

NHS 24

**Minutes of the Meeting of the
NHS 24 Board
held on Thursday 2 March 2023 at 10.45am
Room 1, Caledonia House, 140 Fifty Pitches Road,
Cardonald/MS Teams**

PRESENT

Dr Martin Cheyne (in the Chair)

Mr Mike McCormick (Vice Chair) (until 11.50pm)	Ms Carol Gillie
Mr Jim Miller	Ms Marieke Dwarshuis
Ms Anne Gibson	Ms Maria Docherty
Ms Liz Mallinson	Mr John Gebbie
Dr Laura Ryan	Mr Martin Togneri
Mr Kenneth Woods	Mr Alan Webb

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)

		ACTION BY
01.	WELCOME, APOLOGIES AND INTRODUCTIONS	
	<p>The Chair welcomed everyone present to the meeting.</p> <p>Apologies were intimated on behalf of Mr David Howe. Ms Anne Gibson joined via MS Teams. Mr Mike McCormick also joined via MS Teams for part of the meeting.</p> <p>Dr Cheyne highlighted to members that planning was underway and a series of initial meetings have been scheduled with the Public Appointments Team in respect of the upcoming Non-Executive Director vacancy in November this year, following the end of Mr McCormick's second term of office. Expressions of interest shall be sought from members in respect of the Board Vice Chair vacancy in due course. Dr Cheyne reminded members to ensure that they have completed and submitted their information in relation to the update of the Board Skills Matrix.</p> <p>Dr Cheyne noted that an extraordinary meeting of the Board had been arranged for Thursday 25 May. This date was originally planned as a Board Workshop Session, however had been changed to a Board meeting, and would focus solely on the Strategy and Annual Delivery Plan.</p> <p>NOTED</p>	

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02.	DECLARATIONS OF INTEREST		
	<p>The Chair invited members to declare any interests in any of the items being discussed. There were no declarations made. The Chair reminded members that the annual review of the Register of Interests was underway and to ensure returns to the Board Secretary. The updated Register of Interests would be presented at the next Board Meeting in April.</p> <p><u>NOTED</u></p>		
03.	MINUTES OF PREVIOUS MEETING OF 8 DECEMBER 2022		
	<p>The Board considered the minute of the previous meeting held on Thursday 8 December 2022 [Paper No. Item 03] and were content to approve this as a complete and accurate record.</p> <p><u>APPROVED</u></p>		
04.	MATTERS ARISING		
	<p>There were no matters arising from the previous meeting.</p> <p><u>NOTED</u></p>		
05.	NOTES ON ANY OTHER BUSINESS		
	<p>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.</p> <p><u>NOTED</u></p>		
06.	CHAIR'S REPORT		
	<p>The Chair provided an overview of activities since the last meeting, and these were included as an appendix with the papers for information.</p> <p>The Board were content to note the Chair's Report, and the activities undertaken since the last meeting.</p> <p><u>NOTED</u></p>		
07.	CHIEF EXECUTIVE'S REPORT		
	<p>The Board considered the paper 'Executive Report to the Board' [Paper No. Item 07] presented by Mr Jim Miller, Chief Executive. Mr Miller provided an overview of the key topics within the report including urgent and unscheduled care, workforce, and sustainability and value. Mr Miller recorded his thanks to all staff for their hard work and efforts over the festive period. Whilst this had been a very busy period, the staff and the organisation had managed very well throughout this difficult time. Reflections on the festive period have been instrumental in developing a programme of work and tests of change ahead of the Easter period.</p> <p>Mr Miller noted that the internal corporate escalation level of the organisation was currently at moderate and had reduced following the challenging festive period.</p> <p>Dr Cheyne thanked Mr Miller for the update and invited comments and questions from members.</p> <p>Discussion took place regarding the leadership and culture audit, the work underway in respect of the new approach to appraisals, and the recent fast-tracked recruitment process of the NSS contact centre staff.</p>		

