

NHS 24

Minutes of the Meeting of the NHS 24 Planning and Performance Committee held on 23 May 2023 at 10.00 am via Teams

PRESENT

Mr Mike McCormick (in the Chair)

Mr Jim Miller	Ms Steph Phillips
Mrs Anne Gibson	Mr David Howe
Dr Martin Cheyne	Ms Anne-Marie Gallacher
Mr John Gebbie	Mr Alan Webb
Mr Kevin McMahon	

IN ATTENDANCE

Mr John Barber	..	Dr Laura Ryan
Ms Geraldine Mathew	..	Ms Lisa Dransfield (rep Ms Suzy Aspley)
Paul McLaughlin	..	Mr Mark Stewart (Observer)
Ms Pauline Howie	..	Ms Tracy McMillan (Minute)

		ACTION BY
01.	WELCOME, APOLOGIES AND INTRODUCTIONS	
	The Chair welcomed members present to the 23 May 2023 meeting of the NHS 24 Planning and Performance Committee. Apologies were intimated on behalf of Ms Suzy Aspley (Ms Lisa Dransfield representing). NOTED	
02.	DECLARATIONS OF INTEREST	
	The Chair invited members to declare any interests in any of the items being discussed. There were no declarations made. NOTED	
03.	MINUTES OF PREVIOUS MEETING OF 13 FEBRUARY 2023	
	The Committee considered the minute of the previous meeting held on 13 February 2023 [Paper No. Item 3.0] and were content to approve this as a complete and accurate record. APPROVED	
	MATTERS ARISING	
	Nil. NOTED	

		ACTION BY
04.	STRATEGY	
04.1	STRATEGY UPDATE	
	<p>The Committee received a presentation on the updated organisational Strategy [Paper No. Item 4.1] and welcomed the content, making some presentational suggestions. The Committee noted the following.</p> <ul style="list-style-type: none"> • The draft strategy is out for final feedback and an update on the approach and engagement was set out. This will close 22nd June at which point the approval of the Board will be sought. • Strategic portfolio set out with service transformation and digital transformation as the two primary areas of work and focus, with the high-level scope and key deliverable set out in the strategy document. • A Collaboration Board with SAS has been initiated and will have oversight of key pieces of work collaboratively with SAS and NHS 24. • With regard to the procurement of a strategic business partner, it was confirmed that the process was on-going and that an update would be provided at the Board Reserved session scheduled for 25 May 2023. <p>NOTED</p>	
04.2	ANNUAL DELIVERY PLAN (ADP)	
	<p>Ms Phillips referred members to the above document [Paper No. Item 4.2] and advised the process had been altered this year and is now more tailored to the national Boards and contribution across 10 national recovery priorities. She went on to say that ADP 1 sets out the high-level response against 42 specific areas of guidance against these 10 priorities and that ADP2 is a template to monitor the progress against those priorities with more detail on quarterly milestones</p> <p>Noted that the ADP is scheduled to be discussed at the Board Reserved session on 25 May 2023 where approval will be sought to submit to Scottish Government by 08 June 2023.</p> <p>The Committee noted and welcomed the current draft version of the document and made some minor suggestions on wording and presentation changes but reflected positively on the quality of the drafting and graphics. Comments made included:</p> <ul style="list-style-type: none"> • Within Section E there is an opportunity to record the excellent work that has gone into developing the strategy. It was requested that the language be amended within the document to reflect the fact that there have already been a number of achievements and NHS 24 is building on success in many of these areas. • With regard to measurable outcomes, it was noted this will be part of ADP2 and reviewed on a quarterly basis. • Regarding 6.2b – equality and impact assessments – children’s rights, the point was made that Rights and Wellbeing could be included at this point. <p>Ms Phillips agreed to review the document and take the above comments on board. Members advised they were very supportive of the work done and were pleased to see it being presented to the Board on 25.05.23.</p> <p>NOTED</p>	SP

