

NHS 24

**Minutes of the Meeting of the
NHS 24 Board
held on Thursday 31 August 2023 at 10:30am
Boardroom, Lumina Building, Ainslie Road,
Hillington, Glasgow, G52 4RU**

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 Martin Togneri
Mr Alan Webb	Ms Maria Docherty
Ms Anne Gibson	Mr David Howe
Dr Laura Ryan	

IN ATTENDANCE

Ms Ann-Marie Gallacher	..	Chief Information Officer
Dr Jacqui Hepburn	..	Deputy Chief Executive and Director of Workforce
Ms Stephanie Phillips	..	Director of Transformation, Strategy, Planning and Performance
Ms Pauline Howie	..	Director of Service Delivery
Mrs Geraldine Mathew	..	Board Secretary (Minute)
Mr Damien Snedden	..	Deputy Director of Finance
Mr Kevin McMahon	..	Head of Risk and Resilience (From Item 8.2 to Item 9.3)

		ACTION BY
01.	WELCOME, APOLOGIES AND INTRODUCTIONS	
	<p>The Chair welcomed members present to the August meeting of the NHS 24 Board. Apologies were intimated on behalf of Mr Kenny Woods and Mr John Gebbie.</p> <p>Mr Damien Snedden, Deputy Director of Finance, was in attendance on behalf of Mr John Gebbie.</p> <p>The Chair welcomed observers Ms Anne MacDougall, Chair of the Public Partnership Forum, and Ms Marnie Westwood, Head of Resourcing and Planning. The Chair also welcomed a member of the public who had joined the meeting to observe via MS Teams. As this was a Board Meeting held in public, observers were reminded that they were not permitted to participate in the meeting, and those observers on MS Teams were reminded to remain on mute throughout.</p> <p>Dr Cheyne reminded members that the closing date for expressions of interest in the Vice Chair position was today, Thursday 31 August, at 5pm. Any expressions of interest should be submitted to the Board Secretary.</p> <p>Dr Cheyne announced that Mr David Howe had accepted the role of Chair of the Planning and Performance Committee following the departure of Mr Mike McCormick when his term ends on</p>	

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		ACTION BY
	<p>31 October 2023. Mr Howe would also assume the role as co-Chair of the Strategic Delivery Group, as the Non-Executive Board member and Ms Carol Gillie had agreed to assume the role of Fraud Champion.</p> <p>Dr Cheyne noted the re-appointment of Ms Liz Mallinson as the Whistleblowing Champion. Ms Mallinson would serve a further 4-year term, commencing on 1 February 2024 to 31 January 2028.</p> <p>NOTED</p>	
02.	DECLARATIONS OF INTEREST	
	<p>The Chair invited members to declare any interests in any of the items being discussed. Mr Alan Webb declared an interest in respect of Item 10.3 – Corporate Parenting Report and United Nations Convention on the Rights of Children (UNCRC) Progress Report 2020-23 and 2023-26 Action Plan, given Mr Webb’s role as a member of The Promise Partnership Advisory Group.</p> <p>The Board were content to note Mr Webb’s declaration of interest.</p> <p>Dr Cheyne reminded all board members to ensure that any changes to their Register of Interest be notified to the Board Secretary within one month of the change occurring.</p> <p>NOTED</p>	
03.	MINUTES OF PREVIOUS MEETING OF 22 JUNE 2023	
	<p>The Committee considered the minute of the previous meeting held on Thursday 22 June 2023 [Paper No. Item 03a] and were content to approve this as a complete and accurate record.</p> <p>APPROVED</p>	
04.	MATTERS ARISING	
	<p>There were no matters arising.</p> <p>NOTED</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>NOTED</p>	
06.	CHAIR’S REPORT	
	<p>The Chair provided an overview of activities since the last meeting of 22 June 2023, and these were included as an appendix with the papers for information.</p> <p>Dr Cheyne noted that the process for the recruitment of a new Non-Executive board member was well underway. A joint process with Scottish Ambulance Service (SAS) was undertaken and interviews for the Non-Executive appointments would take place on 6 September and 5 October.</p>	

