

Approved Minutes
Strategic Portfolio Governance Committee
Tuesday 4 November 2025, 13:00hrs
Microsoft Teams Meeting

Members

Rebecca Maxwell	Non-Executive Director (Chair)
David McClelland	Non-Executive Director
Jane Christie-Flight	Employee Director
Linda Semple	Non-Executive Director

Core Attendees

Carole Anderson	Executive Director of Transformation, Strategy, Planning and Performance
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In Attendance

Katie Cuthbertson	National Director, Centre for Sustainable Delivery
Kevin Kelman	Director, NHS Scotland Academy
Laura Smith	Deputy Chief Executive / Executive Director of People & Culture
Nicki Hamer	Head of Corporate Governance
Paul Cairns	Deputy Director of Digital & EHealth
Stuart Burnside	Incoming Employee Director
Susan Douglas-Scott	Board Chair
Zaid Tariq	Deputy Director of Quality, Performance, Planning and Programmes

Apologies

Stephen McAllister	Non-Executive Director
Anne Marie Cavanagh	Executive Nursing Director
Jonny Gamble	Executive Director of Finance

Minutes

Paula Nugent	Senior Corporate Administrator
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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.

The Chair welcomed David McClelland, new Non-Executive Director and Stuart Burnside, incoming Employee Director, to their first meeting of the Strategic Portfolio Governance Committee.

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

No items were presented for Approval.

3. Updates from Meeting on 1 May 2025

3.1 Unapproved Minutes

Minutes of the meeting held on 1 May 2025 were approved as an accurate record.

3.2 Action Log

There were no live actions to be discussed.

3.3 Matters Arising

The Chair asked for an update on the Diagnostic Centre that had been discussed at the May 2025 meeting. Carole Anderson confirmed that plans for the Centre had been placed on an indefinite pause. The Chair commended the team for their work and acknowledged the tight timescales for the Strategic Assessment requested by Scottish Government.

4. NHS GJ Strategic Updates

4.1 Strategic Programme Updates

Zaid Tariq presented a high level update on items raised at the recent Strategic Programme Board (SPB) meeting and highlighted the updates below.

eRostering Highlight Report - Implementation across medical teams remained challenging nationally. Additional resource would be requested by Human Resources to ensure implementation was completed by the March 2028 deadline.

HEPMA Highlight Report – SPB noted a challenge around Bank staff being unable to access certain systems and highlighted this as a Governance concern. Further work was required to establish a sustainable solution around Hospital at night.

Culture Programme Highlight Report – SPB noted positive progress on the Kindness Matters programme which had moved into its Design and Delivery phase

Linda Semple noted the excellent progress against all items and complimented the coherence of all projects.

The Chair was satisfied with progress on long standing items and noted the concern on the challenges around the implementation of eRostering.

Susan Douglas-Scott highlighted that the issues with Digital had been raised with the Cabinet Secretary for Health and Social Care at the recent Annual Review.

Strategic Portfolio Governance Committee noted the Strategic Programme Updates.

4.2 Lessons Learned and Benefits Realisation Policy Update

Carole Anderson presented the Lessons Learned and Benefits Realisation Policy Update.

Upon Board direction, this recurring agenda item would be implemented to track measurements and improvement to ensure the maximum potential of investments across the organisation.

Existing benefits plans, in place for eRostering and HEPMA, would be captured and presented from 2026. The Culture Programme would be supported by the Quality, Performance, Planning and Programmes team to introduce a benefits plan.

An update would be presented at the next Committee, following the presentation of the Project and Change Management Audit to Audit and Risk Committee.

The Chair praised the progress of these items.

Strategic Portfolio Governance Committee noted the Lessons Learned and Benefits Realisation Policy.

Action Ref	Action	Action Lead	Completion Date
SPGC03112025/01	Present Benefits Plan update to next Committee.	Carole Anderson	May 2026

4.3 Digital Improvement Plan

The Chair welcomed Paul Cairns to present the Digital Improvement update, which included an update on activity since the previous update.

