

**NHS 24  
BOARD MEETING**

**27 AUGUST 2020  
ITEM 3  
FOR APPROVAL**

**APPROVED MINUTES OF THE BOARD MEETING HELD  
ON THURSDAY 18 JUNE 2020**

<b>Executive Sponsor:</b>	Chief Executive
<b>Lead Officer/Author:</b>	Board Governance Officer
<b>Action Required</b>	The Board is asked to approve the minutes as an accurate record of the discussion at the meeting held on 18 June 2020.

**1 Welcome & Apologies**

**Members**

Dr Martin Cheyne	Board Chair
Ms Madeline Smith	Vice Chair (Teams)
Mr Martin Togneri	Non-Executive (Teams)
Mr Albert Tait	Non-Executive (Teams)
Mr John Glennie	Non-Executive (Teams)
Mr Mike McCormick	Non-Executive (Teams)
Mr Alan Webb	Non-Executive(Teams)
Ms Liz Mallinson	Non-Executive (Teams)
Ms Anne Gibson	Non-Executive (Teams)
Mr Graham Revie	Non-Executive (Teams)
Ms Angiolina Foster	Chief Executive
Dr Laura Ryan	Medical Director
Ms Maria Docherty	Director of Nursing and Care
Mr John Gebbie	Director of Finance

**In Attendance**

Ms Steph Phillips	Director of Service Delivery
Ms Ann Marie Gallacher	Chief Information Officer
Mr Dorothy Wright	Director of Workforce
Ms Lynne Huckerby	Director of Service Development
Ms Suzy Aspley	Head of Communications
Ms Paula Speirs	Associate Director of Planning & Performance
Ms Yvonne Kerr	Board Governance Officer
Mr Kevin McMahan	Head of Risk & Resilience (Item 9.1 & 9.2)

**Apologies**

No Apologies noted

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- 1.1 The Chair opened the meeting and welcomed all members. There were no apologies noted.

The Chair noted a Reserved session of the Board was held today in private to consider areas of commercial sensitivity. A Reserved session was also held in private on 8 June to consider matters relating emergency measures within Estates due to Covid-19.

## 2 DECLARATION OF INTERESTS

- 2.1 Ms Smith and Mr Togneri's standing declaration as Non-Executive Board members at the Scottish Ambulance Service (SAS) was noted.

## 3 MINUTES OF PREVIOUS MEETING

- 3.1 The Board reviewed and approved the minutes of the Board meeting held on 14 May 2020.

## 4 MATTERS ARISING

4. There were no matters arising raised.

## 5 NOTES OF ANY OTHER BUSINESS

- 5.1 There were no notes of any other business.

## 6 CHAIR'S REPORT

- 6.1 Dr Cheyne provided an update on his activities since April 2020.

## 7. Executive Report to the Board

- 7.1 The Chief Executive introduced the report to the Board, highlighting key points.

### **NHS 24 Change Portfolio**

- 7.1.1 The Chief Executive noted the emergent activity in relation to the redesign of Unscheduled Care Pathway, the Estates Strategy and the Connect Programme would together represent a very significant level of change within the organisation.

### **ICT Review**

- 7.1.2 This was commissioned to ensure NHS 24 had the capability and capacity to deliver the Connect Programme. Although no formal report has yet been received, the high level findings are now available. The Chief Executive confirmed the formal report will go through the relevant Governance Committees.

**Expansion of Mental Health Services**

7.1.3 Ms Gibson queried the short term nature of the posts and the impact on Service Delivery and future planning. Ms Docherty advised the current post is due to end in July although discussions are underway to review capacity.

Ms Smith noted Mental Health will be discussed in detail at the next Clinical Governance Committee.

**Dentistry**

7.1.4 Ms Phillips noted the redeployment of Dentists during COVID-19 has been valuable. The Chair suggested a formal thank you to all staff who were redeployed to NHS 24 during COVID. Ms Huckerby confirmed this is currently being coordinated by the Service Development Directorate. This will be formally recorded at a future Board Meeting.

**Ms  
Huckerby**

7.1.5 The Board noted the report for assurance.

**8 QUALITY & SAFETY**

**8.1 Patient Stories**

8.1.1 Ms Docherty explained the circumstances of a recent complaint and the associated learning.

8.1.2 Ms Docherty explained a recent compliment in relation to positive feedback on the service delivered by NHS 24 staff. This compliment can be viewed on Care Opinion. Ms Docherty agreed to share the link with the Board.

