

**NHS 24
PLANNING AND PERFORMANCE COMMITTEE**

**22 MAY 2020
APPROVED
ITEM NO. 3.1**

APPROVED Minutes of the Planning and Performance Committee Meeting held on Friday 22 May 2020 at 10.00 am, Committee Room 1, Cardonald / MS Teams

1. WELCOME AND APOLOGIES

Committee Members

Mr Mike McCormick	Non-Executive Committee Chair
Ms Anne Gibson	Non-Executive Director
Mr John Glennie	Non-Executive Director
Ms Madeline Smith	Non-Executive Director
Mr Martin Togneri	Non-Executive Director
Mr Alan Webb	Non-Executive Director

In Attendance

Ms Suzy Aspley	Head of Communications
Dr Martin Cheyne	Board Chair (observer)
Ms Maria Docherty	Director of Nursing & Care
Ms Angiolina Foster	Chief Executive
Ms Ann-Marie Gallacher	Chief Information Officer
Mr John Gebbie	Interim Director of Finance
Ms Lynne Huckerby	Director of Service Development
Dr Anna Lamont	Associate Medical Director
Mr Joseph Markey	Staff Side Representative
Mr Davie Morrison	Participation & Equalities Manager
Mr Kevin McMahon	Head of Risk & Resilience
Ms Steph Phillips	Director of Service Delivery
Mr Damien Snedden	Deputy Director of Finance
Ms Paula Speirs	Associate Director of Planning & Performance
Ms Alana Corrigan	Executive Assistant (Minutes)
Mr Neil Logan	Head of Finance & Planning (observer)
Ms Liz Mallinson	Non-Executive Director (observer)
Mr Albert Tait	Non-Executive Director (observer)

Apologies

Dr Laura Ryan	Medical Director (deputy attending)
Ms Dorothy Wright	Interim Director of Workforce

Mr McCormick opened the meeting by thanking everyone for attending. A warm welcome was extended to Ms Gibson on her first meeting as a member of the Committee, to Dr Lamont for deputising for the Medical Director and to Mr Logan and our Chair and Non-Executive Directors joining as observers.

Apologies were received as noted above.

2. DECLARATION OF INTERESTS

2.1 No new declarations of interest were declared.

3. MINUTES OF PREVIOUS MEETING

3.1 The minutes of the meeting held on 10 February 2020 were approved as an accurate record of discussions, following a requested update to the welcome note to reflect that Ms Smith opened and chaired the meeting until Mr McCormick was able to join in person.

Action: Ms Corrigan

4 STRATEGY

4.1 Change Portfolio update

4.1.1 Ms Huckerby opened the update by informing the Committee the paper covered the updated position on Change Portfolio activity following the review at Change Portfolio Board on 26 March 2020 and the Dashboard for reporting purposes.

4.1.2 In summarising, Ms Huckerby highlighted that the paper reflects the activity accelerated in support of the organisations response to COVID-19. Whilst giving assurance that all paused activity remained under constant review.

4.1.3 Ms Huckerby advised of the Incident Response Strategic Cell set up as weekly EMT meetings to which our Respond, Recover, Renew (RRR) Programme reports and will influence and inform our NHS 24 Strategy refresh and Annual Operating Plan.

4.1.4 The Committee asked for further information on the benefits of accelerating the timesheet automation project and it was explained that this would enable the release of approximately nine Call Handlers back into frontline service delivery.

4.1.5 Along with consideration for an additional column to the Dashboard report identifying accelerated items, an updated and refreshed Change Portfolio report will be brought to the next Planning & Performance Committee on August 20.

Action: Paula Speirs

4.2 Strategic Planning update: Respond, Recover and Renew (RRR) Programme

4.2.1 Ms Huckerby opened this item by drawing the Committee's attention to the recently received request from Scottish Government for all Boards to submit a Re-Mobilisation Plan, with a short (1 week) turnaround, covering re-start activities to July 2020. Ms Huckerby explained that this Plan would be a component part of our RRR activity and that the response was due for submission by 27 May 2020.

4.2.2 The Committee welcome the direction set out in the NHS 24 paper and the correspondence from the Scottish Government which positions NHS 24 in a broader and more integrated role of facilitating access to health and care services. The Committee suggested that the evolving Re-Mobilisation Plan should also recognise the significant work already undertake to develop Mental Health services, and ensure future actions incorporate collaborative activity with

territorial boards and the Scottish Ambulance Service in particular, as well as having a focus on addressing inequalities.

