

NHS 24

**Minutes of the Meeting of the
NHS 24 Board
held on Thursday 22 June 2023 at 10.45am
Boardroom, Lumina, Ainslie Road, Hillington,
Glasgow, G52 4RU/MS Teams**

PRESENT

Dr Martin Cheyne (in the Chair)

Mr Mike McCormick (Vice Chair)	Ms Carol Gillie
Mr Jim Miller	Ms Marieke Dwarshuis
Ms Liz Mallinson	Mr John Gebbie
Mr Martin Togneri	Mr Kenneth Woods
Mr Alan Webb	Ms Maria Docherty
Ms Anne Gibson	Mr David Howe

IN ATTENDANCE

Ms Ann-Marie Gallacher	..	Chief Information Officer
Ms Jacqui Hepburn	..	Director of Workforce
Ms Stephanie Phillips	..	Director of Transformation, Strategy, Planning and Performance
Ms Suzy Aspley	..	Chief Communications Officer
Ms Pauline Howie	..	Director of Service Delivery
Mrs Geraldine Mathew	..	Board Secretary (Minutes)
Mr Kevin McMahon	..	Head of Risk Management and Resilience (From item 8.2 to 10.2)
Dr Ron Cook	..	Associate Medical Director

		ACTION BY
01.	WELCOME, APOLOGIES AND INTRODUCTIONS	
	<p>The Chair welcomed everyone present to the June meeting of the NHS 24 Board.</p> <p>Apologies were intimated on behalf of Dr Laura Ryan. Dr Ron Cook, Associate Medical Director was in attendance on behalf of Dr Ryan.</p> <p>Ms Liz Mallinson, Ms Marieke Dwarshuis, and Mr Alan Webb attended the meeting via MS Teams.</p> <p>The Chair welcomed members of the public who had joined the meeting via MS Teams to observe. He reminded all observers to remain on mute throughout the meeting. Dr Cheyne also welcomed Ms Anne MacDougall, Chair of the Public Partnership Forum, who was also in attendance to observe the meeting.</p> <p>Dr Cheyne informed members of the appointment of Mr David Howe to the role as non-Executive member of the Joint SAS/NHS 24 Board, the first meeting of which had taken place on 13 June. Dr Cheyne welcomed this positive step and noted that it would be useful to have an update from Mr Howe at a future NHS 24 Board meeting as this work progressed.</p>	

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		ACTION BY
	NOTED	
02.	DECLARATIONS OF INTEREST	
	The Chair invited members to declare any interests in any of the items being discussed. There were no declarations made. NOTED	
03.	MINUTES OF PREVIOUS MEETING OF 27 APRIL 2023	
	The Board considered the minute of the previous meeting held on [Paper No. Item 02] and were content to approve this as a complete and accurate record. APPROVED	
04.	MATTERS ARISING	
	There were no matters arising from the previous meeting. NOTED	
05.	NOTES ON ANY OTHER BUSINESS	
	Members had been invited to raise any other matters not otherwise included on the agenda by the Board Secretary, prior to the meeting. There were no other matters raised. NOTED	
06.	CHAIR'S REPORT	
	The Chair provided an overview of activities since the last meeting of 27 April 2023, and these were included as an appendix with the papers for information. The Board were content to note the Chair's Report, and the activities undertaken since the last meeting. NOTED	
07.	CHIEF EXECUTIVE'S REPORT	
	The Board considered the paper 'Executive Report to the Board' [Paper No. Item 07] presented by Mr Jim Miller, Chief Executive. Mr Miller noted recent engagements including the NHS Scotland Event on 19 June, Mr Miller's recent invitation to the Health and Sport Committee which took place on 20 June, and the Parliamentary hosted event which celebrated the 75 th Anniversary of the NHS. Mr Miller provided an overview of the key topics within the report including the continued significant improvement in absence, which was now below 8%, positive achievements in respect of recruitment, which was now very close to target, and the appointment of Dr Dawn Orr to a seconded role as Professor of Practice working with the University of Strathclyde to develop and grow health and care research, talent pipelines and education programmes. Mr Miller also noted congratulations to Dr Jacqui Hepburn, who has recently taken up the role of Deputy Chief Executive.	

