

## **NHS 24**

**Minutes of the Meeting of the  
NHS 24 Board  
held on Thursday 19 June 2025 at 10:45am  
The Board Room, NHS 24, Lumina Building,  
40 Ainslie Road, Hillington, G52 4RU**

### **PRESENT**

Dr Martin Cheyne (in the Chair)

Mr Alan Webb  
Ms Carol Gillie  
Ms Anne Gibson  
Ms Liz Mallinson  
Mr David Howe  
Ms Amina Khan  
Ms Abeer Macintyre  
Mr John Gebbie  
Mr Jim Miller  
Mr Andrew Moore  
Mr Kenny Woods  
Dr Ron Cook

### **IN ATTENDANCE**

Dr Jacqui Hepburn  
Ms Joanne Edwards  
Ms Ann-Marie Gallacher  
Ms Suzy Aspley  
Mrs Geraldine Mathew  
Mrs Paula Matchett (Minute)

### **01. WELCOME, INTRODUCTIONS and APOLOGIES**

The Chair welcomed everyone to the June Board Meeting.

Apologies were intimated on behalf of Ms Steph Phillips.

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.

The Chair also welcomed Ms Anne MacDougall, NHS 24 Public Partnership Forum and congratulated Anne on receiving the British Empire Medal (BEM) as part of the King's Birthday Honours List. Members were advised that this medal recognised Anne's remarkable contribution as a volunteer, the BEM was awarded to individuals for their achievement or contribution of a very "hands-on" service to the community in a local geographical area.

Anne became a volunteer following her retirement from a distinguished 35-year career in nursing in 2009. In addition to her voluntary role with NHS 24, Anne has also dedicated time and expertise with the Carers Coalition, the West Dunbartonshire Integrated Joint Board, the Clydebank Crime Prevention Panel, and the Samaritans.

On behalf of NHS 24 the Chair wished Anne congratulations from NHS 24 on this well-deserved honour.

**NOTED**

**02. DECLARATIONS OF INTEREST**

The Chair invited members to declare any interests in any of the items being discussed. There were no declarations of interest made.

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.

**NOTED**

**03. MINUTES OF PREVIOUS MEETING OF 24 APRIL 2025**

The Committee considered the minute of the previous meeting held on Thursday 24 April 2025 [Paper No. Item 03] and were content to approve the minute as a complete and accurate record.

**APPROVED**

**04. MATTERS ARISING**

**a) Rolling Actions Log**

The Board considered the Rolling Actions Log [Paper No. Item 04a]. Members were invited to consider and approve the recommended closure of one action on the Rolling Actions Log.

The Board was content to approve the recommendation that one action was closed and noted that four actions remained ongoing.

**APPROVED**

**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.

**APPROVED**

**06. CHAIR'S REPORT**

The Chair had provided an overview of activities since the previous meeting on 24 April 2025, and these were included as an appendix for information. The Chair welcomed questions on the items included.

The Board was content to note the Chair's Report, and the activities undertaken since the last meeting.

**NOTED**

**07. EXECUTIVE REPORT TO BOARD**

The Board considered the paper 'Executive Report to the Board' [Paper No. Item 07] presented by Mr Miller, Chief Executive.

Mr Miller provided an overview of the Executive Report and highlighted the electronic referrals from NHS 24 to SAS. He advised that, during the first month in which all referrals were transferred electronically, there was a reduction in 'call talk time' of 5 minutes per call for each organisation as well as a decrease in the number of duplicate data requests.

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Board members commended both NHS 24 and SAS on their diligent effort and emphasised the positive impact this has had. They also noted the cost-effective benefits to both organisations.

The Board was content to note the Executive Report.

### **NOTED**

**08.**

#### **08.1 PATIENT STORIES**

Mr Moore, Director of Nursing & Care, shared details of a recent compliment received from a patient who had used the 111 service for the first time after becoming increasingly unwell. The patient reported having suffered with a cough and cold for approximately one week before becoming breathless on minimal exertion and difficulty in catching their breath. The patient was triaged and referred to Out of Hours (OOH) Glasgow. They received a return call within 30 minutes and were offered a face-to-face appointment 40 minutes later. Upon further triage, the patient commended staff for being highly reassuring. They were then seen by a doctor who conducted a thorough assessment without rushing, resulting in the patient being prescribed antibiotics, steroids and an inhaler alongside reassurance if they required any further help.

