

**NHS 24
PLANNING AND PERFORMANCE COMMITTEE**

**11 FEBRUARY 2021
ITEM NO 3.0
APPROVED**

**Minutes of the Planning and Performance Committee Meeting held on Tuesday
24 November 2020 at 10.00 am via MS Teams**

1. WELCOME AND APOLOGIES

Committee Members

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

In Attendance

Dr Martin Cheyne	Board Chair
Ms Angiolina Foster	Chief Executive
Mr Albert Tait	Non-Executive Director (deputy)
Ms Maria Docherty	Director of Nursing & Care
Ms Linda Davidson	Interim Director of Workforce
Ms Lisa Dransfield	Deputy Head of Communications (deputy)
Ms Ann-Marie Gallacher	Chief Information Officer
Mr John Gebbie	Interim Director of Finance
Mr Sanny Gibson	Head of Information Governance & Security (for agenda item 6.1 only)
Ms Lynne Kane	Facilities Manager (for agenda item 6.2 only)
Ms Lynne Huckerby	Director of Service Development
Mr Joseph Markey	Staff Side Representative
Mr David Morrison	Participation & Equalities Manager
Mr Kevin McMahon	Head of Risk & Resilience (for agenda item 7.1 only)
Ms Steph Phillips	Director of Service Delivery
Dr Laura Ryan	Medical Director
Mr Damien Snedden	Deputy Director of Finance
Ms Paula Speirs	Associate Director of Planning & Performance
Mr Kenny Woods	Employee Director (observer)
Ms Alana Corrigan	Executive Assistant (Minutes)

Apologies

Ms Suzy Aspley	Head of Communications (deputy attending)
Mr John Glennie	Non-Executive Director (deputy attending)

Mr McCormick opened the meeting by thanking everyone for attending. It was noted that several attendees were having technical issues in connecting via MS Teams and may drop out and back in again during the meeting.

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 22 May 2020 were approved as an accurate record of discussions.

4. STRATEGY

4.1 Change Portfolio update

4.1.1 NHS 24 Redesigning Urgent Care

Ms Phillips advised the Committee the programme was moving at a fast pace since the pilot with NHS Ayrshire & Arran launched 3 weeks ago. With very positive feedback both in terms of outcomes and benefits from the pathway, Ms Phillips indicated NHS 24 readiness for national rollout, expected early December.

4.1.1.2 Ms Phillips confirmed discussions have taken place with the Cabinet Secretary and our Sponsor teams in relation to capacity and clinical support.

4.1.1.3 Mr Gebbie confirmed that the full funding ask has been received from Scottish Government to deliver against the programme.

4.1.1.4 Daily meeting with all health boards are expected to start early next week in preparation of national rollout, which will be supported through local level social media and printed press. A full media launch campaign is expected early 2021.

4.1.1.5 The Committee noted and welcomed the excellent work that had been done on the Redesigning Urgent Care pilot (and the learning from this experience) with Ayrshire & Arran and to prepare for national rollout, the committee was assured of NHS 24 readiness to move to full roll out on 1 December once confirmed by Scottish Government.

4.1.2 Connect Phase 1c Options Appraisal

4.1.2.1 Ms Huckerby introduced the item advising the Committee that Phase 1c has been significantly more technical than the previous phases of the programme. As such we have closely engaged with the Technical Assurance Group (TAG), which is Chaired by the Digital Director of NHS NES, thus providing increased scrutiny on the development of our options.

4.1.2.2 Ms Julie Clark of the Redpoll Group and Mr David Dougan, NHS 24 Senior Programme Manager were invited to join the meeting and gave a high level overview presentation of options, timings and costs, caveated with further refinement ahead of final presentation of the Business Case to the Board on 10 December 2020.

