

**NHS 24
BOARD MEETING**

**8 OCTOBER 2020
ITEM 3
APPROVED**

**MINUTES OF THE BOARD MEETING HELD
ON THURSDAY 27 AUGUST 2020**

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 27 August 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)
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 (Teams) (Item 9.3 & 9.4 & 10.1)
Mr Damien Snedden	Deputy Director of Finance (Teams) (Item 6 only)

Apologies

Mr Graham Revie	Non-Executive
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Observer

Mr Kenny Woods	Observer
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- 1.1 The Chair opened the meeting and welcomed all members. The Chair welcomed Mr Kenny Woods as an Observer, noting Mr Woods will become Employee Director and Non-Executive Board Member from 1 October 2020.

The Board expressed their thanks to Mr Revie for his support and contribution as he stands down as Employee Director from 30 September 2020. Mr Revie has served the Board since 2008.

The Chair confirmed the Consent agenda is applied today and will be reviewed for the next Board Meeting. Mr Glennie asked for the Staff Governance Committee Highlight Report to be moved from Consent Agenda to discussion.

The Chair asked for agreement from the Board to begin Board meetings at 9.30am going forward. The Board agreed.

The Chair noted a Reserved session of the Board was held today to consider areas of commercial sensitivity.

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. Mr Glennie's declaration as a Non-Executive Board Member at Healthcare Improvement Scotland is noted as a standing declaration.

3 MINUTES OF PREVIOUS MEETING

- 3.1 The Board reviewed and approved the minutes of the Board meeting held on 18 June 2020.

4 MATTERS ARISING

4. There were no matters arising raised.

5 NOTES OF ANY OTHER BUSINESS

- 5.1 Mr Togneri asked for an update on Non-Executive Remuneration from HMRC relating to Travel Expenses. Mr Gebbie is awaiting feedback from other Health Boards and will share and discuss at the National Directors of Finance Meeting.

Mr Gebbie

6 NHS 24 ANNUAL REPORT AND ACCOUNTS 2019/20

Mr Snedden joined the meeting

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

6.1.3 The Board approved the report.

6.2 Annual Internal and External Governance Reports 2019/20

6.2.1 Audit and Risk Committee Annual Report

Mr Tait presented the Audit and Risk Committee Annual Report 2019/20, on behalf of the Committee and highlighted the key areas.

The Board approved the report.

6.2.2 Planning and Performance Annual Report

Mr McCormick presented the Planning and Performance Committee Annual Report 2019/20, on behalf of the Committee and highlighted the key areas.

Mr Togneri suggest amended narrative, to clarify that the Committee has fulfilled its remit.

Ms Speirs

After the amendment the Board approved the report.

6.2.3 Clinical Governance Committee Annual Report

Ms Smith presented the Clinical Governance Committee Annual Report 2019/20, on behalf of the Committee and highlighted the key areas.

Ms Smith suggest one minor amendment. As this is a report for 2019/20 Ms Docherty to be removed from the attendee list as she was not an employee of NHS 24 at that time.

Ms Docherty

After the amendment the Board approved the report.

6.2.4 Staff Governance Committee Annual Report

Mr Glennie presented the Staff Governance Committee Annual Report 2019/20, on behalf of the Committee and highlighted key areas.

It was noted that the Partnership Forum Nominated Representatives should be removed from the Members section and added to the Attendees section.

Ms Wright

After the amendment the Board approved the report.

6.2.5 Risk Management Annual Report

Dr Ryan presented the Risk Management Annual Report 2019/20 noting key areas. Dr Ryan confirmed the transfer of Risk Management from Finance and Performance Directorate to the Medical Directorate in March 2020.

The Board approved the report.

6.2.6 Information Governance and Security Annual Report

Ms Gallacher presented the Information Governance and Security Annual Report 2019/20 noting key areas.

The Board approved the report.

