreed. * Due to the stage of maturity, the NHSSA has not been in a position to prepare a joint strategic vision, strategic outcomes and joint strategic plan. Given the requirement for NHS Recovery at pace, the NHSSA has focused on establishing funding, recruiting staff, developing an operational roadmap, delivering services, and developing governance process for initiating new Workstreams. * Further governance work to support the operation of the NHSS Academy within the existing governance and policy context of the parent Boards was set out and agreed to ensure consistency and avoidance of duplication. |
| Identify and agree key strategic performance indicators. | Strategic Key Performance Indicators were not set | * Key Strategic Performance Indicators for the NHSSA are yet to be developed and reported to the NHSSA JSPB. * NHSSA senior staff have participated in the NES development training based on the Stacey Barr Balanced Score Card approach to developing strategic key performance indicators, setting outcomes and reporting on impact and results. |
| Set risk appetite, in line with the respective parent Board’s risk appetite. | Risk Appetite was not set | * NHSSA risk appetite has not been set and agreed in line with parent Board’s risk appetites. |
| Seek assurance that strategic risks are identified and mitigated. | NHS Scotland Academy 2021/22 Programme Plan including identification of strategic risk. A presentation against this agenda item identified strategic risks and mitigations | * The strategic risks and mitigations were approved as set out in the PowerPoint presentation |
| Review and recommend for the approval of the respective parent Board, the joint annual operating plan. | The Joint Annual Operating Plan included as an Appendix to each of the parent Board’s Recovery Plans.  Draft 2022/23 NHS Scotland Academy Annual Operational Plan; key strategic performance indicators and approach to risk | * Noted that for 2021/22 the Annual Plans for the NHSSA will be part of the respective parent Board’s Recovery Plans as an Appendix. * The NHSSA JSPB requested a further iteration of the 2022/23 paper including strategic risks and their mitigation and the three-year operational plan. |
| Review and recommend for approval by the respective parent Board, the joint annual report to include the operational, risk and financial annual reporting elements. | NHS Scotland Academy Financial Governance Progress update and financial reporting.  NHSSA Workforce Updates | * The NHSSA JSPB confirmed that the parent Boards would agree the NHS Scotland Academy 3-year workforce and financial plans and include a consistent form of words and financial figures within the NES and NHSGJ three year financial, workforce and delivery plans. |
| Seek assurance that key strategic partners and stakeholders are identified and set out in a strategic engagement strategy. | Communications Plan and NHS Scotland Academy Branding the aim of the plan was to ensure that the key milestones and project work streams were effectively and consistently marketed and communicated to the identified key audiences and stakeholders  NHS Scotland Academy Launch  Centre for Sustainable Delivery (CfSD) alignment with NHS Scotland Academy | * Agreed that the branding should include the word “accelerated” in the strap line to avoid misleading the audience in relation to NES’ primary education and training role. And approved the branding Accelerated training through collaboration. * Noted a success launch and marketing * Received information about the role of and governance of CfSD and requested clarification on how further reports in relation to alignment of work between NES, the NHS Scotland Academy and CfSD would be received by the NHSSA in the new business period of 2022/23. |
| Delegate quarterly educational quality scrutiny and performance governance oversight to the respective existing parent Board Standing Committees of Education and Quality Committee (NES) and the Strategic Portfolio Governance Committee (NHSGJ). The distinctive role of each Standing Committee will be aligned with their existing roles and responsibilities as set out in their current Terms of Reference (ToRs) as per Appendix 1 of the Strategic Programme Board ToRs. | NHS Scotland Academy Strategic Programme Board Draft Terms of Reference (ToRs) | * The NHSSA JSPB approved the ToRs and requested the delegated remits were progressed to and through the parent Boards standing Committees for adoption. |
| Review recommendations from Internal Audit Reports. | There were no Internal Audit Reports | An Internal Audit of NHSSA governance is planned for 2022/23. |
| Prepare an annual governance report for submission to the respective Audit and Risk Committees and parent Boards. | NHSSA JSPB 2022/23 Annual Report | The first Annual Report of the NHSSA JSPB will be submitted to the NHSSA JSPB 17 May 2022 Meeting and scheduled to the NES and NHSGJ ARC meetings in June 2022 |
| Conduct annual effectiveness reviews of the Strategic Programme Board as per 11.2 of the ToRs. | There is no 2022/23 Annual self-effectiveness review | This was deferred as per COVID Governance Light and will be progressed for 2022/23. |

**5. Business Transacted during the year (2021/22)**

NHSSA JSPB business was conducted effectively and collegially throughout the year, with members and officers being given the opportunity to contribute fully to discussions. All agenda items were addressed at each meeting, with sufficient time allowed to discuss relevant issues.