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	<p>Dr Cheyne thanked Mr Miller for the update and invited comments and questions from members.</p> <p>Following questions, it was agreed that a report in respect of the effectiveness of the Shift Review would be presented to a future meeting, and a report on the efficacy of the Thrive App would be presented to the Staff Governance Committee.</p> <p>In summary, the NHS 24 Board were content to note the Executive Report and the overview of progress on the high-level activities associated with the delivery of the NHS 24 2023/24 Strategic Priorities and developing NHS 24 corporate strategy.</p> <p><u>NOTED</u></p>	<p>Mr Gebbie Dr Hepburn</p>
8.1	PATIENT STORIES	
	<p>Ms Maria Docherty, Director of Nursing and Care, provided an overview of a recent complaint which was upheld regarding the 3rd party process. Ms Docherty noted the subsequent investigation and the learning outcomes from this, including individual learning, and process learning and improvements made.</p> <p>Dr Cheyne thanked Ms Docherty for the overview and wished to express sympathy on behalf of the Board to the family and noted thanks to the family for allowing Ms Docherty to share this.</p> <p>Ms Docherty described a recent complaint received from a service user regarding a recent call to the service following their granddaughter swallowing a coin. The service user commented on the excellent service received by NHS 24, the territorial Board who treated the child, and from all the staff they encountered.</p> <p>Dr Cheyne thanked Ms Docherty for the overview and wished to note thanks on behalf of the Board to the service user for sharing their story.</p> <p><u>NOTED</u></p>	
8.2	CORPORATE RISK REGISTER	
	<p>The Board considered the paper ‘Risk Management Update’ [Paper No. 8.2] presented by Mr John Gebbie, Director of Finance and Mr Kevin McMahon, Head of Risk Management and Resilience. Mr Gebbie noted that significant work had been undertaken to review and enhance the Corporate Risk Register, and Mr McMahon provided an overview of the current risks included on the Risk Register, as well as those which had been closed.</p> <p>The Chair thanked Mr Gebbie and Mr McMahon for the update and invited comments and questions from members.</p> <p>Members welcomed the work undertaken to ensure the reduction of risks, particularly those areas of work to reduce the ICT risks.</p> <p>The Board were content to note the risks presented and were assured by the risk management process.</p> <p><u>NOTED</u></p>	
9.1	NHS 24 STRATEGY	
	<p>The Board considered the paper ‘NHS 24 Strategy’ [Paper No. 9.1] presented by Ms Stephanie Phillips, Director of Transformation, Strategy, Planning and Performance. Ms Phillips noted the extensive work undertaken to develop the NHS 24 Strategy which has moved through several</p>	

