**Approved Minutes**

**Strategic Portfolio Governance Committee**

Thursday 1 May 2025, 13:30-15:30hrs

Microsoft Teams Meeting

**Members**

Linda Semple Non-Executive Director (Chair)

Jane Christie-Flight Employee Director

Marcella Boyle Non-Executive Director

Morag Brown Non-Executive Director

Rebecca Maxwell Non-Executive Director

Stephen McAllister Non-Executive 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**

Christine Nelson Deputy Head of Corporate Governance

Katie Cuthbertson National Director, Centre for Sustainable Delivery (Item 5.1)

Kevin Kelman Director, NHS Scotland Academy (Item 6.1*)*

Sandie Scott Director of Strategic Communications and Stakeholder Relations

Steven Friel Head of Medical Physics (Item 4.3)

Stuart Graham Director of Digital & EHealth *(*Item 4.2*)*

Susan Douglas-Scott Board Chair

Zaid Tariq Deputy Director of Quality, Performance, Planning and Programmes

**Minutes**

Paula Nugent Senior Corporate Administrator

1. **Opening Remarks**

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

The Chair welcomed members and attendees to the meeting and the Committee participated in a Wellbeing Pause.

**1.2 Apologies**

Apologies were noted as above.

**1.3 Declarations of interest**

No declarations of interest were noted.

**2. CONSENT AGENDA ITEMS – Approval Only**

**2.1 SPGC Annual Governance Report**

Strategic Portfolio Governance Committee (SPGC) approved the SPGC Annual Governance Report.

**3. Updates from Meeting on 7 March 2025**

**3.1 Unapproved Minutes**

Minutes of the meeting held on 7 March 2025 were approved, pending the below amendment.

Item 4.1 – amend “Morag Semple” to “Non-Execs complimented breadth of work.”

**3.2 Action Log**

There were no live actions to be discussed.

**3.3 Matters Arising**

Carole Anderson highlighted changes to meeting frequency and confirmed that the Committee would now meet twice a year.

**4. NHS GJ Strategic Updates**

**4.1 Strategic Programme Updates**

**Summary Report** – Carole Anderson presented a summary of activity for the below Programmes.

Safe Staffing – This would be removed from the portfolio as this had now moved to “business as usual” delivery, with periodic updates being provided via the Clinical Governance route.

Culture Programme – This first programme update outlined the strategic focus on values and culture with work underway to develop an organisational behavioural framework based on recent staff surveys.

eRostering – Good progress had been made with this programme but there had been challenges with implementation, particularly with medical roles.

Anchor Programme – The ideas of a Civic University and IT Academy had been discussed as strategic opportunities. Both could play an important role in upskilling and retaining staff.

HEPMA – The new system had gone live in Ward Two West and had eliminated the need for Paper Kardex. This had enhanced efficiencies with the prescribing process. The project would close in May/June 2025 with a final update presented at the August Strategic Programme Board meeting.

Carole Anderson concluded the overview and highlighted eRostering implementation challenges.

Linda Semple complimented Abu-Zar Aziz and Carole Anderson on the level of detail included in the reports.

Marcella Boyle highlighted staff capacity and asked about the risk of duplication of work for eRostering. Carole Anderson highlighted that areas where eRostering had been fully implemented noted a marked reduction in work duplication, despite challenges. Lessons learned by other Health Boards had been implemented.

Laura Smith and Carole Anderson confirmed that there had been national issues implementing Medical teams on eRostering which had been discussed extensively at the most recent Board Seminar.

Strategic Portfolio Governance Committee noted NHSGJ Strategic Updates.

**4.2 Digital Improvement Plan**

Linda Semple welcomed Stuart Graham to the meeting to present an update on the Digital Improvement Plan.

Stuart Graham provided an overview of the Digital Improvement Plan Update Report which included highlights and current challenging areas.

Stuart Graham confirmed that the Trakcare upgrade had been implemented

Linda Semple marked the transformation of Digital Services and thanked Stuart Graham for his contribution and for communicating the information across Governance Committees. Jonny Gamble complimented the strides forward in Digital Services that had been made.

Strategic Portfolio Governance Committee noted the Digital Improvement Plan.

**4.3 CT Scanner Update**

Linda Semple welcomed Steven Friel to the meeting to present the CT Scanner update.

Steven Friel advised that the coring of the floor in X-ray room four would commence in mid-May. This room was located directly above Central Sterilising Processing Department (CSPD), whose move has been delayed resulting in a knock-on impact. A contingency meeting had taken place.

Linda Semple asked whether the addition of the third CT scanner would have an impact on power capacity across the site. Steven Friel confirmed that the new CT scanner would impact on the power capacity and there may be a requirement to increase power supply in the future but emphasised that this had been considered prior to acquiring the scanner.

Gordon James highlighted that overall site power consumption had reduced due to strategic lighting and infrastructure changes and equipment replacement.

Strategic Portfolio Governance Committee noted the CT scanner update.

**4.4 Proposed Diagnostic Centre**

Carole Anderson presented the Proposed Diagnostic Centre Report, highlighting that this had been discussed at the Board Seminar.

The Centre would initially cover the West of Scotland but there was potential to expand allocation of capacity beyond this.

