NHS 24 **PLANNING AND PERFORMANCE COMMITTEE**	**24 NOVEMBER 2020** **ITEM NO 3.0** **APPROVED**

Minutes of the Planning and Performance Committee Meeting held on Thursday 20 August 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
   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 Kane   Facilities Manager
   Ms Lynne Huckerby   Director of Service Development
   Mr Joseph Markey   Staff Side Representative
   Mr Kevin McMahon   Head of Risk & Resilience
   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
   Ms Dorothy Wright   Interim Director of Workforce
   Ms Alana Corrigan   Executive Assistant (Minutes)

   Apologies
   Mr John Glennie   Non-Executive Director
   Mr David Morrison   Participation & Equalities Manager
   Mr Graham Revie   Employee Director

   Mr McCormick opened the meeting by thanking everyone for attending.

   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   Change Portfolio update

Ms Huckerby advised the Committee of the review of organisational priorities which had taken place in recent weeks. The Change Portfolio Governance arrangements reflected the realignment of activity to support the Remobilisation Plan (our Annual Operating Plan) to end March 2021.

4.1.1.2 Ms Huckerby gave an overview of the transformational change priorities:- Urgent Care, a streamlined Mental Health programme focussing only on key developments, Estates and the reframed Connect Programme. It was also noted that during this period there was a possibility of a Covid-19 second wave as well as Winter Plan pressures.

4.1.1.3 The Committee were supportive of the engagement approach taken in closing the GP Triage test of change. It was recognised that NHS 24's focus in supporting delivery of the new Urgent Care Pathway which is expected to go live in October 2020 should be the organisational focus.

4.1.1.4 The Committee appreciated the level of detail provided in terms of the projects underway, and were equally assured that the organisation were focussed on the key priorities.

4.1.2   Connect Programme update

4.1.2.1 Ms Huckerby introduced the item, advising the Committee, that as a result of the internal review of organisational priorities, and the commitment to the Urgent Care Pathway redesign it was necessary to review and reframe the Connect Programme portfolio.

4.1.2.2 Ms Julie Clark of Redpoll Group was invited to join the meeting and gave a high level presentation, which gave an overview of the progress to date in terms of the mobilisation phase intended to create the conditions for readiness to progress Phase 2, the development of the Phase 1b proposal for which Board approval will be sought on 27th August. The proposal to create a Phase 1c as a result of the changed landscape, as well as an overview of the whole Programme through transition phases. It was also noted that the Full Business Case (FBC) Phase 2 timelines would shift to 2021/22.

4.1.2.3 The Committee welcomed the presentation and endorsed the direction it set to the Board, welcoming the confirmation that funding has been identified for Phase 1B and that proposed SAP upgrades are not a commitment to that form of technology in the medium to longer term.

Action: For Noting

4.1.3   ICT Content and Capacity Review

4.1.3.1 Ms Foster provided a high level overview of the ICT Content and Capacity Review report commission by NHS 24 Executive Management Team (EMT).

4.1.3.2 The Committee noted the significant pressure on ICT and Programme Management teams particularly. The Committee welcomed the report and endorsed its recommendations to the Board.

Action: For Noting

4.1.3.3 Ms Clark left the meeting.

4.1.4   Estates Programme update

4.1.4.1 Mr Snedden informed that Committee that the Cabinet Secretary has approved that NHS 24 can enter into leases for both new premises, Lightyear on 27 July 2020 and Lumina on 17 August 2020.

4.1.4.2 The lease has been signed for Lightyear and Work has commenced with 138 physically distanced dual purpose desks and is expected to be complete by mid October 2020.

4.1.4.3 The Lumina development will provide a further 90 physically distanced dual purpose desks and will primarily support Urgent Care activity.

4.1.4.4 The Lumina lease is with our lawyers for final review.

4.1.4.5 Mr Snedden advised that considerations were being given to additional locations for Urgent Care. As well as a review of the current Cardonald Office lease due for renewal in November 2022.

4.2   Strategy Refresh

4.2.1   NHS 24 Remobilisation Plan to 31 March 2021

4.2.1.1 Ms Speirs presented a high level overview of the draft Remobilisation Plan submitted to Scottish Government on 7 August 2020. The plan effectively becomes our Annual Operating Plan (AOP) and takes account of our agreed strategic objectives and the work within the Respond, Recover and Renew (RRR) Programme, including the Evaluation, Assessment and Review (EAR) piece.

4.2.1.2 Ms Speirs outlined the need for quantitative reporting to Scottish Government on the plan, whilst taking account of the unknowns surrounding the developing Urgent Care Pathway.

4.2.1.3 The Committee welcomed the Remobilisation Plan and agreed to endorse this to the Board.

Action: For Noting

4.2.1.4 The Committee welcomed the approach and the findings of the Evaluation, Assurance and Review report, noting that next stages would include consideration of funding and stakeholder engagement/user need prioritisation. Key points were made in relation to evaluation, engagement and consideration of whether we are 'doing different things', or 'doing things differently'. The Committee welcomed the commitment to this as a live and evolving report.

4.2.2   Update on Strategic Planning Process

4.2.2.1   Ms Speirs informed the Committee that further to the May Committee meeting, further enhancements were critical to strengthen the Strategic Planning Process to ensure a well coordination and structure support for the development of services and enable us to respond to external demands.