6.2.7 Procurement Annual Report

Mr Gebbie presented the Procurement Annual Report 2019/20, noting key areas.

The Board approved the report.

6.3 External Audit Annual Report 2019/20

Mr Gebbie presented the External Audit Annual Report 2019/20 noting key areas.

Mr Gebbie confirmed an unqualified opinion from Scott-Moncrieff on the annual report and annual accounts for 2019/20. It has been a challenging time due to Covid with all work completed remotely. Timescales were met ahead of the submission deadline of 30 September 2020 to Scottish Government.

Ms Smith suggested amendments to the report to reflect the specific nature of NHS 24 as the current content could apply generically for the Health Service. Mr Gebbie noted Scott-Moncrieff were reluctant to amend the report at this time although will provide context to the relevant points when presented to the Audit Committee.

The Board were content with this approach and approved the report.

6.4 Internal Audit Annual Report 2019/20

Mr Gebbie presented the Internal Audit Annual Report 2019/20 noting key areas.

Mr Gebbie confirmed that the Internal Audit opinion is one of reasonable assurance.

The Chair congratulated the Chief Executive, Executive Management Team and the wider organisation for a comprehensive and positive report. The Board expressed their appreciation.

The Board approved the Report.

6.5 Annual Report to Scottish Government: Reporting of Significant Issues

Mr Tait, Chair of Audit and Risk Committee presented the Annual Report 2019/20 noting there were no instances of major issues.

The Board approved the report.

6.6 NHS 24 Annual Report and Accounts 2019/20 (Restricted until laid before Parliament)

6.6.1 Mr Gebbie presented the Annual Report and Accounts 2019/20 and advised that they are restricted until laid before Parliament. He advised that Audit and Risk Committee provided thorough scrutiny on the Annual Report and Accounts 2019/20 on 13 August 2020.

6.6.2 The Chair thanked Mr Tait, Chair of Audit and Risk Committee, Mr Gebbie and the team on behalf of the Board for their help in preparing the accounts.

6.6.3 Mr Gebbie advised the Annual Accounts is a statutory obligation for all NHS Boards showing stewardship of resources received and the financial performance in the use of those resources.

6.6.4 The submission date for the annual accounts was extended due to Covid and is due to SGHSCD by 30 September. NHS 24 will submit their accounts by 31 August.

6.6.5 It was noted that there were changes to the requirements this year as a result of Covid-19:

- A summary Performance Report can be included instead of the usual detailed analysis – NHS chose to provide a full report.
- IFRS 16 leases – has been deferred nationally until 2021 with suggested wording from SGHSCD provided and used in the report.
- SFR30 inter Board balances – the level of tolerance was raised from £100,000 to £500,000 but had no impact on NHS 24.

6.6.6 Mr Gebbie reflected on the key risks that could have impacted on NHS 24's ability to produce the annual accounts to the agreed timetable this year. There had been a change in senior personnel since the previous year's accounts at Director and Deputy level and the impact of Covid-19 had created a new set of challenges in communicating internally and with our external audit team.

6.6.7 Mr Gebbie expressed his gratitude to the External Audit team and his finance team in helping make this year's process as seamless as possible.

6.6.8 Mr Gebbie undertook a page turn of the annual accounts highlighting the key variances from 2018/19 to 2019/20 figures:

- Staff costs had risen due to the change in pension rates from 14.9% to 20.9%; a change in scale points within the Agenda for Change pay scales; and growth in staffing requirements as a result of developments and latterly Covid-19.
- NHS 24's liabilities had increased in the year as a result of Covid-19 year end accruals and an increase in the cash balance at year end to enable payments during Covid-19.

6.6.9 Mr Gebbie concluded by thanking his predecessor, Ms Margo McGurk, for her contribution during 2019/20 to which the accounting period related.

6.6.10 The Board approved the Annual Accounts and they were signed by the Chief Executive and Director of Finance.

7. CHAIR'S REPORT

7.1 Dr Cheyne provided an update on his activities since June 2020. It was also noted the Chair and Chief Executive have been invited to attend the Health and Sport Committee in September.

