

NHS 24

**Minutes of the Meeting of the
NHS 24 Planning and Performance Committee
held on 04 August 2022 at 10.00 am
via Teams**

PRESENT

Mr Mike McCormick, Non-Executive Director (in the Chair)

Mrs Janice Houston	Mrs Suzy Aspley
Mr David Howe	Mr Kevin McMahan
Mr Alan Webb	Ms Steph Phillips
Mr Jim Miller	Ms Ann-Marie Gallacher
Mr John Gebbie	Dr Martin Cheyne

IN ATTENDANCE

Ms Geraldine Mathew	..	Board Secretary
Mr John Barber	..	Service Development Manager
Mr Paul McLaughlin	..	Head of Corporate Performance (Interim)
Ms Tracy McMillan	..	EPA (Interim)
Mr Brian Laughland	..	Head of Procurement, SAS

		ACTION BY
01.0	WELCOME, APOLOGIES AND INTRODUCTIONS	
	The Chair welcomed members present to the 04 August 2022 meeting of the NHS 24 Planning and Performance Committee. Apologies were intimated on behalf of Ms Anne Gibson, Mr Joseph Markey and Mr Sanny Gibson. Noted.	
02.0	DECLARATIONS OF INTEREST	
	The Chair invited members to declare any interests in any of the items being discussed. There were no declarations made. Noted.	
03.0	MINUTES OF PREVIOUS MEETING OF 16 MAY 2022	
	The Committee considered the minute of the previous meeting held on 16 May 2022 [Paper No. Item 3.0] and were content to approve this as a complete and accurate record, subject to the following amendments: Item 4.1, paragraph 5, line 2 – replace “staring” with “starting.”	

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	<p>Item 4.3, paragraph, line 7/8 – requires to be aligned. Item 4.3, bullet point 1 – replace “years” with “year’s”.</p>	
04.0	STRATEGY	
04.1	<p>Strategy Development Update</p> <p>Mr Barber introduced the paper [Paper No. 4.1] and advised that currently there is a significant amount of work to develop meaningful engagement for the strategy. The work undertaken previously on engagement will be used as a foundation to build upon.</p> <p>Ms Aspley advised a new stakeholder engagement newsletter is due to be published in September/October 2022 which can be used as a showcase for engagement for the strategy and receive feedback via that channel. With regard to engaging with patients, it was noted that one route for seeking views would be via the Public Partnership Forum.</p> <p>Mr Barber went on to say that a Strategic Planning Group was being established and the first meeting is scheduled to take place on 22 August 2022. The Group will be chaired jointly by Mr McCormick and Ms Phillips. A Terms of Reference has been developed. The membership will consist of a broad range of representation from across the organisation.</p> <p>The committee welcomed the significant and repeated phases of stakeholder engagement in the project plan.</p> <p>Thereafter the Strategy Development Update was noted.</p>	
04.2	Annual Delivery Plan	
	<p>Ms Phillips referred the Committee to the paper circulated [Paper No. Item 4.2] and advised that national Boards had not been asked by Scottish Government to produce a formal Annual Delivery Plan, however, a could high level two-page summary of 2022/23 priorities was submitted as requested on 1st August.</p> <p>It was noted that national Boards anticipated a request for a medium-term plan– likely in October 2022. With regard to this, work has been undertaken around priorities, so the foundation is in place to develop a three-year plan.</p> <p>Discussion ensued around the Integrated Urgent and Unscheduled Care Collaborative (IUUC), noting that this is one of four strategic care and wellbeing programmes, with the IUUC programme encompassing eight workstreams.</p>	