The patient praised the service as outstanding from start to finish from all staff involved.

Mr Moore continued with an overview of a complaint regarding the location of treatment provided by NHS 24. The patient suggested that NHS 24 review their sore throat care pathway as they considered the advice they received was inappropriate for their symptoms.

Following the complaint, all calls made by the patient were reviewed. It was concluded that the outcome of the initial call should have included clinical assessment as per Advise and Refer Clinical Process. However, it was acknowledged that the second call was managed appropriately.

A full explanation and apology were provided to the patient. Learning points were identified for the staff involved and communicated back to the patient.

The Chair thanked Mr Moore for the update, and on behalf of the Board, extended thanks to the individuals and their families for sharing their stories and experiences, as well as to the staff involved.

### **NOTED**

**09.**

#### **09.1 CORPORATE DELIVERY PLAN UPDATE 2025/26 UPDATE**

The Board considered the paper 'Corporate Delivery Plan Update' [Paper No. Item 09.1] presented by Ms Edwards, Director of Service Delivery. The Board was asked to approve the 2025/27 Corporate Delivery Plan (CDP) and the status of the 2025/26 delivery action plan as part of extant 2024-27 Three Year Corporate Delivery Plan. Board members were asked to note the continued progress against all actions within the 2025/26 CDP and the level of planned activity has continued to increase through Q1.

Ms Edwards noted that the Planning and Performance Committee would provide assured oversight of delivery of the Corporate Delivery Plan, whilst the Strategic Delivery Group and EMT would ensure close monitoring of progress and implement corrective action where necessary.

The Chair thanked Ms Edwards for the update and invited comments and questions from members.

In response to a question regarding the terminology of 'nil returns' used within the document; Board members were advised that this indicated there were no updates within that area.

Board members were assured that the status of the Digital Transformation Project (DTP) was updated on a weekly basis and that any delays in progress would be escalated to the SRO of the project. The Chair also

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advised that Mr Howe provided updates regularly when required and that Mr Miller, Dr Hepburn and Mr Tony Cronin also met on a fortnightly basis. The progress of Digital Transformation Programme was continuously monitored, and progress reported to the relevant members of staff.

The Board was content to note the status and overview of the Corporate Delivery Plan Update.

### **NOTED**

#### **09.2 RISK MANAGEMENT UPDATE**

The Board considered the paper 'Risk Management Update' [Paper No. Item 09.2] presented by Mr Gebbie, Director of Finance. Board members were asked to review the attached risks, provide feedback and take assurance from the processes in place to manage risk in NHS 24.

Mr Gebbie noted that the risk register had recently been reviewed by Audit and Risk Committee and that any suggested amendments had been incorporated prior to presentation to the Board.

Mr Gebbie highlighted the key points and noted that there were currently 35 Corporate Risks in total with 15 scoring 10 and above and reminded members that all risks regardless of score would be presented to all committees in August.

The Chair thanked Mr Gebbie for the update and invited comments and questions from members.

In response to a question regarding risk and opportunities, Mr Gebbie advised that the EMT Risk and Opportunities Group had agreed to update the name of the group, as the opportunities element was discussed separately at the Sustainability & Value group.

A discussion took place regarding inflation, during which members were assured that a 3% allowance had been incorporated into the plan for non-pay expenditure, and that it was unlikely there would be an impact in the current financial year as contracts were mostly in place, although future years had been considered.

Board members thanked Mr Gebbie and the Finance Team for their report. It was agreed that Audit and Risk Committee would continue to be kept informed in respect of any risks associated with the plan.

In summary, the Board was content to note the Risk Management Update.

### **NOTED**

#### **9.3 CLIMATE EMERGENCY AND SUSTAINABILITY UPDATE**

The Board considered the paper 'Climate Emergency and Sustainability Programme Quarterly Update' [Paper No. Item 9.3] presented by Dr Cook, Medical Director. The Board was asked to take assurance from the Climate Emergency and Sustainability Programme (CESP) Update. Dr Cook highlighted that colleagues had attended the Faculty of Public Health Conference: Connecting for Action on Climate Change' and the poster describing the Staff Food Growing project won Best Poster for the conference. He also advised members that there was progress being made particularly in relation to estates.

