

NHS 24

Minutes of the Meeting of the NHS 24 Planning and Performance Committee held on 16 May 2024 at 10.00am via Teams

PRESENT

Mr David Howe (in the Chair)

Mrs Anne Gibson
Ms Amina Khan

Dr Martin Cheyne
Mr Alan Webb

IN ATTENDANCE

Ms Ann-Marie Gallacher
Mr Jim Miller
Ms Steph Phillips
Ms Suzy Aspley
Ms Joanne Edwards
Mr John Gebbie
Mr Joseph Markey

Dr Ron Cook
Ms Jacqui Hepburn
Ms Lynne Kane (for facilities and estates item only)
Ms Geraldine Mathew
Mr Kevin McMahon (for risk items only)
Ms Tracy McMillan (minute)

1.0 WELCOME, APOLOGIES AND INTRODUCTIONS

The Chair welcomed members to the 16 May 2024 meeting of the NHS 24 Planning and Performance Committee. No apologies were noted.

NOTED

2.0 DECLARATIONS OF INTEREST

The Chair invited members to declare any interests regarding the items being discussed. There were no declarations made.

NOTED

3.0 MINUTES OF PREVIOUS MEETING OF 12 February 2024

The Committee considered the minute of the previous meeting held on 27 November 2023 [Paper No. Item 3.0].

The minute was then approved as a complete and accurate record.

APPROVED

MATTERS ARISING

Nil.

4.0 STRATEGY

4.1 STRATEGY UPDATE

Ms Phillips referred members to the paper circulated for the meeting [Paper No Item 4.1] and advised it provided an update on the high-level strategic portfolios.

She went through the paper with members and the following points were noted:

- The Strategic Transformation Programme (STP) has had its first meeting which is a positive step forward.
- The Digital Transformation Programme (DTP) is progressing well with a procurement process for the CC/CRM system.
- Ms Hepburn advised the committee that a first supplier engagement meeting had taken place on 15 May 2024, with a second meeting due to take place on 17 May 2024.
- The Managed Services Contract Review is now progressing at pace.
- Discussion had taken place at Staff Governance Committee where it had been agreed that year three of workforce planning would become 18 months duration to bring workforce planning into alignment with corporate and finance planning.
- It was noted that an update had been provided to the Strategic Delivery Group regarding capacity planning. Mr Howe commented that he felt assured capacity was being considered and managed effectively.
- Noted that an agreement had been reached to provide an update on progress in the first year of NHS 24/SAS collaboration to the SAS and NHS 24 Boards in June.
- There is to be a meeting of Chairs, Chief Executives and Deputies from both NHS 24 and SAS to discuss and agree how the second year of collaboration should evolve.
- Ms Phillips advised that in terms of the collaborative working with SAS, five key themes have been identified and operationalised in three key areas.

The Committee took assurance from the information provided that progress was being made with strategy matters.

ASSURED

4.2 CORPORATE DELIVERY PLAN

Ms Phillips advised the Committee that it is anticipated that during the week commencing 20 May 2024, National Boards will receive letters from Scottish Government regarding the submitted Delivery Plans. Noted that the Finance Plan is signed off.

It was noted that at present two reports are produced – a Strategy Update and the Corporate Delivery Plan update. As delivery of the strategic portfolios is aligned to the Corporate Delivery Plan, Ms Phillips proposed that the reports are merged and a single report is produced, which the Committee approved.

With regard to equality and diversity, Ms Phillips confirmed EQIA was embedded across the workstreams and the Corporate Delivery Plan and that, although not explicit, was evident through all ongoing activity.

Members confirmed they would welcome a single report for the Strategy Update and Corporate Delivery Plan.

Follow up to note that: NHS 24 received approval of Corporate Delivery Plan from Scottish Government 11th June and the plan was formally approved by the Board on 20th June 2024.

ASSURED.