The items taken by the NHSSA JSPB were as follows:

**8 July 2021**

**Inaugural Meeting**

**Governance and Accountability**

NHS Scotland Academy Governance & Accountability (Scottish Government) (Paper NES/NHSGJ/02)

NHS Scotland Academy Strategic Programme Board Draft Terms of Reference (Paper NES/NHSGJ/03)

2021/22 Schedule of NHS Scotland Academy Strategic Programme Board Meetings (Paper NES/NHSGJ/04)

2021/22 Draft Schedule of Business NHS Scotland Academy Strategic Programme Board (Paper NES/NHSGJ/05)

NHS Scotland Academy Financial Governance Progress Update (Verbal)

**Programme Planning**

NHS Scotland Academy 2021/22 Programme Plan **including identification of strategic risk** (Presentation)

Commissioning (Verbal)

**Communications**

Communications Plan and NHS Scotland Academy Branding (Paper NES/NHSGJ/06)

**Performance Reporting**

Establishing strategic KPIs and performance reporting – proposal (Paper)

**Items for Noting**

NHS Scotland Academy SG approved Business Case (Paper NES/NHSGJ/07)

**30 November 2021**

**Updates from last meeting**

Unapproved Minutes and Action Log (Paper 3.1)

**Strategic Items**

NHS Scotland Academy Launch (Presentation)

Programme Update (Presentation)

Board Development Session for Board Members (Paper 4.3)

Initiation Process for new Workstreams (Paper 4.4)

**Performance Reporting**

Overview Financial Report (Paper 5.1)

Recruitment Update (Discussion 5.2)

**22 February 2022**

Draft Minutes from the 30 November 2021 NHS Scotland Academy Joint Strategic Programme Board Meeting (Paper NES/NHSGJ/22/02)

Actions from previous Joint Strategic Programme Board Meetings (NES/NHSGJ/22/03)

**Performance Items**

NHS Scotland Academy 2021/22 Programme Plan: Progress Report (Paper NES/NHSGJ/22/04)

Centre for Sustainable Delivery (CfSD) alignment with NHS Scotland Academy (Paper NES/NHSGJ/22/05 and Presentation)

Quarter 3 Financial Report (Paper NES/NHSGJ/22/06)

**Strategic Planning**

Draft 2022/23 NHS Scotland Academy Annual Operational Plan; key strategic performance indicators and approach to risk

**NHS Scotland Academy Governance**

NHS Scotland Academy approach to: (Paper NES/NHSGJ/22/07)

* Equality and Diversity
* DPIA, Records and management and asset registration
* Whistleblowing
* Business Conduct
* Freedom of Information
* Internal Audit
* Complaints
* Ethical Sponsorship

**6. Schedule of Business 2022/23**

The 2022/23 Schedule of Business was approved at the 17 May 2022 and will be used as the basis for the preparation of agendas for the 2022/23 meetings.



**7. Evidence in relation to the whole system of internal controls**

**7.1 Internal Audit**

There were no Internal Audits.

**7.2 External Audit**

There were no External Audits.

**7.3 Risk Management**

Risk was reported to each of the three NHSSA JSPB meetings. The approach to identifying and reporting NHSSA risk is under development and the associated risk management infrastructure is to eb determined.

Strategic risk and assurance are NES Board corporate governance improvement areas during 2022/23.

**7.4 Outstanding Matters**

The work of the NHSSA and the NHSSA JSPB remain at fairly early stages and as such aspects of the Remit of the NHSSA JSPB remain to be delivered. These include the setting of risk appetite, the identification of strategic risks, strategic KPIs and operational, workforce, finance and risk reporting.

**7.5 Future Developments**

The NHSSA JSPB sits within the wider context of the corporate governance developmental work of the parent Boards for example the NES Board are currently developing a new Strategy; Strategic Key Performance Indicators (SKPIs) and strategic risk identification and reporting.

The NHSSA JSPB schedule of business will continue to be aligned with the NHSSA JSPB Terms of Reference. The NHSSA JSPB will undertake an Annual Committee Effectiveness Review for 2022/23.

For the 2022/23 the NHSSA JSPB will increase the frequency of their meetings from three to four times per business year.

As per the principles of COVID-19 Governance Light, all NES Board and Committees have scheduled a July 2022 summer recess as part of enhancing executive and manager’s wellbeing. It has been agreed with NHSGJ that a meeting of the NHSSA JSPB would not been scheduled during this time.

**7.6 Conclusions**

The NHSSA JSPB has effectively discharged aspects of its Remit, in line with Best Value principles, the NHS Blueprint for Good Governance and the NES and NHSGJ COVID-19 governance.

**7.7 Assurance**

To formally state that the remit of the NHSSA JSPB has been discharged as effectively as possible given its stage of development and maturity and it has made progress with the discharge of the responsibilities delegated to it by the NHSGJ and NES Parent Board during the year 1 April 2021 to 31 March 2022.

Report Drafted by:

Kevin Kelman, Director, NHSSA

Della Thomas, Board Secretary, NES

Gerard Gardiner, Board Secretary, NHSGJ

NES/NHSSA/NHSGJ

May 2022