NHS 24

NHS 24 PLANNING AND PERFORMANCE COMMITTEE	4 AUGUST 2022 ITEM NO 3.0 APPROVED

Approved Minutes of the Planning and Performance Committee Meeting held on

16 May 2022 at 10:00am via Microsoft Teams/Cardonald

**NHS 24
PLANNING AND PERFORMANCE COMMITTEE
Minute of the meeting held Monday 16 May 2022 from 10.00 am to 12 noon
via *Teams/Cardonald***

PRESENT:

Mr Mike McCormick (Chair); Dr Martin Cheyne; Ms Anne Gibson; Mr Alan Webb; and Mr David Howe

APOLOGIES:

Ms Suzy Aspley, Head of Communications

IN ATTENDANCE:

Mr Jim Miller (Chief Executive); Mr John Gebbie (Director of Finance); Ms Ann-Marie Gallacher (Chief Information Officer); Ms Linda Robertson (Risk & Resilience Manager – representing Mr Kevin McMahon); Ms Steph Phillips (Director, Service Delivery), Ms Jacqui Hepburn (Director of Workforce); Ms Nicola Dawson (Head of Integrated Service Delivery); Ms Lisa Dransfield (Deputy Head of Communications – representing Ms Suzy Aspley); Ms Lynne Kane (part-meeting); Ms Tracy McMillan (EPA/Strategic Planning Officer) (Clerk); Ms Geraldine Mathew (Board Secretary).

1. **Welcome, Introductions & Apologies**

   The Chair welcomed all Committee members to the meeting. Apologies were noted from Ms Suzy Aspley, noting that Ms Lisa Dransfield was attending in her place. Chair took the opportunity, on behalf of the Committee, to congratulate Ms Steph Phillips on her appointment to the role of Director of Transformation, Strategy, Planning and Performance. **Noted.**

2. **Declarations of Interest**

   Committee members confirmed there were no declarations of interest to note.

3. **Minute of the meeting held Friday 7 May 2021**

The minute was **accepted** as a correct record of the meeting.

4. Strategy

4.1 Strategic Intent

Ms Phillips introduced the above and gave a presentation on Strategic Intent. She advised that the four strategic intent statements are the headline areas where NHS 24 needs to develop and scope further. Noted that at the recent visit of Caroline Lamb and John Burns, provided an opportunity for further discussion and broad agreement of these areas of focus.

Ms Phillips went on to explain how strategic intent would be developed ahead of the Board. She advised two Town Hall events for staff had taken place, which had been positively received and had provided good feedback. Dr Cheyne made the point that both Caroline Lamb and John Burns had emphasised the collaborative approach through the strategic intent, including third sector involvement, Ms Phillips confirmed the third sector had a key role to play in this and that there was plenty of scope to make specific reference to that as the detailed strategy is developed.

Mr Howe questioned the use of the work "sustainable" and advised he found it ambiguous, it was agreed this would be reviewed but also acknowledged that this was in the broadest sense in respect of capacity, value for money, environmental considerations and responsively meeting need in developing and designing services.

Regarding the strapline "Right Place, Right Time", Chair questioned if "First Time" could be included. Mr Miller advised he would reflect on this revision to the wording, but care must be taken as Right Place, Right Time is a Scottish Government statement.

A comment was made about the "How" section, stating that it implied this wasn't being undertaken currently, however, recognising the starting position in terms of work to date.

Members agreed that further comments could be submitted to Ms Phillips by email and a further, short discussion, could take place at the Board Workshop session on 19 May 2022 when consideration will also be given to Ms Lamb and Mr Burns point around placing additional focus on digital.

Thereafter, the Strategic Intent Update was **noted**.

4.2 Remobilisation Plan Quarterly Update

Ms Phillips advised the above paper had been presented to the Committee for noting as it had already been approved by the Board and submitted to Scottish Government.