Action: Ms Clark/Mr Dougan & Mr Gebbie

- 4.1.2.3 The committee welcomed the updated business case and in particular the high level objectives associated with enhanced system availability and resilience - particularly in the context of NHS 24 anticipating the increased demand to our services throughout the daytime as well as out of hours through the RUC programme.
- 4.1.2.4 Also noted the emerging financial picture on cost and affordability.
- 4.1.2.5 The committee noted the relatively nuanced difference between options 2 and 3 and their varied distribution across public and private cloud with the respective advantages and disadvantages on cost and control, further noting that evaluation of these advantages and disadvantages was continuing.
- 4.1.2.6 The committee highlighted the value of the board receiving external assurance on technical (TAG) and cost aspects.
- 4.1.2.7 Ms Clark and Mr Dougan left the meeting.

Ms Phillips left the meeting advising she would rejoin shortly.

4.1.3 Change Portfolio update

- 4.1.3.1 The Committee noted and welcomed the updated position on the programmes in flight. And welcomed the joint evaluation being undertaken in partnership with Police Scotland in relation to the Mental Health Hub and look forward receiving this in due course.

Action: Ms Steph Phillips / Ms Paula Speirs

4.2 ICT / Digital Business Case

- 4.2.1 Ms Foster introduced the agenda item, informing the Committee the of ICT / Digital Business case followed the ICT Capability and Capacity Review carried out earlier in the year.
- 4.2.2 Mr Andy Robertson was invited to join the meeting and provided the Committee with a high level overview of the Business Case that will be presented to Board for approval on 10 December 2020.
- 4.2.3 The Committee welcomed and endorsed the recommendations relating to ICT.
- 4.2.4 On the Digital elements, the Committee endorsed the approach of enhancing capacity in the digital space but broadening the business case to include service design / digital integration - key underpinning approach to the development and introduction of new services and clarifying the outputs and roles required. It was noted that EMT had approved the scope and key deliverables. Ms Speirs in her new Interim role would execute the proposal, to report early in the New Year.

Action: Ms Paula Speirs

- 4.2.5 Mr Robertson left the meeting

4.3 Strategic Planning

4.3.1 NHS 24 Remobilisation Plan: SG Feedback letter and update

4.3.1.1 Ms Foster was delighted to present the unequivocal endorsement received from Scottish Government in relation to our Remobilisation Plan to March 2021 and cited the incredible work carried out by colleagues in preparing the plan.

4.3.1.2 The Committee welcomed the extremely positive feedback from the Minister regarding the NHS 24 Remobilisation Plan which captured the range and complexity of the activity ahead of NHS 24, particularly on Estates, ICT / Digital and Redesigning Urgent Care and encouraged the Chair and Chief Executive to highlight this to the Scottish Government in future discussion regarding resourcing and support.

Action: Chair and Chief Executive

4.3.2 Annual Review Letter

The Committee welcomed and noted the positive Annual Review Letter received from the Scottish Government following the meeting with the Chair and Chief Executive on 19 October 2020.

Ms Phillips rejoined the meeting.

4.4 SPRA Mid-Year Review update

4.4.1 Mr Gebbie advised the Committee that the first Mid-Year Review meeting in October reviewed costs and anticipated spend and savings and we are projecting a breakeven position.

4.4.2 A new template was introduced for Directors to identify savings and investment opportunities and our equalities agenda, which will feed into an overarching organisational savings plan.

4.4.3 Mr Gebbie informed the Committee that there is still an element of uncertainty over anticipated allocations for specific streams of activity. Once this position is resolved we will have more certainty on our financial position and opportunities available.

4.4.3 The Committee welcomed the positive developments within the SPRA process and noted the significant variances possible in terms of allocations and potential under and overspend and requested that they be kept informed of the evolving picture and decision regarding treatment of the year-end spending and brokerage repayment.

Action: Mr Gebbie

4.5 Communications Strategy update

4.5.1 Ms Dransfield summarised the updated Communication Delivery Plan noting the focus of the team on both the ongoing Covid-19 response and the Redesigning Urgent Care programme.

4.5.2 Ms Dransfield went on to share the new Winter Health Campaign which sees a change from Dr Owl to the new 'Show you care, prepare' film clips being delivered on behalf of NHS Scotland. The key messaging is aligned to Urgent Care, Covid-19 and Primary Care campaigns.

