

NHS 24

**Minutes of the Meeting of the
NHS 24 Planning and Performance Committee
held on 14 August 2023 at 10.00 am
in Lumina Board Room and via Teams (T)**

PRESENT

Mr Mike McCormick (in the Chair)

Mr Jim Miller	Ms Steph Phillips
Mrs Anne Gibson (T)	Mr David Howe
Dr Martin Cheyne	Ms Anne-Marie Gallacher
Mr John Gebbie	Mr Alan Webb (T)

IN ATTENDANCE

Mr Damien Snedden	..	Dr Laura Ryan (T)
Ms Geraldine Mathew	..	Ms Suzy Aspley
Ms Pauline Howie	..	Mr Kevin McMahon (for Risk Item)
Mr Joseph Markey (T)	..	Ms Tracy McMillan (Minute) (T)
Mr Alex Little (for Procurement Item)	..	

		ACTION BY
01.	WELCOME, APOLOGIES AND INTRODUCTIONS	
	The Chair welcomed members present to the 14 August 2023 meeting of the NHS 24 Planning and Performance Committee.	
	<u>NOTED</u>	
02.	DECLARATIONS OF INTEREST	
	The Chair invited members to declare any interests in any of the items being discussed. There were no declarations made.	
	<u>NOTED</u>	
03.	MINUTES OF PREVIOUS MEETING OF 13 FEBRUARY 2023	
	The Committee considered the minute of the previous meeting held on 23 May 2023 [Paper No. Item 3.0] and agreed under “Members Present”, “Davie Howe” would be replaced with “David Howe”. The minute was then approved as a complete and accurate record.	
	<u>APPROVED</u>	
	MATTERS ARISING	
	Nil.	
	<u>NOTED</u>	

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		ACTION BY
04.	STRATEGY	
04.1	STRATEGY LAUNCH AND ENGAGEMENT	
	<p>Ms Phillips referred the Committee to the Strategy Launch paper [Paper No. Item 4.1] and advised the new NHS 24 Strategy was launched on 31 July 2023. The Committee noted the associated communications plan and the intention to align stakeholder engagement with the digital and service transformation strategic portfolios going forward. Consideration will also be given to the role that non-executive directors can play in supporting strategic engagement as part of that planning work.</p> <p>Consideration will be given to the adaptation of a version accessible for children and young people and that the Committee would welcome further detail as these portfolios are developed. Ms Aspley advised an animation was currently being produced also.</p> <p>NOTED</p>	<p>SP/SA Non Exec Directors</p> <p>SP</p>
04.2	STRATEGIC PORTFOLIO UPDATE	
	<p>Members noted the above paper [Paper No. Item 4.2] and Ms Phillips highlighted the following points:</p> <ul style="list-style-type: none"> ▪ The Digital Transformation Portfolio is established. ▪ Ms Howie is currently undertaking scoping and planning work on the Service Transformation Portfolio to establish it. ▪ A Framework for Change is being developed – working across directorates through the Quality Management Group to ensure all elements are in place. ▪ It is anticipated the Framework for Change will be in place for the commencement of the planning process in October. ▪ At the end of the document a mapping exercise has been included and it was noted the Strategic Planning Team were currently developing a version of this that can track how ADP deliverables feed into strategic ambitions. <p>With regard to the last bullet point above, members advised they would find a tracker useful and that it would be good to see measurements of the deliverables/ambitions.</p> <p>Ms Phillips referenced the Strategic Delivery Group and advised it would be a working group of the Planning and Performance Committee which will provide detail and give assurance.</p> <p>NOTED</p>	<p>SP</p>
04.3	ADP/MTP UPDATE – Q1	
	<p>Ms Phillips referred members to the above paper [Paper No. Item 4.3] and advised the first update will be submitted to Scottish Government in Q2. It was noted that the final ADP was submitted on 11 August 2023.</p> <p>It was noted that the MTP has also been submitted to Scottish Government and feedback is expected in September 2023. It is anticipated the initial meeting of the Strategic Delivery Group will take place in the near future and take place every six weeks, reporting into this Committee.</p> <p>With regard to the spreadsheet for Q1, Ms Phillips explained that the amber/red status reports were mostly due to the process of recommissioning NHS inform and issues trying to recruit into specialist posts. Regarding unscheduled care being coded to a red status, this reflected the transition from phase 1 to phase 2 of the RUC work and changes within Scottish Government policy landscape; it was noted however, that NHS 24 is looking to identify ongoing priorities through the Service Transformation Portfolio that can be progressed.</p> <p>NOTED</p>	

