

**NHS 24
BOARD MEETING**

**26 AUGUST 2019
APPROVED
ITEM 3.0**

**APPROVED MINUTES OF THE BOARD MEETING HELD
ON THURSDAY 20 JUNE 2019**

Executive Sponsor:	Chief Executive
Lead Officer/Author:	Board Governance Officer
Action Required	The Board is asked to approve the minutes as an accurate record of the discussion at the meeting held on 20 June 2019.

1 WELCOME & APOLOGIES

ACTION

Members

Ms Esther Roberton	Chair
Ms Angiolina Foster	Chief Executive
Ms Margo McGurk	Director of Finance and Performance
Dr Laura Ryan	Medical Director
Mr Mike McCormick	Non Executive
Mr Martin Togneri	Non Executive
Mr Eddie Docherty	Director of Nursing and Care
Mr Graham Revie	Non Executive
Mr Albert Tait	Non Executive
Dr Juliana Butler	Non Executive
Mr Alan Webb	Non Executive
Ms Madeline Smith	Non Executive
Mr John Glennie	Non Executive

In Attendance

Ms Steph Phillips	Director of Service Delivery
Ms Ann Marie Gallacher	Chief Information Officer
Ms Lynne Huckerby	Director of Service Development
Mr David Miller	Director of Workforce
Ms Pauline Simpson	Board Governance Officer
Ms Suzy Aspley	Head of Communications
Paula Speirs	Associate Director of Planning and Performance
Damien Snedden	Deputy Director of Finance
Lynne Kane	Facilities Manager (Item 11.7)
Arlene Campbell	Head of Stakeholder Engagement (Observer)
Ms Cheryl Glancy	Planning Manager (Observer)
Margaret Totten	Public Partnership Forum Member (Observer)
Jane Turner	Public Partnership Forum Member (Observer)

Apologies

None

ACTION

1.1 Ms Robertson opened the meeting and formally welcomed Ms Speirs and Mr Snedden to their first formal Board meeting since joining the organisation. In addition, she welcomed Ms Campbell, Ms Glancy, Ms Turner and Ms Totten as observers.

2 DECLARATION OF INTERESTS

2.1 Ms Smith declared that she has joined the Board of the Digital Health Institute. This declaration will be added to the Register of Interest and republished on the external website.

Ms Simpson

3 MINUTES OF PREVIOUS MEETING

3.1 The Board reviewed and approved the minutes of the Board meeting held on 11 April 2019.

3.2 Ms Smith made an amendment to point 2.2, and added that she is 'supervisor of his masters'.

Ms Simpson

4 MATTERS ARISING

4.1 There were no matters arising raised.

5 NOTES OF ANY OTHER BUSINESS

5.1 There were no notes of any other business declared.

6 NHS 24 ANNUAL REPORT AND ACCOUNTS 2018/19

6.1 Annual Audit and Risk Committee Assurance Statement

6.1.1 Mr Tait as Chair of the Audit and Risk Committee advised the Board that the Committee had undertaken a thorough formal review of the Annual Report and Accounts and supporting audit and assurance reports. He advised that the Committee recommends that the NHS 24 Board approve the Annual Report and Accounts and the signing of the Performance Report and the Accountability Report by the Chief Executive and the Statement of the Financial Position by the Chief Executive and the Director of Finance.

6.1.2 Mr Tait explained the key points within the Assurance Statement. He advised that with regard to the financial statements, the Director of Finance and Performance explained key aspects within the Annual Report and Accounts. This included a detailed review of the outturn financial position and an explanation of key variances between 2017/18 and 2018/19.

6.1.3 Mr Tait noted that the Annual Reports from both External and Internal audit were very positive.

6.1.4 Mr Tait thanked the Executive Management Team and the wider support teams for all their efforts and hard work during 2018/19.

6.1.5 The Board noted the report for assurance.

ACTION

6.2 Annual Internal and External Governance Reports

6.2.1 Audit and Risk Committee Annual Report 2018/19

6.2.1.1 Mr Tait presented the Audit and Risk Committee Annual Report 2018/19, on behalf of the Committee and highlighted the key areas.

6.2.1.2 The Board noted the report for assurance.

6.2.2 Finance and Performance Committee Annual Report 2018/19

6.2.2.1 Mr McCormick presented the Finance and Performance Committee Annual Report 2018/19 on behalf of the Committee and highlighted the key areas.

The Board noted the report for assurance.