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	<p>The Board noted Dr Cheyne’s upcoming annual leave dates and that during this period, Mr Mike McCormick would undertake the role of acting Chair of NHS 24 Board.</p> <p>The Board were content to note the Chair’s Report, and the activities undertaken since the last meeting.</p> <p>NOTED</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 noted recent progress in relation to several areas of work including the virtual queue, remote clinical supervision, recruitment, the cultural alignment programme, and the relocation of the Aberdeen centre. Mr Miller also noted that work continued to monitor the prevalence of COVID-19, and clarification was being sought on how and where the COVID-19 vaccination would be offered.</p> <p>The NHS 24 Annual Review had been scheduled to take place on 29 November 2023, and options for a central venue in Edinburgh were being explored. Further information would be provided to members in due course.</p> <p>Mr Miller invited Dr Laura Ryan to provide an update on the Scottish COVID-19 Public Inquiry. Dr Ryan noted that the Preliminary Hearing had taken place on Monday 28 August, with Lord Brailsford providing an opening statement which outlined the planned format of the Inquiry which would focus on human rights and trauma informed care.</p> <p>Dr Cheyne thanked Mr Miller and Dr Ryan for the update and invited comments and questions from members.</p> <p>Questions and comments were raised with regards to the COVID-19 Public Inquiry, the virtual queue, and the vaccination programme.</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.</p> <p>NOTED</p>	
8.1	PATIENT STORIES	
	<p>Ms Maria Docherty, Director of Nursing & Care, provided an overview of a recent complaint received regarding the Interactive Voice Response (IVR). Ms Docherty assured members that colleagues within the Service Delivery Team had spoken with the patient directly, and that learning from this feedback would be considered when updating the IVR ahead of winter planning.</p> <p>Dr Cheyne thanked Ms Docherty for the overview and wished to express thanks to the patient who provided this useful feedback, and noted the improvements being made in light of this.</p> <p>Ms Docherty provided an overview of a recent compliment received regarding a service user who had called on behalf of their husband, and the call handler had picked up that the caller themselves was suffering from a life-threatening emergency. This story emphasised the critical role of the call handler and their exceptional skills and experience. A personal thanks was noted from the caller to the call handler. Dr Cheyne noted thanks on behalf of the Board to the caller for sharing their story.</p>	

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	<p>Dr Cheyne thanked Ms Docherty for the updates and wished to note thanks on behalf of the Board to patients and families who had shared their stories and experiences.</p> <p>NOTED</p>	
8.2	RISK MANAGEMENT UPDATE	
	<p>The Board considered the paper ‘Risk Management Update’ [Paper No. Item 8.2] presented by Mr Kevin McMahon, Head of Risk and Resilience. Mr McMahon provided an overview of the report and noted that six new risks had been identified, five risks had been closed, and a further five risks had reduced in score.</p> <p>Dr Cheyne thanked Mr McMahon for the update and invited comments and questions from members. There were no questions raised.</p> <p>In summary, the NHS 24 Board were content to note the report and took assurance from the Risk Management process and were content to note the Corporate Risk Register.</p> <p>NOTED</p>	
9.1	STRATEGIC PORTFOLIO UPDATE	
	<p>The Board considered the paper ‘Strategic Portfolio Update’ [Paper No. Item 9.1] presented by Ms Stephanie Phillips, Director of Transformation, Strategy, Planning & Performance. Ms Phillips provided an overview of the key points within the report including the work of the Strategic Delivery Group, the structure to deliver against the portfolios of work, and development and implementation of an agreed framework for end-to-end management of controlled and measured change.</p> <p>Dr Cheyne thanked Ms Phillips for the report and invited comments and questions from members.</p> <p>In response to a question regarding further engagement with stakeholders, Ms Phillips assured members that significant engagement with stakeholders had already taken place and there was a commitment to enhance and further build on this via sessions and workshops for the workstreams. She highlighted the importance of communication with staff and stakeholders and there was a commitment to ensure that a quality management and user-centred design approach was taken.</p> <p>A question was raised regarding the use of the term ‘self-funded’ in relation to the Digital Transformation Programme. Ms Phillips explained that this meant that the costs were significantly lower than the current position, therefore there was no intention to submit a business case to Scottish Government as this transformation would be managed within the financial envelope.</p> <p>In summary, the NHS 24 Board were content to note the progress and next steps in establishing the strategic portfolios of work identified through and aligned to the delivery of the NHS 24 Corporate Strategy and associated annual and medium-term corporate delivery plans.</p> <p>NOTED</p>	
9.2	RISK MANAGEMENT STRATEGY	
	<p>The Board considered the paper ‘Risk Management Strategy’ [Paper No. Item 9.2] presented by Mr Kevin McMahon, Head of Risk and Resilience. The paper had been presented to Audit & Risk Committee and was endorsed for approval by the NHS 24 Board. Mr McMahon noted that</p>	