7.2 The Chair advised the Annual Review 2019/20 will take place on 19 October 2020. This year, the format will be a meeting with the Chair, Chief Executive and Cabinet Secretary only.

7.3 Ms Smith asked for an update on Non-Executive Directors attending these meetings. The Chair noted it was discussed prior to Covid. The Chair will add this to the agenda of the next Board Chairs meeting for discussion.

The Chair

7.4 The Chair also advised he is participating in the Mentoring Programme to mentor potential future Non-Executives.

8. EXECUTIVE REPORT TO THE BOARD

8.1 The Chief Executive introduced the report to the Board.

Personal Development Planning and Review

8.1.1 Mr Togneri asked for clarity on the Personal Development Planning for staff. Ms Wright confirmed this will be discussed at the Executive Management meeting next week and the approach to statutory and mandatory training. Under Agenda for Change pay reform linking progression through training will be the way forward and it is important that NHS 24 are prepared when this is implemented.

8.1.2 The Board noted the report for assurance.

9 QUALITY & SAFETY

9.1 Patient Stories

9.1.1 Ms Docherty explained the circumstances of a recent complaint and the associated learning. Ms Docherty confirmed Patient Affairs have been in contact with the family who were complimentary of the handling of the complaint by NHS 24.

9.1.2 The Chair recognised the staff contribution and willingness to learn and requested that staff are thanked directly.

Ms
Docherty

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- 9.1.3 The Board would like to formally express their thanks to the family for sharing their story and wishing them well. Ms Docherty will feed this back to the family. **Ms Docherty**
- 9.1.4 Ms Docherty explained a recent letter of gratitude received from a member of staff noting the support offered from NHS 24 team.
- 9.1.5 Ms Docherty suggested further discussion on patient stories be included in the November Development Session. **Ms Kerr**
- 9.1.6 The Board noted and took assurance from the updates provided.
- 9.2 Service Quality Report**
- 9.2.1 Ms Huckerby introduced the report to the Board and Ms Speirs provided the details.
- 9.2.2 Ms Speirs confirmed the report was discussed at the recent Planning and Performance Committee noting that reporting at this time is focused on Covid.
- 9.2.3 The Performance Framework will continued to be reviewed as we expand our services. NHS 24 are in discussion with SG on a review of targets later in the year.
- 9.2.4 Ms Speirs highlighted calls resolved at first point of contact have increased since last reporting.
- 9.2.5 It was also confirmed that attendance management over the last 12 months has improved.
- 9.2.6 Mr Togneri asked if the individual learning for staff resulting from a complaint is monitored. Ms Docherty confirmed this is monitored and recorded by the Clinical Governance Delivery Team.
- 9.2.7 The Board noted the report for assurance.
- 9.3 Corporate Risk Register**
Mr McMahon joined the meeting.
- 9.3.1 Dr Ryan introduced the Risk Register to the Board and Mr McMahon provided the details.
- 9.3.2 Mr McMahon advised all risks were discussed in detail at the Audit and Risk Committee held in June and the ICT risk was discussed in detail at the recent Planning and Performance Committee, noting the level of mitigation underway.
- 9.3.3 The Board noted the Risk Register for assurance.
- 9.4 Strategic Risk Register**
- 9.4.1 Dr Ryan introduced the Risk Register and Mr McMahon provided the update.
- 9.4.2 Mr McMahon confirmed this is scheduled for further discussion at the Board Workshop in September.

9.4.3 The Board noted the Risk Register for assurance.

10 STRATEGIC PLANNING AND DEVELOPMENT

10.1 Risk Management Strategy

10.1.1 Mr McMahon introduced the Strategy to the Board for assurance.

10.1.2 Mr McMahon confirmed the Strategy was based on the Risk Maturity Review carried out by Grant Thornton. The aim is to embed Risk Management throughout the organisation. Some more work is required in this area.

