**Approved Minutes**

**Strategic Portfolio Governance Committee**

Tuesday, 9 July 2024 1000-1230hrs

Microsoft Teams Meeting

**Members**

Stephen McAllister Non-Executive Director

Marcella Boyle Non-Executive Director

Morag Brown Non-Executive Director

Linda Semple Non-Executive Director (Chair)

Jane Christie-Flight Employee Director

**Core Attendees**

Carole Anderson Director of Transformation, Strategy, Planning and Performance

Gordon James Chief Executive

Anne Marie Cavanagh Director of Nursing

**In Attendance**

Nicki Hamer Head of Corporate Governance and Board Secretary

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

Susan Douglas-Scott Board Chair

Stuart Graham Director of Digital and eHealth (*item 3.2*)

Zaid Tariq Deputy Director Performance, Planning and Programmes

Jeanette Stevenson Associate Director, NHS Scotland Academy *For item (5.1)*

**Apologies**

Rebecca Maxwell Non-Executive Director

**Minutes**

Denise Cameron Senior Corporate Administrator

1. **Opening Remarks**

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

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

**1.2 Apologies**

There were no apologies noted.

**1.3 Declarations of interest**

No declarations of interest were noted.

**2 Updates from Meeting on 9 May 2024**

**2.1 Unapproved Minutes**

Minutes of the meeting held on 9 May 2024 were approved as an accurate record with the following amendment.

Anne Marie Cavanagh confirmed her attendance at the meeting.

**2.2 Action Log**

The Action Log was updated and all actions were closed as complete.

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| **SPGC09052024/01** | Consider adding finance figures to the Strategic Programmes Report | Complete |
| **SPGC09052024/02** | Update on outcomes of engaging with CodeClan | Complete - Due to staff availability locally, the Digital team were unable to immediately support a placement and a pause had been placed on engagement. Following a change in project activity, the Digital Team had reached out to understand if support could now be provided in this area through discussions with Glasgow City Council Engagement Team. A further update would be provided in due course. |
| **SPGC09052024/03** | Provide trajectories of CfSD waiting list improvements | Complete - Waiting list updates would be provided though the Strategic Portfolio Governance Committee (SPGC) but not be provided for individual NHS Health Boards. |
| **SPGC09052024/04** | Discuss engagement with CfSD and Non-Executive Directors across NHS Health Boards | Work was ongoing in relation to this. Katie Cuthbertson and Linda Semple to link and discuss. This item can be closed for this Committee. |

**2.3 Matters Arising**

There were no matters arising.

**3 NHS GJ Strategic Updates**

**3.1 Strategic Programmes Update**

Carole Anderson welcomed Zaid Tariq to his first Committee meeting and provided an overview of the Strategic Programmes Summary Update.

Carole Anderson advised that a high level overview had been provided at the start of the report.

Progress within the suite of programmes was advancing smoothly.

Engagement with clinical staff on eRostering was ongoing to address any concerns. Child Poverty was a subject of focus for the Anchor Programme and NHS Golden Jubilee (NHSGJ) would look at providing employability support to the wider community along with establishing links with NHS Scotland Academy (NHSSA). Additional projects would be included in the digital portfolio with governance reporting through Strategic Programme Board (SPB) and on to this Committee.

Information on financial resources and expenditure would be included in future project reports and priority projects would be identified for The Stage Gate Process. An annual review of the PM3 system was being undertaken which would inform any future business case.

Stephen McAllister asked about metrics for measuring success in reducing child poverty and factors impacting it. Carole Anderson noted challenges in obtaining data at a national level, relying on community partners for information.

Opportunities to support young people into employment were being explored through the *Working for You* Service. A child poverty awareness event took place amongst stakeholders in May 2024, but efforts were still in the early stages of development.

Marcella Boyle suggested using free school meal and pupil equity fund figures for benchmarking, emphasising the importance of early intervention and reaching all young people, not just those helped by local authorities. Marcella Boyle suggested seeking support from *Developing the Young Workforce, Scotland* and praised last year's youth recruitment event hosted by NHS Golden Jubilee (NHSGJ) for showcasing career pathways and hoped this would be held again this year. Gordon James recalled the event as interactive and impactful and agreed the event should be repeated. A fete featuring community stalls was scheduled to take place in September 2024 within the grounds of NHSGJ. Carole Anderson confirmed there would be a focus on sustainability which involved the community in bio space and gardening.

Morag Brown asked if engagement with *Project Search* could be increased.

Linda Semple noted that the Safe Staffing Programme risk dates required updating and recalled a job awareness programme implemented by NHS Lothian, suggesting this be revived. Linda Semple commented that people using NHSGJ facilities or grounds may wish to work at NHSGJ and Susan Douglas-Scott agreed, advising that a number of people spent time in the area carrying out leisure activities.

Strategic Portfolio Governance Committee discussed the Strategic Programme Summary Update.

**3.2 Digital Improvement Plan**

Stuart Graham provided a Digital Improvement Plan Update.

Stuart Graham reported a busy period in respect of active projects. Twenty eight out of 41 projects were in progress or completed and good progress was being made. Issues and risks were being mitigated and service engagement was ongoing.

MP3 was not fully populated due to resources and would be resolved with the recruitment of staff, which was expected to be completed by September 2024.

Stuart Graham highlighted the following points of note to the Committee.