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	<p>phases over a period, ensuring a wide consultation process. The NHS 24 Strategy was circulated to stakeholders on 24 May for final feedback, and the emergent strategic priorities have informed the Annual Delivery and Medium-Term Plans. Ms Phillips wished to note her thanks to Mr Mike McCormick for his input to development of the Strategy.</p> <p>The Chair thanked Ms Phillips and invited comments and questions from members.</p> <p>Following questions and discussion, Ms Phillips highlighted that an Executive Summary version, and an “easy read” document had been prepared to complement the NHS 24 Strategy document and Ms Phillips agreed to circulate these to members.</p> <p>The Board were content to approve the draft NHS 24 2023/28 Corporate Strategy.</p> <p>APPROVED</p>	Ms Phillips
9.2	STRATEGIC RISK REGISTER	
	<p>The Board considered the paper ‘Strategic Risk Update’ [Paper No. 9.1] presented by Mr John Gebbie, Director of Finance, and Mr Kevin McMahon, Head of Risk Management and Resilience. Mr Gebbie noted that the strategic risks had been aligned to both the Annual Delivery Plan and the Medium-Term Plan.</p> <p>The Chair thanked Mr Gebbie and Mr McMahon for the report and invited comments and questions from members. There were no questions raised.</p> <p>In summary, the Board were content to note the update regarding the strategic risk register.</p> <p>NOTED</p>	
9.3	COMMUNICATIONS DELIVERY PLAN 2023/24	
	<p>The Board considered the paper ‘Communications Delivery Plan 2023/24’ [Paper No. 9.3] presented by Ms Suzy Aspley, Chief Communications Officer. The Plan reflected a significant volume of work and outlined activities for the coming year.</p> <p>The Chair thanked Ms Aspley for the report and invited comments and questions from members.</p> <p>In response to a question regarding the Public Partnership Forum, Ms Aspley assured members that close working with the Community Engagement Team was ongoing to ensure support to the PPF.</p> <p>In summary, the Board were assured by the completion of the annual delivery plan and the Communications Delivery Plan for 2023/24.</p> <p>NOTED</p>	
9.4	NHS IN SCOTLAND 2022 REPORT	
	<p>The Board considered the paper ‘NHS in Scotland 2022 – Audit Scotland Report – June 2023’ [Paper No. 9.4] presented by Mr John Gebbie, Director of Finance. The report outlined the four key messages from the Audit Scotland Report of the NHS in Scotland in 2022, those being, growing financial pressures, measurement of progress of the Scottish Government’s NHS Recovery Plan, workforce capacity, and transparency of recovery progress and waiting times.</p> <p>The Chair thanked Mr Gebbie for the update and invited comments and questions from members. There were no questions raised.</p>	

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	<p>In summary, the Board were content to note the key messages and recommendations within Audit Scotland's report.</p> <p>NOTED</p>	
9.5	CLIMATE CHANGE EMERGENCY AND SUSTAINABILITY PROGRAMME ACTION PLAN	
	<p>The Board considered the paper 'NHS 24 Climate Emergency and Sustainability Programme' [Paper No. 9.5] presented by Dr Ron Cook, Associate Medical Director. Climate emergency and sustainability programme activities were now part of the annual review for all health boards, and as such, an action plan had been developed and would evolve and be refined annually to allow new insights and approaches to be incorporated. Dr Cook also noted the recent recommendations made through the External Audit and assured that these had been considered as part of the action plan.</p> <p>The Chair thanked Dr Cook for the report and invited comments and questions from members.</p> <p>In response to a question regarding the inclusion of financial efficiency, Mr Gebbie highlighted to members that a Programme Manager for Sustainability and Value had recently been appointed to consider and develop both sustainability and value activities.</p> <p>In summary, the Board were content to approve the Climate Change Emergency and Sustainability Strategy and Action Plan, which had been endorsed by the Executive Management Team and the Planning and Performance Committee.</p> <p>APPROVED</p>	
10.1	PROCUREMENT ANNUAL REPORT 2022/23	
	<p>The Board considered the paper 'Procurement Annual Report 2022/23' [Paper No. 10.1] presented by Mr John Gebbie, Director of Finance. Mr Gebbie noted that Procurement Services were provided by SAS via a Service Level Agreement (SLA) with support from the Finance Department and Contracts Manager in ICT.</p> <p>The Chair thanked Mr Gebbie for the report and invited comments and questions from members.</p> <p>Discussion took place regarding recording of community benefits information and Mr Gebbie advised that while there were no contract values in-year that met the criteria for including community benefits that work was underway to consider a localised version of this as part of our procurement strategy going forward.</p> <p>In summary, the Board were content to approve the Procurement Annual Report 2022/23 for submission to the Scottish Government.</p> <p>APPROVED</p>	Mr Gebbie
10.2	RISK MANAGEMENT ANNUAL REPORT 2022/23	
	<p>The Board considered the paper 'Risk Management Annual Report 2022/23' [Paper No. 10.2] presented by Mr John Gebbie, Director of Finance. Mr Gebbie noted the activities undertaken throughout the year including update to the Risk Management Framework, review of the Risk Appetite, and a Board Development session on risk.</p> <p>The Chair thanked Mr Gebbie for the report and invited comments and questions from members. There were no questions raised.</p>	

