

NHS 24

**Minutes of the Meeting of the
NHS 24 Board
held on Thursday 29 February 2024 at 11:00am
MS Teams**

PRESENT

Dr Martin Cheyne (in the Chair)

Mr Alan Webb	Ms Carol Gillie
Mr Jim Miller	Mr Martin Togneri
Dr Ron Cook	Ms Maria Docherty
Ms Anne Gibson	Mr David Howe
Mr John Gebbie	Ms Amina Khan

IN ATTENDANCE

Ms Ann-Marie Gallacher	..	Chief Information Officer
Ms Stephanie Phillips	..	Director of Transformation, Strategy, Planning and Performance
Ms Joanne Edwards	..	Interim Director of Service Delivery
Ms Suzy Aspley	..	Chief Communications Officer
Mrs Geraldine Mathew	..	Board Secretary
Ms Paula Bauge	..	Business Support Officer (Minute)
Ms Marnie Westwood	..	Head of Resourcing and Planning

		ACTION BY
01.	WELCOME, APOLOGIES AND INTRODUCTIONS	
	<p>The Chair welcomed everyone to the February Board Meeting.</p> <p>The Chair welcomed observers to the meeting. 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>Apologies were intimated on behalf of Mr Kenneth Woods, Ms Marieke Dwarshuis, Ms Liz Mallinson, and Dr Jacqui Hepburn. Ms Marnie Westwood, Head of Resourcing and Planning was in attendance on behalf of Dr Hepburn.</p> <p>NOTED</p>	
02.	DECLARATIONS OF INTEREST	
	<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>The Chair 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>	

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		ACTION BY
03.	MINUTES OF PREVIOUS MEETING OF 21 DECEMBER 2023	
	The Committee considered the minute of the previous meeting held on Thursday 21 December 2023 and were content to approve this as a complete and accurate record. <u>APPROVED</u>	
04.	MATTERS ARISING	
	There were no matters arising. <u>NOTED</u>	
05.	NOTES ON ANY OTHER BUSINESS	
	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. <u>NOTED</u>	
06.	CHAIR'S REPORT	
	The Chair had provided an overview of activities since the last meeting of 21 December 2023, and these were included as an appendix for information. The Chair advised that he had been invited to a meeting with Neil Gray, Cabinet Secretary on 28 th February 2024. The Chair was unable to attend and thanked Mr Alan Webb for attending on his behalf. The Board were content to note the Chair's Report, and the activities undertaken since the last meeting. <u>NOTED</u>	
07.	CHIEF EXECUTIVE'S REPORT	
	The Board considered the paper 'Executive Report to the Board' [Paper No. Item 07] presented by Mr Jim Miller, Chief Executive. Mr Miller thanked all staff for their hard work and commitment over the festive period. After a challenging but successful period work was underway to prepare for Easter and reflect on what worked well during the festive period and also what could be improved. Discussion took place regarding the threshold for use of the virtual queue and Ms Joanne Edwards advised that this was being reduced to twenty minutes in March 2024. An evaluation report to show the advantage of the reduction in threshold was requested and Ms Edwards agreed to provide this at the next Board meeting. It was noted that the SMS patient feedback service had been a great success with an 88% satisfaction return and more people were using this feedback service than the previous paper feedback form. A discussion took place about the Police Scotland programme with Breathing Space, and it was advised that Mental Health Nurses were collaborating with Police Scotland. Mr Miller advised that the ongoing leadership courses have been very successful with positive feedback received from staff.	Ms Joanne Edwards