**Ms  
Docherty**

8.1.3 The Board would like to formally express their thanks to the family for sharing their story on Care Opinion. Ms Docherty will feed this back to the family.

**Ms  
Docherty**

8.1.4 The Board noted and took assurance from the updates provided.

**8.2 Service Quality Report**

8.2.1 Ms Huckerby introduced the report to the Board noting the report period is to 31 May 2020. Ms Huckerby advised this is a consolidated report due to COVID-19.

8.2.2 Ms Speirs noted the distribution of a weekly report during COVID-19 to all Board members providing additional detail not contained within this report. Ms Speirs also confirmed performance reporting will return to normal for the August meeting.

8.2.3 The Chair thanked Ms Speirs for the weekly updates and asked Board members if they would like the weekly updates to continue. The Chair suggested stepping down these updates as the systems are more stable. The Board unanimously agreed to halt the updates.

8.2.4 Ms Smith noted that the next Board meeting is not until August and suggested a monthly summary in July. Ms Speirs suggested distribution of this the first week in August to capture the information for the full month of July.

**Ms Speirs**

8.2.5 The Board noted the report for assurance.

## **9 GOVERNANCE**

### **9.1 Corporate Risk Register**

- 9.1.1 Dr Ryan introduced the Risk Register to the Board and Mr McMahon provided the details.
- 9.1.2 Mr McMahon advised all risks were discussed in detail at the recent Audit and Risk Committee held in June.
- 9.1.3 The Risk Management Strategy will be presented to the Audit and Risk Committee in August and then to the Board. With regards to COVID-19, further work on strategic risks will continue. This will be aligned to the Recover, Respond, Renew (RRR) work, Mobilisation Plan and the Strategy Refresh. A strategic risk register will be presented to the next Board for assurance.
- 9.1.4 Mr McMahon confirmed that as we exit the COVID-19 pandemic, some risk scores should reduce.
- 9.1.5 Ms Smith asked for clarity on the risk relating to prescribing and whether this is a capacity or capability issue. Dr Ryan confirmed capacity is the issue and this will be expanded. She assured the Board a technical solution is in place to address this.
- 9.1.6 The Board noted the Risk Register for assurance.

### **9.2 Risk Appetite**

- 9.2.1 Dr Ryan introduced the Risk Appetite and Mr McMahon provided the update.
- 9.2.2 Mr McMahon confirmed this has previously been to the Development session held in January and again in May due to the change in landscape. Comments received from the Audit and Risk Committee asked for Stakeholder Engagement and Reputation to be separated. This has now been completed. The narrative in the last paragraph to be reviewed. **Mr McMahon**
- 9.2.3 The Board noted the Risk Appetite for assurance.

### **9.3 Corporate Governance Framework: Model Standing Orders**

- 9.3.1 Ms Huckerby introduced the report to the Board, noting a review of Standing Orders has been completed to align with the Scottish Government New Model of Standing Orders. The Corporate Governance Framework will be updated to reflect the changes and will be reviewed by the Audit and Risk Committee. **Ms Speirs**
- 9.3.2 Ms Speirs advised work is ongoing with Scottish Government to standardise Terms of Reference for all Committees across the NHS.
- 9.3.3 The Model Standing Orders have been discussed at the Audit and Risk Committee and noted there is optional text in relation to a "Consent Agenda". Ms Speirs explained this will separate items for discussion and for approval to make

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the best use of the Board's meeting time. This will be discussed in detail at the Integrated Governance Committee followed by further discussion at a future Board Workshop.

9.3.4 Ms Speirs noted National work on active governance. The Chair confirmed this approach.

9.3.5 Mr Glennie advised the quorum for Staff Governance Committee may be different to other Committees. This will be reviewed and updated if required.

**Ms Speirs**

9.3.6 The Chair confirmed the New Model Standing Orders are a minimum requirement from Scottish Government.

9.3.7 The Board approved the amendments to the Standing Orders.

### **9.4 Whistleblowing Standards**

9.4.1 Ms Wright introduced the report noting Ms Docherty and Ms Mallinson had also contributed.

9.4.2 Ms Wright noted the report provides an overview of the distinction between business as usual and whistleblowing.

9.4.3 In March 2020 the Scottish Government paused the introduction of the Independent National Whistleblowing Officer (INWO) role and the Whistleblowing Standards. NHS 24 are currently working to the planned timetable of July 2020 in readiness for when this restarts. A Short Life Working Group has been established to take this forward.

