**Approved Minutes**

**Strategic Portfolio Governance Committee**

1 September 2022, 1500 - 1700

Via MS Teams

**Members**

Linda Semple Non-Executive Director *(Chair)*

Dr Mark MacGregor Medical Director

Gareth Adkins Director of Quality, Innovation and People

Graham Stewart Interim Director of Finance

Jane Christie-Flight Employee Director

Karen Kelly Non-Executive Director

Professor Jann Gardner Chief Executive (from 1530)

Stephen McAllister Non-Executive Director

Steven Wallace Non-Executive Director

**In Attendance**

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

Dylan White Principal Lead, NHS Scotland Academy (agenda item 6.1)

Gerard Gardiner Head of Corporate Governance & Board Secretary

Graham Stewart Deputy Director of Finance

Jessica Henderson Associate Director – Strategic Planning and Programmes, Centre for Sustainable Delivery (agenda item 6.3)

Juliette Murray National Associate Clinical Director, Centre for Sustainable Delivery (agenda item 6.3)

Katie Cuthbertson National Director, Centre for Sustainable Delivery (agenda item 6.3)

Kevin Kelman Director, NHS Scotland Academy

Lynne Ayton Interim Director of Operations

Nicola Barnstaple National Associate Director, Cancer, Centre for Sustainable Delivery (agenda item 6.3)

Susan Douglas-Scott CBE Board Chair (from 1530)

Susan McLaughlin Clinical Programme Manager (agenda item 6.2.2)

**Minutes**

Christine Nelson Personal Assistant

1. **Chairs Introductory Remarks**

Linda Semple opened the meeting and thanked those present for joining. Linda Semple asked the Committee to note that Jann Gardner and Susan Douglas-Scott had been delayed at another meeting and would join as soon as possible.

**2 Well-being Pause**

Linda Semple confirmed that the Committee had taken time before the start of the meeting for this purpose and requested that future meeting invitations incorporate 5 minutes before the planned start time of the meeting for the well-being pause.

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| **Action No.** | **Action** | **Owner** | **Target date** |
| SPGC220901/01 | Meeting invitations to be brought forward 5 minutes from start of Committee to allow for a Well-being pause. | GG | 25.10.22 |

**3 Apologies**

Members

Morag Brown Non-Executive Director

Anne Marie Cavanagh Director of Nursing & AHPs

Attendees

Catherine Calderwood National Clinical Director, Centre for Sustainable Delivery

**4 Declarations of interest**

Steven Wallace declared his interest as Chief Financial Officer, University of Strathclyde.

1. **Updates from the Meeting Held on 28 June 2022**

**5.1 Unapproved Minutes of Last Meeting**

The minutes of the meeting held on 28 June 2022 were approved as an accurate record of the meeting.

**5.2 Action Log**

All outstanding actions from the previous meeting were agreed as complete with the exception of SPGC/220628/05 regarding the CfSD Annual report, work-plan and strategic mission being presented to the Committee. The Committee noted this had not yet been finalised by CfSD and would be presented at the earliest opportunity.

* 1. **Matters Arising**

There were no matters arising from the last meeting.

1. **Strategic Updates**

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

Kevin Kelman referred to the programme dashboard which had been circulated to Board Members in advance of the Committee and sought any comments from Members. Kevin Kelman then introduced Dylan White, who had been invited to present on the work of the NHS Youth Academy.

Kevin Kelman provided a strategic update to the Committee on ongoing work of the NHS Scotland Academy (NHSSA) which included an overview of the work-streams and Clinical Skills Dashboard along with the preparation being undertaken for work in Health and Social Care.

Kevin Kelman reported that the key projects being developed were Health Care Support Workers – Peri-operative, Bronchoscopy, Ophthalmology – Cataracts, Nursing and Midwifery Council and Endoscopic Vein Harvesting.

Kevin Kelman informed the committee that there are now 6 huddles operational across Scotland.

Dylan White provided an update on the current Youth Academy live projects which included:

* A pilot with Skills Development Scotland on school based qualifications for a pathway into healthcare careers with 20 places currently available in 5 huddle areas.
* Mapping regional provision in schools and colleges versus emerging workforce needs to identify and address gaps.
* Huddles join up with Local Authorities, Developing the Young Workforce (DYW) groups, NHS Boards, colleges and other partners to improve communications and raise awareness of NHS careers.
* Simulation Centres in Golden Jubilee (GJ) and Forth Valley to enable more effective use of innovative learning programmes.
* Supporting wider work on programme pathways for Armed Forces, Service Leavers and Veterans into NHS careers.
* Proposal in NES looking at care experienced young people to progress into NHS careers.
* Research into the blocks/challenges for young people to move into NHS Careers.
* Accelerating routes to competence for new staff.
* Explore new/adopted programmes with third sector providers.

