**Approved Minutes**

**Strategic Portfolio Governance Committee**

Tuesday, 5 November 2024 1000-1215hrs

Microsoft Teams Meeting

**Members**

Linda Semple Non-Executive Director (Chair)

Stephen McAllister Non-Executive Director

Marcella Boyle Non-Executive Director

Morag Brown Non-Executive Director

Rebecca Maxwell Non-Executive Director

Jane Christie-Flight Employee Director

**Core Attendees**

Anne Marie Cavanagh Director of Nursing

Carole Anderson Director of Transformation, Strategy, Planning and Performance

Gordon James Chief Executive

Jonny Gamble Director of Finance

**In Attendance**

Nicki Hamer Head of Corporate Governance and Board Secretary

Susan Douglas-Scott Board Chair

John Scott Director of Facilities and Capital Projects (Item 3.4

Jeanette Stevenson Associate Director NHS Scotland Academy (Item 5.1)

Nicola Barnstaple National Associate Director – Cancer, Centre for Sustainable Delivery (Item 41.)

Stuart Graham Director of Digital and eHealth (Item 3.2)

**Minutes**

Paula Nugent Senior Corporate Administrator

1. **Opening Remarks**

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

Linda Semple welcomed members and attendees to the meeting and the Committee participated in a Wellbeing Pause.

Linda Semple welcomed Jonny Gamble to his first Strategic Portfolio Governance Committee as Director of Finance.

**1.2 Apologies**

There were no apologies noted.

**1.3 Declarations of interest**

No declarations of interest were noted.

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

**2.1 Unapproved Minutes**

Minutes of the meeting held on 5 September 2024 were approved.

**2.2 Action Log**

All outstanding actions were included on the agenda or in progress.

**2.3 Matters Arising**

There were no matters arising.

**3 NHS GJ Strategic Updates**

**3.1 Strategic Programmes Update**

Carole Anderson presented the Strategic Programmes Update and detailed the existing risk escalation process.

Abu-Zar Aziz had recently completed a Year 1 Review on Lessons Learned with PM3 to inform whether utilisation of PM3 should be continued.

The Committee noted that a review was underway of the Project Management Framework.

Carole Anderson highlighted ongoing challenges within eRostering for certain Anaesthetics and Theatre staff due to Phase Two implementation. The scale and complexity of the roll out was acknowledged.

The Hospital Electronic Prescribing and Medicines Administration (HEPMA) project had experienced some delays but assurance had been provided that the project would still be delivered on schedule.

The Chair commended the work undertaken within the reports.

Strategic Portfolio Governance Committee noted the Strategic Programme Summary Update.

**3.2 Digital Improvement Plan**

Stuart Graham provided a Digital Portfolio Overview and highlighted the present challenges within the Portfolio including Dendrite, Solus Endoscopy, TrakCare Ensemble and NetCall Patient Hub. Of the current projects, 44 were marked as Green, 11 marked either Amber or Red and 11 projects marked as completed.

The Committee noted that Project Management bandwidth remained a challenge.

Stuart Graham highlighted current achievements which included the Pharmacy Stock Control System, the upgraded Critical Care System and the resulting improving organisational digital maturity.

Stuart Graham detailed the process of rebaselining the Digital Improvement Plan. The full schedule would be reissued in November 2024. The Chair asked for further information on the WinVoice integration technology outlined in the plan.

The Committee discussed staff retention and recruitment challenges.

Susan Douglas-Scott emphasised the importance of Digital developments and echoed her confidence in NHS Golden Jubilee’s (NHS GJ) future as a leader in Digital Technology. Stuart Graham detailed the challenges around the pace of Digital, the pace of Change and ensuring that developments align with the organisation’s needs. Gordon James highlighted increased training resource.

Jonny Gamble highlighted the plan to introduce Digital and Data Champions within individual departments

The Chair highlighted the positive impact of increased crossover with NHS GJ Volunteers and the new Digital initiatives.

Strategic Portfolio Governance Committee noted the Digital Improvement Plan Update.

**3.3 Planning Update**

Carole Anderson provided a Planning Update which included an update on the Board Strategy and outlined the Strategy Development approach.

Carole Anderson presented the thematic outputs which identified the top five Challenges and Opportunities. The Challenges identified were: Digital infrastructure, Workforce Recruitment, Retention and Skill shortages, Aging Estate and aligning with Sustainability, Integration of Research into Operations and Funding Structure Challenges.

