

## NHS 24

**Minutes of the Meeting of the  
NHS 24 Board  
held on Thursday 21 December 2023 at 10:00am  
MS Teams**

### PRESENT

Mr Alan Webb (in the Chair)

Mr Jim Miller	Ms Carol Gillie
Ms Liz Mallinson	Ms Marieke Dwarshuis
Mr Kenny Woods	Mr Martin Togneri
Ms Anne Gibson	Ms Maria Docherty
Dr Laura Ryan	Mr David Howe
Mr John Gebbie	Ms Amina Khan

### 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
Ms Joanne Edwards	..	Interim Director of Service Delivery
Dr Ron Cook	..	Interim Medical Director
Ms Lisa Dransfield	..	Deputy Head of Communications
Mrs Geraldine Mathew	..	Board Secretary (Minute)
Ms Marnie Westwood	..	Head of Resourcing and Planning

		ACTION BY
<b>01.</b>	<b>WELCOME, APOLOGIES AND INTRODUCTIONS</b>	
	<p>Mr Alan Webb welcomed everyone to the December Board Meeting.</p> <p>Apologies were intimated on behalf of Dr Martin Cheyne. Mr Alan Webb, Board Vice Chair, chaired the meeting.</p> <p>Apologies were noted from Ms Suzy Aspley, and Ms Lisa Dransfield was in attendance on behalf of Ms Aspley.</p> <p>Mr Webb welcomed Ms Amina Khan, new Non-Executive Director, to the meeting, and invited Ms Khan to provide a short introduction. Ms Khan was excited to join the NHS 24 Board at this important time in terms of transformational change, having recent experience as a Non-Executive Director at NHS Greater Glasgow and Clyde.</p> <p>Mr Webb welcomed Dr Ron Cook, who had recently taken up post as Interim Medical Director, and invited Dr Cook to provide a short introduction. Dr Cook had been with NHS 24 since April 2021, having had a clinical background in Emergency Medicine, most recently in NHS Tayside, and in Emergency Departments both in Scotland and Australia, over the past 20 years. Dr Cook has had the opportunity to work on the delivery of the redesign of urgent care and unscheduled care in his time at NHS 24 and looked forward to undertaking this new role.</p>	

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		ACTION BY
	<p>Mr Webb welcomed Ms Joanne Edwards, Interim Director of Service Delivery and invited Ms Edwards to provide a short introduction. Ms Edwards had worked in various NHS roles over the past 22 years, both in NHS Scotland and NHS England, and was very much looking forward to working with the Board as the organisation moved forward with the service and digital transformation programmes.</p> <p>Mr Webb noted that, usually at this time of the year, the Board would seek approval from the annual review of the Corporate Governance Framework. However, the updated NHS 24 Framework document, which forms the first section of the Corporate Governance Framework, was currently being finalised with the Scottish Government Sponsor Team. It was anticipated that this would be finalised in January 2024, therefore the revised Corporate Governance Framework would be presented to the Board in February 2024.</p> <p><b>NOTED</b></p>	Mrs Mathew
<b>02.</b>	<b>DECLARATIONS OF INTEREST</b>	
	<p>The Chair invited members to declare any interests in any of the items being discussed. There were no declarations of interest made.</p> <p>Mr Webb 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><b>NOTED</b></p>	
<b>03.</b>	<b>MINUTES OF PREVIOUS MEETING OF 26 OCTOBER 2023</b>	
	<p>The Committee considered the minute of the previous meeting held on Thursday 26 October 2023 [Paper No. Item 03a] and were content to approve this as a complete and accurate record.</p> <p><b>APPROVED</b></p>	
<b>04.</b>	<b>MATTERS ARISING</b>	
	<p>There were no matters arising.</p> <p><b>NOTED</b></p>	
<b>05.</b>	<b>NOTES ON ANY OTHER BUSINESS</b>	
	<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><b>NOTED</b></p>	
<b>06.</b>	<b>CHAIR'S REPORT</b>	
	<p>The Board Chair had provided an overview of activities since the last meeting of 26 October 2023, and these were included as an appendix for information. Mr Webb advised that Dr Cheyne would be happy to respond to any questions or queries on the items included in the activities.</p> <p>Mr Webb noted the recent Annual Review with the Cabinet Secretary, which took place in Edinburgh on 29 November 2023. Overall, the Annual Review was very well received, and Mr</p>	