With regard to Annual Operating Plans (AOPs), Ms Phillips advised Territorial Boards had already received notification on this from Scottish Government. However, for the National Boards, it is believed a more tailored approach will be implemented and it is hoped advice on this will be received within the next two weeks, with a submission date for completed plans at the end of July. The AOP will be developed using the content from RMP 4.

Ms Phillips advised it is anticipated a draft of the AOP will be submitted to the June Board meeting for consideration.

Thereafter the Remobilisation Plan Quarterly Update was **noted**.

4.3 Finance Plan/SPRA Update

Mr Gebbie referred members to the above update and advised the Finance Plan was still in draft format as guidance from Scottish Government was awaited on Agenda for Change. (The assumption is this will be fully funded).

He went on to say that the budgets are in balance.

With regard to the SPRA investments, Mr Gebbie advised he was unable to provide information on this as there is no funding available to do that, however it was noted a list of priorities had been included in the papers for this meeting. He went on to say Shift Review was a main priority. A risk will occur if RUC and Mental Health funding are not allocated. In the near future there is a meeting scheduled to take place with the Scottish Government Sponsor Team and it is hoped clarification will be received at that time.

Chair asked if the £1.2 million noted against Shift Review would be a recurring cost. Mr Gebbie advised that if the figures are realised as they are at present estimated, the £1.2 million would be recurring. Chair further questioned if the premises funding estimate would be non-recurring. Mr Gebbie advised it would be non-recurring over the year which provides an opportunity to review the estate. Currently plans are being developed to undertake some estates work in Aberdeen and Cardonald, which would mean if funds become available, action can be taken quickly.

Mr Gebbie was asked if, as NHS 24 moves out of social distancing, there would be too much estate. Mr Gebbie advised that this shouldn't pose a problem as there are several options available which NHS 24 can implement:

- Aurora building – one year's notice is required to exit the 2nd floor.
- Scottish Ambulance Service are looking for additional space – option to work with them.
- Utilisation statistics – understanding the capacity utilised and available

However, at this point there is sufficient estate, but consideration will be given to social distancing reducing to one metre and what impact that will have on the estate.

Thereafter the Finance Plan/SPRA update was **noted** for **assurance.**

4.4 Redesign of Urgent Care Update

Ms Phillips advised the Committee that this had been a big piece of work undertaken by the organisation over the last 18 months and that the pathway had delivered in line with initial planning assumptions. Positive feedback has been received and patients are generally having a positive experience, with only 40% of calls resulting an Emergency Department outcome, the majority of which are routed through the flow navigation centres in Boards.

A wider academic evaluation will be undertaken on behalf of Scottish Government, which will look at the functioning of the pathway and also assess value for money.

In Phase 2 of the programme there are a number of workstreams, all of which are at the end of their initial phase mapping and reviewing what was in place within Board areas.

Ms Gibson commented that this was good evidence of positive change and asked what the timescale was for the national evaluation. Mr Miller advised it would likely be towards the end of the summer for completion of the evaluation.

Thereafter the Redesign of Urgent Care Update was **noted** for **assurance.**

4.5 2021/22 Planning and Performance Committee Annual Report

Chair referred members to the above report and advised it formed part of the year end process where there is a need to give national governance evidence that the Committee is following its remit.

The following amendments were noted:

- The date of David Howe's appointment to the Committee will be amended from 2011 to 2021.
- Carol Gillie is not a member of this Committee and should be recorded as an attendee.

Regarding Item 6.3, it was agreed the introductory statement to the bullet points would be adjusted to the following "Highlights for the 2021/22 period have included scrutiny and suggestion of additional considerations on the following areas".
(Action – Ms McMillan will update the report to reflect the above wording).

With the above amendments the document was approved as ready for submission to the June meeting of the Audit and Risk Committee.

Thereafter, the 2021/22 Planning and Performance Committee Annual Report was **noted** for **approval.**

4.6 Change Portfolio Update

Mr Gebbie referred members to the above document and highlighted the following points:

- Respond will be transferring to version 8.
- Mental Health – the Police Scotland pathway went live in March 2022.
- Safer Online Suicide Journeys site – this will go live at the end of May 2022.
- Mind to Mind Microsite is planned to go live 17 May 2022.
- FME went live in April – numbers coming through are in line with what had been planned.
- Shift review – a business case is being developed for final submission to EMT.
- Design Authority – two requests had been received since the last meeting.