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	<p>the Risk Management Strategy had been reviewed and updated to align to the NHS 24 Strategy, the Medium-Term Plan, and the Annual Delivery Plan.</p> <p>Dr Cheyne thanked Mr McMahon for the update and invited comments and questions from members.</p> <p>A query was raised regarding a grammatical issue within the Risk Management Strategy, and it was agreed that a review of the document for proof-reading would be undertaken prior to publication.</p> <p>In summary, the NHS 24 Board were content to approve the Risk Management Strategy.</p> <p>APPROVED</p>	
9.3	RISK APPETITE	
	<p>The Board considered the paper ‘Risk Appetite Statement’ [Paper No. Item 9.3] presented by the Head of Risk and Resilience, Mr Kevin McMahon. The Risk Appetite Statement was previously reviewed on an annual basis. The Audit & Risk Committee reviewed the Risk Appetite Statement in February 2023, and accepted the recommendation that the risk appetite should be kept under review in line with the strategic planning, financial planning, workforce strategy development and implementation, and as such, recommended that the Risk Appetite Statement be reviewed and presented to the Audit & Risk Committee and the NHS 24 Board twice per year.</p> <p>Dr Cheyne thanked Mr McMahon for the report and invited comments and questions from members. There were no questions raised.</p> <p>In summary, the NHS 24 Board were content to approve the Risk Appetite Statement.</p> <p>APPROVED</p>	Mrs Mathew
9.4	CLIMATE EMERGENCY AND SUSTAINABILITY UPDATE	
	<p>The Board considered the paper ‘Climate Emergency and Sustainability Programme’ [Paper No. Item 9.4] presented by Dr Laura Ryan, Medical Director. The paper provided an overview of progress in respect of climate change and sustainability and noted that progress against the measurable outputs identified by each Directorate in the Action Plan would be available for the next Board meeting.</p> <p>Dr Cheyne thanked Dr Ryan for the update and invited comments and questions from members.</p> <p>In response to a question regarding the reduction of CO2 following the collaboration with NHS Tayside, Dr Ryan provided an overview of this project and the benefits realised. She noted her invitation to speak at an upcoming Net Zero and Sustainability Conference on 7 September, where Dr Ryan would provide an overview of this work and that of the Mental Health Digital tools.</p> <p>In summary, the NHS 24 Board were content to note and took assurance from the Climate Emergency and Sustainability Programme update.</p> <p>NOTED</p>	