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		<b>ACTION BY</b>
	<p>Webb noted congratulations on behalf of the Board to all teams and colleagues involved in the planning and organisation of the Annual Review. He particularly noted the level of engagement, participation and questions received from our Public Partnership Forum and Youth Forum members.</p> <p>The Board were content to note the Chair's Report, and the activities undertaken since the last meeting.</p> <p><b>NOTED</b></p>	
<b>07.</b>	<b>CHIEF EXECUTIVE'S REPORT</b>	
	<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 appointment of Dr Ron Cook as Interim Medical Director and the appointment of Mr Andrew Moore as Director of Nursing and Care, subject to Ministerial approval as replacement for the current Director of Nursing and Care, Ms Maria Docherty, upon her retiral in April 2024.</p> <p>Mr Miller also noted Dr Jacqui Hepburn's recent secondment to NHS Forth Valley and preparation would begin in the new year in respect of recruitment to the Interim Director of Workforce post.</p> <p>Following the recent announcement of the Scottish Government budget, work had begun to obtain the detail in respect of this, consider the challenges and opportunities, and what this could mean for NHS 24 moving forward. Due to the tight timescales of submission of the draft Financial Plan for 2024/25, by the end of January 2024, members would be asked to consider and comment on this virtually, with the final plan being presented to the Planning and Performance Committee in February, and Board in February.</p> <p>Mr Miller noted the successful Annual Review with the Cabinet Secretary on 29 November 2023, and reflected on the positive discussions at the session, particularly regarding future ideas, aims and ambitions.</p> <p>Mr Webb thanked Mr Miller for the update and invited comments and questions from members.</p> <p>Discussion took place regarding the 12-month anniversary of the Joint Workshop Session with SAS, and consideration would be given to the options to provide the Board with an update on progress in those 12 months, which would likely be in the form of a Board Workshop session with presentation.</p> <p>Members noted special thanks on behalf of the Board to Mr Davie Morrison, Participation and Equalities Manager, and Dr Laura Ryan, for their contributions to questions at the Annual Review.</p> <p>In response to a question regarding winter readiness, Mr Miller provided an overview of the planning and preparations in place for the festive period.</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><b>NOTED</b></p>	<p>Mr Gebbie</p> <p>Mr Miller</p>