10.1.3 Ms Smith suggested an amendment on page 8 of the Strategy. Mr McMahon noted this and will amend.

10.1.4 The Board noted the plan for assurance.

Mr McMahon left the meeting.

10.2 Update on Strategic Planning

10.2.1 Ms Huckerby introduced the update and Ms Speirs provided the details.

10.2.2 Ms Speirs confirmed work is ongoing at a National Level and it is important that NHS 24 have a structure in place to continue to play a key role within this work. The Strategy and Annual Operating Plan will be aligned to better strengthen and integrate strategic planning.

10.2.3 The Committee noted the update for assurance.

10.3 Change Portfolio Update

10.3.1 Ms Huckerby introduced the update to the Board noting key highlights.

10.3.2 The update provides detail of programmes that were paused or accelerated in response to Covid. The Respond, Recover and Renew programme has been stood down as the Remobilisation Plan has been submitted to SG and the outcome of the Evaluation, Assessment and Review of our response to Covid19 completed.

10.3.3 The Board were also asked to note the revised programme governance arrangements for 2020-21 which are aligned, following an organisational priorities review, to our Remobilisation Plan (Annual Operating Plan).

10.3.4 The Board noted the update for assurance.

10.4 NHS 24 Procurement Strategy

10.4.1 Mr Gebbie introduced the Strategy to the Board for approval.

**Mr
McMahon**

10.4.2 It is a legal requirement for organisations to publish their Procurement Strategies. This was presented and discussed at the Planning and Performance Committee who recommend approval by the Board.

10.4.3 The Board approved the Strategy.

10.5 Communications Strategy and Annual Delivery Plan

10.5.1 Ms Aspley presented the Strategy to the Board, noting delivery has been delayed due to Covid. This will be aligned with NHS 24's Strategy.

10.5.2 The Board approved the Strategy and Delivery Plan.

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 July 2020 is an overspend of £3.0m. If full funding is secured for Covid related expenditure and the anticipated allocations received, the year to date financial position will be an underspend of £96k. It is expected that this underspend will be used to partly offset the Covid costs, resulting in a breakeven position overall.

11.1.3 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 Wright noted the change in format of the report to cover a more appropriate level of detail and a better approach to governance for the Board and Committees. It is proposed to provide a quarterly update, noting this does not negate the levels of workforce information that is captured elsewhere.

11.2.3 The Board noted the report for assurance.

12 CONSENT AGENDA: BOARD STANDING COMMITTEES

12.1 The Board agreed all items on the Consent Agenda with the exception of the Staff Governance Highlight Report which Mr Glennie requested be moved to the main agenda for discussion.

12.2 Staff Governance Highlight Report 25 August 2020

12.2.1 Mr Glennie confirmed that the Staff Governance Committee are content with the action plan for attendance management and the proposed 2% reduction target in sickness absence rate in the next 12 month period.

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12.2.2 The Attendance Management Steering Group has been established and the Group has met three times with structured agendas, minutes, actions logs and papers. The membership is being kept under review and attendees are invited as required.

12.2.3 The Board noted the update for assurance.

13 CORPORATE GOVERNANCE MEETING DATES

13.1 2020/21 Board and Committee Dates

13.1.1 The Board approved the scheduled dates, noting that confirmation is required for the Planning and Performance Committee in November. This will be amended to Tuesday 24 November 2020. Ms Kerr

13.2 2021/22 Draft Board/Committee Dates

13.2.1 The Board approved the scheduled dates for 2021/22.

14 ACTION LOG

14.1 The Board reviewed the action log and confirmed closure of all actions recommended for closure and also confirmed closure of 724 and 725. Ms Kerr

The Board approved the action log.

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, 8 October 2020, Teams/Boardroom, Golden Jubilee.

16.2 The meeting was closed.