The Committee specifically noted the refocus of the Digital Delivery Plan, together with the creation of the new governance group.

The first meeting of the Digital Steering Group would take place on 7 November 2025. This was expected to help with overall management of in-scope projects.

An Uninterruptible Power Supply failure in July 2025 had forced a review and redesign of infrastructure. Paul Cairns highlighted the importance of skilled staff and departmental collaboration in solving this issue.

Paul Cairns confirmed the projected delivery timescales of multiple projects including Dendrite, Clinical Portal and Theatre Scheduling.

The Committee commended the completion of the Digital Dermatology project under CfSD and its transition from project to service.

Strategic Portfolio Governance Committee noted the Digital Improvement Plan.

4.4 Board Strategy Delivery Plan Update -

Carole Anderson and Zaid Tariq presented the Board Strategy Delivery Plan Update.

A set of strategic portfolios would be created across the organisation which would encompass all divisions, directorates and partners to demonstrate their contribution to the delivery of the 20 strategic objectives.

Linda Semple enquired around Board assistance to ease any challenges around implementation. Zaid Tariq detailed adjustments completed to ensure the accommodation of clinical requirements across the organisation and the impact this had on governance reporting requirements.

Linda Semple discussed Clinical Governance and Risk Reviews and the alignment with the Board Strategy Delivery Plan. Carole Anderson provided assurance on this.

Strategic Portfolio Governance Committee noted the Board Strategy Delivery Plan Update.

5. Centre for Sustainable Delivery (CfSD)

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

Katie Cuthbertson presented the Assurance Statement and Core Programme Updates Including Risks and Issues and Assurance Statement.

This included a status update on the 8 portfolio programmes up to September 2025.

Katie Cuthbertson highlighted the recently announced increase in funding to reduce overall national waiting times that had been issued to 9 Health Boards across Scotland.

Green Healthcare Scotland had recently been granted funding to expand and include renal and endoscopy departments. An update on progression would be provided at the next Committee meeting.

Katie Cuthbertson highlighted recurring risks. This included the ongoing risk of a lack of permanent baseline funding for CfSD.

Laura Smith highlighted the positive feedback for CfSD at the recent Annual Review and detailed how much CfSD had embedded themselves into the organisation's business as usual way of working.

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

6. NHS Scotland Academy

6.1 NHS Scotland Academy Programme Update

Kevin Kelman presented the NHS Scotland Academy Programme (NHSSA) update.

Kevin Kelman provided a high level update on the Supporting Workforce Development and Clinical and Specialist Programmes.

Emerging Programmes, including an Immersive Cataract Surgery Training Programme, which was due to be advertised in November 2025, were discussed.

Linda Semple commended the progress made by NHSSA and complimented their agility in responding to service needs. Kevin Kelman discussed programmes that had been embedded into mainstream working processes across the organisation in order to free up resource to respond to changing service needs.

Stuart Burnside and Kevin Kelman discussed the apprenticeship programme piloted by the University of the West of Scotland. Laura Smith and Stuart Burnside agreed to discuss offline.

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

No issues of note were raised.

Item	Details
NHS GJ Strategic Updates	<p>The Committee noted the movement and progression in the Digital update.</p> <p>The Committee noted the Strategic Programme Board update.</p> <p>The Committee noted the Board Strategy Delivery Plan update and looked forward to hearing more about the utilisation of strategic portfolios as the work developed.</p>
Centre for Sustainable Delivery	<p>The Committee approved the Assurance Statement and Core Programme Updates Including Risks and Issues and Assurance Statement update.</p>
NHS Scotland Academy	<p>The Committee complemented NHS Scotland Academy on their agility to respond to service needs.</p>

9. Any Other Competent Business

There was no further business raised.

10. Date and Time of Next Meeting

Thursday 7 May 2026