6.2.2.2

6.2.3 Clinical Governance Committee Annual Report 2018/19

6.2.3.1 Ms Smith presented the report and advised that there was a late update to the report. She noted that the last three bullet points at item 8.1 have been added.

6.2.3.2 Mr Revie advised that he would like the new clinical supervision model to be explicitly mentioned within the report. The Board agreed, and Ms Smith agreed to amend.

Ms Smith

6.2.3.3 The Board noted the report for assurance.

6.2.4 Staff Governance Committee Annual Report 2018/19

6.2.4.1 Mr Glennie presented the report and noted the key activities and priorities for the year, as outlined within the report.

6.2.4.2 The Board noted the report for assurance.

6.2.4.1 Remuneration Committee Annual Report 2018/19

6.2.4.1.1 Mr Togneri presented the report and advised that, as it is a sub-Committee of the Staff Governance Committee, this report should be for noting, rather than assurance. Ms Simpson undertook to make the change on the agenda and paper prior to uploading to the NHS 24 website.

Ms Simpson

6.2.4.1.2 Mr Tongeri noted that the formal report was approved virtually by the Staff Governance Committee, as the report was not available to present to the 16 May 2019 meeting.

6.2.4.1.3 Mr Togneri advised that a summary of this report has also been added to the Staff Governance Committee Annual Report 2018/19 following this meeting.

6.2.4.1.4 Mr Togneri explained the key areas the Committee has focused on this year and the priorities for the year ahead. He confirmed that the Committee

performed scrutiny, taking account of the external guidance, standards and legislation.

6.2.4.1.5 The Board noted the report.

6.2.5 Risk Management Annual Report 2018/19

6.2.5.1 Ms McGurk presented the report and highlighted the key points. She specifically referred to the significant improvements to Risk Management governance outlined within section three of the report. In addition, the Board refreshed the risk appetite statement it in 2018/19, linking it more directly to the Strategic Objectives.

6.2.5.2 The Board discussed and agreed the following points:

- With reference to Risk Appetite, change the word 'revised' to 'reviewed'.
- In the "Year to Come", work will continue on strengthening alignment between reporting and escalation of programme risks onto the Corporate Risk Register.
- In addition, move Tech Refresh from Year 3-5 timeline to focus and act on it in Years 1-3, reflecting current activity.
- Figure two on page five is difficult to read. The Board asked that this format is not used in future reports.

6.2.5.3 The Board approved the Risk Management Annual Report 2018/19.

Ms McGurk

6.3 External Audit Annual Report 2018/19 to NHS 24 Board

6.3.1 Ms Foster presented the External Audit Report 2018/19 and noted that it highlights good progress, which provides a platform for the challenging times ahead.

6.3.2 Mr Tait noted the improvements made in performance management and engagement.

6.3.3 Ms Foster highlighted the positive findings around openness and transparency and under value for money, specifically with reference to the In-Hours General Practitioner (GP) triage case study.

6.3.4 The Board noted the report for assurance.

6.4 Internal Audit Annual Report 2018/19 to NHS 24 Board

6.4.1 Ms McGurk presented the Internal Audit Report 2018/19 and highlighted the audit opinion outlined on page four.

6.4.2 The Board noted the report for assurance.

6.5 Annual Report to Scottish Government – Reporting of Significant Issues

6.5.1 Mr Tait presented the Annual Report to Scottish Government – Reporting of Significant Issues report to the Board, and highlighted the governance

statement at annex C.

6.5.2 The Board approved the report.

6.6 NHS 24 Annual Report and Accounts 2018/19 (Restricted until laid before Parliament)

6.6.1 Ms McGurk presented the Annual Report and Accounts 2018/19 and advised that they are restricted until laid before parliament, which is usually September or October. She advised that Audit and Risk Committee provided thorough scrutiny on the Annual Report and Accounts 2018/19 on 30 May 2019.

6.6.2 Ms Robertson thanked Mr Iain Adams, Mr Snedden and the team on behalf of the Board for their help in preparing the accounts.

6.6.3 Ms McGurk guided the Board through the key points.

6.6.4 Ms McGurk asked the Board to note the Statement of Comprehensive Net Expenditure, and highlighted the significant drop in overall expenditure in the year that has closed, compared with the previous year. She advised that the main reason for this is that in 2017/18 there were double running costs and implementation costs, which did not apply in 2018/19. Furthermore, a significant brokerage payment of £6.8m was also made.