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	<p>The Chief Executive indicated he would source and circulate an organogram for the Integrated Urgent and Unscheduled Care Collaborative structures.</p> <p>The Committee noted the Board would not be required to approve the two-page narrative for the Annual Delivery Plan, however, it will go to the NHS 24 Board for noting. In October the three-year plan will proceed with full governance approval.</p> <p>Thereafter the Annual Delivery Plan was noted for assurance.</p>	<p>JM</p> <p>SP</p>
04.3	3 Year Financial Plan	
	<p>Mr Gebbie referred to the above document [Paper No. Item 4.3] and advised the Committee that NHS 24 was on track to break even for the current financial year, assuming the Agenda for Change pay award is fully funded.</p> <p>Members discussed the paper in detail and the following points were noted:</p> <ul style="list-style-type: none"> ▪ The investment in frontline leadership will require funding, although EMT has approved £300k in year to progress. ▪ 2023/24 – the recurring gap is £800k – but this will need to cover off some of the pressure points, in 2024/25 – this moves to a £1.6m recurring gap. Substantial pressures were noted. ▪ Feedback on the plan is currently awaited from Scottish Government, prior to it being submitted to the NHS 24 Board alongside the workforce strategy, which the paper has been aligned to. ▪ There is a suggestion of a pay increase of 5% being awarded. Currently the Trade Unions are querying with the Cabinet Secretary if this is to be staggered across pay-points. <p>The question was asked why the COVID funding for dentists within the SEDS service was being discontinued.</p> <p>It was noted that as public dentistry is opening up, working with Scottish Government, an agreement was reached to discontinue the role of dentists within NHS 24; this was an enhancement to the service which now returns to pre-COVID pathways.</p> <p>Thereafter the 3 Year Financial Plan was noted for assurance.</p>	

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04.4	Redesign of Urgent Care	
	<p>The Committee agreed that a sufficient update had been received for this item under Item 4.2 on the agenda.</p>	
04.5	NHS 24 Procurement Strategy	
	<p>Mr Laughland, Head of Procurement at SAS, advised a shared agreement for procurement had been agreed whereby, alongside its own procurement, SAS would also oversee procurement for NHS 24 and HIS.</p> <p>Mr Laughland referred to the paper circulated [Paper No. Item 4.5] and advised sustainability was a key factor in the Procurement Strategy. He went on to highlight further changes to the Strategy from the previous year.</p> <p>The Committee agreed to recommend the NHS 24 Board should adopt the proposed Procurement Strategy</p> <p>Thereafter the NHS 24 Procurement Strategy was noted as approved.</p>	JG
04.6	Change Portfolio Update	
	<p>At this point Tony Cronin from Resulting IT joined the meeting to provide members with a briefing concerning delay in the delivery of Connect 1c, and specifically highlighted the critical defect with the ILT button that had been discovered by the user testing with Connect 1c Clinical Migration.</p> <p>He went on to say that on 15 July 2022 a critical defect had been discovered. Therefore a decision was taken to delay roll-out to ensure the defect could be fully rectified.</p> <p>During the delay, other appropriate Connect 1c projects will be brought forward and implemented, eg, fileshares, Respond, and WFM.</p> <p>Concerning the timescale for fixing the ILT button and any risks associated with it not being implemented, Mr Cronin advised a plan is in place to have a fix by 19 August 2022. The fix will then be tested and it is anticipated the implementation date will be mid-September. Members noted that whilst disappointing, these changes were required to ensure a safe service before going live.</p> <p>Regarding the cost implications, Mr Gebbie advised the worst-case scenario would be for the fix to be unavailable until October and charges incurred for £600-700k. However, he went on to say that meetings have taken place with Cap Gemini to determine what costs could be transferred back if the</p>	

