

## NHS 24

### Minutes of the Meeting of the NHS 24 Planning and Performance Committee held on 27 November 2023 at 10.00am via Teams

#### PRESENT

Mr David Howe (in the Chair)

Mr Jim Miller	Ms Steph Phillips
Mrs Anne Gibson	Mr David Howe
Dr Martin Cheyne (from 11.15 am)	Ms Anne-Marie Gallacher
Mr John Gebbie	Mr Alan Webb

#### IN ATTENDANCE

Mr Damien Snedden	..	Dr Laura Ryan
Ms Geraldine Mathew	..	Ms Suzy Aspley
Ms Pauline Howie	..	Ms Linda Robertson (for Mr Kevin McMahon)
Mr Joseph Markey	..	Mr John Barber
Mr Paul McLaughlin	..	Ms Joanne Edwards
Mr Tony Cronin (for Item 4.2)		Ms Tracy McMillan (Minute)

		ACTION BY
<b>01.</b>	<b>WELCOME, APOLOGIES AND INTRODUCTIONS</b>	
	The Chair welcomed members present to the 27 November 2023 meeting of the NHS 24 Planning and Performance Committee. Apologies were noted from Mr Kevin McMahon and it was noted that Ms Linda Robertson was in attendance as his representative.  <b>NOTED</b>	
<b>02.</b>	<b>DECLARATIONS OF INTEREST</b>	
	The Chair invited members to declare any interests in any of the items being discussed. There were no declarations made.  <b>NOTED</b>	
<b>03.</b>	<b>MINUTES OF PREVIOUS MEETING OF 14 AUGUST 2023</b>	
	The Committee considered the minute of the previous meeting held on 14 August 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.  <b>APPROVED</b>	
	<b>MATTERS ARISING</b>	
	Nil.	

		ACTION BY
<b>04.</b>	<b>STRATEGY</b>	
<b>04.1</b>	<b>STRATEGIC PORTFOLIO UPDATE</b>	
	<p>The Committee noted the progress in establishing the Service Transformation Portfolio with a series of workshops held against each of the key areas of scope within the portfolio, such as urgent care and mental health. The Committee also noted scheduled Summit for 09 February 2024. This event will be essential in aligning the work of the digital and service transformation portfolios, so that the potential of our digital and technology work is driven by user need and clinical outcomes.</p> <p><b>NOTED</b></p>	
<b>04.2</b>	<b>DIGITAL TRANSFORMATION PORTFOLIO</b>	
	<p>Mr Tony Cronin from Resulting IT attended this meeting of the Planning and Performance Committee and undertook a presentation [Paper No Item 4.2] on the above. He highlighted the timeline and associated challenges against that and indicated that much of the work at this stage was focussed on preparation for procurement of replacement CRM and integrated contact centre solution.</p> <p>It was noted that a “Bidders Day” for the Integrated Contact Centre and CRM system had been scheduled for 15 December 2023. Initial responses from suppliers will be sought in January 2024 with scoring taking place in February 2024. A negotiation process will then be implemented, then scoring will take place and the contract will be awarded in the summertime of 2024.</p> <p><b>NOTED</b></p>	
<b>04.3</b>	<b>a) ANNUAL DELIVERY PLAN UPDATE – Q1 AND Q2 SUBMISSION</b>	
	<p>The Committee were referred to the above paper [Paper No Item 4.3a] and were advised it demonstrated the progress against the current ADP. With regard to the Q1 and Q2 updates, it was noted these had been submitted to Scottish Government and that feedback was awaited.</p> <p>The Committee discussed the paper and the following points were noted:</p> <ul style="list-style-type: none"> <li>• The process for the 2024/25 ADP is expected to be received by 01 December 2024. It was noted that this will be a joint process for ADP's and Finance Plans and will therefore be more aligned than previously.</li> <li>• Directorates have been working on their individual draft plans for the ADP and it is anticipated this will be complete by beginning December.</li> <li>• It was noted that the MTP had been produced and submitted to Scottish Government earlier in the year. Year two of the MTP will be the basis of the ADP 2024/25. It is anticipated the process from Scottish Government will be less prescriptive under recovery priorities for the 2024/25 plan.</li> <li>• With regard to the monitoring of progress, it was noted that monthly monitoring of the ADP takes place and the Strategic Planning Team are in the process of setting up a dashboard to assist with this.</li> <li>• The Strategic Planning Team will provide further information on the dashboard at the next meeting of the Committee which will demonstrate the Power BI work.</li> <li>• Noted that in Row 25 of the Q2 Progress Update there was a typing error.</li> <li>• A new National Planning and Delivery Board is being formed by Scottish Government and it will look at the development of a 10 year strategy for NHS Scotland.</li> </ul> <p>Members thanked Ms Phillips and Mr Barber for a very informative update report.</p> <p><b>NOTED</b></p>	<p><b>JB</b></p> <p><b>JB</b></p>
	<b>b) ANCHOR STRATEGIC PLAN</b>	