6.6.5 The Board reviewed the Annual Report and Accounts 2018/19 in detail and noted the following points:

- Review when Ms Susan Dunn left the organisation and add her as a Non-Executive Director this year, if applicable.
- Correct minor formatting issues and acronyms.
- It was noted that sickness absence has not been explicitly mentioned under key risks and issues on page three. The Board noted however, that reference to attendance is covered in other sections.

Ms McGurk
Ms McGurk

6.6.6 The Board approved the Annual Report and Accounts 2018/19, noting the points above.

7 CHAIR'S REPORT

7.1 Ms Robertson provided an update on her activities since the Board meeting held on 11 April 2019.

- 13 May 2019 – Tayside Board Member Appointments. Ms Robertson advised that NHS Tayside did not appoint.
- Non-Executive Appraisals – various dates throughout May and June 2019
- 14 May 2019 - Home-Start Scotland Parliamentary Reception
- 20 May 2019 - Board Chairs Meeting

ACTION

- 23 May 2019 – Presented at the Festival of Ageing

7.2	Ms Robertson noted that it has been agreed to hold a joint Scottish Ambulance Service (SAS) and NHS 24 development workshop. Mr Togneri and Ms Smith are collectively drafting an agenda. Ms Speirs is leading on this and dates will be circuted in due course.	Ms Speirs
7.3	The Board noted the update.	
8	Scottish Government Annual Review Letter	
8.1	Ms Robertson presented the Scottish Government Annual Review Letter and advised that she will draft a response to the minister.	Ms Robertson
8.2	The Board noted the Scottish Government Annual Review Letter.	
9	Executive Report to the Board	
9.1	Ms Foster presented the Executive Report to the Board.	
9.2	Discussion took place around the implementation of the shift review.	
9.3	The Board noted the report for assurance.	
10	QUALITY & SAFETY	
10.1	Patient Stories	
10.1.1	Mr Docherty explained the circumstances of a recent complaint and those of a recent compliment, which the Board discussed in detail.	
10.1.2	The Board noted and took assurance from the updates provided.	
10.2	Service Quality Report	
10.2.1	Ms McGurk presented the Service Quality Report.	
10.2.2	Ms Butler queried the low webchat numbers. Ms Huckerby advised that the webchat is a pilot with Breathing Space. Mr McCormick asked that texting is included within the report and diagram to make it clear that texting is used for queue management. Mr Togneri asked for a further breakdown of the 4.5m visits to NHS Inform in April.	Ms McGurk Ms Huckerby
10.2.3	Discussion took place around sickness absence targets as detailed at point eight within the report. It was agreed that the language used should be amended to make it clear that the targets are milestones.	Ms McGurk
10.2.4	Mr McCormick suggested that it would be helpful intermittently to have a graph that showed the survey results in a way that allowed the reader to compare month to month for a full year of results. In addition, he would welcome further annotation on the graphs to explain how we plan to	

	address any performance issues.	<u>ACTION</u> Ms McGurk
10.2.5	The Board noted the content of the paper, for assurance.	
10.3	Corporate Risk Register	
10.3.1	Ms McGurk presented the Corporate Risk Register, highlighting the key points.	
10.3.2	Discussion took place around risk (RPND/030603) relating to patient journey. It was agreed that the Clinical Governance Committee and the Performance and Planning Committee would review this matter in more detail.	Ms McGurk/ Mr Docherty
10.3.3	It was agreed that the report should be amended to note 'at 31 March 2019'.	Ms McGurk
10.3.4	The Board approved the Corporate Risk Register.	
11	STRATEGIC PLANNING & DEVELOPMENT	
11.1	SPRA 2019/20 Bi-Monthly Review Process	
11.1.1	Ms McGurk presented the SPRA 2019/20 Bi-Monthly Review Process and advised that it should be for approval, not assurance as the paper and agenda state.	Ms McGurk
11.1.2	Ms McGurk confirmed that the Planning and Performance Committee approved this paper on 15 May 2019.	
11.1.3	Mr Tait suggested that this should be a topic for Internal Audit to review. Ms McGurk advised that it would be most beneficial at the end of this financial year, or the beginning of next.	Ms McGurk/ Planning Team
11.1.4	The Board approved the SPRA 2019/20 Bi-monthly Review Process, pending the Audit and Risk Committee review on 8 August 2019.	
11.2	Strategic Planning Approach - June 2019	
11.2.1	Ms Speirs presented the Strategic Planning Approach report and advised that the purpose is to strengthen the current Strategic Planning Resource Allocation (SPRA) arrangements.	
11.2.2	Ms Speirs noted that the Strategy was approved by the Board in June 2017, and advised that as part of the SPRA review process, there is a mid-year review process around September 2019. She added that the Strategy review will validate organisational objectives and inform the SPRA process.	
11.2.3	The Board discussed and agreed that instead of an annual refresh of the Strategy, as previously agreed, a mid-point review of the Strategy should take place. It was noted that the Annual Operating Plan (AOP) reflects the system-wide context within which NHS 24 operates and describes how our	