Gareth Adkins highlighted the synergies between NHSGJ and the NHSSA with NHSGJ having facilities that local places of learning could use to attract people into the NHS and highlight NHS careers beyond medical and nursing professions.

Steven Wallace asked if NHS Ayrshire & Arran were working with NHSSA. Kevin Kelman confirmed that links were being established, focusing initially on the National Treatment Centre (NTC) timelines.

Kevin Kelman outlined the strategic ambitions, detailing an example of a High School in Florida which was developing pathways into the school curriculum, a methodology being looked at for NHSSA. Kevin Kelman agreed to share a Youtube link describing this work with the Committee.

Stephen McAllister asked how NHSAA was sharing the positive work being undertaken. Kevin Kelman responded that social media, newsletters and press releases were being circulated along with updates provided at national networks.

The Committee noted the update provided for the NHSSA and thanked Kevin Kelman and Dylan White for joining the meeting.

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| **Action No.** | **Action** | **Owner** | **Target date** |
| SPGC220901/02 | Share the Youtube link regarding the pathways developed within the Florida School setting, as presented at Committee. | KK | 09.09.22 |

**6.2 NHS Golden Jubilee (GJ) Strategic Updates**

**6.2.1 NHS GJ Strategic Planning Update**

Gareth Adkins referred the Committee to the Strategic Planning Report and highlighted the key elements for the Committee to note:

* Removal of the elective commissioning services programme from the portfolio.
* The inclusion of new programme reports from National Elective Services (NES) and the Radiology Strategic Development Programme.
* Noted the wider view of the strategic work across the organisation.
* Project management approach to work-streams was continuing
* A Board seminar was held regarding the State of Readiness Group for the NTC expansion.

Carole Anderson provided an overview of the key areas of the report including:

* Formal portfolio analysis still maturing and developing. Dashboards and early stage portfolio reports had been prioritised including delivery milestones.
* Phase 2 State of readiness programme was the initial focus for National Elective Services.
* Work-stream reports were used to feed into the overall programme report.
* Radiology programme report was shared and updates from key sub groups provided.
* The remaining reports were the expansion update, Endoscopic Vein Harvesting (EVH) and how patient outcomes were measured.
* A Wider Heart, Lung and Diagnostics report would be provided to the next meeting
* Elective Services would be removed from future reports

Linda Semple noted her satisfaction at the Report’s continuing development, noting its usefulness as an update of NHS GJ activity. The Committee noted the Strategic Planning update.

**6.3.2 NHS GJ Expansion/National Treatment Centre (NTC) Update**

Jann Gardner confirmed that Scottish Government (SG) would require a financial plan on revenue requirements for phase 2, when this information was known.

Susan McLaughlin joined the meeting to present an update on the NHS GJ Expansion and NTC programmes and reported that the state of readiness framework and phase 2 programme were progressing well.

Susan McLaughlin provided an update on phase 1 including the increase in patient numbers being treated and double clinics being held. Defect monitoring was continuing with the aftercare due to end in November 2022.

Susan McLaughlin reported that phase 2 has progressed, noting that the NHS Assure Stage 4 Construction Review concluded with the initial report with NHS GJ for comment. Stage 3 actions have reduced and engagement was ongoing with SG in relation to scheduling the next Gateway Review.

Susan McLaughlin gave an overview of the continuing work on Phase 2, and on the breakthrough and refurbishment areas to the existing NHS GJ building.

Susan McLaughlin reported that 3 meetings of the State of Readiness Group had been held, with sub groups progressing the necessary work. Workforce recruitment remained a challenge for some areas.

Linda Semple noted that work was progressing at speed and that workforce availability remains a concern although was progressing better than thought.

Linda Semple asked Lynne Ayton and Susan McLaughlin if they were happy with the progress. Lynne Ayton acknowledged challenges, particularly around workforce availability, however emphasised the intention to continue with those aspects of recruitment that had proven successful. Lynne Ayton also noted that readiness in regard to Phase 2 would be subject of regular updates to the Committee. Susan McLaughlin also confirmed the extent of activity underway to ensure that opportunities were maximized in respect of Phase 2 readiness.

Jane Christie-Flight highlighted the importance of retention of existing workforce to NHSGJ’s ambitions for Phase 2. Jane Christie-Flight noted that there were challenges nationally with retention of staff. Lynne Ayton confirmed that recruitment was tracked in real time and would be presented to the State of Readiness meetings.