		ACTION BY
	<p>Ms Phillips advised the Committee that the Anchor Strategic Plan [Paper No Item 4.4b] had been an additional request from Scottish Government that had been received as part of the ADP.</p> <p>When asked if the Anchor Strategic Plan was driving additional work for NHS 24, it was noted that the Anchors work was being bridged with the sustainability work so no additional work has been created.</p> <p><b>NOTED</b></p>	
<b>04.4</b>	<b>FRAMEWORK FOR CHANGE</b>	
	<p>Mr Barber advised a cross-Directorate group had met to develop this framework. He went on to say it will be further developed via SMT and SDG.</p> <p>It was noted that the Framework was an important process and provided consistency. An internal audit had recently been completed and will be submitted to the November meeting of the Audit and Risk Committee. It will also be submitted to Planning and Performance in February 2024.</p> <p>Ms Phillips made the point that this would help benefits realisation and that going forward there is a need to ensure the framework is implemented.</p> <p>The Committee members expressed thanks to Mr Barber and his team for developing this framework and stated it was a very welcome process.</p> <p><b>NOTED</b></p>	
<b>04.5</b>	<b>FESTIVE ESCALATION PLAN</b>	
	<p>Ms Howie referred members to the above paper [Paper No Item 4.5] and advised it demonstrated the breadth and depth of the work required for festive escalation. The paper detailed the activity that NHS 24 is ready to progress.</p> <p>Mr Markey expressed concern with regard to having sufficient resources to enable the plan to work. Ms Howie will draw down further data for Mr Markey which should address his concerns.</p> <p>With regard to forecasting, Mr Webb stated that the paper highlighted exceptional circumstances. He questioned if there was also a focus on staff, their wellbeing and if they are allocated scheduled time away from their desks.</p> <p>Ms Howie advised that staff wellbeing is considered when planning the rotas commences. Staff are welcome to speak to managers if concerned about particular shifts, additional walkaways are promoted and time is allocated at the beginning and end of shifts to brief/debrief.</p> <p>Regarding internal comms, Ms Aspley confirmed plans are in place for staff engagement through the festive period. Additional channels are available this year also and are detailed in the Comms Delivery Plan. Ms Aspley went on to say large-scale distribution of posters to GP surgeries this year. The Comms Team have been working with Service Delivery colleagues throughout.</p> <p>Dr Ryan made the point that many changes have been implemented when developing the rotas and callers are getting to the right place, confirming the changes are making a difference.</p>	<b>PH</b>