current strategy aligns with that.

11.2.4 Ms Speirs also updated the Board that, as set out in the AOP, work is underway on our objective to develop our Business Intelligence capability, including work to enhance our analytics capability.

11.2.5 The Board noted the report for assurance.

11.3 Technology Transformation Programme – Outline Business Case Framework

11.3.1 Ms Gallacher presented the Technical Transformation Programme update to the Board and welcomed any comments.

11.3.2 Mr Glennie raised concerns around the short timeframe outlined, and advised that it would need to be actioned by 8 August 2019, to allow submission to the Planning and Performance Committee. Ms Gallacher confirmed that she is comfortable with the timeframe, and noted the considerable amount of work and effort put into achieving this to date.

11.3.3 Ms Smith suggested that the investment objectives outlined at point 2.2, could be listed in order of priority. Ms Speirs noted that there is a session being held on Friday to weight objectives.

11.3.4 Ms Smith advised that she thinks that risk appetite should be part of the risk assessment referenced more fully in the business case. Ms Speirs agreed to include this.

Ms Speirs

11.3.5 Mr McCormick asked that previous lessons be taken into account when revising the business case.

11.3.6 The Board noted the paper for assurance.

11.4 Primary Care Reform Programme Update

11.4.1 Dr Ryan presented the Primary Care Reform Programme update and advised that it has previously been presented at all Committees as part of the new planning cycle.

11.4.2 The NHS 24 Board noted the report for assurance.

11.5 Mental Health Redesign Development Update

11.5.1 Ms Phillips presented the update and advised that the programme is aligned to the Scottish Government's Mental Health Strategy. This was previously presented to the Planning and Performance Committee.

11.5.2 The Board formally acknowledged Ms Paula Shiels's considerable contribution to this programme during her time with the organisation.

11.5.3 The Board noted the update for assurance.

11.6 Estates Strategy Outline Business Case Framework

- 11.6.1 Mr Miller presented the Estates Strategy Outline Business Case Framework and provided a verbal update of the key points within the paper.
- 11.6.2 Ms Smith queried if the business case will be a joint one with the Golden Jubilee Foundation. Ms McGurk advised that this is a significant opportunity to review the broader estates infrastructure to support the organisation, and thinks that a separate business case is required. However, in terms of funding, she advised that we will link with the elective centres business case.
- 11.6.3 Ms Foster confirmed that a date for leaving would not be confirmed until all risks are mitigated.
- 11.6.4 Mr Togneri asked if we have a Notice to Quit. Ms Foster confirmed that it has been requested but not yet received.
- 11.6.5 Mr Revie noted that Staffside have been fully engaged throughout the process, and three Staffside are members of the Estates Programme Group. Mr Glennie asked that this is made explicit within the next paper.
- 11.6.6 The Board noted the report for assurance.

11.7 Property and Asset Management Strategy (PAMS)

- 11.7.1 Ms McGurk presented the Property and Asset Management report and advised that it was presented to the Planning and Performance Committee on 15 May 2019, and a draft was submitted to Scottish Government in May 2019.
- 11.7.2 The Board approved the Property and Asset Management report.

11.8 Stakeholder Engagement Framework

- 11.8.1 Ms Huckerby presented the Stakeholder Engagement Framework and confirmed it is aligned with the Strategy and Annual Operating Plan and has been refreshed in partnership with internal and external stakeholders and the Communications Team.
- 11.8.2 Mr Togneri advised that he expected more detail on stakeholders, such as who they are, why we are engaging with them etc. Ms Huckerby advised that this information will be outlined within the delivery plan, and confirmed that this document outlines the strategic approach.
- 11.8.3 Discussion took place on whether staff should be classified as stakeholders. It was agreed that staff are key stakeholders, and should be included.
- 11.8.4 The Board approved the Stakeholder Engagement Framework.