- 4.2.3 The Committee recognised the pace at which the Re-mobilisation plan was being developed and requested access to the plan. It was agreed this would be shared with the Non-Executive's through their weekly reporting route and that there would be a more formal route for discussion and approval at the June Board.

Action: Ms Speirs

- 4.2.4 Ms Docherty and Mr Markey left the meeting.

4.3 Estates Programme update

- 4.3.1 Mr Snedden informed the Committee that due to the growth of our services, accelerated by COVID-19 and a requirement to meet 2 metre physical distancing measures, a review of the previously accepted Estate options appraisal has been undertaken.

With a potential need for up to 500 staff desks across our West of Scotland sites, five options were presented. A high level overview of the short and medium term options, with a key focus on the impact of each on our workforce and infrastructure requirements. In the period since the Board approved the Estates business case, significant requirements for air-conditioning and a possible additional generator has emerged for the original preferred option at Aurora House, for our Clydebank Contact Centre relocation.

- 4.3.2 Mr Snedden sought agreement from the Committee to take the updated options through the Estates Programme Board in order to apply the same robust scoring methodology and criteria used in the original exercise.

- 4.3.3 The Committee endorsed the need to reconsider previous decisions in light of COVID-19 implications and new information regarding the original preferred option of Aurora House. The Committee noted the need for imminent additional capacity across West of Scotland based operations and early premises availability as a crucial factor. It was also highlighted there was a need for flexibility of premises' size and lease, along with the need to avoid inhibiting operational capacity and allow for a future enhanced NHS 24 service model.

- 4.3.4 The Committee were supportive of the request to take the revised set of options to the Estates Programme Board and concurrently to pursue the financial modelling associated with each and undertake required preparatory work. Key to this was the Committee's request to ensure continued engagement and consultation with staff to clarify the impact of premises choice for staff. Mr Snedden will progress with the options appraisal for the revised set of accommodation options in collaboration with the Estates Programme Board.

Action: Mr Snedden

- 4.3.5 Ms Foster joined the meeting

4.4 Connect Programme update

4.4.1 Mr McCormick welcomed and introduced Mr Mark Wilde and Ms Julie Clark of Redpoll Group Ltd to the meeting.

4.4.2 Mr Wilde provided the Committee with a high level overview presentation of tasks completed to date in preparation of taking the approved Strategic Outline Business Case (SOBC) through to the Outline Business Case (OBC) for approval at the June Board. He highlighted collective decisions around leadership and strengthened governance;

- Milestones – key achievements to date based on the validation of options from the SOBC
- Series of Options Workshops held to review benefits and risks with shared outcomes
- Costs – including internal, Cap Gemini (contracted until 2025) and BT (break clause in contract in 2022)

4.4.3 Mr Wilde went on to stress the importance of strong stakeholder engagement with staff, highlighting success from tranche 2 of the Organisation Improvement Programme work undertaken 2016-2017. He also confirmed that the workshops had good representation from across the organisation.

4.4.4 The Committee welcomed the presentation and progress to date, noting the compelling benefits and risk scorings.

The Committee also recognised the need to secure the funding of the business case.

4.4.5 Mr Snedden also reiterated that a key element of the financial model would be determined by any commercial negotiations, particularly with Capgemini, to reprofile current payment terms towards delivery of the preferred option.

A request for further engagement with staff and partners be pursued to understand their perspectives on the options.

Action: Ms Huckerby

4.4.6 Mr Wilde and Ms Clark left the meeting

4.5 Communications Delivery Plan 2019/2020

4.5.1 Ms Aspley joined the meeting to provide an overview of activity between February and April 2020, advising of a focused COVID-19 response and, in particular, highlighting the excellent work undertaken by the Audio Visual team.

4.5.2 The Committee were appreciative of the excellent work and achievements of the Communications Team and noted the request that suggestions be sent to Ms Aspley on how success and contributions of staff might be celebrated given COVID-19 restrictions.

Action: Ms Aspley

4.5.3 Ms Smith queried plans for the Annual Review previously advised date of 10 August. Ms Foster advised that at present, we would continue with preparations

and written material, whilst engaging with our Sponsor Team to confirm the position.

Action: Ms Huckerby

4.5.4 Ms Aspley left the meeting.

5. PERFORMANCE

5.1 Service Quality Report: Review of Performance

5.1.1 Ms Speirs presented the paper, which provided a high level summary of performance over 2019/20. The Committee also noted their appreciation of the weekly non-executive report which provided an updated position of performance during our response to COVID-19.