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	<p>In response to a question regarding recruitment and what effect this would have on the organisation, Ms Steph Phillips noted that a summary table had been produced in relation to this and agreed to share this with the Board.</p> <p>Following a question raised regarding the Healthy Know How Campaign, Ms Suzy Aspley agreed to circulate the high-level report on the impact of this campaign.</p> <p>Dr Cheyne highlighted the recent Patient Safety and Staff Engagement visit to Aurora House, and noted positive communication and engagement with staff, with useful feedback.</p> <p>The Board were content to note the report and the overview of progress on the high-level activities associated with the delivery of the NHS 24 2022/23 Strategic Priorities and developing NHS 24 corporate strategy.</p> <p><u>NOTED</u></p>	<p>Ms Phillips</p> <p>Ms Aspley</p>
8.1	PATIENTS STORY	
	<p>Ms Maria Docherty, Director of Nursing and Care, provided an overview of a recent event which, following partner feedback of a potential delay in treatment, was escalated to an Adverse Event Review. In addition, Duty of Candour was also applied. Ms Docherty noted the recommendations that were made following the Review and the steps being taken to implement the learning following this.</p> <p>Dr Cheyne thanked Ms Docherty for the overview and wished to express sympathy on behalf of the Board to the family of the individual concerned and noted thanks to the family for allowing Ms Docherty to share this.</p> <p>Ms Docherty described a recent compliment received from a service user regarding the 111 service, which was shared via Care Opinion. Ms Docherty noted that this patient's story represented an excellent example of a whole system approach to care.</p> <p>Dr Cheyne thanked Ms Docherty for the overview and wished to note his thanks on behalf of the Board to the patient for sharing their story.</p> <p><u>NOTED</u></p>	
8.2	CORPORATE RISK REGISTER	
	<p>The Board considered the paper 'Corporate Risk Register Update' [Paper No. 8.2] presented by Mr John Gebbie, Director of Finance. The overall risk profile had reduced since the last Board meeting, with six corporate risks scoring ten or above, compared with twelve previously. New risks were being considered as the strategy, KPIs and delivery plans continue to evolve and the financial impact of delivering these emerge. In addition, now that the Connect programme has concluded a refresh of potential risks shall be undertaken.</p> <p>The Board were content to note the risks presented and were assured by the risk management processes in place.</p> <p><u>NOTED</u></p>	
9.1	NHS 24 CORPORATE STRATEGY DEVELOPMENT UPDATE	
	<p>The Board considered the paper 'NHS 24 Corporate Strategy Development Update' [Paper No. 9.1] presented by Ms Steph Phillips, Director of Transformation, Strategy, Planning & Performance. The paper provided an update on the development of the new NHS 24 Corporate Strategy and the revised timescales to conclude development of the Strategy. The update had been presented to the Planning and Performance Committee and final drafting was underway, with the aim to circulate this for consultation by the end of March, with further discussion at the</p>	

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	<p>Board meeting on 25 May. This process was running concurrently with the development of the Annual Delivery Plan, and guidance from Scottish Government regarding the ADP was expected imminently.</p> <p>Dr Cheyne thanked Ms Phillips for the update. There were no comments or questions raised.</p> <p>In summary, the Board were content to note the update on the development of the new Strategy and timescale for delivery aligned to the anticipated commission from Scottish Government for a medium-term plan and the internal NHS 24 SPRA process.</p> <p><u>NOTED</u></p>	
<p>9.2</p>	<p>NHS 24 EQUALITY AND MAINSTREAMING REPORT 2023</p>	
	<p>The Board considered the paper ‘NHS 24 Equality Mainstreaming Report 2023’ [Paper No.9.2] presented by the Director of Transformation, Strategy, Planning & Performance, Ms Steph Phillips. The paper sought approval of the contents of the draft NHS 24 Equality Mainstreaming Report 2023 and Workforce Data Report 2023, prior to publication of these in April. Ms Phillips confirmed that, following feedback received, an Executive Summary of the report would be drafted ahead of publication.</p> <p>Dr Cheyne thanked Ms Phillips for the update and invited comments and questions from members.</p> <p>Discussion took place regarding how staff would be informed of the main findings within the report, and Ms Aspley agreed to take this forward.</p> <p>In summary, the Board were content to approve the publication of the NHS 24 Equality Mainstreaming Report and the Workforce Data Report 2023, with the addition of an Executive Summary overview.</p> <p><u>APPROVED</u></p>	<p>Ms Aspley</p>
<p>10.1</p>	<p>CORPORATE PERFORMANCE REPORT</p>	
	<p>The Board considered the paper ‘Corporate Performance Report January 2023’ [Paper No. 10.1] presented by Ms Steph Phillips, Director of Transformation, Strategy, Planning & Performance. The paper provided assurance on the quality and performance of services provided for the period ended 31 January 2023. Ms Phillips highlighted that demand to 111 service decreased in January, and notably dropped after the week of the public holidays. Performance had improved significantly compared with December 2022.</p> <p>Dr Cheyne thanked Ms Phillips for the update and invited comments and questions from members.</p> <p>In response to a question regarding the improvement in attendance over January and February, Ms Phillips confirmed that this was normal seasonal fluctuation. Following a question about the recruitment of PWP’s and the number of staff required given that performance was being achieved, Ms Phillips advised that discussions with Scottish Government colleagues continued in respect of this.</p> <p>In summary, the Board were content to note the Corporate Performance Report for January 2023, and the quality and performance of services provided for the period ended 31 January 2023.</p> <p><u>NOTED</u></p>	