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<b>08.1</b>	<b>PATIENT STORIES</b>		
	<p>Ms Maria Docherty, Director of Nursing &amp; Care, provided an overview of a recent complaint received regarding the very sad death of a patient, which occurred within 24 hours of contacting the service. Ms Docherty provided an overview of the multi-agency review that was undertaken and that the Duty of Candour process was followed. She highlighted the learning points and opportunity for improvement, and support made available to the family of the individual and to the staff who had been involved in this. The Board wished to note its condolences to the family of the individual and thanked them for their permission to share their story with the NHS 24 Board.</p> <p>Ms Docherty provided an overview of a recent compliment received regarding the NHS 24 Living Life Therapy Service. The feedback received was an excellent example of the value of this service in supporting individuals, and the benefits for the individual. The Board wished to note thanks to the individual for providing this useful feedback and thanked them for their permission to share their story with the NHS 24 Board.</p> <p>Mr Webb thanked Ms Docherty for the updates and wished to note thanks on behalf of the Board to the callers for sharing their stories and experiences with the Board and to the staff involved.</p> <p><b><u>NOTED</u></b></p>		
<b>08.2</b>	<b>PUBLIC PARTNERSHIP FORUM AND YOUTH FORUM UPDATE</b>		
	<p>Ms Anne Gibson, Non-Executive Director, provided a verbal update on the work of the Public Partnership Forum and Youth Forum. She noted the growth and development of the Forums over recent years, which demonstrated a strong commitment to equality, diversity, and inclusion. Consideration was being given to how representation from diverse groups could be improved, and following this, links with an autism group had been established to identify a young person with autism who would be willing to join the Youth Forum. Further connections were being made with other organisations such as Youth Link Scotland and Young Scot. Both Forums had demonstrated active engagement in the development of Our Strategy and were on a positive journey towards co-production and co-design. This was supported by positive relationships with the Executive Team and the Public Partnership Forum and Youth Forum, and this has led to positive dialog.</p> <p>Ms Gibson asked the Board to consider the potential to have a joint Board session with members of the Public Partnership Forum and Youth Forum which she felt would be extremely productive. Additionally, members of the Public Partnership Forum and Youth Forum were keen to visit centres to develop a better understanding of the operations of the organisation and to meet with staff in centres.</p> <p>The Chair thanked Ms Gibson for the update and wished to note thanks on behalf of the Board to all the members of the Public Partnership Forum and Youth Forum and to the staff who support these groups, for all their work and commitment.</p> <p><b><u>NOTED</u></b></p>		Ms Phillips
<b>08.3</b>	<b>CORPORATE RISK REGISTER</b>		
	<p>The Board considered the paper ‘Risk Management Update’ [Paper No. Item 08.3] presented by Mr John Gebbie, Director of Finance. The paper provided an overview of the current corporate risks scoring 10 and above (12 in total) and Mr Gebbie highlighted that there were currently 30 corporate risks on the register, 2 risks had been closed, 1 new risk had been identified, and 2 risks had reduced in score. Additionally, 2 new risks were being considered in relation to an overall corporate cyber risk to reflect the creation of the new cyber risk register, and a risk in relation to capacity to deliver the Workforce Strategy. Mr Gebbie noted discussion at the recent Integrated Governance Committee meeting, specifically in relation to the new</p>		



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	<p>Following questions, discussion took place about the key challenges in respect of this work, and the inclusion of metrics within the report. Dr Ryan highlighted that the metrics tables would be included within the Quarter 4 Report.</p> <p>In summary, the Board were content to approve the draft CESP Annual Report for 2022/23 for submission to SG in January 2024, and wished to note thanks on behalf of the Board to the teams involved in development of this report and progress of the actions to address the climate emergency and sustainability aims.</p> <p><b>APPROVED</b></p>	Dr Ryan
<b>10.1</b>	<b>CORPORATE PERFORMANCE REPORT</b>	
	<p>The Board considered the paper ‘Corporate Performance Report September 2023’ [Paper No. Item 10.1] presented by the Director of Transformation, Strategy, Planning &amp; Performance, Ms Stephanie Phillips. The paper provided an overview of the quality and performance of services provided for the period ended 30 November 2023. Ms Phillips assured the Board that extensive planning and preparation had taken place to prepare for the festive period.</p> <p>Mr Webb thanked Ms Phillips for the update and invited comments and questions from members.</p> <p>Discussion took place regarding the patient journey time and the robust plans in place over the festive period to address this.</p> <p>In summary, the NHS 24 Board were content to note quality and performance of services provided for the period ended 30 November 2023, and were assured by the information provided that robust plans were in place to ensure consistent performance over the festive period.</p> <p><b>NOTED</b></p>	
<b>10.2</b>	<b>FINANCIAL PERFORMANCE REPORT</b>	
	<p>The Board considered the paper ‘M07 – Finance Report’ [Paper No. Item 10.2] presented by Mr John Gebbie, Director of Finance. Mr Gebbie noted the key points and that the Board was currently reporting a breakeven position year to date. An underspend of £114k was reported due to vacancies and savings remained on target for achievement in the financial year.</p> <p>Mr Webb thanked Mr Gebbie for the update and invited comments and questions from members. There were no questions raised.</p> <p>In summary, the Board were content to note the report and the Month 7 financial position.</p> <p><b>NOTED</b></p>	
<b>10.3</b>	<b>WORKFORCE PERFORMANCE REPORT</b>	
	<p>The Board considered the paper ‘Workforce Performance Report (Quarter 2 July – September 2023)’ [Paper No. Item 10.3] presented by Dr Jacqui Hepburn, Deputy Chief Executive and Director of Workforce. Dr Hepburn noted the key points within the report including the extensive recruitment work, particularly in engaging with organisations to reach people with protected characteristics, the appointment of 10 Confidential Contacts to support the Speak Up culture, and the launch of the Carers Action Plan.</p> <p>Mr Webb thanked Dr Hepburn for the update and invited comments and questions from members.</p>	