4.2.3   The Committee welcomed these updates and agreed to endorse these to the Board.

Action: For Noting

5.   PERFORMANCE

5.1   Service Quality Report: Review of Performance

5.1.1   Ms Speirs presented the paper, reflecting a return to the usual format.

5.1.2   The Committee noted the significant demand on the Mental Health Hub following the organisational move to a 24/7 model and were pleased with the patient experience pathway in place, but noted the need to increase Breathing Space staff levels.

5.2   Workforce Performance

5.2.1   Ms Wright joined the meeting and provided a high level overview of the Workforce Performance dashboard.

5.2.2   The committee noted and welcomed the new information regarding staff diversity profile and redeployment as well as noting that the new format for the report would be considered at the upcoming Staff Governance meeting. The Committee was invited to submit any comments on the format for consideration by the HR team.

Action: All Committee Members

5.2.3   Ms Wright left the meeting.

5.3   Financial Performance

5.3.1   The Committee welcomed the assurance by Scottish Government that funding would be made available for both Covid-19 and Local Mobilisation Plan funding as well as a commitment to provide and review our non-recurring allocations. The Committee were keen to move beyond assurance and sought an update at the next Planning & Performance Committee on the position as we move into the third quarter of the year.

Action: Mr Gebbie

6.   GOVERNANCE

6.1   Information Governance & Security Annual Report 2019/20

6.1.1   The Committee noted and welcomed the report for assurance.

6.1.2   The Committee were pleased to note and understand the reduction in Freedom of Information (FOI) requests late responses against 2018/19 from 8 to 2.

6.2   Information Governance & Security Q1 report 2020/21

6.2.1   Drawing out highlights from the Q1 report, Mr Gibson informed the Committee of the new NHS Scotland Records Management Code of Practice guidelines being published, for which NHS 24 were asked to contribute to, which helped align how long we hold patient records for.

6.2.2   Mr Gibson advised that they were working with the Learning & Professional Education team to increase staff completion of Safe Information Handling training, mandatory for all staff.

6.2.3   The Committee were appreciative of the Q1 report and would be keen to see the report include 'progress against audit' section in Q2 report.

6.3   Grant Thornton Cyber Audit Report

6.3.1   The Committee noted and welcomed the response to ongoing ICT risks generally and the Internal Audit report in particular, recognising the need to balance accreditation with operational delivery and asked that further updates on the responding actions be provided to the Committee.

Action: Mr Gibson

6.4   Service Model Implementation

6.4.1   The Committee noted the significant organisational growth that was required to meet the enhanced NHS 24 role in a full 24/7 Urgent Care pathway and would welcome further information on the progress in recruitment and staff inductions.

Action: Ms Phillips

6.5   Estates & Facilities Annual Report 2019/20

6.5.1   The Committee noted and welcomed the report for assurance.

6.6   Estates & Facilities Management Report

6.6.1   The Committee were appreciative of the Q1 report and look forward to receiving the updated plans in due course.

Action: Ms Kane

6.7   Procurement Annual Report 2019/20

6.7.1   The Committee noted and welcomed the report for assurance.

6.8   Procurement Strategy 2019-2021: 2020 update

6.8.1   Mr Snedden presented the procurement strategy update, highlighting the NHS 24's move from Golden Jubilee Procurement to Scottish Ambulance Service Procurement support in June 2020.

6.8.2   The Committee were appreciative of the update and confirmation of the standardised report format for all Health Boards to Scottish Government

6.9   Draft Planning & Performance Committee Annual Report 2019/20

6.9.1   The Committee noted that attendance for members would be added as well as names of prior members from Finance and HR who attended meeting earlier in the year and that Mr Alan Webb would be moved to 'member' rather than 'attendee' to reflect the correct position.

Action: Ms Speirs

6.9.2   The Committee approved the draft report with the updates as noted.

6.9.3   The Committee request that the 2020/21 annual report also includes attendance rates.

<div align="right">**Action: Ms Speirs**</div>

6.10   Risk & Resilience Annual Report 2019/20

6.10.1   The Committee noted and welcomed the report for assurance.

Joseph Markey left the meeting

7.   RISK MANAGEMENT

7.1   Corporate Risk Register

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

7.1.2   The Committee noted and welcomed;
- risk regarding staff engagement on estates developments has been mitigated
- a reframed risk regarding attendance was being prepared
- ongoing work to address ICT and Cyber security risks

7.1   ICT Risk Register

7.2.1   Ms Gallacher provided a high level overview of the ICT Risk Register and confirmed a detailed and living workplan is in place to ensure cross referencing from all programmes and audits are accurately captured along with supporting mitigations.

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 Committee agreed that following the governance meetings that have taken place during August and the upcoming Board meeting, agenda item 10 covers items to exchange.

9.   MATTERS ARISING FROM PREVIOUS MEETING

9.1   Review of Action Log

9.1.1   The Committee agreed that item 235 can be closed but a new action raised to address that, following the SAS and NHS 24 agreement that the call stacker was no longer fit for purpose to transfer call between services, new arrangement to be formed to establish an effective pathway to direct callers to 999 or 111 to the more appropriate service.

<div align="right">**Action: Ms Phillips**</div>

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 ICT Content and Capacity Review Report, Cyber Resilience, Connect Programme and financial positioning will be reported to the Chair ahead of the next full NHS 24 Board meeting on 27 August 2020.

Action: Ms Corrigan

11. ANY OTHER BUSINESS

11.1 No other business was raised

12. DATE OF NEXT MEETING

12.1 Date for the next meeting:
24 November 2020, 10am, Committee Room 1, Cardonald.