Gareth Adkins outlined the plan to remain agile and manage risks and gave assurance there was a mechanism to track turnover of staff.

The Committee noted the Expansion update. Susan McLaughlin left the meeting.

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

Katie Cuthbertson, Jess Henderson, Nicola Barnstaple and Juliette Murray joined the meeting to provide an update on behalf of CfSD.

Katie Cuthbertson gave an overview of the key highlights progressed since the last meeting and confirmed the annual work-plan would be shared when available.

Katie Cuthbertson outlined the 8 key priorities for CfSD for 2022/2023 and provided an update on workforce resource.

The Committee were informed of the recent visits by the NHS Scotland Chief Executive/Director General for Health and Social Care and the Chief Medical Officer and the positive outputs of these meetings.

Juliette Murray provided an update on the Specialty Delivery Groups (SDGs), highlighting that the National Clinical Leads were in place for the prioritised SDGs, and that terms of reference have been developed with a consolidated approach to progressing this work.

Juliette Murray updated the Committee on progress of the National Elective Co-ordination Unit (NECU) work including recruitment of an Associate Director, Service Manager and Administrative staff. A workshop would be held on 13 September with NHS Territorial Board NECU Leads and SG and that clear and concise governance processes and reporting were being developed.

Katie Cuthbertson provided an update on the Early Cancer Diagnosis Service, highlighting that the public consultation on the new Early Diagnosis Vision is complete, the National Optimal Lung Cancer Pathway was signed off and SG would support implementation and funding had been confirmed for year 2 of the Rapid Cancer Diagnosis Service, with the potential of 3 additional Boards developing this service.

Jess Henderson outlined the CfSD engagement process with Territorial Boards through National Associate Directors and National Associate Clinical Directors with emphasis initially on Heat Maps. Boards expressed interest in engagement with broader teams to support local delivery. These meetings would be held regularly.

Jess Henderson confirmed that funding for 7 posts for Accelerated National Innovation Adoption (ANIA) had been secured and the Innovation Design Authority was mobilised, chaired by Professor Dame Anna Dominiczak and Tom Steele with the aim to monitor leadership and co-ordination, provide approval and scrutiny and strategic awareness and learning.

Jess Henderson confirmed that funding was granted for 6 posts for the National Green Theatres Programme, that the 50+ action plan was being worked through and outlined the potential opportunities that this programme could realise along with the delivery vehicles to achieve this.

Katie Cuthbertson highlighted the current risks for CfSD and added that progress had been made with the risk around data with a dedicated analyst identified from Public Health Scotland.

Linda Semple recommended to Jess to emphasise the cost benefits at the Board Sustainability Champions meeting.

Steven Wallace commended the quality of the CfSD presentation and offered to provide practical support from his role at University of Strathclyde and agreed to discuss this further with Jess Henderson.

Linda Semple asked if the SDGs were multi-disciplinary. Juliette Murray confirmed there was wide ranging membership including patients, primary care and third sector representation.

Juliette Murrray reported that all but 3 Boards met the outpatient target of 31 August 2022 with 1500 remaining, mostly in 1 Board due to workforce challenges and that the future targets were likely to be more challenging.

Katie Cuthbertson highlighted the benefit realised from the opportunities around redesign work taken, as these had provided a more sustainable service. In addition connection at SG level asking Boards how they have been working with CfSD had helped and CfSD were continuing to work hard to deliver expectations.

Susan Douglas-Scott thanked CfSD for their report and congratulated them on progress to date.

The Committee approved the CfSD assurance statement for onward reporting to NHS GJ Board.

The Committee noted the CfSD Programme Update.

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| **Action No.** | **Action** | **Owner** | **Target date** |
| SPGC220901/03 | Meeting to discuss alignment of University of Strathclyde and CfSD Work-plan. | JH/GA | 25.10.22 |

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

The Committee agreed the items to be included in the update to the Board should incorporate the following:

* The Committee noted progress and commended the work on various portfolios and approved the assurance statement for CfSD.
* The Committee noted the work of the NHSSA Youth Academy, noting the linkages with schools, national agencies, other NHS Boards and academia.
* The Committee noted the expansion programme update, noting in particular the progress with construction and the NHS Assure review. Committee also noted the progress of State of Readiness arrangements.
* The Committee welcomed the GJ portfolio update, noting its satisfaction with the format of presentation on portfolio implementation. Committee was assured as to the progress reported across all programmes.

**8 Any Other Competent Business**

No further business was raised.

**9 Date and Time of Next Meeting**

Thursday 25 October 2022, 1330 – 1600.