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		ACTION BY
04.4	CLIMATE EMERGENCY AND SUSTAINABILITY UPDATE	
	<p>Dr Ryan referred members to the above update report [Paper No. Item 4.4] and provided members with a comprehensive update on progress which the Committee noted and welcomed.</p> <p>Regarding the Sustainability Outcome Map Dr Ryan advised members that page 4 demonstrated what NHS 24 does, what it should do and expressed thanks to the QI Team for assisting to develop the map.</p> <p>The Committee further noted that future papers will highlight specific quantitative actions and measures of progress being made in this area.</p> <p>NOTED</p>	
04.5	A COLLABORATIVE STUDY WITH NHS 24 AND NHS TAYSIDE TO EVALUATE THE “GREEN” BENEFITS OF FLOW NAVIGATION CENTRES AND NATIONAL REDESIGN OF URGENT CARE PATHWAY	
	<p>Dr Ryan discussed the above item with members referring them to the paper relating to it [Paper No. Item 4.5]. Members noted the carbon and efficiency savings associated with the collaborative NHS Tayside study regarding Flow Navigation Centre and urgent care pathways.</p> <p>It was noted that this paper will be presented at the National Climate and Sustainability Conference taking place at the Golden Jubilee Hospital and Conference Centre later in the year.</p> <p>NOTED</p>	
04.6	COMMUNICATIONS DELIVERY PLAN	
	<p>Ms Aspley referred members to the above plan [Paper No. Item 4.6] and advised a comprehensive update had been given to the Scottish Government Committee the previous week. The following points were noted:</p> <ul style="list-style-type: none"> • Statistics included figures for using social media such as Facebook and You Tube. • An in-house summer campaign has been running this summer and it had focussed on seasonal health. • Working with NHS Lothian and Visit Scotland, messages were made available for holidaymakers attending the Fringe Festival. • The Comms Team had input a significant amount of work to the Annual Report and NHS 24 Strategy. • Work will commence soon with regard to planning for the winter and Scottish Government has taken the view that NHS 24 will lead on the winter message. • Currently there is a funding gap concerning the bullet above – but Ms Aspley advised this should be resolved in the near future. <p>Members thanked Ms Aspley for a very informative update report.</p> <p>NOTED</p>	

		ACTION BY
04.7	PROCUREMENT STRATEGY	
	<p>Mr McCormick welcomed Mr Alex Little, SAS Procurement to the meeting to provide members with an update on the above strategy. [Paper No. Item 4.7].</p> <p>Members noted this strategy is presented to the Planning and Performance Committee in August every year. It was noted that all public sector organisations are looking at this going forward. For NHS 24, the key areas for review were information governance, cyber security and also the need to think about what is required from suppliers in those areas. The Information Commissioner’s Office audits the strategy.</p> <p>An example was given with regard to how the relationship with SAS worked for procuring an item, e.g., an IT system. Assurance was given that when procuring items best value for money is always on the radar.</p> <p>Following discussion members were pleased to approve the strategy. It will now be submitted to the NHS Board.</p> <p>APPROVED</p>	
05.	QUALITY AND PERFORMANCE STANDING ITEMS	
05.1	PLANNING AND PERFORMANCE RISK REGISTER	
	<p>Mr McMahon referenced the above risk register [Paper No. Item 5.1] and highlighted the following points:</p> <ul style="list-style-type: none"> • Thirteen risks are due for closure and it is anticipated the target dates will be met. • A separate cyber risk register is being developed and will be circulated to members in due course. • Members made the point that the risk register was difficult to read on screen, especially iPads. However, given that the format is used NHS Scotland-wide and provided the required information it was agreed the format would remain as it is. The Committee agreed to consider how the register could be made easier to read on screen. <p>Members thanked Mr McMahon for an informative report.</p> <p>NOTED</p>	ALL
05.2	CORPORATE PERFORMANCE REPORT	
	<p>Ms Phillips drew members attention to the above report [Paper No. Item 5.2] and made the following key points:</p> <ul style="list-style-type: none"> • There has been a drop in demand. • Sickness/absence has improved although encountered a challenge in July due to a high level of nurse sickness/absence. • There is no separate pathway for reporting COVID now. • It can be difficult to predict demand that is as a result of media coverage for example the reporting of Strep A last year generated a high demand on the service. <p>With regard to the nurse sickness/absence, Ms Howie advised a deep dive is taking place to find out the cause of this. It is known that stress is an issue but there are no clear factors influencing current higher levels from the data at this stage. Concerning any risk associated with this Ms Howie advised every available clinical resource was put in place and proper support provided.</p> <p>NOTED</p>	