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	<p>In summary, the Board were content to approve the Risk Management Annual Report for 2022/23.</p> <p>APPROVED</p>	
10.3	INFORMATION GOVERNANCE AND SECURITY ANNUAL REPORT 2022/23	
	<p>The Board considered the paper ‘Information Governance and Security Annual Report 2022/23’ [Paper No. 10.3] presented by Ms Ann-Marie Gallacher, Chief Information Officer. The paper provided an overview of key activities for 2022/23 and Ms Gallacher highlighted the key areas including improvement in the cyber exposure score, the volume of Data Subject Access Requests, confirmation of National Records of Scotland as official Archivist for NHS 24, and the compliance rates in respect Information Security training modules.</p> <p>The Chair thanked Ms Gallacher for the report and invited comments and questions from members. There were no questions raised.</p> <p>In summary, the Board were content to approve the Information Governance and Security Annual Report 2022/23.</p> <p>APPROVED</p>	
10.4	WHISTLEBLOWING ANNUAL REPORT 2022/23	
	<p>The Board considered the paper ‘Whistleblowing Annual Report 2022/23’ [Paper No. 10.4] presented by the Director of Nursing and Care, Ms Maria Docherty.</p> <p>The Chair thanked Ms Docherty for the report and invited comments and questions from members.</p> <p>In response to discussion about benchmarking data, Ms Liz Mallinson, Whistleblowing Champion, noted a recent letter from the INWO, which had been circulated to Clinical Governance Committee members for further discussion. There were inconsistencies across Scotland which the INWO were aware of, and Ms Mallinson agreed to feedback the outcome of any discussions through the Whistleblowing Champions Network.</p> <p>In summary, the Board were content to approve the Annual Whistleblowing Report 2022/23.</p> <p>APPROVED</p>	
11.1	CORPORATE PERFORMANCE REPORT	
	<p>The Board considered the paper ‘Corporate Performance Report – May 2023’ [Paper No. 11.1] presented by Ms Stephanie Phillips, Director of Transformation, Strategy, Planning and Performance. Ms Phillips noted the key messages within the report including the demand to 111 service, continued strong performance in access, time to answer performance, Mental Health Hub performance, and Breathing Space performance.</p> <p>The Chair thanked Ms Phillips for the report and invited comments and questions from members.</p> <p>In response to a question regarding the data in relation to the NHS 24 App, Ms Gallacher agreed to consider ways in which further detail could be provided on this in future.</p> <p>In summary, the Board were content to note the report and were assured of the quality and performance of services provided for the period ended 31 May 2023.</p>	Ms Gallacher