9.5	IMATTER SURVEY	
	<p>The Board considered the paper ‘iMatter 2023’ [Paper No. Item 9.5] presented by Dr Jacqui Hepburn, Deputy Chief Executive and Director of Workforce. The paper provided the results of the 2023 iMatter survey and Dr Hepburn highlighted that there was a 70% response rate, which was up by 5% on the previous year. The Employee Experience Index Score was 74, which represented a reduction of two on the previous year. The main themes emerging from the survey were highlighted and these were in relation to involvement in decision making, and visibility of Board members.</p> <p>Dr Cheyne thanked Dr Hepburn for the report and invited comments and questions from members. There were no questions raised.</p> <p>In summary, the NHS 24 Board were content to note the iMatter results for 2023 and were assured by the information given that work continued to engage with staff and progress action planning.</p> <p><u>NOTED</u></p>	
9.6	PROCUREMENT STRATEGY ANNUAL REVIEW 2023-25	
	<p>The Board considered the paper ‘Procurement Strategy 2023-2025’ [Paper No. Item 9.6] presented by Mr Damien Snedden, Deputy Director of Finance. Mr Snedden highlighted that NHS 24 was required to produce and publish both a Procurement Strategy and an Annual Report, to support NHS 24 to deliver the corporate objectives in line with public procurement legislation, the Scottish Model of Procurement, and Scottish Government policy. The report had been presented to and endorsed by the Planning & Performance Committee at its meeting of 14 August 2023.</p> <p>Dr Cheyne thanked Mr Snedden for the report and invited comments and questions from members.</p> <p>In response to a question about how sustainability could be driven forward, Mr Snedden noted that this was very much linked to culture change and, whilst progress had been made, it would take time to fully change the culture, change the ways of thinking and embed this into the organisation. He noted the range of activities that were underway in relation to this including the establishment of Energy Groups at each site to promote ideas and ways of thinking and highlighted that the Programme Manager for Sustainability and Value also linked with the Procurement Improvement Team.</p> <p>In summary, the NHS 24 Board were content to approve the Procurement Strategy 2023-2025 for publication.</p> <p><u>APPROVED</u></p>	Mr Snedden
10.1	NHS 24 DUTY OF CANDOUR ANNUAL REPORT 2022/23	
	<p>The Board considered the paper ‘NHS 24 Duty of Candour Annual Report 2022/23’ [Paper No. Item 10.1] presented by Ms Maria Docherty, Director of Nursing & Care. The paper had been presented to Clinical Governance Committee for endorsement at its meeting of 8 August 2023. Ms Docherty highlighted the key points of the report and that there was good compliance. A Scottish Government review of Duty of Candour Guidance was underway with all Boards and the outcome of this was awaited.</p> <p>Dr Cheyne thanked Ms Docherty for the report and invited comments and questions from members. There were no questions raised.</p>	Ms Docherty

	<p>In summary, the NHS 24 Board were content to note and approve the content of the Duty of Candour Annual Report 2022/23 for submission to the Scottish Government and publication on NHS 24 website.</p> <p><u>APPROVED</u></p>		
10.2	PATIENT AND SERVICE USER EXPERIENCE ANNUAL REPORT 2022/23		
	<p>The Board considered the paper ‘Patient and Service User Annual Report 2022/23’ [Paper No. Item 10.2] presented by Ms Maria Docherty, Director of Nursing & Care. The report had been presented to the Clinical Governance Committee for endorsement at its meeting of 8 August 2023. Ms Docherty noted that compliance was good, and the key points of the report were highlighted.</p> <p>Dr Cheyne thanked Ms Docherty and noted the exemplary report. He invited comments and questions from members.</p> <p>In response to a question raised regarding increasing patient and service user engagement Ms Phillips assured members that this remained a high priority and noted that approval had been received in respect of the roll out of SMS messaging as a means of gaining feedback from service users.</p> <p>In summary, the NHS 24 Board were content to approve the Patient and Service User Feedback Annual Report 2022/23 for submission to the Scottish Government and publication on the NHS 24 website.</p> <p><u>APPROVED</u></p>		Ms Docherty
10.3	CORPORATE PARENTING REPORT AND UNITED NATIONS CONVENTION ON THE RIGHTS OF CHILDREN (UNCRC) PROGRESS REPORT 2020-23 AND 2023-26 ACTION PLAN		
	<p>The Board considered the paper ‘Corporate Parenting Report and United Nations Convention on the Rights of Children (UNCRC) Progress Report 2020-23 and 2023-26 Action Plan’ [Paper No. Item 10.3] presented by Ms Maria Docherty, Director of Nursing & Care. The paper had been presented to the Clinical Governance Committee for endorsement at its meeting of 8 August 2023. Ms Docherty noted thanks on behalf of the NHS 24 Board to Ms Theresa Lyttle for her work to develop this report. Ms Lyttle had recently moved posts to another Board area. Ms Docherty provided an overview of the key elements of the report, noted the enhancements made to The Promise section, and highlighted the significant amount of work in this arena and its importance.</p> <p>Dr Cheyne thanked Ms Docherty for the report and invited comments and questions from members.</p> <p>Discussion took place regarding accessibility and inclusion of children who were on the periphery of the care system. Dr Ryan highlighted the work of the Flow Navigation Centres and ensuring that children and young people receive the right care, in the right place, and at the right time.</p> <p>In summary, the NHS 24 Board were content to approve the 2020-2023 Corporate Parenting and UNCRC Progress Report and Action Plan 2023-26 for submission to the Scottish Government and publication on the NHS 24 website.</p> <p><u>APPROVED</u></p>		Ms Docherty