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	<p>Discussion took place regarding the high level of assurance in respect of the key areas, the success of the recruitment of Confidential Contacts, and compliance with essential learning modules.</p> <p>In summary, the Board were content to note the Workforce Performance Report (Quarter 2 July – September 2023) and were assured by the information provided that significant work continued to improve all areas of performance in respect of workforce.</p> <p><b>NOTED</b></p>		
<b>11.1</b>	<b>CLINICAL GOVERNANCE COMMITTEE</b>		
	<p>The Board considered the approved minute of the Clinical Governance Committee meeting of 10 August 2023 [Paper No. Item 11.1a] and the Highlight Report of the meeting of 16 November 2023 [Paper N. Item 11.1b] and were content to note these. Mr Martin Togneri, Chair of Clinical Governance Committee, provided an overview of the key points of discussion from the last meeting including the work to improve the Healthcare Quality Report and the introduction of control charts, review of clinical risks, the Quarterly Infection Prevention and Control Report, and approval of the Committee Self Assessment of Effectiveness Action Plan.</p> <p>Mr Webb thanked Mr Togneri for the update. There were no questions raised.</p> <p><b>NOTED</b></p>		
<b>11.2</b>	<b>STAFF GOVERNANCE COMMITTEE</b>		
	<p>The Board considered the approved minute of the Staff Governance Committee meeting of 3 August 2023 [Paper No. Item 11.2a] and the Highlight Report of the meeting of 16 November 2023 [Paper No. Item 11.2b] and were content to note these. Mr Webb, Chair of Staff Governance Committee provided an overview of the key points of discussion from the last meeting including the Workforce Strategy Update on Year 1 and the ongoing focus on staff engagement and the wide range of ongoing activities to support this.</p> <p>There were no questions raised.</p> <p><b>NOTED</b></p>		
<b>11.3</b>	<b>AUDIT AND RISK COMMITTEE</b>		
	<p>The Board considered the approved minute of the Audit and Risk Committee meeting of 17 August 2023 [Paper No. Item 11.3a] and the Highlight Report of the meeting of 30 November 2023 [Paper No. Item 11.3b] and were content to note these. Ms Carol Gillie, Chair of Audit and Risk Committee, provided an overview of the key points of discussion from the last meeting including the very positive audit progress report, the NIS-R Audit, and the updated Corporate Governance Framework.</p> <p>Mr Webb thanked Ms Gillie for the update. There were no questions raised.</p> <p><b>NOTED</b></p>		
<b>11.4</b>	<b>PLANNING AND PERFORMANCE COMMITTEE</b>		
	<p>The Board considered the approved minute of the Planning and Performance Committee meeting of 14 August 2023 [Paper No. Item 11.4a] and the Highlight Report of the meeting of 27 November 2023 [Paper No. Item 11.4b] and were content to note these. Mr David Howe, Chair of Planning and Performance Committee, provided an overview of the key points of discussion from the last meeting including the Festive Escalation Plan and related Communications Delivery Plan, the Digital Transformation Programme, and the CRM acquisition.</p>		