		ACTION BY
	<u>NOTED</u>	
11.2	FINANCIAL PERFORMANCE REPORT	
	<p>The Board considered the paper ‘M2 – Finance Performance Report’ [Paper No. 11.2] presented by Mr John Gebbie, Director of Finance. Mr Gebbie provided an overview of the key messages within the report including the breakeven position reported at month 2, that pays were underspent due to vacancies, an overspend reported in respect of non-pays, and the phasing in of the savings targets. Mr Gebbie further noted that NHS 24 had yet to receive its budget allocation letter from Scottish Government, however assurance had been sought from Scottish Government with regards to the budget assumptions made.</p> <p>The Chair thanked Mr Gebbie for the report and invited comments and questions from members.</p> <p>Discussion took place regarding the non-pay inflation assumptions and Mr Gebbie assured members that the assumptions made were in line with the current inflationary position, however as inflation was not reducing as quickly as experts predicted then this could have a future impact.</p> <p>In summary, the Board were content to note the Month 2 Finance Performance Report and were assured by the information provided.</p> <p><u>NOTED</u></p>	
11.3	WORKFORCE PERFORMANCE REPORT	
	<p>The Board considered the paper ‘Workforce Performance Report (Quarter 4 January – March 2023)’ [Paper No. 11.3] presented by Dr Jacqui Hepburn, Director of Workforce. Dr Hepburn noted the key messages within the report including recruitment performance, the Corporate Induction Programme, and the recent Carer Scotland Accreditation.</p> <p>The Chair thanked Dr Hepburn for the report and invited comments and questions from members.</p> <p>In response to a question about the appraisal performance, Dr Hepburn provided an overview of the measures taken during the COVID-19 period to pause appraisals and the subsequent impact of this. She assured members that a plan was in place to address this moving forward.</p> <p>In summary, the Board were content to note the Workforce Performance Report (Quarter 4 January – March 2023) and were assured by the information provided that significant work continued to improve areas of performance.</p> <p><u>NOTED</u></p>	
12.1	CLINICAL GOVERNANCE COMMITTEE	
	<p>The Board considered the approved minute of the Clinical Governance Committee meeting of 16 February 2023 [Paper No. 12.1a] and the Highlight Report of the meeting of 1 June 2023 [Paper No. 12.1b] and were content to note these.</p> <p>Dr Cheyne thanked Mr Togneri for the update and noted thanks on behalf of the Board to all the members of the Clinical Governance Committee for their efforts over the past year.</p> <p><u>NOTED</u></p>	

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12.2	STAFF GOVERNANCE COMMITTEE	
	<p>The Board considered the approved minute of the Staff Governance Committee meeting of 9 February 2023 [Paper No. 12.2a] and the Highlight Report of the meeting of 18 May 2023 [Paper No. 12.2b] and were content to note these.</p> <p>In addition, Mr Alan Webb, Chair of the Staff Governance Committee, highlighted that the Staff Governance Committee, received an update at its meeting of 18 May 2023 in respect of workforce-related guidance and publications from the Scottish Government. In particular, the Committee discussed the recent Director Letter – DL 2023 (05) – Supplementary Staffing – Agency Controls – and took assurance that the framework was being actively applied.</p> <p>Dr Cheyne thanked Mr Webb for the update and noted thanks on behalf of the Board to all members of the Staff Governance Committee for their work throughout the past year.</p> <p><u>NOTED</u></p>	
12.3	AUDIT AND RISK COMMITTEE	
	<p>The Board considered the approved minute of the Audit and Risk Committee meeting of 23 February 2023 [Paper No. 12.3a] and the Highlight Report of the meeting of 8 June 2023 [Paper No. 12.3b] and were content to note these.</p> <p>Dr Cheyne thanked Ms Carol Gillie for the update and noted thanks on behalf of the Board to all members of the Audit and Risk Committee for their efforts throughout the past year.</p> <p><u>NOTED</u></p>	
12.4	PLANNING AND PERFORMANCE COMMITTEE	
	<p>The Board considered the approved minute of the Planning and Performance Committee meeting of 13 February 2023 [Paper No. 12.4a] and the Highlight Report of the meeting of 23 May 2023 [Paper No. 12.4b] and were content to note these.</p> <p>Dr Cheyne thanked Mr Mike McCormick for the update and noted thanks on behalf of the Board to all members of the Planning and Performance Committee for their hard work throughout the past year.</p> <p><u>NOTED</u></p>	
13.1	BOARD ROLLING ACTION LOG	
	<p>The Board considered the paper ‘Rolling Action Log’ [Paper No. 13.1] and were content to accept the recommendation that two actions were closed, those being item 822 – Induction Programme, and item 823 – Attendance Rates.</p> <p><u>APPROVED</u></p>	
	DATE OF NEXT SCHEDULED MEETING	
	Thursday 31 August 2023, 10.30am, Boardroom, Lumina Building, Hillington, G52 4RU	
	The meeting concluded at 12:34pm.	