4.3 COMMUNICATIONS DELIVERY PLAN AND ANNUAL REPORT

Ms Aspley referred members to the papers supplied for the above item [Paper No Items 4.3a, b and c] and discussed key points with members. The following points were noted:

- The infographic demonstrated very effectively the significant amount of work that takes place.
- A seasonal health campaign had taken place and had been fully evaluated.
- Digital media marketing had been utilised and “pay per click” had aligned the top 10 things people call NHS 24 about. However, it was difficult to measure the return on investment.
- Other NHS Boards have commissioned NHS 24 for some Communication Services, including AV and filming work, which enhances collaboration with other Boards.
- Regarding Freedom of Information (FOI) Communications there is a very robust process in place for FOI's.
- YouTube had approached NHS 24 to ask it to become an Approved Content Producer – “Health on a Shelf”. Income generated through this with Director of Finance approval of any plans, ensuring that appropriate processes are in place with any income placed into the Endowment Fund.
- Noted that with regard to tracking data, Facebook was effective. If NHS 24 buy media from such companies, they can come back and provide a certain amount of data, but this is an area for ongoing development.

The point was made that in times of worry, the public like to speak to people on the telephone. It is important therefore, that while NHS 24 continues to promote digital channels, a more personal approach may be required. Noted also that the NHS 24 telephone number is not promoted on the NHS inform site. Ms Aspley noted these comments.

Members thanked Ms Aspley and her team for a very informative and interesting report.

ASSURED

4.4 CLIMATE EMERGENCY AND SUSTAINABILITY REPORT

Dr Cook referred members to the paper circulated for the meeting [Paper No Item 4.4] and highlighted the following:

- In March 2024 a meeting had taken place where it had been agreed that there was no longer a requirement for Boards to report on NSATs. However, NHS 24 made the decision to continue using this method to monitor CESP performance.
- eLearning on Turas for CESP will be rolled out in the near future. It is unknown if these will be mandatory, but Dr Cook will provide feedback on this.
- Work continues to ensure NHS 24 have “green estates”. Significant work has taken place on this, especially in Norseman.
- With regard to risks in this area of work, including, capacity and resources in the delivery of this work, Dr Cook confirmed NHS 24 is confident this can be achieved at present.
- An Annual Review of the work will be undertaken in June 2024 and that currently the work agreed from last year is on track and progressing well.

Members thanked Dr Cook for a useful, informative report.

ASSURED

4.5 COMMITTEE DEVELOPMENT

Ms Phillips advised that the paper circulated [Paper No Item 4.5] had been produced to promote discussion regarding the above which had been an outcome from the Committee Self-Assessment undertaken the previous year.

There had been a desire for Committee members to have an opportunity to drill down into key issues around understanding the complicated matters the Committee dealt with.

Ms Phillips went on to say the paper set out some options and Committee members were asked to consider:

- 1 What are the priorities for members of the Committee in terms of areas they would like to better understand.
- 2 How might this be undertaken.

Following discussion, the following points were noted:

- Noted that the deep dives undertaken in Clinical Governance Committee work well as time is allowed to focus on key themes, which are agreed in advance.
- Areas suggested for further discussion included:
 - Planning, there are a variety of different plans, and it would be useful as a committee to discuss how all the plans align.
 - “Measuring Outcomes and Measuring Impact” – the Committee could share ideas on how to improve this.
 - Benefits Realisation.
 - Benchmarking in terms of how it fits into the planning process.
 - Insights and Intelligence work.
- The preference for undertaking this work would be face to face following a Board meeting.
- Noted that NHS 24 is actively engaged with NHS Wales at present and that the Government Lead for Out of Hours in Wales is visiting NHS 24 in June which would provide an opportunity to have shared discussions. Benchmarking with NHS Wales is well-established, however, direct benchmarking with NHS England and 111 was less straightforward given the variance in providers and models in place. Noted that some international benchmarking has taken place previously and contact centre benchmarking is also well-established. Agreed that Mr Howe and Ms Phillips would progress this work and members were advised further suggestions could be submitted following the meeting once they had had time to consider it.