04.3	MEDIUM TERM PLAN (MTP)	
	<p>The Committee welcomed the current draft version of the above document [Paper No Item 4.3]. It was noted by the Committee that the Medium-Term Plan (MTP) was due to be submitted to Scottish Government by 07 July 2023 and that the document is scheduled to be discussed at the Board Reserved session on 25 May 2023 where approval will be sought to submit to Scottish Government by the due date above.</p> <p>Members discussed the document, and the following comments were noted:</p> <ul style="list-style-type: none"> • The table on page 7 was noted to be a bit confusing. • With regard to Management Approach the titles could be renamed to be more uniform. • This is the first MTP since the COVID-19 pandemic and NHS 24 must ensure the document reflects commitments. • The MTP is a well thought out approach to develop the potential of NHS 24. • The Strategic Delivery Group will link into this Committee and in turn, this Committee must be aware of linkages across other committees. • The SDG will be key in ensuring the governance framework is “sense-checked.” • The Committee questioned how success would be measured. • On page 12 a question regarding the funding for 2023/24 and 2024/25 was posed. Mr Gebbie provided an explanation. <p>Ms Phillips will revisit the paper taking the above comments on board.</p> <p>The Committee endorsed the paper and thanked the team for the work they had undertaken.</p> <p>NOTED</p>	SP
04.4	KPI FRAMEWORK	
	<p>Ms Phillips referred members to the paper [Paper No Item 4.4] regarding the above and the following points were noted:</p> <ul style="list-style-type: none"> • The term “unmet demand” and been replaced with “caller discontinued.” • In terms of the process, it was noted that the document had been submitted to the Scottish Government Sponsor Team for review with feedback being due prior to 06 June 2023. NHS 24 will consider the comments, amend, and resubmit to sponsor team to brief the CMO Office ahead of submission to the Cabinet Secretary. The aim is for the draft KPI Framework to be sent to the Cabinet Secretary week commencing 26 June 2023 and signed off by the end of June. • With regard to percentages noted in the document, it was agreed actual numbers will also be provided. • Ms Phillips advised Scottish Government are keen for NHS 24 to be more proactive regarding publication of the performance report, so arrangements will be made to discuss with PHS. Currently a summary report is being developed which will be published setting out core highline performance. SAS have recently undertaken this, so the team are also engaged with SAS for advice. • Regarding the SMS Service it was noted that it is currently being tested in the Mental Health Hub. <p>The Committee welcomed the work undertaken to date.</p> <p>NOTED</p>	SP

04.5	COMMUNICATIONS DELIVERY PLAN AND ANNUAL REPORT	
	<p>With regard to the above report, Ms Dransfield advised the Committee that the Winter/Easter campaign activity was for the previous year due to the fact that the current years information was not available at the time of producing the report.</p> <p>Ms Dransfield advised that the Comms Delivery Plan for next year is shorter, and sections have been streamlined to link to organisational objectives.</p> <p>It was noted that the NHS 24 App, had been promoted via social media, working with partner Boards (which had generated buy-in and engagement) and posters in all GP surgeries which had included the QR code. To date there have been 25,000 downloads of the app and full functionality had been achieved pre-Easter.</p> <p>With regard to access inclusion, Ms Dransfield confirmed information regarding where people are contacting NHS 24 from was available and required research. Following that, NHS 24 will be able to reach people not previously engaged with and deliver communications to best fit their needs.</p> <p>Mr McCormick thanked Ms Dransfield for her update and confirmed the Committee liked the new format of the report.</p> <p>NOTED</p>	
05.	QUALITY AND PERFORMANCE STANDING ITEMS	
05.1	PLANNING AND PERFORMANCE RISK REGISTER	
	<p>Mr McMahon advised the Committee that the Risk Register [Paper No Item 5.1] had been presented at the meeting for assurance. He went on to say that risk workshops had been undertaken with each Directorate. Noted significant changes to the risks in that 18 risks had been closed and 16 new risks had been opened.</p> <p>With regard to IT risk, it was noted there was a continuous ask for new work. Therefore, there needs to be a balance in terms of priority for the organisation and the need to manage it as an organisational risk. So, the risk here relates to ICT resources working on new activity.</p> <p>At this point Ms Gallacher advised the Committee that she had been working closely with the HR Director regarding digital improvements that could be undertaken for HR colleagues. Now there is a model whereby HR have a digital lead to work with and this, in turn, covers several areas within the Workforce Strategy.</p> <p>With regard to the wording of the financial risk, it was noted that the point was trying to be made that NHS 24 aspirations may be more expensive than what funding is granted. Therefore, an attempt is being made to get the balance right regarding the funding source.</p> <p>The Committee commented the risk register now appeared more current and thanked Mr McMahon for an informative update.</p> <p>NOTED</p>	
05.2	CORPORATE PERFORMANCE REPORT	
	<p>Mr McLaughlin discussed the report [Paper No Item 5.2] with members and the following points were noted:</p>	