		<b>ACTION BY</b>
	<p>Ms Gibson asked if there had been any progress with regard to NHS 24 staff receiving the COVID-19 injection this year. Mr Miller confirmed that NHS 24 staff would not be receiving the vaccine despite having put forward a strong argument for them to receive it. He will mention this at the private section of the Annual Review.</p> <p>Mr Howe concluded this item by stating the Committee considered this approach to be very robust. He acknowledged the good cross-Directorate approach which had given consideration to both patients and staff.</p> <p>The Committee acknowledged that festive was a stressful time for NHS 24 but had taken assurance from the discussion and expressed congratulations to those involved in the process.</p> <p><b>NOTED</b></p>	<b>JM</b>
<b>04.6</b>	<b>COMMUNICATIONS DELIVERY PLAN</b>	
	<p>Ms Aspley referred members to the Communications Delivery Plan [Paper No Item 4.6] and the following points were noted:</p> <ul style="list-style-type: none"> <li>• The Comms Team now provide a report to Staff Governance Committee which is a more detailed report regarding staff engagement.</li> <li>• The NHS 24 Annual Review is scheduled to take place on 30 November 2023 and the Comms Team have been heavily involved in the arrangements and planning for that.</li> <li>• The Winter Campaign commences on 29 November 2023 and Dr Ron Cook has agreed to represent NHS 24.</li> <li>• All digital activity, TV radio ads etc, for the Winter Campaign started this week.</li> <li>• NHS 24 have secured a contract with YouTube. The Comms Team have been working on the video content for that. This will generate a small amount of income for NHS 24.</li> <li>• Mr Snedden confirmed that some of the income will be assigned to the Comms Team to produce content and some will be assigned to the Endowment Fund which can be used as a small festive fund.</li> </ul> <p>The Committee thanked Ms Aspley for an informative update and commended the Comms Team for the work they have been undertaking with lots of innovation.</p> <p><b>NOTED</b></p>	
<b>04.7</b>	<b>CLIMATE EMERGENCY AND SUSTAINABILITY ANNUAL REPORT</b>	
	<p>Dr Ryan referred members to the above report [Paper No Item 4.7] and highlighted the following points:</p> <ul style="list-style-type: none"> <li>•</li> <li>• Changes to ICT had been undertaken at Norseman and in a year £50k had been saved.</li> <li>• Wallboards” have been developed and are placed in each centre for staff.</li> <li>• Workforce ideas are being sought and listened to with regard to sustainability.</li> <li>• Recycling bins have been put in place.</li> </ul> <p>The Committee thanked Dr Ryan for an informative discussion and commented that great progress had been made on climate emergency and sustainability in just over a year.</p> <p><b>NOTED</b></p>	

		ACTION BY
<b>05.</b>	<b>QUALITY AND PERFORMANCE STANDING ITEMS</b>	
<b>05.1</b>	<b>PLANNING AND PERFORMANCE RISK REGISTER</b>	
	<p>Ms Robertson referenced the above risk register [Paper No. Item 5.1] and highlighted the following points:</p> <ul style="list-style-type: none"> <li>● Noted that risk number 10 was a new risk around RAAC construction – the update is that most of the mitigation for this risk is now complete.</li> <li>● The only RAAC that has been identified in relation to NHS 24 estate is within Crosshouse Hospital. A review of the structure has been undertaken and engineers are content there is no immediate danger. A further review will be undertaken in three years time. Ms Robertson advised this risk will be reviewed with Lynne Kane but that it was considered to be a low risk.</li> <li>● Risk number 2 – Dundee Centre – noted that an environmental noise assessment had been undertaken. However, it only considered the students and did not cover NHS 24 as a tenant. Ms Kane has engaged the noise expert again to review. Once an update is available, Ms Robertson will update the risk.</li> <li>● The risk in relation to the Cabinet Secretary not approving the KPI Framework has been reduced from 12 to 8. Approval has now been received so this risk will be reviewed and closed.</li> <li>● The Risk Management Team are continuing to work with risk leads to ensure the data within the risk log is as accurate as possible.</li> <li>● A new Cyber Security Risk Register has been developed so that the ICT Team can monitor and manage at an operational level.</li> <li>● Regarding the target date for the RAAC, it was noted that March 2023 should read March 2024.</li> </ul> <p>Members thanked Ms Robertson for an informative and interesting report.</p> <p><b>NOTED</b></p>	
<b>05.2</b>	<b>CORPORATE PERFORMANCE REPORT</b>	
	<p>Mr McLaughlin referred members to the above report [Paper No Item 5.2] and advised the new framework for corporate performance had now been signed off by the Cabinet Secretary. He went on to say the report had been reformatted slightly.</p> <p>Referring to the report, Mr McLaughlin highlighted the following points:</p> <ul style="list-style-type: none"> <li>● October 2023's performance had been positive overall.</li> <li>● Demand was 136k calls.</li> <li>● There has been a slight increase in calls as Winter approaches due to colds, coughs etc.</li> <li>● The patient journey time didn't meet the target.</li> <li>● Working with PHS and Scottish Government, data has started being published on the website which in turn should assist with Freedom of Information Requests.</li> </ul> <p>With regard to Breathing Space, Mr Howe advised that Mr Martin Togneri (Non-Executive Director) asked him about the statistics for Breathing Space. Ms Phillips made the point that the new webchat facility did not record attempted webchats and therefore may be skewing the data. It was also noted that there has been recruitment taking place within Breathing Space recently.</p> <p>It was also noted that the webchat in Breathing Space had been unavailable for a few days which had been concerning. The point was made that this is a concern if advising people it is very easy to use and then proves to be very difficult accessing.</p>	