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	<p>error was on their part. Mr Gebbie is currently awaiting this confirmation in writing.</p> <p>The Committee noted the delay in the Connect Programme transfer of the clinical stack to new servers following defects identified through UAT, and proposed that an update be brought to the Board reserved session on any risk and cost implications.</p> <p>Thereafter the Change Portfolio update was noted for assurance.</p>	JG
04.7	Communications Delivery Plan	
	<p>Ms Aspley referred the Committee to the paper circulated [Paper No. Item 4.7] and highlighted the following:</p> <ul style="list-style-type: none"> ▪ Staff Engagement – there had been good feedback from staff. ▪ NHS 24 20th Anniversary – the First Minister visited. ▪ NHS 24 20th Anniversary Staff Awards – three events will be held in the Autumn taking place East, West and North. Currently Comms are working with Service Delivery on this and a paper will be submitted to EMT to approval for funding. ▪ The Comms Team have a new Graphic Designer in post. ▪ There will be a NHS 24 staff conference held when NHS 24 turns 21. ▪ Work has commenced on Winter planning. ▪ Media marketing will be issued to promote 24.scot <p>Thereafter the Communication Delivery Plan was noted for assurance.</p>	
04.8	Strategic Workforce Investment/Frontline Leadership Capacity	
	<p>Ms Phillips introduced the paper [Paper No. Item 4.8] and advised work had been ongoing for a number of months on this, undertaking both engagement and modelling work pertaining to workforce requirements.</p> <p>She went on to provide the Committee with full details regarding the three options for team managers that were initially developed, with option 2 being the preferred option as it created capacity for other elements in the role, eg, CPD. Option appraisal has been undertaken and this is the preferred option for team managers.</p> <p>Option 4 emerged for senior charge nurses and allows four clinicians to provide support on the floor for 15 call handlers, therefore this is the preferred option for senior charge nurses.</p>	SP/JG

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	<p>The full level of investment required to implement the above amounts to £1.3m. At present, EMT have taken the decision to invest £300k this year which will enable phase 1 to be implemented.</p> <p>Ms Phillips added that at this stage there was no intention to submit a full business case to the Board in relation to the full investment required. This reflected the continued uncertainty in relation to the final outcome of the Agenda for Change pay award. It is also unclear at this point what the full recurring funding position for redesign of urgent care will be, which may reduce the overall recruitment target for frontline staff and therefore the requirement for frontline managers.</p> <p>Mr Gebbie will ensure that the frontline leadership funding is included for discussion as part of next year's finance plan, and has already flagged to Scottish Government advising it will improve performance.</p> <p>Work is now being undertaken to match staff with managers and it is anticipated this exercise will be complete by September 2022. The managers will then discuss the changes fully with staff members as it is a significant change to working patterns.</p> <p>The Committee welcomed the plans to align team and team leader rotas and the undertaking to provide updates as the next proposals to enhance leadership capacity are developed.</p> <p>Thereafter the Strategic Workforce Investment/Frontline Leadership Capacity was noted.</p>	
	<p><i>Secretary's Note:</i> Chief Executive requested a halt in proceedings to investigate an operational matter that had come to light. The Committee reconvened 10 minutes later.</p>	
05.0	QUALITY AND PERFORMANCE STANDING ITEMS	
05.1	Planning and Performance Risk Register	
	<p>Noted that there was no requirement for the ICT Risk Register to be an item in its own right on the agenda, as the full risk register had been submitted for consideration, which included ICT Risks.</p> <p>Ms Gallacher informed the Committee that work has been undertaken to produce a robust process for technology risk. This will be brought to the November meeting of the Committee. (Add to workplan).</p> <p>Mr McMahon presented the full risk register to the Committee, advising it was for assurance and advised he was happy to take any questions.</p>	<p>AMG TMcM</p>