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10.2	FINANCIAL PERFORMANCE REPORT		
	<p>The Board considered the paper ‘M10 – Financial Performance Report’ [Paper No. 10.2] presented by Mr John Gebbie, Director of Finance. The report provided an overview of the Month 10 financial position, and the full year forecast. In Month 10, an underspend of £537k was reported, and this was largely attributable to vacancies. The full year forecast anticipated an underspend on the assumption that outstanding allocations would be received and the position in respect of savings plans was positive.</p> <p>Dr Cheyne thanked Mr Gebbie for the update and invited comments and questions.</p> <p>Members highlighted the positive financial position and thanked Mr Gebbie and the wider team for all their work to achieve this.</p> <p>In summary, the Board were content to note the Month 10 Finance Report and the financial position of NHS 24 as at 31 January 2023.</p> <p><u>NOTED</u></p>		
10.3	QUARTERLY WORKFORCE REPORT		
	<p>The Board considered the paper ‘Workforce Performance Report (Quarter 3 October to December 2022)’ [Paper No. 10.3] presented by Ms Jacqui Hepburn, Director of Workforce. The paper provided an update on areas of workforce focus for Quarter 3. Ms Hepburn provided an overview of the highlights within the report including the significant progress in respect of recruitment, the retire and return scheme, the “invite a friend” scheme, the new recruitment microsite, work with a specialist recruiter to promote recruitment amongst BAME communities, completion of the review of the mandatory training programme, and the new corporate induction programme which would commence on 1 April 2023.</p> <p>Dr Cheyne thanked Ms Hepburn for the update and invited comments and questions from members.</p> <p>Discussion took place regarding the plans in place to address the vacancies gap, the work to refresh the approach to the appraisal process, vacancies and planning assumptions, and the recruitment strategy to attract and retain employees.</p> <p>In summary, the Board were content to note the Quarterly Workforce Performance Report and were assured by the information provided that significant work was underway to improve the position.</p> <p><u>NOTED</u></p>		
10.4	NHS 24 MID YEAR REVIEW 2022/23		
	<p>The Board considered the paper ‘NHS 24 Mid-Year Review 2022/23’ [Paper No. 10.4] presented by the Board Chair. The paper provided an overview of the outcome of the NHS 24 Mid-Year Review 2022/23 which took place on 5 December 2022. The Chair provided an overview of the matters discussed including finance, workforce, the mental health hub, current performance, working from home, and winter pressures.</p> <p>In summary, the Board were content to formally note the outcome of the NHS 24 Mid-Year Review 2022/23.</p> <p><u>NOTED</u></p>		

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11.1	NHS 24 BOARD EQUALITY AND HUMAN RIGHTS SHORT LIFE WORKING GROUP REPORT		
	<p>The Board considered the paper ‘NHS 24 Board Equality and Human Rights Short-Life Working Group Summary Report and Recommendations’ [Paper No. 11.1] presented by Ms Steph Phillips, Director of Transformation, Strategy, Planning & Performance. The paper provided an overview of the final summary report of the Equality and Human Rights Short-Life Working Group, the recommendation to establish an NHS 24 Equality, Inclusion and Rights Group, and the recommended option in respect of the associated governance and reporting structure.</p> <p>Dr Cheyne thanked Ms Phillips for the report.</p> <p>In summary, the Board were content to approve the recommendation to establish an NHS 24 Equality, Inclusion and Rights Group, and approved the recommendation to accept and implement option 3 as the governance and reporting structure, with this being established as a specific, timebound Working Group of the NHS 24 Board, which would report directly to the Board, in line with the reporting timetable of the governance committees, for an initial period of 2 years and reviewed thereafter.</p> <p><u>APPROVED</u></p>		
11.2	NHS 24 BOARD AND COMMITTEE SCHEDULE OF MEETINGS 2023/24		
	<p>The Board considered the paper ‘NHS 24 Board and Committee Schedule of Meetings 2023/24’ [Paper No. 11.2] presented by Mr John Gebbie, Director of Finance. The paper sought approval of the Board and Committee Schedule of Meetings for 2023/24. Mr Gebbie noted that the Board meetings for 2023/24 would take place on the last Thursday of the month, except for the June meeting, due to the requirement to submit the Annual Report and Accounts by 30 June, and the December meeting due to the festive period. Furthermore, the Audit and Risk Committee meeting dates had been arranged to take place at least 2 weeks prior to the Board meeting to ensure sufficient preparation time. Mr Gebbie also noted that the schedule would be updated to incorporate the extraordinary meeting of the Board planned to take place on Thursday 25 May 2023.</p> <p>Dr Cheyne thanked Mr Gebbie for the report.</p> <p>In summary, the Board were content to approve the Board and Committee Schedule of Meetings for 2023/24, subject to the amendment of the Board Workshop Session planned for 25 May 2023 to a Board meeting focusing solely on the Strategy and Annual Delivery Plan.</p> <p><u>APPROVED</u></p>		
11.3	NHS 24 BOARD AND COMMITTEE WORKPLANS 2023/24		
	<p>The Board considered the paper ‘NHS 24 Board and Committee Workplans 2023/24’ [Paper No. 11.3] presented by Mr John Gebbie, Director of Finance. The paper sought approval of the draft Board and Committee Workplans for 2023/24, noting that the Workplans would continue to be shaped and developed throughout 2023/24. It was agreed that the National Services Audit Reports which had previously been presented to the Board Reserved Meeting as part of the Annual Report and Accounts process, would not require to be reviewed by the Board and as such would be presented to the Audit and Risk Committee for consideration. The Workplans would be updated to reflect this.</p> <p>Dr Cheyne thanked Mr Gebbie for the report.</p> <p>In summary, the Board were content to approve the NHS 24 Board and Committee Workplans for 2023/24, noting that these would continue to be shaped and developed throughout 2023/24.</p>		Mrs Mathew