Ms Gibson asked if monitoring was in place for the Police Scotland pathway.
Ms Phillips advised daily calls with the lead CSM are taking place and operational meetings take place every two weeks.

Thereafter, the Change Portfolio Update was **noted.**

4.7 Communications Delivery Plan

Ms Dransfield referred members to the above document and advised it had been a busy year for the Communication team. She explained the summary infographic circulated highlighted the key achievements. The Committee welcomed the progress for the last year and the plans for 2022/23.

With regard to engaging with the 16-26 year old age group it was noted that communications have commenced with the Youth Forum and it was suggested contact be made with Young Scot. **(Action – Ms Dransfield will make arrangements to engage with Young Scot).**

Thereafter the Communications Delivery Plan was **noted** for **assurance**.

5 Quality and Performance Standing Items

5.1 Planning and Performance Risk Register

Ms Robertson presented the Planning & Performance risk register to the Committee and referred to paragraph 3.9 of the cover paper highlighting that risks RPND/037063 and 043863 were currently under review, to determine if the scores could be reduced following the decommissioning of the COVID pathway.

Chair referred to risk RPND/043987 and asked Ms Gallacher to provide some context in relation to this risk. Ms Gallacher updated that the mitigation for this risk had progressed significantly since it had been raised and work was underway to identify a replacement/ updated Workforce Management system.

Reference was made to the completion rates for cyber security/data management training and asked whether a separate risk should be raised in relation to this. It was agreed that Ms Gallacher would consider with the ICT senior management team and liaise with Ms Robertson to raise a risk if this was considered appropriate.

Noted that the annual full examination of the ICT Risk Register would take place at the next meeting.

(Action: Ms Gallacher to consider whether completion rates for cyber security/data management training should be raised as a stand-alone risk and liaise with Ms Robertson to develop if appropriate).

Thereafter the Planning and Performance Risk Register was **noted** for **assurance**.

5.2 Corporate Performance Report

Ms Dawson referred members to the above report and reported the following key highlights;

- April 2022 received 163k calls and performance improved from that of March.
- The COVID pathway closed on 01.04.22.
- FME received 32 calls in April and 21 calls to date in May, taking seven seconds to answer.
- Attendance improved to 93.2% excluding COVID. 88.6% with COVID.
- Call demand is very stable and close to forecast.

The Committee welcomed the fact that standing performance targets associated with answering times and call abandonment were again being pursued given that COVID related calls are increasingly being regarded as part of normal business. It was further noted that the focus in this area included the interrelated issue of Average Call Handling times (where service quality and speed must be balanced), alongside staff (in particular

clinical staff) availability – linked to recruiting shortfalls, absence and COVID related absence.

With regard to COVID absence, Ms Hepburn advised that following a recent HRD Forum contact was made with Scottish Government to request a review of COVID absence being regarded as special leave. .

Ms Gibson asked about the current level of complaints and how that compared with previous months. In response to this query, Ms Dawson provided the following statistics:

Stage 1 Complaints	Feb-22	Mar-22
Number	30	42
Calls Offered	138,171	158,463
% Calls Offered	0.023%	0.027%
Stage 2 Complaints	Feb-22	Mar-22
Volume	0	1
% Calls Offered		0.001%

Thereafter, the Corporate Performance Report was **noted** for **assurance.**

5.3 Financial Performance Report

Mr Gebbie referred to the above report and made the Committee aware that it was subject to external audit. He went on to say there had been an underspend of £69k for the year and that savings of £2.3m had been fully met with the national boards savings of £750k being achieved.

The report will be submitted to the June 2022 meeting of the Audit and Risk Committee.