	<ul style="list-style-type: none"> • April 2023 had been a busy month with positive performance across the service, receiving the highest number of calls answered since January 2022 and producing the best access KPI figures since July 2020. • The Mental Health Hub continues to produce a strong performance answering 6,900 calls within the five-minute threshold. • Over the Easter weekend, NHS 24 answered 36,000 calls. • Attendance had been good, reaching 92.4% which was the highest attendance rate since September 2022. <p>Dr Cheyne referenced the Care Opinion materials that are received within NHS 24 and advised on reading the documents it would appear NHS 24 have got the metrics correct and are also providing an extremely high-level service for Scotland. There is a need to recognise the quality of the service.</p> <p>Mr McCormick acknowledged this to be a good report and thanked Mr McLaughlin for his input.</p> <p><u>NOTED</u></p>	
05.3	FINANCIAL PERFORMANCE REPORT	
	<p>Mr Gebbie discussed the financial report with members and clarified queries raised concerning future uplift from Scottish Government.</p> <p>It was noted that the audit currently being undertaken was going well and would be complete in the near future. The forecast underspend for the year reduced from £1m to a final out-turn figure of £795k. This was due to agreeing an additional pass back of funds to Scottish Government at year end. It was not anticipated that this would impact on the 2023/24 finance plan's assumptions due to flexibility in terms of the SPRA investment figure.</p> <p>With regard to savings, these had been achieved by undertaking high impact changes, for example, BT charges.</p> <p>Mr McCormick thanked Mr Gebbie for a good report and achieving the necessary financial figures/savings.</p> <p><u>NOTED</u></p>	
05.4	ESTATES AND FACILITIES	
	<p>Ms Kane referred members to the above paper [Paper No item 5.4] and the following points were noted:</p> <ul style="list-style-type: none"> • At Lumina there had been a fire risk highlighted, however, the Fire Team had been advised and steps are in place to ensure the risk is reduced. • With regard to Item 5.1.7 regarding SCART compliance, a question was posed as to why Norseman had a very good rating, but other sites were not so good. This was due to Norseman being the only site where NHS 24 is the host Board. Also noted the newer sites have only partially completed the SCART rating. • Regarding the move of building at Aberdeen, it was noted that a couple of sites have been identified and for one work is taking place with NES to try and work out a model for national board collaboration. The NES property provides a smaller office space for daytime working, but in the evening NHS 24 could move to the open plan area. The options appraisal outcome is expected in the near future. • Staff have been pleased to be engaged in looking at the properties for the move. • The air-conditioning at Lumina has been a problem of late. However, meetings with the landlord have taken place and the second floor will be fixed this week. The ground floor 	