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	<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>	
08.1	PATIENT STORIES	
	<p>Ms Maria Docherty, Director of Nursing & Care, provided an overview of a recent complaint received regarding a patient experience. Ms Docherty provided an overview of the assessment process and how this call could have been processed differently. She highlighted the learning points and opportunity for improvement for all staff. The Board wished to note their apologies to the patient and their family 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 Dental 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>The Chair 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>NOTED</p>	
08.2	RISK MANAGEMENT UPDATE	
	<p>The Board considered the paper 'Risk Management Update' [Paper No. Item 08.2] presented by Mr John Gebbie, Director of Finance. The paper provided an overview of the current corporate risks scoring 10 and above (11 in total) and Mr Gebbie highlighted that there were currently 31 corporate risks on the register, 6 risks had been closed, 7 new risks had been identified, and 1 risk had reduced in score. Mr Gebbie noted that the new format of the risk register has been implemented across all Committees during the February cycle of meetings and received positive feedback.</p> <p>The Chair thanked Mr Gebbie for the update and invited comments and questions from members.</p> <p>Discussion took place regarding links to the risk appetite and the target risk level, and it was agreed that this issue would be remitted to the Audit and Risk Committee for further consideration.</p> <p>In summary, the Board were content to note the Risk Management Update, including the Corporate Risk Register and were assured by the information provided.</p> <p>NOTED</p>	Mr Gebbie/Mr McMahon
08.3	RISK APPETITE	
	<p>The Board considered the paper 'Risk Appetite Statement' [Paper No. Item 08.3] presented by Mr John Gebbie, Director of Finance. Mr Gebbie highlighted that, in recent years during the COVID-19 pandemic, the risk appetite had been reviewed by the Board on a bi-annual basis. It was agreed that this would return to an annual review and would continue to be monitored through the Audit and Risk Committee.</p>	

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		ACTION BY
	<p>The Chair thanked Mr Gebbie for the update and invited comments and questions from members.</p> <p>In summary, the Board were content to approve the Risk Appetite Statement and agreed to the proposed amendment to the reporting frequency to an annual basis.</p> <p>APPROVED</p>	
09.1	STRATEGIC PLANNING UPDATE	
	<p>The Board considered the paper ‘2024/2025 Planning Process’ [Paper No. Item 09.1] presented by Ms Stephanie Phillips, Director of Transformation, Strategy, Planning and Performance. Ms Phillips provided an overview of progress in relation to the high-level actions.</p> <p>The Chair thanked Ms Phillips for the paper and the hard work that has been carried out and invited comments and questions from members.</p> <p>Dr Ron Cook advised that he had attended the Service Transformation Summit in February 2024 and the event was well attended with positive feedback from all in attendance.</p> <p>Discussion took place regarding the detailed reporting for this area of work. It was noted that full reporting of this takes place through the Strategic Delivery Group and the Planning and Performance Committee, Ms Phillips agreed to share this with all Board members for information. Ms Phillips would also consider the governance process, reporting mechanisms and timescales to ensure consistency of reporting to the Board.</p> <p>In summary, the Board were content to note progress and work underway across NHS 24’s strategic portfolios.</p> <p>NOTED</p>	Ms Phillips
09.2	STRATEGIC RISK UPDATE	
	<p>The Board considered the paper ‘Strategic Risk Update [Paper No. Item 09.2a] and Strategic Risk Update [Paper No. Item 09.2b] presented by Mr John Gebbie, Director of Finance. Mr Gebbie advised that there were two additional risks related to benefits articulation and realisation, and project timelines and interdependencies.</p> <p>The Chair thanked Mr Gebbie for the update and invited comments and questions from members.</p> <p>Discussion took place regarding a suggestion made to combine both corporate and strategic risks, with target dates clearly highlighted to distinguish corporate risks from strategic risks. It was noted that all NHS Boards in Scotland have separate corporate and strategic risks and it was agreed that the Audit and Risk Committee would consider this point and if there were any specific guidelines on this for Boards.</p> <p>In summary, the Board were content to note the Strategic Risk Update and took assurance from the risk management processes in place to manage the strategy.</p> <p>NOTED</p>	Mr Gebbie/Mr McMahon
09.3	COUNTER FRAUD STRATEGY	
	<p>The Board considered the paper ‘Counter Fraud Strategy 2023-2026’ [Paper No. Item 9.3] presented by Mr John Gebbie, Director of Finance. The paper outlined the key points from the Counter Fraud Strategy 2023-2026 which had been prepared by Counter Fraud Services on</p>	