NOTED

5.0 QUALITY AND PERFORMANCE STANDING ITEMS

5.1 PLANNING AND PERFORMANCE RISK REGISTER

Mr McMahon introduced this item and referred members to the paper circulated. [Paper No Item 5.1a and b]. He advised that a number of additional risks had been identified from the ADP and Finance Plans.

Currently there is risk around service delivery capacity and the Transformation Programme – both of these have been flagged and are being discussed in detail at present.

NHS 24 is currently liaising with the landlord regarding the application for the change of building use at Caledonian House.

With regard to pressures during the winter period and what the actual risk was, Ms Edwards advised this is currently being discussed within Service Delivery as there are currently concerns with regard to resources for the STP and DTP. However, once the workstreams are identified for the STP, there will be better understanding of the resources required.

Discussion took place regarding cyber security risks, and Mr McMahon described the work underway in relation to this.

Following discussion, the Committee agreed to invest additional time to consider cyber security risk management.

Members thanked Mr McMahon for a concise and informative report.

ASSURED

5.2 ORGANISATIONAL RESILIENCE

Mr McMahon referred members to the paper circulated for the above [Paper No Item 5.2] and the following points were noted:

- NHS 24 had taken part in a Scottish Government led mass casualties exercise involving all Boards in Scotland. The Chief Executive and Senior Managers participated in this exercise.
- NHS 24's learning from this exercise will be fed into the national delivery brief.
- The report from the exercise is awaited.
- The suggestion was put forward that consideration should be given to undertaking a future Board workshop on cyber risk.
- Noted that during the mass casualties exercise there was a need to explore the role and use of FNC's as they had a role to play.

Following the discussion, it was agreed that it would be useful to have the lessons learned for both the mass casualties and the cyber risk exercises submitted to Planning and Performance Committee for information.

Members thanked Mr McMahon for the informative update on organisational resilience.

ASSURED

5.3 CORPORATE PERFORMANCE REPORT

Ms Phillips referred members to the above report [Paper No Item 5.3] and advised that although there were references to March 2024, this was an error and that the paper was the April 2024 report.

The following points from the report were noted:

- There has been a downturn in demand for the service in April 2024.
- Staff attendance has been better which has resulted in service improvement.
- Due to absence within the clinical supervisor cohort, NHS 24 has been unable to hit the 5-minute target for calls. The lack of this support slows the calls through the system which impacts on the free up of capacity to take calls.
- Regarding the above bullet, noted that demand also affects this target.

ACTION BY:

- Many performance issues were due to access to clinical supervision – Call Handler output depends on clinicians being available. Consideration needs to be given to the gap in clinical supervisors.
- Noted that there had been a significant improvement of on-boarding new clinical staff and Ms Hepburn gave the Committee assurance that Staff Governance Committee have investigated this fully.

- Mr Webb confirmed the above and assured Committee that staff side colleagues were being involved.

Members thanked Ms Phillips for a very informative and helpful report.

ASSURED

5.4 FINANCIAL PERFORMANCE REPORT

Mr Gebbie referred members to the above report [Paper No Item 5.4] and advised that the report was currently still in draft. It has been submitted to Scottish Government for month 12 and is subject to external audit. The report will be used for the annual accounts.

The year end underspend was £98k, which is subject to final validation once external auditors have reviewed.

NHS 24 was given an additional savings target for 2023/24 which it fully achieved.

It was noted that the legal fees referenced in the report are now reducing.

Members expressed thanks to Mr Gebbie and the Finance Team for managing the budget so successfully during such testing financial times.

ASSURED

5.5 ESTATES AND FACILITIES ANNUAL REPORT

Ms Kane referred members to the above report circulated with papers [Paper No Item 5.5] and the following key highlights were noted:

- Within the cover paper there is mention of a key risk around air conditioning at Lumina. This has now been resolved so the risk can be closed and Ms Kane will ensure this action is taken.
- The relocation of the Aberdeen Centre was successfully completed, and the site went live in March 2024. Staff have advised they are happy with the site and the site-sharing with NES is working well.
- LED sensor lights have now been installed in Norseman and air conditioning has been installed in the Norseman Comms Room.
- There has been a successful reduction in energy use.
- NHS 24 had an EPC rate of D, it is now forecast this will become a B.
- On page 19, table 3, flow of reduction in electricity is down by 11%, not 33%. Ms Kane will ensure this is amended so the report reflects the correct figures.
- The compliance score has increased from 36% to 79% this year.
- An electricity audit has been undertaken and the results have recently been received. This previously had a rag status of red which will now go to amber/green status.
- Noted that the Dundee Estate NHS 24 is working with the landlord and agreement has been reached for some change to the plans and there will be no students in Block B.
- Regarding a sustainability plan for Dundee, there is a lease break in March 2026 and this will be reviewed as part of the option appraisal taking into account the new use of the building.

There is an issue with access at the Inverness Centre however, Ms Kane advised NHS 24 are working with SAS to address this.

Members thanked Ms Kane for an informative annual report and noted the substantial amount of work that had been undertaken.

ASSURED

5.6 INFORMATION GOVERNANCE AND SECURITY REPORT

Mr Birney referred members to the paper circulated regarding the above for this meeting [Paper No Item 5.6] and the following points were noted:

- The format of the FOI and DSAM have been made clearer.

- There has been a significant increase in the number of DSAMs, but deadlines were met for all apart from 6 out of 170. This was due to a technical fault which has since been resolved.
- FOI's have generated more work this year than last with the paper setting out the types of requests received.
- Security updates have been improved and 99% are undertaken on time.
- The exposure score is the best it has ever been and is a good indication that the work being undertaken is effective.
- Data protection – currently ICT are trying to embed the approach to data impact assessments throughout the organisation at an earlier stage.
- NISR Audit – one metric was missed but was completed by December 2023.
- Mr Markey advised he is a member of the DPIA Group and stated should anyone want advice regarding this, he would be happy to help.

Members acknowledged the significant amount of work that had been undertaken by the ICT Team. They thanked Mr Birney for a very robust report.

ASSURED

5.7 COMMITTEE REVIEW OF SELF EFFECTIVENESS UPDATE

Ms Mathew referred members to the paper circulated regarding the above [Paper No Item 5.7] and advised she would take it as read. She went on to say that the paper was an update on the Action Plan developed in July 2023.

A survey for the current year will be released in July 2024 and Ms Mathew requested that those who receive the survey for completion do so by the due date which will be noted in the communication for the survey.

Members confirmed they would be happy to approve the circulation and completion of the above survey.

APPROVED

6.0 COMMITTEE WORKPLAN/ACTION LOG/TERMS OF REFERENCE/HIGHLIGHT REPORT

6.1 PLANNING AND PERFORMANCE COMMITTEE ANNUAL REPORT

Mr Howe referred members to the above report circulated for the meeting [Paper No Item 6.1]. He advised he would take the paper as read and asked members if they had any further input they would like to see recorded in the report.

Members confirmed their approval of the report as it was.

APPROVED

6.2 INTEGRATED GOVERNANCE (key points arising)

Mr Howe suggested that the clinical material and performance was perhaps a topic for discussion at the above as it spanned the whole organisation. Dr Cheyne advised one of the purposes of the Integrated Governance Committee was to ensure there are no gaps or overlaps between Committees.

APPROVED

6.3 COMMITTEE HIGHLIGHTS FOR THE BOARD

Members agreed the following subjects discussed at this meeting would form the basis of the above report:

- Annual Reports
- Ongoing Progress with Strategic Programmes

- Performance from Corporate Performance Perspective

APPROVED

6.4 ACTION LOG

Members discussed the Action Log and the following was agreed:

No 380 – following an update from Ms Phillips on this item it was agreed it could be closed.

DISCUSSED AND AGREED

7.0 DATE AND TIME OF NEXT MEETING

Thursday 08 August 2024 at 10.00 am to 12 noon in the Board Room Lumina.

Secretary's Note: Following the meeting it was agreed that a Planning and Performance Committee Development Session would take place following the next Planning and Performance Meeting on 08 August in the Board Room, Lumina.