		ACTION BY
	<p>Mr McLaughlin advised that 60% of calls had been answered the previous month which amounted to 8000 calls. There had also been a lot of absence in the advisors. He went on to say that absence was getting better and therefore Breathing Space is an improving picture. Ms Aspley made the point that sometimes other organisations promote Breathing Space without advising NHS 24, which results in resources being stretched.</p> <p>Mr Howe will feed this information back to Mr Togneri.</p> <p>Finally, Mr McLaughlin advised there is a small reporting issue with the new Virtual Queue which is being addressed. 80% of calls are successful at the first and second attempt. It is still in the testing phase and there is still a need to understand the patient behaviours and time between the first and second call back. There is anticipated cost benefit for the Virtual Queue in addition to improved patient experience.</p> <p>Members thanked Mr McLaughlin for an informative report. They advised they found the new format of the report very helpful and that the content provided a good level of assurance.</p> <p><b>NOTED</b></p>	<p><b>DH</b></p>
<b>05.3</b>	<b>FINANCIAL PERFORMANCE REPORT</b>	
	<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"> <li>• The report is for the end of October 2023. Slide 2 demonstrates the summary position.</li> <li>• Since the last meeting of the Planning and Performance Committee, NHS 24 have been asked for an additional savings target of £2m from Scottish Government. This is due to the Territorial Boards posting worse financial positions than planned and therefore the National Boards have been asked to save an additional £60m, non-recurring, between them. NHS 24 will make the savings from the £0.8m carry forward underspend from last year, £0.6m from the technical refresh and £0.6 from additional vacancy factor.</li> <li>• NHS 24 still forecasting a break even position at year end.</li> <li>• Mr Gebbie has been working with Scottish Government concerning the funding for Redesign of Urgent Care and Mental Health.</li> <li>• All Boards should have a 3% efficiency target.</li> <li>• The Finance Department will be pushing to make sure the efficiency target is high on the agenda for SPRA.</li> </ul> <p>Members thanked Mr Gebbie for a concise, informative report.</p> <p><b>NOTED</b></p>	
<b>05.4</b>	<b>CAPITAL PLAN</b>	
	<p>Mr Gebbie referred to the above paper [Paper No Item 5.4] and advised it had been presented to the Planning and Performance Committee for assurance. He went on to say that NHS 24 have £269k for capital funding and that work is in progress to try and tie the Capital Plan to the Property Improvements Plan as most of the capital this year will be spent on property.</p> <p>Currently work is on-going with Scottish Government to try and source an additional £200k.</p> <p>With regard to the risk around RAAC, Mr Gebbie advised that any repair costs that may be incurred would be paid from the Capital Plan.</p> <p>Members thanked Mr Gebbie for an informative update.</p> <p><b>NOTED</b></p>	

		ACTION BY
<b>05.5</b>	<b>ESTATES AND FACILITIES REPORT</b>	
	<p>Ms Kane referred members to the above paper [Paper No item 5.5] and the following points were noted:</p> <ul style="list-style-type: none"> <li>As the sound assessment undertaken at the Dundee Centre had only taken into account the students and not NHS 24, the planning consultation will receive a letter noting objections.</li> <li>A further noise assessment will be undertaken.</li> <li>Regarding access at the Inverness site, the Scottish Ambulance Service have agreed that access to the building is a concern and will address the issue in January 2024.</li> <li>RAAC at Crosshouse Hospital – confirmed no remedial work is required and NHS surveyors will review the scenario in three years time.</li> <li>Maintenance needs to be undertaken on the guttering at Crosshouse Hospital.</li> <li>Ms Kane will liaise with Mrs Robertson to update the risk regarding RAAC.</li> <li>Ms Kane will work with Ms Aspley to communicate the above to staff via Team Talk.</li> </ul> <p>Mr Howe thanked Ms Kane for the detailed report provided.</p> <p><b>NOTED</b></p>	LK LK
<b>05.6</b>	<b>INFORMATION GOVERNANCE AND SECURITY ANNUAL REPORT</b>	
	<p>Ms Gallacher referred members to the above report [Paper No. Item 5.6] and highlighted the following:</p> <ul style="list-style-type: none"> <li>In the Q2 report Ms Gallacher drew members attention to the fact that data access requests is very high as too are the Freedom of Information requests.</li> <li>Training figures remain high – above 90%.</li> <li>There has been one reportable incident regarding an email found on a printer with sensitive information. However the correct procedures and process were followed and no further action required.</li> <li>A Cyber Security Risk Register has been established as the new platform to undertake report and manage risks.</li> <li>In terms of performance figures under NISR the previous score was 34% it's now sitting at 78%.</li> </ul> <p>Members thanked Ms Gallacher for an informative report.</p> <p><b>NOTED</b></p>	
<b>05.7</b>	<b>CYBER RISK REGISTER</b>	
	<p>Ms Gallacher referred members to the new Cyber Risk Register circulated for the meeting [Paper No Item 5.7].</p> <p>She advised the Cyber Risk Register had been established as the new platform to undertake the reporting and management of ICT risks.</p> <p>In terms of performance figures under NISR, the previous score was 34%, it is now sitting at 75%.</p> <p>Members thanks Ms Gallacher for the update.</p> <p><b>NOTED</b></p>	