The Opportunities identified were: Embracing Digital Transformation, Expanding Advanced Practice and sim roles, Growing Research Partnerships, Using Hotel and Conference Facilities and Improving Inclusivity.

Carole Anderson shared a Forward Timeline that detailed plans up to March 2025 and detailed the Annual Planning Cycle Update. The Annual Delivery Plan and Financial Plan would be presented to the Board in March 2025.

Divisional Plans for National Elective Services and Heart and Lung Division and Medical Service Plans and Financial Analysis would be presented to the Executive Leadership Team in December 2024.

Gordon James outlined Scottish Government’s ask about organisational capacity for 2025/26 and increased activity within Orthopaedics and Endoscopy services.

The Chair highlighted the potential impact for NHS GJ if activity from Territorial Boards was scaled back due to Achieving the Balance.

The Committee highlighted different hypothetical funding models.

Strategic Portfolio Governance Committee noted the Planning Update.

**3.4 Expansion / National Treatment Centre (NTC) Update**

John Scott provided the Expansion/NTC Update and shared the anticipated opening dates for the Endoscopy Decontamination Unit (EDU) and the Central Sterilising and Processing Department (CSPD) and highlighted defects and snags.

John Scott shared overwhelmingly positive Staff and Patient feedback from the Endoscopy Unit and Theatres that were operational.

The Committee commended the work of all staff who had been involved in this project.

Strategic Portfolio Governance Committee noted the Expansion/NTC Update.

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

**4.1 Core Programme Updates Including Risks and Issues and Assurance Statement.**

Nicola Barnstaple, National Associate Director – Cancer Performance and Early Diagnosis provided the Core Programme Updates, including updates on the Centre for Sustainable Delivery (CfSD) Dermatology Plan and Scottish Referral Guidelines for Suspected Cancer Clinical Review 2024. Peer Review Sessions sessions had been recently completed.

Nicola Barnstaple presented high level risks and issues currently faced by CfSD.

The Committee noted a meeting to discuss the Public Health Scotland Endoscopy issue had been arranged.

Gordon James explained the portion of CfSD budget that NHS GJ managed and detailed the challenge from an audit perspective due to budget confirmation dates from Scottish Government.

Carole Anderson highlighted the challenges of long term planning for CfSD and NHS Scotland Academy due to funding plans.

Susan Douglas-Scott agreed to highlight CfSD activity at the next Board Chairs Group meeting being held in December 2024.

Gordon James highlighted the CfSD champions across NHS Scotland Health Boards and the general good will for CfSD that existed.

Strategic Portfolio Governance Committee approved the CfSD Assurance Statement.

**5 NHS Scotland Academy**

**5.1 NHS Scotland Academy Programme Update**

Jeanette Stevenson provided the NHS Scotland Academy (the Academy) Update and shared highlights which included the National Ultrasound training program.

The Committee noted First Basic Skills Course was running in the new Academy spaces. Jeanette Stevenson commended the work of the teams working together across NHS GJ.

The Chair highlighted a recent visit to the Simulation Skills Centre by Non-Executive Board members. Marcella Boyle shared positive feedback she had overheard from visitors to the Academy during an on-site visit.

Strategic Portfolio Governance Committee noted the NHS Scotland Academy Programme Update

**6 Corporate Governance**

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

Carole Anderson presented a high level update on the Blueprint for Good Governance Improvement Plan 2024/25.

Susan Douglas-Scott commended the developments in this work and thanked Carole Anderson and Nicki Hamer for progressing.

Strategic Portfolio Governance Committee noted the Blueprint for Good Governance Improvement Plan 2024/25.

**7 Issues for Update**

**7.1 Update to the Board**

* The Committee was assured of progress across all the programmes and noted in particular the maturing of the programme management process whilst ensuring business as usual was reviewed.
* The Committee noted the Expansion update.
* The Committee commended the extensive work being done across both CfSD and NHS Scotland Academy. However, noted the risk in terms of long term funding.
* The Committee noted the ongoing work on the Blueprint for Good Governance Implementation Plan 2024/25.

**8 Any Other Competent Business**

There was no further business raised.

**9 Date and Time of Next Meeting**

Thursday 6 March 2025, 10:00-12:30.