

NHS 24

**Minutes of the Meeting of the
NHS 24 Planning and Performance Committee
held on 10 February 2025 at 10.00am
in the Board Room Lumina/Teams (T)**

PRESENT

Mr David Howe (in the Chair)

Mrs Anne Gibson (T)
Dr Martin Cheyne (T)
Ms Amina Khan (T)
Mr Alan Webb (T)

IN ATTENDANCE

Dr Ron Cook
Ms Geraldine Mathew
Mr Kevin McMahon
Ms Ann-Marie Gallacher
Ms Steph Phillips
Mr Jim Miller
Mr John Gebbie
Ms Joanne Edwards
Dr Jacqui Hepburn
Ms Linda Robertson
Ms Lisa Dransfield (T)
Ms Tracy McMillan (Minute) (T)

1.0 WELCOME, APOLOGIES AND INTRODUCTIONS

The Chair welcomed members to the 10 February 2025 meeting of the NHS 24 Planning and Performance Committee. Apologies were noted from Paul McLaughlin and Lynne Kane.

The Chair asked members if the meeting could be recorded via Teams. Members were in agreement to the request.

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 MINUTE OF PREVIOUS MEETING: 11 NOVEMBER 2024

The Committee considered the minute of the previous meeting held on 11 November 2024 [Paper No. Item 3.0]. The minute was accepted and approved as a correct record.

APPROVED

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3.0 MINUTES OF PREVIOUS EXTRA ORDINARY MEETINGS: 12 SEPTEMBER & 19 NOVEMBER 2024

The Committee considered and noted the above minutes of previous extra ordinary meetings held in 2024.

NOTED

4.0 MATTERS ARISING

COVID VACCINATION

Dr Cheyne confirmed that the issue with regard to NHS 24 staff receiving the annual COVID vaccine had been raised at the Annual Review and at a further meeting with the Chief Operating Officer.

4.B ACTION LOG

Mr Howe referred members to the above document [Paper No. Item 4.0a] and asked if they were content to approve the recommendations against each action. Members confirmed approval and those marked “propose to close” will be moved to the closed tab on the action log.

Regarding Action 392, noted this would be discussed at Item 6.2 on the agenda.

APPROVED

5.0 STRATEGY

5.1 CORPORATE DELIVERY PLAN UPDATE

Ms Phillips referred to the above paper [Paper No Item 5.1a] Corporate Delivery Plan Update which demonstrated progress as at the beginning of January 2025. Noted that work had been progressing towards the implementation phase of the DTP work and the STP work was moving forward. Currently preparations are taking place to implement and utilise the new technology and ensure alignment across the two programmes on that basis.

With regard to NHS 24 online improvements, Ms Phillips advised a new digital group had been established within the STP that will determine how the new technology will be used to develop NHS 24's omnichannel environment in line with the work progressing to review and develop care pathways and improve access and outcomes.

Members thanked Ms Phillips for the useful update provided.

ASSURED

5.1b CORPORATE DELIVERY PLAN 2025-27 DRAFT

The Committee received the draft Corporate Delivery Plan 2025-27 which had been submitted to Scottish Government at the end of January 2025 for consideration. Feedback from Scottish Government will be delivered at a meeting scheduled for 18 February 2025 alongside the Finance Plan.

The Committee were content to approve submission of the Corporate Delivery Plan the Board reserved meeting scheduled for 27 February 2025, alongside the Finance Plan, for Board approval for final submission to Scottish Government by the due date of 17 March 2025.

Committee were content to approve this document for presentation to NHS 24 Board on 27.02.25.

APPROVED

5.2 EASTER PREPAREDNESS

The Committee received a verbal update from Ms Edwards with regard to Easter Preparedness. Ms Edwards confirmed that planning was underway for Easter and specified shift changes were being issued to staff. The North region were leading on planning this year in collaboration with the Central Resources Team and work was also underway to prepare for May public holidays beyond Easter. She went on to say that a planning team were also undertaking work to ensure the smooth transition of staff from Lumina to the Cardonald. This move was scheduled to take place one week following Easter.

With regard to the Reduced Working Week, it was noted that currently there is no delivery date for the next reduced hour of time. Therefore, Ms Hepburn advised, until that is available, planning for the transition cannot commence.

The Committee recognised the hard work undertaken during festive/easter periods.

ASSURED

5.3 COMMUNICATIONS DELIVERY PLAN UPDATE

Ms Dransfield referred members to the above plan [Paper No. Item 5.3] and it was noted that the two highlights within the paper related to DTP Communications and the Festive Health Campaign.

With regard to audiovisual (AV) work, Ms Dransfield advised Scottish Government had been in contact with NHS 24 with a request for some AV production work to be undertaken. It is anticipated this will generate some income for NHS 24.

Ms Dransfield reported that the evaluation of the seasonal campaign had not incurred costs for NHS 24, however, the budget is currently being reviewed to determine if any funding could be made available to undertake a more in depth and robust evaluation of this work. The point was noted that although campaigns are commenced with a clear target, a change in behaviours can affect the outcomes. For the future, Ms Dransfield will investigate the possibility of securing feedback from Community groups.