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	<p>behalf of NHS Scotland. Mr Gebbie provided an update on progress against the 12 standards and noted that the Audit and Risk Committee would continue to review this. The Board noted that Ms Carol Gillie was the Counter Fraud Champion.</p> <p>The Chair thanked Mr Gebbie for the update and invited comments and questions from members.</p> <p>Following discussion, it was highlighted that Mr Gordon Young, Head of Counter Fraud Services, had been invited to attend the August meeting of the Audit and Risk Committee. In addition, Mr Gebbie agreed to invite Mr Young to a future Board Workshop session.</p> <p>In summary, the Board were content to note the report and the key points from the Counter Fraud Strategy 2023-2026.</p> <p><u>NOTED</u></p>	Mr Gebbie
09.4	CLIMATE EMERGENCY AND SUSTAINABILITY QUARTERLY UPDATE	
	<p>The Board considered the paper ‘Climate Emergency and Sustainability Programme Update’ [Paper No. Item 9.4] presented by Dr Ron Cook, Interim Medical Director. Dr Cook provided an overview of the key points within the report including the review of the sustainability assessment tool and work to improve data collection.</p> <p>The Chair thanked Dr Ron Cook for the update and invited comments and questions from members.</p> <p>In response to a question regarding progress in comparison with other Boards, Dr Cook noted that he had recently provided a presentation to the Champions Network on the progress made by NHS 24. Furthermore, a spotlight presentation submission had been made by NHS 24 for the upcoming NHSScotland event which takes place in June in Glasgow this year. The Chair encouraged all members to attend this.</p> <p>Discussion took place regarding digital carbon intensity and Ms Ann-Marie Gallacher, Chief Information Officer, assured members that this element of sustainability was incorporated into the Digital Transformation Programme, and was a part of the review and design process. Sustainability and carbon footprint were considerations in all new design programmes.</p> <p>In summary the Board were content to note the report and took assurance from the Climate Emergency and Sustainability Programme update.</p> <p><u>NOTED</u></p>	
10.1	CORPORATE PERFORMANCE REPORT	
	<p>The Board considered the paper ‘Corporate Performance Report’ [Paper No. Item 10.1] presented by Ms Stephanie Phillips, Director of Transformation Strategy, Planning & Performance. Ms Phillips noted the key points within the report including the introduction of patient surveys via SMS, staff absence, clinical supervision, and performance over the festive period.</p> <p>The Chair thanked Ms Phillips for the update and invited comments and question from members.</p> <p>A discussion took place regarding website services and how meaningful data could be extracted. Ms Gallacher agreed to consider this and would provide an update to the Board in due course.</p> <p>In response to a question raised regarding clinical vacancies and if there was a trajectory in place to address this, Ms Phillips assured the Board that work continued to achieve the</p>	Ms Ann Marie Gallacher

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	<p>trajectory in respect of clinical vacancies. Ms Joanne Edwards, Interim Director of Service Delivery, added that several workstreams were being taken forward to address this including a hybrid working model pilot for clinical supervision, evaluation of phase 2 of the Shift Review, and exploration of new ways of working.</p> <p>Discussion took place regarding the usage figures of NHS inform during December and January. Ms Gallacher assured the Board that work continued to obtain transparent data in respect of website traffic and this would be reported to the Board in due course.</p> <p>In summary, the Board were content to note the report and took assurance regarding the quality and performance of services provided for the period ended 31 January 2024.</p> <p>NOTED</p>	
10.2	FINANCIAL PERFORMANCE REPORT	
	<p>The Board considered the paper 'M09 – 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.</p> <p>The Chair 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 9 financial position.</p> <p>NOTED</p>	
10.3	WORKFORCE PERFORMANCE REPORT	
	<p>The Board considered the paper 'Workforce Performance Report (Quarter 3 October – December 2023)' [Paper No. Item 10.3] presented by Ms Marnie Westwood, Head of Resourcing and Planning on behalf of Dr Jacqui Hepburn. Ms Westwood highlighted the key points from the report including the increased headcount, reduction in attrition, and an increase in the number of staff successfully completing their core training.</p> <p>The Chair thanked Ms Westwood for the update and invited comments and questions from members.</p> <p>Discussion took place regarding the health and wellbeing services available to staff, and Ms Westwood assured members that there was good uptake of the services available including the Thrive app and Able Futures.</p> <p>In summary, the Board were content to note the Workforce Performance Report (Quarter 3 October - December 2023) and were assured by the information provided that significant work continued to improve all areas of performance in respect of workforce.</p> <p>NOTED</p>	
11.1	CLINICAL GOVERNANCE COMMITTEE	
	<p>The Board considered the approved minute of the Clinical Governance Committee meeting of 16 November 2023 [Paper No. Item 11.1a] and the Highlight Report of the meeting of 08 February 2024 [Paper No. 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.</p> <p>The Chair thanked Mr Togneri for the update. There were no questions raised.</p>	