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	<u>APPROVED</u>		
12.1	CLINICAL GOVERNANCE COMMITTEE		
	<p>The Board considered the approved minute of the Clinical Governance Committee meeting of 24 November 2022 [Paper No. 12.1a] and the Highlight Report of the meeting of 16 February 2023 [Paper No. 12.1b] and were content to note these.</p> <p>Mr Martin Togneri, Chair of the Clinical Governance Committee, provided an overview of the key topics discussed, including the Healthcare Quality Report, a presentation on Mental Health, the Clinical Risk Register, the Equalities Mainstreaming Report, and discussion on the Patient Safety and Staff Engagement Visits.</p> <p><u>NOTED</u></p>		
12.2	STAFF GOVERNANCE COMMITTEE		
	<p>The Board considered the approved minute of the Staff Governance Committee meeting 17 November 2022 [Paper No. 12.2a] and the Highlight Report of the meeting of 9 February 2023 [Paper No. 12.2b] and were content to note these.</p> <p>Mr Alan Webb, Chair of the Staff Governance Committee, provided an overview of the key topics discussed at the recent meeting including attendance management, mandatory training, and appraisals. Mr Webb noted that a Development Session of the Committee was arranged for the afternoon of 30 March 2023. Mr Kenny Woods added that discussion took place regarding the disability confident status level 3, the update from the APF and the refresh of the regional meetings, the Shift Review, and the Corporate Induction Programme.</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 1 December 2022 [Paper No. 12.3a] and the Highlight Report of the meeting of 23 February 2023 [Paper No. 12.3b] and were content to note these. Ms Carol Gillie, Chair of the Audit and Risk Committee, provided an overview of the key topics discussed at the last meeting, including the appointment of the Internal Auditors and the External Auditors, the 2023/24 Internal Audit Plan, and an update on the Blueprint for Good Governance.</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 28 November 2022 [Paper No. 12.4a] and the Highlight Report of the meeting of 13 February 2023 [Paper No. 12.4b] and were content to note these. Mr Mike McCormick, Chair of the Planning and Performance Committee.</p> <p><u>NOTED</u></p>		
12.5	INTEGRATED GOVERNANCE COMMITTEE		
	<p>The Board considered the approved minute of the Integrated Governance Committee meeting of 8 June 2022 [Paper No. 12.5a] and the Highlight Report of the meeting of 6 December 2022 [Paper No. 12.5b] and were content to note these. Dr Cheyne, Chair of the Integrated Governance Committee provided an overview of the topics discussed at the last meeting, including the discussion and agreement regarding presentation of the Corporate Risk Register to the Board to revert to the previous schedule and discussion about the level of cumulative risk.</p>		

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	<u>NOTED</u>		
13.1	NHS 24 BOARD ACTION LOG		
	The Board considered the Rolling Actions Log [Paper No. 13.1] and were content to approve the recommendation that eight actions were closed. There were no open actions ongoing.		
	<u>APPROVED</u>		
13.2	AOB		
	<u>Joint Board Meeting with NHS 24 and SAS</u>		
	Dr Cheyne noted that the rescheduled Joint Board Meeting with NHS 24 and SAS would now take place on the morning of Tuesday 28 March 2023 at Golden Jubilee Conference Hotel. All members were encouraged to attend and the agenda for the session would be circulated to members shortly.		
	There was no other business raised.		
	<u>NOTED</u>		
	DATE OF NEXT SCHEDULED MEETING		
	Thursday 27 April 2023, 10am, Boardroom, Lumina Building.		
	The meeting concluded at 12:40pm.		