NHS 24

**Approved Minutes of the Meeting of the
NHS 24 Planning and Performance Committee
held on 08 August 2024 at 10.00am
via Teams**

PRESENT

Mr David Howe (in the Chair)

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

IN ATTENDANCE

Ms Suzy Aspley
Dr Ron Cook
Ms Geraldine Mathew
Mr Kevin McMahon
Mr Kenny Birney (rep Ms AM Gallacher)
Ms Steph Phillips
Ms Arlene Campbell
Mr Jim Miller
Mr John Gebbie
Ms Joanne Edwards
Dr Jacqui Hepburn
Mr John Barber
Mr Paul McLaughlin
Mr Brian Laughland – for Procurement Strategy Item
Ms Tracy McMillan (Minute)

1.0   WELCOME, APOLOGIES AND INTRODUCTIONS

The Chair welcomed members to the 08 August 2024 meeting of the NHS 24 Planning and Performance Committee. Apologies were noted from Ms Ann-Marie Gallacher (Mr Kenny Birney was in attendance on behalf of Ms Gallacher) and Mr Joseph Markey.

The Chair proposed an amendment to the running order of the agenda, and the Committee agreed to take item 4.5 – NHS 24 Procurement Strategy first on the agenda.

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 16 May 2023 [Paper No. Item 3.0].

Ms Gibson advised she would provide some amendments out with the meeting to Ms McMillan who would update and recirculate the minute for virtual approval. *(Secretary's note: approval granted by 19 August 2024 and approved minute submitted for inclusion with 29 August Board meeting papers).*

APPROVED

3.1   MATTERS ARISING

There were no matters arising raised.

4.0   STRATEGY

4.5   NHS 24 PROCUREMENT STRATEGY

The Committee considered the paper 'Procurement Strategy 2024-2026' [Paper No. Item 4.5] presented by Mr Brian Laughland, Head of Procurement, Scottish Ambulance Service. It was noted that the NHS 24 procurement leadership and provision was provided via an SLA with Scottish Ambulance Service (SAS) Procurement Team. Mr Laughland provided an overview of the key points including the sustainability and carbon footprint priorities, the recommencement of the Procurement & Commercial Improvement Programme across NHS Scotland in September 2024, and the hosting of exhibitions twice per year to attract new suppliers.

The Chair thanked Mr Laughland for attending the meeting and for the report.

In summary, the Committee were content to approve the Procurement Strategy 2024-2026 for onward submission to the NHS 24 Board.

APPROVED

4.1   CORPORATE DELIVERY PLAN (including Strategy Update)

The Committee considered the paper 'Corporate Delivery Plan Update' [Paper No. Item 4.1] presented by Mr John Barber, Head of Strategic Planning. Mr Barber noted that the paper had been produced using the new reporting format agreed with EMT and the Strategic Delivery Group (SDG). Mr Barber highlighted several key areas including the ongoing work to collate feedback received from Delivery Leads, work being undertaken with the Senior Reporting Officers, and that the Q1 update had been submitted to the Scottish Government. He also noted that feedback pertaining to the new reporting mechanism had been positive and that the collaboration work with NHS Lanarkshire would be included in the report going forward.

The Chair thanked Mr Barber for the report and noted that this provided a good summary of all the work underway.

Action: Ms Phillips/Mr Barber

NOTED

4.2   ADP Q3/Q4 2023-24

The Committee considered the paper 'Corporate Delivery Plan Update' [Paper No. 4.2] presented by Mr John Barber, Head of Strategic Planning. He advised that the Scottish Government (SG) had requested an update for Q3 of the 2023/24 Annual Delivery Plan. For audit purposes, the Strategic Planning Team had been tracking this work and therefore, as the Q3 update had been to EMT, it was submitted to SG. Feedback on the Q3 update was not expected from SG.

The Committee thanked Mr Barber for the update and were content to note the Q3 and Q4 update submitted to Scottish Government against the 2023/24 ADP

NOTED

4.3   COMMUNICATIONS DELIVERY PLAN

The Committee considered the paper 'Communications Delivery Plan 24/25' [Paper No. Item 4.3] presented by Ms Suzy Aspley, Chief Communications Officer. She noted communications work undertaken in relation to several key areas including the Digital Transform Portfolio, the Seasonal Health Camp, the Winter Campaign, YouTube Channel filming, and focused activity on anti-racism.

The Chair thanked Ms Aspley for a very informative succinct report.

In summary, the Committee were content to note the first quarter report for the Communications Delivery Plan for 2024-25.

NOTED

4.5   CLIMATE EMERGENCY AND SUSTAINABILITY UPDATE

The Committee considered the paper 'Climate Emergency and Sustainability Programme Quarterly Report' [Paper No.4.4] presented by Dr Ron Cook, Medical Director. Dr Cook highlighted the main points from the paper which included plans underway to explore options to share estates with other Boards, ongoing attainment of travel reduction targets, inclusion of travel management information in future financial reports, and work to improve efficiency at Norseman.