* Availability of the CaThi system would be extended while legacy information migrated over to Dendrite.
* Regular meetings were taking place involving the three NHS Health Boards not involved in the national route of the Laboratory Information Management System (LIMS).
* A 9 to 12 week delay was reported on TrakCare upgrade but reassurances were provided that the team were their doing best to mitigate delays and were working alongside dependency projects that were impacted.

Linda Semple recognised the critical importance and large scale of the projects. Linda Semple noted the potential for the Orthopaedic App to become a centralised tool supported by the Centre for Sustainable Delivery (CfSD), emphasising the value of open sources and a unified approach for Scotland.

Linda Semple asked around engagement with the Academy and University of Strathclyde in relation to growing digital talent. Stuart Graham highlighted the importance of CfSD support and was willing to explore other options. Stuart Graham emphasised the strong staff retention in the Digital and eHealth teams but acknowledged the challenges of attracting suitable talent. Marcella Boyle asked if there was an NHS Scotland Assure model for Tech/Digital roles. Gordon James noted that digital support was at present widely distributed across NHS Scotland.

Stuart Graham acknowledged the number of digital improvements affecting clinical colleagues at the one time, confirming that engagement and support was being provided. Stuart Graham and Abu-Zar Aziz, Head of Programme Management, met with West Dunbartonshire Council (WDC) to explore digital options that would support learning within schools and the community.

Gordon James confirmed establishment of the Digital Chief Executive Portfolio Group which would focus on Digital Front Door, Integrated Care Records and a National Digital Platform.

Susan Douglas-Scott raised concerns that TrakCare was experiencing delays but appreciated the challenges faced by the team.

Strategic Portfolio Governance Committee discussed the Digital Improvement Plan Update.

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

**4.1 CfSD Annual Plan 2024/2025 and Core Programme Updates Including Risks and Issues and CfSD Annual Report 2023/24**

Katie Cuthbertson provided the CfSD update on the full complement of programmes with over 60 work streams.

Katie Cuthbertson provided details of the papers provided within the update, including the Annual Report 2023/24, Programmes Risk and Issues and Draft Annual Plan for 2024/25.

Katie Cuthbertson highlighted that NHS Scotland Health Boards recognised opportunities within the Discharge Patient Initiated Review (PIR), a focus of the Speciality Delivery Groups (SDGs).

Further funding from Scottish Government supported moving the Diabetes Closed Loop System to the National Elective Coordination Unit (NECU).

Development of the Business as Usual (BaU) model would commence for 2025/26. Katie Cuthbertson informed the Committee that additional financial support was being sought from Scottish Government to ensure stability for the work streams and to approve the 2024/25 Annual Work Plan. Some programme risks had been downgraded due to the level of funding received.

Katie Cuthbertson advised that Gordon James would be Chair of the new Planned Care Transformation and Delivery Board which would provide a structured framework and route for escalation. Gordon James confirmed membership consisted of representatives across NHS Health Boards, Scottish Association of Medical Directors (SAMD), Scottish Executive Nurse Directors (SEND) and Directors of Finance.

Susan Douglas-Scott asked if CfSD were liaising with the relevant Communication (Comms) Teams. Katie Cuthbertson confirmed attempts were ongoing to provide positive informative information to the public and the website had been updated.

Carole Anderson welcomed learning opportunities in relation to Green Healthcare.

Marcella Boyle asked how fixed term staffing contracts were managed within CfSD and Katie Cuthbertson confirmed that work was ongoing with Human Resources (HR) to ensure that colleagues were supported prior to contracts ending. Jane Christie-Flight acknowledged the importance of securing funding for permanent contracts and the impacts of fixed term contacts on redeployment.

Morag Brown emphasised the importance of being seen as a fair employer, noting that staff gain employment rights after two years and suggested unfilled SPGC posts could be secured after contracts ended. Gordon James confirmed that risks around Fixed Term Contracts would be recorded. Jane Christie-Flight mentioned that national redeployment pools were explored by the National Boards previously but no decisions were made. Jane Christie-Flight confirmed a process was written during the last financial challenges and Gordon James expressed an interest in reviewing it.

Strategic Portfolio Governance Committee noted the CfSD Update.

**5 NHS Scotland Academy**

**5.1 NHS Scotland Academy Programme Update**

Jeanette Stevenson provided an update on NHS Scotland Academy (NHSSA) Programme.

An overview of the programmes and suite of projects was provided and Jeanette Stevenson confirmed the launch of the NHSSA Skills and Simulation Centre had taken place.

HR Directors were developing a passport system to enable clinical staff to carry out work across different NHS Health Boards. Linda Semple noted this would save time and money by eliminating the need for multiple digital contracts.

Strategic Portfolio Governance Committee noted the NHS Scotland Academy Programme Update.

**6 Corporate Governance**

**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.

Linda Semple confirmed that Non-Executive Directors linking personal objectives as part of national profiles should be included as evidence in the Plan.

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

**7 Issues for Update**

**7.1 Update to the Board**

* The Committee noted the Strategic Programmes were progressing well and welcomed the discussions around the Anchor Programme.
* The Committee noted the issues relating to the Digital Portfolio and in particular the delays to TrakCare.
* The Committee noted the Annual Work Plan and Annual Report submitted by CfSD, acknowledging that the suite of programmes was progressing well.
* The Committee noted the NHSSA update commenting how well both CfSD and NHSSA were delivering services.
* The Committee noted concerns on fixed term contacts for some element of programmes overseen by NHSGJ and requested ongoing sight of this.

**8 Any Other Competent Business**

There was no further business raised.

**9 Date and Time of Next Meeting**

Thursday 5 September 2024, 10:00 hrs