The recent West of Scotland Regional Planning Workshop had highlighted imaging as an area with high reliance on mobile units. This resulted in an increase in utilising private providers.

Carole Anderson advised that a Procurement exploration would make up part of the Business Case.

NHS Golden Jubilee (NHS GJ) had been selected because of the association with NHS Scotland Academy and relationships with Strategic University partners. It has also been agreed that clinical research in imaging would be included as part of the benefits of the Centre.

The Committee acknowledged the existing hosting of the Scottish National Radiology Reporting Service but the exploration of other reporting networks was encouraged.

NHS GJ would lead the Business Case but would link with partner organisations and West of Scotland Planning leads. Carole Anderson highlighted that meetings had been already established with NHS Ayrshire and Arran and NHS Greater Glasgow and Clyde.

Carole Anderson advised that this Committee would be the primary governance route but, due to the accelerated timeline to complete the work, updates would also be provided to NHS GJ Board.

Carole Anderson highlighted the historic under-provision of ultrasound facilities across Scotland and the opportunity to improve cardiac imaging facilities, which would improve overall provision for West of Scotland cardiac capabilities.

Gordon James highlighted current waiting list figures of 35000 patients waiting for a CT scan with 51000 waiting for an ultrasound.

Rebecca Maxwell echoed comments from the recent Board Seminar around concern of the pace of completion of this Business Case that had been requested and cautioned the use of assumptions in the final Business Case. Rebecca Maxwell cautioned the potential impact on the Golden Jubilee Conference Hotel. Gordon James agreed with the timeline concerns and confirmed that this had been raised with Alan Morrison, Policy and Research Officer and the Policy teams at Scottish Government.

Strategic Portfolio Governance Committee noted the Proposed Diagnostic Centre Update.

Linda Semple left the meeting and Rebecca Maxwell took over as Chair until the conclusion of the meeting.

**5. Centre for Sustainable Delivery (CfSD)**

**5.1 Assurance Statement and Core Programme Updates Including Risks and Issues**

Rebecca Maxwell welcomedKatie Cuthbertson to the meeting to present the Assurance Statement and Core Programme Updates Including Risks and Issues.

2024/25 figures had not been concluded at this date and would be shared at the next Strategic Portfolio Governance meeting.

Additional activity was funded by slippage money to treat over 3000 patients through the National Elective Co-ordination Unit (NECU).

Katie Cuthbertson confirmed a breakeven financial position for CfSD at the end of the 2024/25 financial year.

The Diabetes Closed Loop System had been completed with 1065 patients on boarded. The Commission had been extended to March 2026 with a target of 1250 additional patients.

Marcella Boyle commended the CfSD work plan and welcomed any further updates.

Strategic Portfolio Governance Committee noted the Assurance Statement and Core Programme Updates Including Risks and Issues update.

**6. NHS Scotland Academy**

**6.1 NHS Scotland Academy Programme Update**

Rebecca Maxwell welcomed Kevin Kelman to the meeting to present the NHS Scotland Academy Programme update.

Kevin Kelman reported that recurring funding for the National Ultrasound Training Programme had been confirmed.

NHSS Academy Biomedical Sciences Training Programme Stakeholder Group had been recognised at the Institute of Biomedical Science Awards 2025 in London.

Marcella Boyle welcomed the news of confirmed funding but asked if there had been any impact on project funding. Kevin Kelman confirmed that the delay in funding had caused anxiety within the Academy Team due to the precariousness of ongoing employment. Gordon James confirmed that conversations had taken place with Ministers to secure more than annual funding but the situation echoed the national funding landscape.

Gordon James highlighted the importance of continued delivery and immediate communication with staff when Government funding decisions had been made. CfSD was facing the same issues.

Susan Douglas-Scott emphasised to the Committee that this issue was being raised at Board Chairs Groups and with Ministers at every opportunity.

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

**7. Consent Agenda Items – For Awareness Only**

There were no items presented for Awareness**.**

**8. Update to the Board**

| **Item** | **Details** |
| --- | --- |
| NHS GJ Strategic Updates | The Committee noted the Strategic Programme Update. The Update included news of the conclusion of the Safe Staffing Programme and the introduction of the Culture Programme, entitled “Kindness Matters.  The Committee thanked Laura Fulton, the outgoing Director of Pharmacy for her work with HEPMA and wished her well for her new role with Healthcare Improvement Scotland.  The Committee noted the Digital Improvement Plan and commended the work undertaken by Stuart Graham and the EHealth team.  The Committee noted the CT Scanner Update.  The Committee received an update on the Proposed Diagnostic Centre which included Project Management arrangements and the agreed governance procedures. The Committee expressed concern over the proposed timeline and Gordon James advised this had been expressed to Alan Morrison and the Policy Team within Scottish Government. |
| Centre for Sustainable Delivery and NHS Scotland Academy | The Committee heard updates from the Centre for Sustainable Delivery (CfSD) and NHS Scotland Academy.  The Committee noted the concerns from NHS Scotland Academy around annualised budgets and the associated impact on staff wellbeing and retention. Gordon James confirmed this would be escalated with Scottish Government. |

**9. Any Other Competent Business**

There was no further business raised.

**10. Date and Time of Next Meeting**

Tuesday 4 November 2025, 13:00.