11.9 Communications Delivery Plan

ACTION

- 11.9.1 Ms Aspley presented the Communications Delivery Plan and advised that it be fully aligned to the Executive Team objectives and Strategic Planning Resource Allocation funding.
- 11.9.2 Ms Aspley thanked Ms Butler for her help with development of the plan.
- 11.9.3 Mr Togneri suggested, and the Board agreed that this item should also go to the Planning and Performance Committee in addition to the Staff Governance Committee.
- 11.9.4 Discussion took place around marketing of our mainstream services. Ms Phillips noted that there was marketing done around the services the organisation provides, to enable more public awareness and understanding of our services. In addition, Ms Aspley noted that there was an advertising campaign around signposting people to the right place. Mr Togneri stated that he thinks information on what we are doing and why should be added to the plan.
- 11.9.5 Mr Glennie noted that staff appear very appreciative of the internal communications.
- 11.9.6 The Board noted the report for assurance.

**Ms Aspley/
Planning
Team**

Ms Aspley

12 PERFORMANCE

12.1 Financial Performance Report

- 12.1.1 Mr Snedden presented the report and advised of an underspend of £0.1m for the period ending 31 May 2019 and a forecast breakeven position for the 2019/20 financial year.
- 12.1.2 Mr Snedden highlighted the increase in pay and pension costs as a result of a change to the Agenda for Change (AfC) as described at point 3.4/3.5. He advised that Scottish Government have advised Boards to assume the costs will be funded.
- 12.1.3 The Board noted the report for assurance.

12.2 Workforce Performance Report

- 12.2.1 Mr Miller presented the Workforce Performance Report and highlighted the key points, specifically around recruitment and retention as outlined at point four within the report. He advised that the organisation is on a downward trend of turnover.
- 12.2.2 Mr Miller advised that the table at point 4.7 is incorrect and will correct this prior to the paper being uploaded to the NHS 24 website.
- 12.2.3 Discussion took place on the annual clinical refresher modules at point 4.22 of the report. It was agreed that the Clinical Governance Committee should include this on their agenda.

Mr Miller

**Mr Miller
/Planning**

12.2.4 The Board noted the report for approval.

12.3 NHS 24 Draft response to Sturrock Report on NHS Highland

12.3.1 Mr Miller presented the draft response to the Sturrock report on NHS Highland.

12.3.2 Mr McCormick asked that at point 3.1 of the report, the members of the partnership who developed it be made explicit.

Mr Miller

12.3.3 The Board approved the report.

13 BOARD STANDING COMMITTEES

13.1 Clinical Governance Committee

13.1.1 Ms Smith presented the approved minute of 26 March 2019 and highlight report of 10 May 2019.

13.1.2 The Board noted the minute and highlight report for assurance.

13.2 Staff Governance Committee

13.2.1 Mr Glennie presented the approved minute of 28 March 2019 and highlight report of 16 May 2019.

13.2.2 The Board noted the minute and highlight report for assurance.

13.3 Audit and Risk Committee

13.3.1 Mr Togneri presented the minute of 21 March 2019 and Mr Tait presented the highlight report of 30 May 2019.

13.3.2 The Board noted the minute and highlight report for assurance.

13.4 Finance and Performance Committee

13.4.1 Mr McCormick presented the minute from 11 March 2019 and highlight report from 15 May 2019.

13.4.2 The Board noted the minute and highlight report for assurance.

14 Action Log

14.1 The Board reviewed the action log and confirmed closure of all actions recommended for closure. In addition, it was agreed that action 658 should be closed.

14.2 The Board approved the action log.

15 Any Other Business

- 15.1 Change of August 2019 and February 2020 Board Meeting dates
It was agreed that the August 2019 and February 2020 Board meetings need to be later in the month to ensure they fall in line with the new planning cycle to ensure the appropriate committee scrutiny in advance of Board discussion. It is suggested that the 8 August 2019 Board date is swapped with the Audit and Risk Committee, which is currently on 26 August 2019. It is suggested that the 13 February 2020 date is swapped with the Staff Governance Committee on 25 February 2020. Ms Simpson will be in touch to obtain availability from members/attendees and confirm any change of dates.

16 Date of Next Meeting

- 16.1 The Chair confirmed the next NHS 24 Board meeting is on Monday 26 August 2019, Clyde Contact Centre, Boardroom.
- 16.2 The meeting was closed.