5.1.2 A brief discussion took place to confirm the reported absence figures exclude COVID-19 related absences, which also impacts our overall capacity. These absences are, however, included within the weekly report.

5.2 Financial Report: Impact of COVID-19

5.2.1 Mr Gebbie spoke to this agenda item, explaining that NHS 24 have incurred, to date, additional COVID-19 related costs of £10 million, which have been reported to SG Finance. Mr Gebbie outlined that internal processes are in place to capture actions and spend as part of the Approval Tracker.

5.2.2 Mr Gebbie also updated the Committee that to support the Cabinet Secretary with assurance on signed off activity and funding plans, three peer groups had been established;

- Regional group to review within Territorial Boards
- National Boards to work together
- Peer Review Group to be established with representation from NHS Boards, Integration Authorities, and Local Government.

5.2.3 Ms Foster went on to confirm that our internal auditors have been asked to review our approach to Covid-19 respond, along with our 2020 plan in anticipation of retrospective and intensive review of spend, post Covid-19.

5.2.4 The Committee noted the report for assurance and noted the 'already in place' detail on the table provided.

6. RISK MANAGEMENT

6.1 Corporate Risk Register

6.1.1 Mr McMahon presented the Risk Register to the Committee, noting movements and additional items

6.1.2 Mr McMahon confirmed a new cost centre had been created for all COVID-19 related activity along with a detailed written operating process.

6.1.3 Discussion relating to future capacity vs demand around the new Test, Trace, Isolate (TTI), with the expectation that many of the recently recruited staff may return to the pre-furloughed posts.

Ms Foster informed the Committee that with effect from Friday 22 May 2020, Scottish Government will rebrand TTI to Test & Protect, with branding further enhanced by the use of NHS logo.

- 6.1.4 As a result of the volatility from the pandemic the Committee requested that a number of the risks (and associated mitigations) were further reviewed and updated, in particular;
- Sickness absence – support Staff Governance Committee direction to have risk on both Covid threat to meeting demand and separately the underlying absence concerns
 - Impact on staff arising from Clyde Contact Centre move remodelling as a result of the emerging Estate Board plans, now covering all West of Scotland sites.
 - EU Exit – the impact of EU departure without clear arrangement for future trade and movement of people
 - Continued impact on demand arising from Covid compounded by possibly increased routine demand could not be addressed without the support of the additional / seconded staff secured to respond to the pandemic.

Action: Mr McMahon

7. WORKPLAN

7.1 Draft Planning & Performance Committee workplan

7.1.1 Ms Speirs sought approval of the draft workplan, highlighting that the plan would remain flexible, as we continued to respond to the management of COVID-19.

7.1.2 The Committee were happy to approve the workplan on the understanding that EU Exit updates are reflected in the workplan.

7.2 Integrated Governance – items to exchange with other Committees

7.2.1 It was noted that the Terms of Reference for the Integrated Governance Committee had been issued to the four chairs of the committees for review, and that it was intended a first meeting would take place late June following this cycle of Committee meetings. It was noted that possible agenda items might be; Staff Governance/absence management, Estates programme and Covid-19 finances.

8. MATTERS ARISING FROM PREVIOUS MEETING

8.1 Review of Action Log

8.1.1 The Committee agreed to the removal of items recommended with the exception of:

- Action 300 – Show as green with date extended to next Planning & Performance meeting on 20 August 2020
- Action 302 – Review wording. Show as green with date extended to next Planning & Performance on 20 August 2020 to allow further information to be added

Action: Ms Corrigan

9. AGREED COMMITTEE HIGHLIGHTS TO THE BOARD

- 9.1 It was agreed that the list of key points from the meeting included Mobilisation Plan, RRR Programme, Estates update and Connect Programme will be reported to the Chair ahead of the next full NHS 24 Board meeting on 18 June 2020.

Action: Ms Corrigan

10. ANY OTHER BUSINESS

- 10.1 Further to discussion at item 4.2, the Committee noted that although the Scottish Government wish the plan to be submitted by 27 May – precluding prior approval by the Board – the draft plans to be submitted will be subject to iterative amendment through Government to ensure coherence across all boards and will be provided to Board Members prior to public publication.

11. DATE OF NEXT MEETING

- 11.1 Date for the next meeting:
22 August 2020, 10am, Committee Room 1, Cardonald.

FINAL