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	Mr Webb thanked Mr Howe for the update. There were no questions raised.  <b><u>NOTED</u></b>		
<b>11.5</b>	<b><u>INTEGRATED GOVERNANCE COMMITTEE</u></b>		
	The Board considered the approved minute of the Integrated Governance Committee meeting of 27 June 2023 [Paper No. Item 11.5a] and the Highlight Report of the meeting of 7 December 2023 [Paper No. Item 11.5b] and were content to note these. In the absence of Dr Martin Cheyne, Chair of Integrated Governance Committee, Mr Webb provided an overview of the key points of discussion from the last meeting including the remit for organisational resilience, the cyber security risk register and its reporting schedule.  There were no questions raised.  <b><u>NOTED</u></b>		
<b>12.1</b>	<b><u>BOARD AND COMMITTEE COMPOSITION UPDATE</u></b>		
	The Board considered the paper ‘Board and Committee Composition Update – December 2023’ [Paper No. Item 12.1] and were content to approve the update to the composition for December 2023, subject to the amendment below.  An error was highlighted in relation to the appointment of Ms Anne Gibson as Vice Chair of the Clinical Governance Committee, which was included within the report but was not included in the appendix. This would be rectified by the Board Secretary.  <b><u>APPROVED</u></b>		Mrs Mathew
<b>12.2</b>	<b><u>BOARD GOOD GOVERNANCE CHAMPION</u></b>		
	The Board considered the paper ‘Good Governance Champion’ [Paper No. Item 12.2] and were content to approve the appointment of Mr Martin Togneri, as the Board Good Governance Champion.  <b><u>APPROVED</u></b>		
<b>12.3</b>	<b><u>BOARD AND COMMITTEE SCHEDULE OF MEETINGS 2024/25</u></b>		
	The Board considered the paper ‘Board and Committee Schedule of Meetings 2024/25’ [Paper No. Item 12.3] and were content to approve the schedule of meeting dates for 2024/25.  <b><u>APPROVED</u></b>		
<b>13.1</b>	<b><u>NHS 24 BOARD ACTION LOG</u></b>		
	The Board considered the paper ‘Rolling Action Log’ [Paper No. Item 13.1] and were content to accept the recommendation that one action was closed, that being:  <ul style="list-style-type: none"> <li>• Item 835 – Culture and Values Presentation</li> </ul> <b><u>APPROVED</u></b>		



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<b>13.2</b>	<b>AOB</b>		
	<b>VALEDICTORY</b>		
	<p><u>Dr Laura Ryan</u> Mr Webb noted that this was Dr Ryan’s last Board meeting as Medical Director. Dr Ryan had served as a Board member since 2017 and had been instrumental in helping support the Board and the work of NHS 24. The Board wished to formally note thanks to Dr Ryan for her unwavering commitment over the years and wished her well for her future endeavours.</p> <p><u>Ms Pauline Howie</u> Mr Webb noted that this was Ms Pauline Howie’s last Board meeting as Director of Service Delivery. Ms Howie joined NHS 24 in November last year and would be leaving to take up a new post at University of Newcastle. The Board wished to formally note thanks to Ms Howie for her service and wished her well in her new role.</p> <p>A get together had been arranged to say farewell to Laura and Pauline on 19 January 2024 at 1pm, in Lumina, and all members were invited to attend.</p> <p><u>Festive Planning</u> Mr Webb wished to note recognition to all staff and their efforts in planning and preparing for the winter period. He expressed gratitude to colleagues across the service for their commitment to provide the best care to our patients and wished all staff a pleasant and peaceful festive period.</p> <p><b><u>NOTED</u></b></p>		
	<b>DATE OF NEXT SCHEDULED MEETING</b>		
	Thursday 29 February 2023, 10:00am, Boardroom, Lumina Building		
	The meeting concluded at 11.47		