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	<p>The point was made that it appeared the Workforce Management System’s contract for support had expired in June 2022. Ms Gallacher responded to this query by advising an arrangement has been made with the supplier to provide support to the end of the current financial year. She went on to say work is progressing with re-procurement for this and the group looking at this will submit a recommendation to EMT in due course.</p> <p>Thereafter the Planning and Performance Risk Register was noted for assurance.</p>	AMG
05.2	Corporate Performance Report	
	<p>Mr McLaughlin referred members to the paper circulated for this item [Paper No. Item 5.2]. He went through the report providing further explanation for some of the details within the report.</p> <p>It was requested that for future reporting on absence the skillset of those absent be included with an explanation around how that impacts performance such as access and patient journey time.</p> <p>The Committee welcomed and sought further engagement on the ongoing consideration of KPIs beyond answering times, and also to assess user satisfaction incorporating the new SMS survey, Social Media feedback and Care Opinion.</p> <p>Thereafter the Corporate Performance Report was noted for assurance.</p>	<p>SP</p> <p>SP</p>
05.3	Financial Performance Report	
	<p>Mr Gebbie advised the Committee that the Finance Report [Paper No. Item 5.3] had been updated with a new layout and requested members forward any feedback on the format to him direct.</p> <p>The following points were noted:</p> <ul style="list-style-type: none"> ▪ Work is currently ongoing in an attempt to reduce agency spend. ▪ At present, NHS 24 is trying to source more efficient options for call charges, for example, language line, where costs have doubled in two years. The increased cost for callers on hold, was also discussed, reflecting the ongoing shortfall in workforce. <p>Thereafter the Financial Performance Report was noted for assurance.</p>	

		ACTION BY
05.4	Facilities Report	
	<p>Ms Kane advised the committee and points of note were highlighted in the report [Paper No. Item 5.4].</p> <p>She went on to say that Scottish Government had advised NHS 24 recently that a climate change report must be undertaken and submitted in November 2022. Ms Kane will progress this and ensure the paper is an agenda item at the Planning and Performance November meeting. (Add to workplan).</p> <p>With regard to the COVID-19 two metre rule, at present this will remain in place on the operational floor. However, it was noted that a paper will be submitted to the EMT meeting on 09 August 2022, for further review.</p> <p>Thereafter the Facilities Report was noted for assurance.</p>	LK TMcM
05.5	Information, Governance and Security Report	
	<p>Ms Gallacher introduced the above report [Paper No. Item 5.5] and highlighted the following to the Committee:</p> <ul style="list-style-type: none"> ▪ Point 4.9: Mandatory Training: the organisation has consistently improved the level of staff who have completed the training. A target of 95% is required by mid-Q3. ▪ Point 4.10: Reportable Incident: there had been one reportable incident due to the error of an NHS 24 supplier. Following the incident the patching process had been reviewed and an extra layer of assurance implemented. ▪ For future reports to the Planning and Performance Committee redacted reportable incidents will be incorporated. <p>Thereafter the Information, Governance and Security Report was noted by assurance.</p>	
06.0	COMMITTEE WORKPLAN, ACTION LOG, TERMS OF REFERENCE & COMMITTEE HIGHLIGHTS	
06.1	Terms of Reference	
	<p>Members approved the suggested amendments to the Terms of Reference subject to an adjustment to show that in the event of the Committee Chair</p>	

		ACTION BY
	<p>being unavailable for all or part of a meeting another member would be identified to chair the proceedings.</p> <p>Thereafter the Terms of Reference was noted as approved.</p>	
06.2	Planning and Performance Committee Workplan	
	The Committee approved the content of the workplan.	
06.3	Integrated Governance (Key Points)	
	<p>Agreed that the Committee Chair would engage with the chair of Audit and Risk Committee to agree respective responsibilities in relation to Procurement Strategy and Information Governance reporting.</p> <p>Thereafter the Integrated Governance (Key Points) was noted as approved.</p>	MMcC
06.4	Planning and Performance Committee Action Log	
	<p>The Committee reviewed the action log and agreed the following:</p> <p>346 – will remain open. 347 – will be closed. 348 – will remain open. 349 – will be updated to say: “As training rates are improving no specific risk seen as required at this time”. Will be closed. 350 – will remain open. 351 – will be updated as per 349 and closed. 352 – will be closed in light of updated/proposed action in Item 6.3 above.</p> <p>Thereafter the Planning and Performance Committee Action Log was noted as approved.</p>	TMcM
	DATE OF NEXT SCHEDULED MEETING	
	Monday 28 November 2022 at 10.00 am to 12 noon in the Board Room, Ground Floor, Lumina Building.	
	The meeting concluded at 12.15 pm	