9.4.4 Ms Mallinson confirmed no progress report has yet been requested by Scottish Government however, progress to date will be provided informally.

9.4.5 Ms Docherty confirmed the values of the organisation will be embedded within the Short Life Working Group. Update to be provided at a future Board meeting once the guidelines have been issued.

**Ms Wright**

9.4.6 The Board noted the Whistleblowing Standards for assurance.

### **9.5 Integrated Governance Committee: Terms of Reference**

9.5.1 Ms Huckerby introduced the Terms of Reference to the Board noting this Committee becomes a formal Committee of the Board. The Committee will discuss items of common governance interest.

9.5.2 Ms Smith asked that the existence and role of the predecessor Integrated Governance Group be included in the Terms of Reference. The first meeting of the Committee will be held on 29 June 2020.

**Ms Huckerby**

9.5.3 The Board approved the Terms of Reference after the amendment.

## **10 STRATEGIC PLANNING AND DEVELOPMENT**

### **10.1 Communications Delivery Plan**

10.1.1 Ms Aspley introduced the plan to the Board for assurance.

10.1.2 To date all actions are on target to be delivered, although coronavirus has resulted in the suspension of some activity. Work is underway on the Communications Plan for 2020/21 which will align with the Executive Management Team Objectives and will be presented at the next Board meeting.

**Ms Aspley**

10.1.3 The Chair acknowledged the good work from Communications team, noting it has been consistent and purposeful throughout COVID-19.

10.1.4 The Board noted the plan for assurance.

## **11 PERFORMANCE**

### **11.1 Financial Performance Report**

11.1.1 Mr Gebbie presented the report to the Board for assurance, noting key highlights.

11.1.2 Mr Gebbie confirmed the year to date position at the end of May 2020 will be an overspend of £0.01m, following receipt of COVID funding from the Scottish Government. This has not yet been confirmed although it is expected in the next few days.

11.1.3 There is confidence that the internal processes to approve and monitor COVID-19 spend are reasonable. Mr Gebbie noted that to provide assurance there will be a peer review across the National Boards and an agreement with Internal Audit to revise this year's plan to utilise some time to review the COVID-19 processes.

11.1.4 Mr Gebbie confirmed the Annual Accounts process is going well, noting year end will show an underspend of £0.098m which will be carried forward to next year.

11.1.5 The Board noted the report for assurance.

### **11.2 Workforce Performance Report**

11.2.1 Ms Wright presented the Workforce Performance Report and invited any questions.

11.2.2 Ms Smith asked if there is confidence that the organisation will achieve the required level of recruitment. Ms Wright acknowledged potential challenges.

11.2.3 Ms Smith also asked for clarification on the secondees as reported. Ms Phillips confirmed clinical supervision remains a challenge if there is another spike in demand as seconded Dentists, Pharmacist and GP's have now returned to their substantive posts.

11.2.4 The Board noted the report for assurance.

## **12 BOARD STANDING COMMITTEES**

### **12.1 Clinical Governance Committee**

12.1.1 Ms Smith presented the highlight report from 19 May 2020 and the approved minute from 11 February 2020.

12.1.2 The Board noted the reports for assurance.

### **12.2 Staff Governance Committee**

12.2.1 Mr Glennie presented the highlight report from 20 May 2020 and the approved minute from 13 February 2020.

12.2.2 The Board noted the reports for assurance.

### **12.3 Audit and Risk Committee**

12.3.1 Mr Tait presented the highlight report from 4 June 2020 and the approved minute from 17 February 2020.

12.3.2 The Board noted the reports for assurance.

### **12.4 Planning and Performance Committee**

12.4.1 Mr McCormick presented the highlight report from 22 May 2020 and the approved minute from 10 February 2020.

12.4.2 The Board noted the reports for assurance.

## **13 Action Log**

13.1 The Board reviewed the action log and confirmed closure of all actions recommended for closure with the exception of action 725 which will remain open until the next meeting in August.

13.1.1 The Board approved the action log.

## **14 2020/21 Board and Committee Dates**

14.1 The Board approved the scheduled dates noting some amendments had been made.

Ms Smith noted a clash with the August and November dates for Planning and Performance.

**Ms Kerr**

## **15 Any Other Business**

15.1 There was no other business for discussion.

**16 Date of Next Meeting**

16.1 The Chair confirmed the next NHS 24 Board meeting is on Thursday 27 August 2020, Teams/TBC

16.2 The meeting was closed.