Regarding digital exclusion, Ms Phillips advised a piece of work on this had been taken forward for the NHS inform review and she will share this with Ms Khan.

Congratulations were conveyed to the Communications Team for their recent award successes. Ms Dransfield will feed this back to the Team.

Action:
Ms Dransfield
Ms Phillips

ASSURED

5.4 CLIMATE EMERGENCY AND SUSTAINABILITY ANNUAL REPORT

The Committee considered the paper 'Climate Emergency and Sustainability Programme Annual Report' [Paper No.5.4] presented by Dr Ron Cook, Medical Director. Members noted the new format of the paper which presented the information in a clear manner.

Dr Cook confirmed NHS 24 to be on target for travel mileage and energy monitoring. He went on to say the potential benefits of the Estates System Programme had been noted in the paper. The point was made that with regard to learning modules in the past, the results had not been overwhelming. Therefore, steps are being taken to promote this with staff for the future and Dr Cook advised the Learning Team would be involved in this process.

Committee members agreed there had been good progress in this area and particular reference was made to the project in Dundee. Dr Cook advised this would be promoted within the other centres also. It was noted NHS 24 had a formal plan for sustainability and Dr Cook agreed to circulate it to members.

Action: Dr Cook

ASSURED

5.5 THREE YEAR FINANCE PLAN – DRAFT

Mr Gebbie referred to the above paper [Paper No Item 5.5] and advised that although the agenda noted the paper to be for assurance, it was in fact for Committee to consider for approval.

Mr Gebbie advised the Committee that it was likely NHS 24 would be able to submit a break-even position for Scottish Government. It was noted that the main focus for NHS 24 going forward would be the delivery of the Digital Transformation Programme. With regard to the Reduced Working Week, Mr Gebbie advised that, as yet, it was unknown if this would be centrally funded.

The Committee considered the draft Finance Plan and were content to approve submission of the Plan to the Board for its approval to submit to Scottish Government alongside the Corporate Delivery Plan by 17 March 2025.

APPROVED

5.6 CAPITAL PLAN 2025/26

Mr Gebbie referred members to the above paper [Paper No Item 5.6] entitled Capital Plan 2024/25 and advised the paper detailed the capital priorities across sites, including the relocation of staff from two floors at Lumina and the estates works underway to increase utilisation at Cardonald, and scoping activities underway in relation to the Dundee site.

The Committee noted the positive engagement work that had taken place with staff and stakeholders and noted that work was on-going with NHS Greater Glasgow and Clyde and the Scottish Ambulance Service to ascertain if further changes could be made at Cardonald to maximise utilisation of the space available.

It was noted that NHS 24 had received additional capital funding from Scottish Government and that approval for that spend was the responsibility of the Executive Management Team.

The Committee thanked Mr Gebbie for a useful and informative report.

ASSURED

6.0 QUALITY AND PERFORMANCE STANDING ITEMS

6.1 PLANNING AND PERFORMANCE RISK MANAGEMENT UPDATE

The Committee considered the paper 'Risk Management Update' [Paper No.6.1] introduced by Mr Kevin McMahon, Head of Risk and Resilience and presented by Ms Linda Robertson who advised the paper was for review, feedback, endorsement and forward presentation to the Board.

It was noted that the log now held 25 risks, compared to the 32 previously reported. Ms Robertson advised steps continue to be taken to improve the reporting of risk and that a row had been added to the register to log risk appetite.

With regard to cyber security risk, it was noted that it scored 15 on the risk register. Ms Gallacher advised it was the aim of NHS 24 to achieve cyber essential accreditation which will reduce the cyber risk score. The risk will be revisited once a score for the accreditation is known.

Regarding risk appetite, it was agreed the Audit and Risk Committee (ARC) was the appropriate Committee to consider this. Therefore, this will be put forward to ARC for discussion – perhaps via a deep dive. Mr Gebbie agreed to take this forward to the Chair of ARC.

The Committee expressed thanks to Mr McMahon for the contributions he had made to the Planning and Performance Committee and wished him well in his new role.

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The Chair thanked Ms Robertson for the update and the Committee were content to recommend the risks for onward presentation to the NHS 24 Board.

Action: Mr Gebbie/Ms Robertson

ASSURED

6.2 ORGANISATIONAL RESILIENCE

The Committee considered the paper 'Organisational Resilience Update' [Paper No. 6.2] presented by Mr Kevin McMahon. Mr McMahon advised Committee that a threat-based programme had been developed for the year ahead via the Resilience Planning Group.

It was noted that the learning from "Exercise Safe Hands" had been published just prior to the festive period. Mr McMahon advised there was uncertainty regarding certain aspects of the plan and areas that required a more in-depth response. He went on to say a project group is to be established to review this and that NHS 24 will ensure it is involved.

Mr McMahon advised that the resilience steps undertaken for the recent significant weather incident had been positive. It was noted that the commitment of the NHS 24 staff had been excellent, that regular updates from the Met Office had been very helpful and the Chair confirmed he had been kept informed on a regular basis of developments.