	<p>air-conditioning is proving to be more difficult to fix, but a workaround is in place should we experience a spell of warm weather.</p> <p>Mr McCormick thanked Ms Kane for the detailed report provided.</p> <p>NOTED</p>	
05.5	INFORMATION GOVERNANCE AND SECURITY ANNUAL REPORT	
	<p>Ms Gallacher introduced the above paper [Paper No Item 5.5] and advised the March cyber score had been significantly better due to Connect 1c being completed.</p> <p>She went on to say that Freedom of Information (FOI) requests are running at 50% the volume NHS 24 had been receiving during the COVID-19 pandemic. Work is now taking place with the National Records of Scotland Archivist – which is proving to be a positive experience and working well.</p> <p>With regard to information governance security related training – it is going very well with a 90% uptake putting NHS 24 in a very strong position.</p> <p>NOTED</p> <p>At this point the Committee agreed to discuss Item 7.1.</p> <p>Cyber Resilience and Recovery Report</p> <p>Mr McCormick reference the above report [Paper No Item 7.1] and asked what plans were in place for ensuring this is monitored.</p> <p>Ms Gallacher advised that once NHS 24 has a signed off cyber resilience programme of work she will work up a high level “Plan on a Page” report for the end of each quarter.</p> <p>The Committee confirmed they were pleased with this proposal and granted approval for the suggested process.</p> <p>APPROVED</p>	AMG
05.6	CLIMATE EMERGENCY AND SUSTAINABILITY UPDATE	
	<p>The Committee were advised that the above final strategy [Paper No Item 5.6] had been presented for endorsement to present to the Board for approval. The following points were noted:</p> <ul style="list-style-type: none"> • Staff had been excellent in supporting and inputting to the production of this strategy. • The strategy had been developed in partnership with the Sustainability Development Group. • The strategy provided a good opportunity to provide education on climate change matters. • Climate change measurables will be recorded and reported on both to the Board and nationally. <p>The Committee considered the strategy to be an excellent piece of work and fully endorsed it being presented to Board for approval.</p> <p>APPROVED</p>	

05.7	ANNUAL COMMITTEE SELF-EFFECTIVENESS REVIEW – PROPOSAL AND TIMESCALE		
	<p>Ms Mathew referred members to the documents relating to the above and advised that following the internal audit of governance in January 2023, this self-assessment exercise for Committees was something that had resulted from that.</p> <p>The self-effectiveness exercise will be undertaken in July 2023 and the results will be collated into a report and presented to the Committee at the August 2023 meeting. The output of that will be an action plan for consideration at the November 2023 meeting.</p> <p>The Committee agreed to participate in the self-assessment process (being followed by other Committees), albeit with some tailored questions to suit Planning and Performance.</p> <p><u>APPROVED</u></p>		Members /SP
06	COMMITTEE WORKPLAN, ACTION LOG, TERMS OF REFERENCE & COMMITTEE HIGHLIGHTS		
06.1	2022/23 PLANNING AND PERFORMANCE COMMITTEE ANNUAL REPORT		
	<p>Members confirmed they had reviewed the above report and confirmed approval for it to be submitted to the next meeting of the Audit and Risk Committee.</p> <p><u>APPROVED</u></p>		
06.2	INTEGRATED GOVERNANCE		
	<p>It was noted that the graphs and tables needed to be considered by integrated governance. There were no further suggestions.</p> <p><u>NOTED</u></p>		
06.3	PLANNING AND PERFORMANCE COMMITTEE WORKPLAN 2023/24		
	<p>The Committee were content with the above workplan.</p> <p><u>APPROVED</u></p>		
06.4	COMMITTEE HIGHLIGHTS FOR THE BOARD		
	<p>The following items from today's meeting will be reported in the Highlight Report for the Board meeting on 22 June 2023:</p> <ul style="list-style-type: none"> • Strategy Update • Medium Term Plan • Annual Delivery Plan • ICT and Cyber Security • Climate Emergency and Sustainability Strategy • Self-Effectiveness Review <p><u>APPROVED</u></p>		

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06.5	PLANNING AND PERFORMANCE COMMITTEE ACTION LOG		
	The action log will be reviewed and updated out with the meeting. NOTED		SP/ TMcM
07	<u>ANY OTHER BUSINESS</u> Nil as the Cyber Report had been taken under item 05.5. NOTED		
08	DATE AND TIME OF NEXT MEETING		
	14 August 2023 at 10.00 am in the Board Room, Lumina Building.		
	The meeting concluded at 12 noon.		