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11.2	STAFF GOVERNANCE COMMITTEE	
	<p>The Board considered the approved minute of the Staff Governance Committee meeting of 09 November 2023 [Paper No. Item 11.2a] and the Highlight Report of the meeting of 05 February 2024 [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 focusing on 2.1 from the highlight report.</p> <p>Mr Webb advised that the workforce sessions for staff had been a success and the feedback was positive from staff. It was agreed that other governance Committee Chairs would consider this model to engage with staff within their areas of remit.</p> <p>There were no questions raised.</p> <p>NOTED</p>	Committee Chairs
11.3	AUDIT AND RISK COMMITTEE	
	<p>The Board considered the approved minute of the Audit and Risk Committee meeting of 30 November 2023 [Paper No. Item 11.3a] and the Highlight Report of the meeting of 15 February 2024 [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 renewal of the external audit plan and the positive outcome of the Digital Maturity Assessment.</p> <p>The Chair thanked Ms Gillie for the update. There were no questions raised.</p> <p>NOTED</p>	
11.4	PLANNING AND PERFORMANCE COMMITTEE	
	<p>The Board considered the approved minute of the Planning and Performance Committee meeting of 27 November 2023 [Paper No. Item 11.4a] and the Highlight Report of the meeting of 12 February 2024 [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 Service Transformation Summit and preparation for the Easter period.</p> <p>The Chair thanked Mr Howe for the update. There were no questions raised.</p> <p>NOTED</p>	
11.5	NHS 24 BOARD EQUALITY, INCLUSION AND RIGHTS GROUP UPDATE	
	<p>Ms Steph Phillips, Director of Transformation, Strategy, Planning and Performance provided an update from the recent meeting of the Board Equality, Inclusion and Rights Group. She noted that a matrix had been developed, which followed the same format of the Assurance Map, and this had been presented to each of the Committees during the February cycle. An interim report from the group would be presented to the Board at its meeting in August.</p> <p>The Chair thanked Ms Phillips for the update.</p> <p>NOTED</p>	Ms Steph Phillips

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12.1	CORPORATE GOVERNANCE FRAMEWORK	
	<p>The Board considered the paper ‘Corporate Governance Framework Update 2023/3024 [Paper No. Item 12.1] presented by Mr John Gebbie, Director of Finance. The Corporate Governance Framework was presented to and endorsed by the Audit and Risk Committee in November 2023. Due to a delay with the Scottish Government review of Section A – NHS 24 Public Bodies Framework, presentation of the Corporate Governance Framework was deferred from the Board meeting in December 2023, in discussion with the Board Chair.</p> <p>The Chair thanked Mr Gebbie for the report and invited comments and questions from members.</p> <p>Board members noted thanks to the Board Secretary for the work that had gone into reviewing and updating the Framework.</p> <p>In response to a question regarding Section J – The Assurance Framework and Map, specifically about how any gaps would be addressed, Mrs Mathew agreed to take this action forward.</p> <p>In summary, the Board were content to approve the update to the Corporate Governance Framework.</p> <p><u>APPROVED</u></p>	Mrs Mathew
12.2	NHS 24 BOARD AND COMMITTEE WORKPLANS 2024/25	
	<p>The Board considered the paper ‘Board and Committee Workplans 2024-2025 – [Paper No. Item 12.2] presented by Mr John Gebbie, Director of Finance.</p> <p>In summary, the Board were content to approve the NHS 24 Board and Committee Workplans for 2024/25 and noted that these would continue to be shaped and developed further throughout the year.</p> <p><u>APPROVED</u></p>	
13.1	NHS 24 BOARD ACTION LOG	
	<p>The Board considered the paper ‘Rolling Actions List February 2024 – [Paper No. Item 13.1] and were content to accept the recommendation that 9 actions were closed.</p> <p><u>APPROVED</u></p>	
13.2	AOB	
	VALEDICTORY	
	<p><u>Ms Maria Docherty</u> The Chair advised that this was Ms Maria Docherty’s last Board meeting as Director of Nursing and Care, as Ms Docherty would shortly retire from service. Ms Maria Docherty had served as a Board member since 2020 and had a significant impact in helping support the Board and the work of NHS 24. The Board wished to formally note thanks to Ms Docherty for her commitment over the years and wished her well for her retirement.</p> <p>Mr Jim Miller thanked Ms Docherty on behalf of all staff within NHS 24 for her hard work and support during her time within NHS 24 and noted that it had been a privilege to work alongside her.</p>	

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		ACTION BY
	NOTED	
	DATE OF NEXT SCHEDULED MEETING	
	Thursday 25 April 2024, 10:00am, Boardroom, Lumina Building	
	The meeting concluded at 12.28	