The Chair thanked Dr Cook for the update.

In summary, the Committee were content to note the Climate Emergency and Sustainability Programme (CESP) update and were assured by the information provided.

NOTED

4.6   NHS INFORM STRATEGIC REVIEW

The Committee considered the paper 'NHS inform Strategic Review' [Paper No.4.6] presented by Ms Steph Phillips, Director of Transformation, Strategy, Planning & Performance.   The paper provided an overview of progress regarding the NHS inform Strategic Review. Ms Phillips highlighted the key points including the utilisation of a user centred approach, the engagement and insights gathering work, the involvement of key stakeholders including Young Scot, and the summary of problem statements that had emerged following this. Further consideration was required to identify the role of NHS inform in the wider health and care landscape. Development of a product for submission to Scottish Government was underway.

The Chair thanked Ms Phillips for the update. Members found the report to be extremely informative and recognised the confidence Scottish Government had placed on NHS 24 to undertake the review.

In summary, the Committee were content to note progress and work underway related to the strategic review of NHS inform.

NOTED

4.7   DRAFT STAKEHOLDER ENGAGEMENT FRAMEWORK

The Committee considered the paper 'Draft Corporate Stakeholder Engagement Framework' [Paper No. 4.7] presented by Ms Steph Phillips, Director of Transformation, Strategy, Planning and Performance, and Mrs Arlene Campbell, Head of Stakeholder Engagement, and Insights. It was noted that the draft framework had been refreshed as part of the action agreed by the NHS 24 Board within the Governance Improvement Plan. This also aligned to the actions within the NHS 24 Strategy and Corporate Delivery Plan.

Following submission to the NHS 24 Board for approval on 29 August 2024, it was anticipated the Framework would be published in the Autumn.

The Chair thanked Ms Phillips and Mrs Campbell for the paper. The Committee commended the draft Stakeholder Engagement Framework. It was a strong and positive piece of work to advance the important aspect of stakeholder engagement with connections into how it influences decision making.

The Committee were content to endorse the refreshed Framework for presentation to the NHS 24 Board for approval.

NOTED

5.0   QUALITY AND PERFORMANCE STANDING ITEMS

5.1   PLANNING AND PERFORMANCE RISK MANAGEMENT UPDATE

The Committee considered the paper 'Risk Management Update' [Paper No.5.1] presented by Mr Kevin McMahon, Head of Risk and Resilience. Mr McMahon noted that six risks had reduced in score, three new risks had been identified, and three risks had been closed. The risk profile remained consistent and was reported against the strategic aims. NHS 24 continued to manage risks effectively and within the established target dates.

Following discussion at the recent Clinical Governance Committee, the new risk – RI-0009057 would be re-weighted.

In relation to the Respond system risk, Mr McMahon assured the Committee that meetings were in place with key programme members to address this.

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

NOTED

5.2   INFORMATION AND CYBER SECURITY RISK REGISTER

The Committee considered the paper 'Information and Cyber Security Risk Register' [Paper No. 5.2] presented by Mr Kenny Birney, Deputy Chief Information Officer. He noted that there were fourteen risks currently on the register, with eight set to reduce in score, five being retained, and one set to be closed. Mr Birney provided an overview of the current environment in respect of cyber security.

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

NOTED

5.3   ORGANISATIONAL RESILIENCE

The Committee considered the paper 'Organisational Resilience' [Paper No. Item 5.3] presented by Mr Kevin McMahon, Head of Risk and Resilience. He provided an overview of activities including the recent mass casualties exercise held in April and an upcoming table-top exercise. Mr McMahon noted the national step-by-step guide and the NHS 24 guide, which should be followed in the event of an incident.

The Chair thanked Mr McMahon for the update and the Committee were content to note the activity undertaken in relation to organisational resilience.

NOTED

5.4   CORPORATE PERFORMANCE REPORT

The Committee considered the paper 'Corporate Performance Report – July 2024' [Paper No. Item 5.4] presented by Mr Paul McLaughlin, Head of Corporate Performance. He noted the overall call demand for July, which represented the lowest demand in four years, use of the Virtual Queue, Advise and Refer, the recent iMatter results, NHS inform usage, and clinical supervision.

The Chair thanked Mr McLaughlin for the report and invited comments and questions from members.

In response to a question about the reduction in call volumes, Mr McLaughlin advised this could have reduced due to returning to a pre-pandemic way of working.

Following discussion regarding the Shift Review, it was confirmed that an update on this had been presented at the recent Staff Governance meeting. A level of assurance had been provided however more work would require to be undertaken.

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 31 July 2024.

NOTED

5.5 VIRTUAL QUEUE

The Committee considered the paper 'Virtual Queue Update' [Paper No Item 5.5] presented by Ms Joanne Edwards Director of Service Delivery. Ms Edwards provided an overview of the key points including the use of the virtual queue as "business as usual", the processes and thresholds in place to switch this on and off, the positive staff and patient feedback received, and the establishment of a governance group to ensure oversight.