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		ACTION BY
05.3	FINANCIAL PERFORMANCE REPORT	
	<p>Mr Gebbie referred members to the above report [Paper No. Item 5.3] and highlighted the following points:</p> <ul style="list-style-type: none"> • NHS 24 has received its first allocation letter from Scottish Government. The allocation is slightly less than expected and RUC and Mental Health funding has not yet been received. • The saving position is good. • ICT contracts are within the forecast. • Call charge costs – noted that the cost of the call talk time is higher than waiting time cost – a preferable balance. • Inflation will affect the figures in the report. <p>It was noted that a letter had been received from Scottish Government asking if NHS 24 could support additional savings of £1-2 million in year. Figures are being worked through at present and Board members will be updated in due course. The savings are non-recurring and Scottish Government won't put NHS 24 into a deficit position.</p> <p>Members thanked Mr Gebbie for a concise, informative report.</p> <p>NOTED</p>	
05.4	ESTATES AND FACILITIES	
	<p>Ms Kane referred members to the above paper [Paper No item 5.4] and the following points were noted:</p> <ul style="list-style-type: none"> • North Relocation – an options appraisal has been completed for Forest Grove and a business case has been provided to Scottish Government which has been well received. A tender is now out to contractors for the fit out of the offices and CLO have been involved. NHS 24 is flexing into other Boards office space and using it at times when they're not using it. It is hoped to roll this model out with other Boards. • Dundee – notification of a potential change of use for Block C and part of Block A has been received. The landlord is planning to change the use to student accommodation which could cause difficulties for the working environment. NHS 24 has submitted an objection letter and currently waiting to hear the outcome. • The lease expires in 2026 and it is thought students won't be in the accommodation until September 2025 – which gives NHS 24 time to seek another site if required. • Fire report – Ms Kane will ensure this is circulated to members for information. <p>Mr McCormick thanked Ms Kane for the detailed report provided.</p> <p>NOTED</p>	LK
05.5	INFORMATION GOVERNANCE AND SECURITY ANNUAL REPORT	
	<p>Ms Gallacher referred members to the above report [Paper No. Item 5.5] and highlighted the following:</p> <ul style="list-style-type: none"> • Freedom of Information (FOI) – higher figure for Q1 than last year. It is very time-consuming and there appears to be no real reason for the increase in numbers. • NISR Audit – this is now completed. Ms Gallacher advised she is due to meet with the auditors week commencing 21 August 2023 and is expecting to receive the interim report on 28 August 2023 which she will share with the Committee. • A management meeting is taking place on 05 September 2023 to review the above report and prepare a final version for the Board on 11 September 2023. 	

		ACTION BY
	<ul style="list-style-type: none"> • Since the May 2023 meeting of Planning and Performance Committee there have been no reportable incidents. • Work is taking place on subject access requests and FOIs and this will be incorporated into the Q2 report which will come to the next Planning and Performance Committee. It will be a simpler report and contain less acronyms. <p>The Committee thanked Ms Gallacher for an informative report.</p> <p>NOTED</p>	
05.6	ANNUAL COMMITTEE SELF EFFECTIVENESS REVIEW – OUTCOME	
	<p>The Committee were advised that the above review [Paper No. Item 5.6] had been undertaken in July 2023.</p> <p>Mrs Mathew advised there had been no critical “disagree” ratings in the responses to the review. ‘Slightly agree’ response themes have been detailed in the paper and referred to training, briefings and members levels of understanding and knowledge.</p> <p>An action plan will be developed for presentation to the committee at the November 2023 meeting.</p> <p>NOTED</p>	TMcM
05.7	SUSTAINABILITY AND VALUES UPDATE	
	<p>Mr Gebbie referred members to the first report from this new group [Paper No. Item 5.7]. He highlighted the following which it is hoped with sustainability and values:</p> <ul style="list-style-type: none"> • There will be a reduction in the issue of mobile phones to staff. • A new national contract for tea and coffee for the Centres has been agreed and this will reduce spend. The supply of milk and sugar will be stopped. • There are a number of ICT bids currently being reviewed and are in a relatively good position. <p>Mr McCormick thanked Mr Gebbie for an informative report.</p> <p>NOTED</p>	
0.6	COMMITTEE WORKPLAN, ACTION LOG, TERMS OF REFERENCE & COMMITTEE HIGHLIGHTS	
06.1	INTEGRATED GOVERNANCE (Key Points)	
	There was nothing to note on this item.	
06.2	PLANNING AND PERFORMANCE COMMITTEE WORKPLAN	
	<p>Going forward, it was agreed the following item would feature on the workplan annually:</p> <p>Information Governance and Security Report</p> <p>Members agreed the content of the workplan.</p> <p>NOTED</p>	

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		ACTION BY
06.3	COMMITTEE HIGHLIGHTS FOR THE BOARD	
	<p>It was agreed the Highlight Report for the Board would incorporate information on the following items:</p> <ul style="list-style-type: none"> • Strategy Launch • Procurement Strategy • Climate Emergency • Estates • Cyber Security • Committee Review Process <p><u>NOTED</u></p>	
06.4	PLANNING AND PERFORMANCE COMMITTEE ACTION LOG	
	<p>Actions from the meeting today were noted and the action log will be updated and circulated prior to the next meeting of the Committee.</p> <p><u>NOTED</u></p>	
07	DATE AND TIME OF NEXT MEETING	
	27 November 2023 at 10.00 am to 12 noon via Teams.	