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10.4	NHS 24 PUBLIC PARTNERSHIP FORUM AND YOUTH FORUM ANNUAL REPORT 2022/23	
	<p>The Board considered the paper ‘NHS 24 Public Partnership Forum (PPF) and Youth Forum Annual Update’ [Paper No. Item 10.4] presented by Ms Stephanie Phillips, Director of Transformation, Strategy, Planning & Performance. Ms Phillips noted thanks to members of the Public Partnership Forum and Youth Forum for their participation in the development of the NHS 24 Corporate Strategy.</p> <p>Dr Cheyne thanked Ms Phillips for the report and invited comments and questions from members. There were no questions raised.</p> <p>In summary, the NHS 24 Board were content to approve the Public Partnership Forum and Youth Forum Annual Report 2022/23 for publication and noted that the NHS 24 volunteers continued to make a valued contribution to the organisation.</p> <p><u>APPROVED</u></p>	Ms Phillips
11.1	CORPORATE PERFORMANCE REPORT	
	<p>The Board considered the paper ‘Corporate Performance Report July 2023’ [Paper No. Item 11.1] presented by the Director of Transformation, Strategy, Planning & Performance, Ms Stephanie Phillips. Ms Phillips noted that the new key performance indicator (KPI) framework would be reflected in the October Performance Report to Board.</p> <p>Dr Cheyne thanked Ms Phillips for the report and invited comments and questions from members.</p> <p>Discussion took place regarding demand for Breathing Space, absence within the nursing teams, and actions being taken to improve performance.</p> <p>In summary, the NHS 24 Board were content to note latest performance position set out within the paper and were assured by the information provided in respect of the key actions being taken.</p> <p><u>NOTED</u></p>	
11.2	FINANCIAL PERFORMANCE REPORT	
	<p>The Board considered the paper ‘Finance Performance Report – M03’ [Paper No. Item 11.2] presented by Mr Damien Snedden, Deputy Director of Finance. Mr Snedden noted the key points within the paper including receipt of the first allocation letter, including 2022/23 and 2023/24 pay uplift funding, that discussions continued with Scottish Government colleagues in respect of funding for the Redesign of Urgent Care and Mental Health, and progress of savings targets with 47% annual recurring target already achieved, and 100% of the non-recurring target achieved year to date.</p> <p>Dr Cheyne thanked Mr Snedden for the report and invited comments and questions from members.</p> <p>In response to a question regarding CNORIS (Clinical Negligence and Other Risks Indemnity Scheme), specifically the cost of this, Mr Snedden explained that this would be broadly similar to last year however confirmation was awaited on the final figure.</p> <p>In summary, the NHS 24 Board were content to note the report and the Month 3 financial position.</p> <p><u>NOTED</u></p>	

11.3	WORKFORCE PERFORMANCE REPORT		
	<p>The Board considered the paper ‘Workforce Performance Report (Quarter 1 April – June 2023)’ [Paper No. Item 11.3] presented by Dr Jacqui Hepburn, Deputy Chief Executive and Director of Workforce. The paper had been presented for endorsement to the Staff Governance Committee meeting of 3 August 2023. Dr Hepburn highlighted the key points within the report including the reduction in the attrition rate, the sickness absence rate, and the redesign of the Partnership Agreement.</p> <p>Dr Cheyne thanked Dr Hepburn for the report and invited comments and questions from members.</p> <p>Discussion took place regarding recruitment in preparation for winter, and Dr Hepburn assured members that several actions were underway regarding this.</p> <p>In summary, the NHS 24 Board were content to note the Workforce Performance Report for Quarter 1 – April to June 2023 and were assured by the information provided.</p> <p><u>NOTED</u></p>		
12.1	CLINICAL GOVERNANCE COMMITTEE – APPROVED MINUTE AND HIGHLIGHT REPORT		
	<p>The Board considered the approved minute of the Clinical Governance Committee meeting of 1 June 2023 [Paper No. Item 12.1a] and the Highlight Report of the meeting of 10 August 2023 [Paper No. Item 12.1b] and were content to note these.</p> <p>Dr Cheyne thanked Mr Togneri for the update.</p> <p><u>NOTED</u></p>		
12.2	STAFF GOVERNANCE COMMITTEE – APPROVED MINUTE AND HIGHLIGHT REPORT		
	<p>The Board considered the approved minute of the Staff Governance Committee meeting of 18 May 2023 [Paper No. Item 12.2a] and the Highlight Report of the meeting of 3 August 2023 [Paper No. Item 12.2b] and were content to note these.</p> <p>Dr Cheyne thanked Mr Webb for the update.</p> <p><u>NOTED</u></p>		
12.3	AUDIT AND RISK COMMITTEE – APPROVED MINUTE AND HIGHLIGHT REPORT		
	<p>The Board considered the approved minute of the Audit and Risk Committee meeting of 8 June 2023 [Paper No. Item 12.3a] and the Highlight Report of the meeting of 17 August 2023 [Paper No. Item 12.3b] and were content to note these.</p> <p>Dr Cheyne thanked Ms Gillie for the update.</p> <p><u>NOTED</u></p>		
12.4	PLANNING AND PERFORMANCE COMMITTEE – APPROVED MINUTE AND HIGHLIGHT REPORT		
	<p>The Board considered the approved minute of the Planning and Performance Committee meeting of 23 May 2023 [Paper No. Item 12.4a] and the Highlight Report of the meeting of 14 August 2023 [Paper No. Item 12.4b] and were content to note these.</p> <p>Dr Cheyne thanked Mr McCormick for the update.</p>		