- 4.5.3 The Committee noted the impressive range of work undertaken and are very keen that a measured evaluation of Social Media statistics and what they actually mean be undertaken and presented back following the campaign.

Action: Ms Dransfield / Ms Speirs

5. PERFORMANCE

5.1 Service Quality Report: Review of Performance

- 5.1.1 Ms Speirs introduced the paper and invited Mr Philippe Hourcastagne to join the meeting.
- 5.1.2 Ms Speirs presented the paper highlighting that it was presented as an initial discussion, recognising the barriers to a meaningful Service Quality Report, whilst we are still responding to a pandemic at the same time as growing and developing a number of services. It was noted that further discussion would require to take place before changing our current SG Performance Framework.
- 5.1.3 The committee welcomed the discussion paper on the Service Quality Report and the opportunity to review performance indicators and reporting and in particular –
- endorsed the view that reporting and commentary of P1/P2/P3 could be reduced (concentrated on outliers) in light of new service mode
 - supported breaking down service access and abandonment reporting into units eg USC, MSK, MH etc
 - would welcome information on the relationship between abandoned calls and repeat calls.
 - would welcome information on the call demand across the days of the week and in and out of hours
 - would welcome information on clinical considerations such as the appropriateness of call endpoints
 - would wish continued information on attendance/absence and recruiting / staff levels against target
 - would welcome information on average handling time
 - would welcome further discussion as the proposals to update the performance reporting regime as it evolves.

Action: Ms Speirs / Mr Hourcastagne

5.2 Workforce Performance

- 5.2.1 Ms Davidson provided the Committee with a high level overview of the Workforce Performance dashboard.
- 5.2.2 The Committee noted and welcomed the quarterly report, with a request to present further information in relation to;
- staff turnover taking account staff appointed for fixed terms
 - how mandatory training is being affected by Covid-19 absences

Action: Ms Davidson

5.3 Financial Performance

5.3.1 The Committee welcomed the report, noting the expected year end forecast is assuming a breakeven position.

6. GOVERNANCE

6.1 Information Governance & Security Annual Report 2019/20

6.1.1 The Committee welcomed and noted the report for assurance.

6.2 Estates & Facilities Management Report

6.2.1 The Committee welcomed and noted the excellent work and progress on the new and existing sites.

7. RISK MANAGEMENT

7.1 Corporate Risk Register

7.1.1 Mr McMahon presented the Risk Register to the Committee, noting movements within the register.

7.1.2 The Committee noted and welcomed the mitigations in place and were also pleased to note no new risks had been identified.

8. WORKPLAN

8.1 Draft Planning & Performance Committee workplan

8.1.1 The Committee were happy to approve the workplan.

8.2 Integrated Governance – items to exchange with other Committees

8.2.1 The Chair undertook to highlight the listed actions arising from items 4.1.2, 4.2, 4.3 and 4.4 with the Board.

9. MATTERS ARISING FROM PREVIOUS MEETING

9.1 Review of Action Log

9.1.1 The Chair noted that all items were complete with the exception of 304 and 339.

9.1.2 The Committee supported the closure of all other items recommended within the action log.

10. AGREED COMMITTEE HIGHLIGHTS TO THE BOARD

10.1 It was agreed that the list of key points from the meeting included Connect Phase 1c Options Appraisal, ICT/Digital Business Case, Remobilisation Plan: SG Feedback letter and SPRA Mid-Year Review financial positioning will be reported to the Chair ahead of the next full NHS 24 Board meeting on 10 December 2020.

Action: Ms Corrigan

11. ANY OTHER BUSINESS

11.1 No other business was raised.

11.2 On behalf of the Committee the Chair expressed thanks to Ms Lynne Huckerby for all her support and assistance during her membership of the Committee and wished her well in the next chapter of her career.

12. DATE OF NEXT MEETING

12.1 Date for the next meeting:
11 February 2021, 10am, Committee Room 1, Cardonald.