The Chair thanked Ms Edwards for the report and invited comments and questions from members.

Discussion took place about the way the data was recorded and presented, and additional indicators. Ms Edwards agreed to consider this and develop a more comprehensive way of recording the data, along with any additional indicators.

The Committee were content to note the report and were assured that there was a low risk assessment of implementation, recognised the positive patient feedback, and supported further expansion of threshold under ongoing observation.

Action: Ms Joanne Edwards

NOTED

5.6 FINANCIAL PERFORMANCE REPORT

The Committee considered the paper 'Finance Performance Report – M03' [Paper No Item 5.6] presented by Mr John Gebbie, Director of Finance. Mr Gebbie noted that at month 3 of 2024/25, there was a £191k overspend reported. The impact of the implementation of the "Reduced Working Week" accounted for £224k of this overspend.

Discussions about funding allocations remained ongoing, particularly with regard to Mental Health and RUC assumptions. Mr Gebbie noted that the financial position for 2024/25 for NHS Scotland remained challenging. The savings plan for NHS 24 was challenging however plans were on track to achieve the required targets.

Dr Hepburn advised that planning for next year's reduction in working week would begin in October 2024 and the Workforce Directorate would work closely with Service Delivery as this would have a direct impact on the service.

The Chair thanked Mr Gebbie for the report.

The Committee were content to note the Month 3 Finance Report and the financial position of NHS 24 as at June 2024.

NOTED

5.7 ESTATES AND FACILITIES REPORT

The Committee considered the paper 'Estates and Facilities Report' [Paper No Item 5.7] presented by Ms Lynne Kane, Head of Estates and Facilities. Ms Kane provided an overview of the report including ongoing work in respect of the Dundee site, the Property Monitoring Report which reported a positive outcome with only one advisory action, and the progress made in respect of the Estates Sustainability Plan.

The Chair thanked Ms Kane for the report.

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

NOTED

5.8   INFORMATION GOVERNANCE AND SECURITY REPORT

The Committee considered the paper 'Information Governance and Security Q1 Report 2024/25' [Paper No Item 5.8] presented by Mr Kenny Birney, Deputy Chief Information Officer. Mr Birney provided an overview of the key points within the report including a decrease in the number of Data Subject Access and Freedom of Information requests, however the complexity of these had increased, recruitment to the Deputy Head of Information Governance post, work underway to ensure impact assessments were embedded in projects at an earlier stage which would assist in making faster changes, positive performance against the Network and Information Systems Regulations (NIS-R), and continued work with the Organisational Development, Leadership and Learning (ODLL) Team to ensure training compliance.

The Chair thanked Mr Birney 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

5.9   ANNUAL COMMITTEE SELF EFFECTIVENESS REVIEW: RESULTS

The Committee considered the paper 'Planning & Performance Committee Annual Committee Self Effectiveness Survey: Results' [Paper No Item 5.9] presented by Ms Geraldine Mathew, Board Secretary. The paper provided an overview of the results of the Committee's recent self-effectiveness survey undertaken during the month of July. There were no responses in the strongly disagree, disagree, slightly disagree or neither agree nor disagree, categories. There were no free-text comments in any of the five sections. There were 16 responses in the slightly agree category and of those responses, the category which received the highest number of slightly agree responses was question A5 – "The Committee has received appropriate training and briefings in relation to areas applicable to the Committee's area of business".
The action plan would be developed in discussion with the Committee Chair and the Executive Lead, based on the lowest rated areas of the survey results and would be presented to the next meeting of the Committee.

The Committee were content to note the report.

 Action: Ms Geraldine Mathew

NOTED

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

6.1   INTEGRATED GOVERNANCE (key points arising)

Mr Howe advised the Committee that he had attended a meeting of Integrated Governance Committee in June 2024 where a discussion on the consistency of Board and Committee cover papers had taken place.

Dr Cheyne advised Ms Mathew had reviewed the 2021 guidance from Scottish Government regarding this and a paper would be presented to the next IGC on cover papers. The view of the IGC was not to develop a cover paper where it becomes a proxy for the substantive paper.

Mr Howe advised members to contact him direct if they wish any points raised at the next IGC meeting.

Action: Mr Howe, all members of the Committee

NOTED

6.2   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 meeting on 29 August 2024.

NOTED

6.3   PLANNING AND PERFORMANCE COMMITTEE ACTION LOG

The Committee discussed the Planning and Performance Committee Action Log [Paper No Item 6.3] and agreed the actions with July and August proposed completion dates had been concluded and therefore could be closed.

Action: Ms Tracy McMillan

APPROVED

7.0   DATE AND TIME OF NEXT MEETING

The Chair noted that an Extra-ordinary meeting of the Planning and Performance Committee had been arranged to take place on 12 September 2024 at 9.00 am to 10.00 am (via Teams) to discuss the CC/CRM Systems proposal.

The next full meeting of the Committee will take place as follows:

Monday 11 November 2024 at 10.00 am to 12 noon via Teams.