	NOTED		
12.5	INTEGRATED GOVERNANCE COMMITTEE – APPROVED MINUTE AND HIGHLIGHT REPORT		
	<p>The Board considered the approved minute of the Integrated Governance Committee meeting of 6 December 2022 [Paper No. Item 12.5a] and the Highlight Report of the meeting of 27 June 2023 [Paper No. Item 12.5b] and were content to note these.</p> <p>Dr Cheyne noted that the Integrated Governance Committee had discussed the format of meetings and agreed that, whilst a hybrid format for meetings would continue, Board members would be expected to attend all NHS 24 Board and Board Workshop meetings in person where possible. The format for Committee meetings would remain at the discretion of the individual Committee Chairs.</p> <p>NOTED</p>		
12.6	EQUALITY INCLUSION AND RIGHTS WORKING GROUP UPDATE		
	<p>The Board considered the paper ‘NHS 24 Board Equality, Inclusion and Rights Group (EIRG): Update’ [Paper No Item 12.6] presented by Dr Laura Ryan, Medical Director. The paper provided an overview of arrangements in convening the Board Equality, Inclusion and Rights Group and associated Terms of Reference and the proposed benchmarking approach to measure improvement progress.</p> <p>Dr Cheyne thanked Dr Ryan for the report and invited comments and questions from members.</p> <p>Discussion took place regarding a list of activities, space to identify areas of improvement and awareness raising, and embedding of culture and practices.</p> <p>In summary, the NHS 24 Board were content to note the report and were assured by the information provided.</p> <p>NOTED</p>		
13.1	BOARD AND COMMITTEE COMPOSITION UPDATE		
	<p>The Board considered the paper ‘Board and Committee Composition Update 1 September 2023’ [Paper No. Item 13.1] and noted the following amendments:</p> <ul style="list-style-type: none"> • Appointment of the Deputy Chief Executive. • Retiral of the Interim Director of Service Delivery • Appointment of the Associate Director of Operations & Nursing • Appointment of the Internal Auditor • Appointment of the External Auditor <p>In summary, the NHS 24 Board were content to approve the amendments to the Board and Committee Composition, effective as of 1 September 2023.</p> <p>APPROVED</p>		

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14.1	NHS 24 BOARD ACTION LOG		
	<p>The Board considered the paper ‘Rolling Action Log’ [Paper No. 14.1] and were content to accept the recommendation that five actions were closed, those being:</p> <ul style="list-style-type: none"> • Item 824 – Shift Review Benefits • Item 825 – Thrive App • Item 826 – NHS 24 Strategy • Item 827 – NHS 24 App • Item 828 – Community Benefits <p><u>APPROVED</u></p>		
14.2	AOB		
	<p>The Chair invited members to raise any other competent business. There was no other business raised.</p> <p><u>NOTED</u></p>		
	DATE OF NEXT SCHEDULED MEETING		
	Thursday 26 October 2023, 10:30am, Boardroom, Lumina Building		
	The meeting concluded at 12:55pm.		