		ACTION BY
<b>05.8</b>	<b>ANNUAL COMMITTEE SELF EFFECTIVENESS REVIEW – OUTCOME</b>	
	<p>The Committee were advised that the above review had been undertaken in July 2023 and were referred to the action plan submitted [Paper No Item 5.8] for approval.</p> <p>Ms Phillips advised that in general the self-assessment had been positive. In developing the action plan the key focus had been to make sure members have sufficient understanding and background concerning the matters they are making decisions on.</p> <p>Going forward, training will be undertaken by members should they feel they require it on a specific topic.</p> <p>Members approved the action plan.</p> <p><b>APPROVED</b></p>	
<b>05.9</b>	<b>e-ROSTERING</b>	
	<p>Members reviewed the paper regarding eRostering [Paper No Item 5.9]. Mr Howe invited members to advise secretariat of any additional comments to make following the meeting.</p> <p>The paper was noted by the Committee.</p> <p><b>NOTED</b></p>	<b>ALL</b>
<b>05.10</b>	<b>NHS 24 ASSURANCE FRAMEWORK AND MAP</b>	
	<p>Mrs Mathew referred members to the above document which had been circulated for the meeting [Paper No Item 5.10].</p> <p>It was noted there appeared to be a gap in relation to IT licensing.</p> <p>The paper was then noted by the Committee.</p> <p><b>NOTED</b></p>	
<b>0.6</b>	<b>COMMITTEE WORKPLAN, ACTION LOG, TERMS OF REFERENCE &amp; COMMITTEE HIGHLIGHTS</b>	
<b>06.1</b>	<b>INTEGRATED GOVERNANCE (Key Points)</b>	
	<p>Mr Howe will provide feedback on this item once he has attended a meeting of the Integrated Governance Committee.</p> <p><b>NOTED</b></p>	<b>DH</b>
<b>06.2</b>	<b>PLANNING AND PERFORMANCE COMMITTEE DATES 2024/25</b>	
	<p>Members confirmed the suggested dates for the Planning and Performance Committee for 2024/25 were suitable. The meeting holds will now be confirmed.</p> <p><b>APPROVED</b></p>	<b>TMcM</b>



<b>06.3</b>	<b>COMMITTEE HIGHLIGHTS FOR THE BOARD</b>	
	<p>It was agreed the Highlight Report for the Board would incorporate information on the following items:</p> <ul style="list-style-type: none"> <li>• Strategic Transformation Programme</li> <li>• Annual Delivery Plan</li> <li>• Digital Transformation Programme</li> <li>• Festive Escalation Plan – November Update</li> <li>• Communications Delivery Plan</li> <li>• Estates and Facilities Report – RAAC Risk</li> </ul> <p><b>APPROVED</b></p>	
<b>06.4</b>	<b>PLANNING AND PERFORMANCE COMMITTEE ACTION LOG</b>	
	<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><i>(Secretary's note – at an earlier point in the meeting Mr Webb advised the action note had not been updated since the previous meeting. However, at this point it was noted there was an additional tab on the spreadsheet and that the actions had indeed been updated).</i></p> <p><b>NOTED</b></p>	
<b>07</b>	<b>DATE AND TIME OF NEXT MEETING</b>	
	12 February 2024 at 10.00 am in the Board Room, Lumina	