Thereafter, the Financial Performance Report was **noted** for **assurance.**

5.4 Information Governance and Security Annual Report

The following points were highlighted with regard to the above report:

- Item 4.6.1 - National Records Scotland would become NHS 24's archivist.
- Item 4.8.6 - NHS 24's audit will be covered under a new framework. The timing of this arrives at the same time as the Information Commission are auditing all Health Boards and DPI's.
- Mandatory training for staff is being encouraged.

Chair referred to Item 4.8.2 referencing the security network and compliance.
Ms Gallacher agreed to share how the figures are reached with Non-Executive Directors and advised this would be presented at Audit and Risk Committee.
(Action – Ms Gallacher to share how these figures are reached with Non-Executive Directors).

Mr Howe advised he would like to see a greater assurance that mandatory training regarding cyber security/computer systems would be pushed forward.

(Action – Ms Gallacher and Mr Howe will discuss the above point further outwith the meeting).

Noted that there had been a significant increase in Freedom of Information requests and, although targets met, there was a question posed around having sufficient resources to cope with the number of requests.

Ms Gallacher confirmed resource was tight, but that the requests were dealt with across various Directorates and teams.

(Action: Chair and Ms Gallacher will raise the committee's respective responsibilities with the Chair of Audit and Risk Committee).

Thereafter, the Committee **noted** the Information Governance and Security Annual Report for **assurance**.

5.5 Estates and Facilities Annual Report

Ms Kane advised it had been a very successful year for Estates and Facilities and went through the key highlights of the annual report.

Ms Kane was asked what impact a reduced requirement regarding social distancing might have on estates and she confirmed that while additional premises have been acquired as additional staff had been recruited there is scope to downsize through reducing floorspace leased or sharing premises with SAS who are seeking footprint growth. It was noted and welcomed that deskspace usage monitoring has been introduced.

With regard to the extra fuel costs Mr Gebbie advised this had been costed at an extra £100k for this year.

The Committee noted the welcome, timely and significant growth in the NHS 24 estate to accommodate additional staff and that this had been managed within budget planning. It was also welcomed, and noted, the work to monitor desk usage and any adjustments in distancing requirements that might allow reduction in the NHS 24 footprint as provided for within leases.

Thereafter, the Committee **noted** the Estates and Facilities Annual Report for Assurance.

5.6 Connect Programme Update

Mr Gebbie introduced the above paper to the Committee and highlighted the following key points:

- Phase 1 a is now complete.
- Laptop upgrades have taken place.
- Mailbox migration was complete at the end of April
- WAN – has been completed in Aberdeen and Dumfries

- WAN – will be undertaken in Kilmarnock and Lumina in June 2022.
- Sugar 1c – moved to on 10 May 2022, there had been teething issues, but nothing of major concern.

Chair welcomed the progress taking place.

Thereafter, the Connect Programme Update was **noted** for **assurance**.

6 Committee Workplan, Action Log, Terms of Reference and Committee Highlights

6.1 Integrated Governance (key points arising)

The Chair will reflect and pick up discussions with regard to cyber security and how NHS 24 manage that as it is a risk and part of the Planning and Performance Committee's responsibility.

6.2 Planning and Performance Committee Workplan 2022/23

The Committee approved the above workplan.

6.3 Planning and Performance Committee – Terms of Reference

The Committee agreed that NHS 24's Chairman, Dr Martin Cheyne, would be added to the membership of the Planning and Performance Committee within the Terms of Reference document. The updated document will be an agenda item at the August 2022 meeting. Noted that Dr Cheyne will become a member of all committees, bar Audit and Risk, going forward.

6.4 Review of the Committee Action Log

Accepted and the item for action will be discussed at the August 2022 Committee.

6.5 Committee Highlights for the Board

The Chair confirmed he would complete a Highlights Report for the Board meeting on 16 June 2022. The main content will focus on Strategic Intent, aspects of Performance and Cyber Security.

6.6 Any Other Business

Nil.

7 Date and Time of Next Meeting

Monday 04 August 2022 at 10.00 am to 12 noon via Teams/Physical Venue