It was further noted that the IMT structure that had been put in place had been effective and the pre-planning work undertaken the previous day had been essential. NHS 24 had been fully prepared to provide Scottish Government with regular sitreps.

The Chair thanked Mr McMahon for an informative update, and the Committee took assurance from the report.

ASSURED

6.3 CORPORATE PERFORMANCE REPORT

The Committee considered the paper 'Corporate Performance Report [Paper No. Item 6.3] presented by Ms Steph Phillips. Ms Phillips advised the report was up to and including December 2024. She went on to say that December had been a challenging month for NHS 24 with higher levels of absence however, demand had been lower nationally. The performance picture had improved throughout January.

Regarding the high staff absence levels, it was noted that the impact of flu had been a factor for this and it had been a national problem with other Boards reporting similar absence levels. Members noted that patient feedback had been excellent and therefore noted high levels of service had been maintained.

The Committee were content to note the report and were assured by the information provided regarding the quality and performance of services for the period to December 2024.

ASSURED

6.4 FINANCIAL PERFORMANCE REPORT

The Committee considered the paper 'Finance Performance Report – M09' [Paper No Item 6.4] presented by Mr John Gebbie, Director of Finance. Mr Gebbie advised the Committee that NHS 24 had an underspend and that savings had been achieved in full. Confirmation of future funding had been received from Scottish Government.

It was noted that additional non-recurring savings had been made due to a higher number of vacancies than anticipated.

The Chair thanked Mr Gebbie for the report.

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The Committee were content to note the Month 9 Finance Report and the financial position of NHS 24 as at December 2024.

ASSURED

6.5 ESTATES AND FACILITIES REPORT

The Chair highlighted the fact that key points from the report [Paper No Item 6.5] had been considered and discussed under Item 5.6 “Capital Plan” on the agenda.

The Committee were content to note the report and were assured by the information provided that significant work continued across estates and facilities.

ASSURED

6.6 ESTATES HIGH LEVEL IMPLEMENTATION PLAN

As per Item 6.5 above.

The Committee were content to note the report and were assured by the information provided.

ASSURED

6.7 INFORMATION AND GOVERNANCE SECURITY REPORT

The Committee considered the paper ‘Information Governance and Security Q3 Report 2024/25’ [Paper No Item 6.6] presented by Ms Ann-Marie Gallacher Chief Information Officer. Ms Gallacher provided an overview of the key points within the report including the fact that NHS 24 had sustained high volumes of Freedom of Information requests and that access requests had increased. It was noted that other Boards had been experiencing a rise in volume also. To assist with the increased volumes a number of initiatives had been implemented to signpost people for assistance and some data access guidelines had been developed.

Therefore, with the above initiatives in place, it is anticipated Q4 should demonstrate a reduction in FOI’s and access requests.

Noted there had been no reportable incidents for the Q3 period.

Ms Gallacher advised the Cyber Security Workshop that had taken place in November 2024 had been very well received.

The Chair thanked Ms Gallacher for the update.

The Committee were content to note the report and were assured by the information provided that work continued in relation to information governance and security.

NOTED AND ASSURED

6.8 FINANCIAL AND STRATEGIC SUSTAINABILITY AND ALIGNMENT INTERNAL AUDIT

The Committee noted the above paper [Paper No Item 6.8] presented by Mr John Gebbie who advised this was on the agenda to acknowledge that the internal audit had taken place earlier in the year. There had been three findings and NHS 24 is currently working through them.

It was agreed that although the report had been uploaded to Admincontrol, it would be circulated via email to members.

The Committee thanked Mr Gebbie for the update.

Action: Ms McMillan

NOTED

7.0 COMMITTEE WORKPLAN, ACTION LOG, TERMS OF REFERENCE & COMMITTEE HIGHLIGHTS

7.1 PLANNING AND PERFORMANCE COMMITTEE TERMS OF REFERENCE

The Committee considered the Paper “Planning and Performance Committee Terms of Reference” [Paper No Item 7.1] presented by Ms Steph Phillips, Director of Transformation, Strategy Planning and Performance.

The Committee approved the proposed Terms of Reference.

APPROVED

7.2 PLANNING AND PERFORMANCE COMMITTEE WORKPLAN

The Committee consider the paper “Planning and Performance Committee Workplan [Paper No Item 7.2] and granted its approval.

APPROVED

7.3 INTEGRATED GOVERNANCE (Key Points Arising)

It was agreed that Mr Howe and Mr Cheyne would take the subject of governance and risks offline to discuss further. They will then agree if this topic should be submitted to the Integrated Governance Committee.

APPROVED

7.3 COMMITTEE HIGHLIGHTS FOR THE BOARD

Mr Howe advised he would summarise the main points from the meeting today and produce the above report for the Board its meeting on 27 February 2025.

NOTED AND APPROVED

7.4 DATE AND TIME OF NEXT MEETING

The next meeting of the Planning and Performance Committee will take place on 12 May 2025 at 10.00 am to 12 noon via Teams.