The Chair thanked Dr Cook for the update and invited comments and questions from members.

Members commended the progress made.

In summary, the Board was content to note the Climate Emergency and Sustainability Update.

### **NOTED**

#### **9.4 INTERNAL AUDIT PLAN 2025/26**

Mr Gebbie provided an update on the Internal Audit Plan 2025/26 which was approved by Audit and Risk Committee in June 2025. Board members were informed that Mr Gebbie, Mr Miller and Ms Gillie met with the auditors to review and agree the three-year plan.

Mr Gebbie highlighted that seven audits were planned in the new year and informed members that NHS 24 were going into Year 3 of the plan. Additionally, there were six contingency days that could be utilised to provide greater flexibility if required.

The Chair thanked Mr Gebbie for the update and invited comments and questions from members.

In response to a question regarding audit of clinical care and governance, the Chair assured members these had been completed in years 1 and 2, and therefore there was no requirement to have them in year 3.

In summary, the Board was content to note the Internal Audit Plan.

#### **NOTED**

#### **9.5 JOINT COLLABORATION BOARD – 12 MONTH UPDATE**

The Board considered the paper 'Joint Collaboration Board – 12 Month Update' [Paper No. Item 9.5] presented by Dr Hepburn, Deputy Chief Executive and Director of Workforce. The paper provided the Board with an update to the NHS 24 Board and Scottish Ambulance Service (SAS) Board on the work of the NHS 24/SAS Joint Collaboration Board (JCB), including its 'phase 2' delivery progress and future planned draft 'phase 3' priorities and activities.

Dr Hepburn highlighted that phase 2 was now complete and noted that signification progress had been made in relation to urgent and unscheduled care. She advised that a meeting was scheduled for 24 June to approve Phase 3 activities for the JCB.

The Chair thanked Dr Hepburn for the update and invited comments and questions from members.

A discussion took place regarding the governance process, noting that Planning and Performance Committee received updates on the work via Corporate Delivery Plan updates, however it was acknowledged this was not in the same level of detail. It was agreed that the governance of this work would be reviewed to determine any additional requirements. Furthermore, it was suggested that consideration be given to the inclusion of a joint statement in the ADPs of both organisations.

**ACTION:** Ms Stephanie Phillips

In summary, the Board was content to note the Joint Collaboration Update.

#### **NOTED**

### **10**

#### **10.1 PROCUREMENT ANNUAL REPORT 2024/25**

The Board considered the paper 'Procurement Annual Report 2024/25' [Paper No. Item 10.1] presented by Mr Gebbie, Director of Finance. The Board was asked to note the report for assurance ahead of submission to Scottish Government.

Mr Gebbie highlighted that The Procurement Reform (Scotland) Act 2014 placed a requirement on all public bodies with an annual turnover in excess of £5,000,000 to have a Procurement Strategy in place and to produce an Annual Report. He advised that the report included a section on regulated procurement, defined as any contract exceeding £50K. In addition to providing details of previous regulated procurements, there was also a requirement to outline any anticipated procurement activity over the following 24 months. Mr Gebbie advised NHS 24 has 7 regulated procurements throughout the year. Whilst NHS 24 had reflected the anticipated requirements for the

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subsequent two years, it was acknowledged that these could change over the period, depending on funding and evolving service demands.

Board members were also informed that the implementation of NHS 24 Integrated Contact Centre and Customer Relationship Management Systems had been awarded with community benefit requirements.

The Chair thanked Mr Gebbie for the update and invited comments and questions from members.

Board members queried whether the update to Scottish Government was required annually or if it could be amended to a three-year cycle, thereby enabling the time to be allocated elsewhere. Mr Gebbie advised that he would raise the matter with the procurement team and provide an update on their response at the next meeting.

**ACTION:** Mr John Gebbie

A discussion also took place regarding the volunteering programme. Board members were advised that there was a formal programme in place, however all staff were entitled to one volunteering day per year. It was agreed that Dr Hepburn and Ms Gibson would liaise with the relevant parties to explore the development of a formal volunteering programme.

In summary, the Board was content to note the Procurement Annual Report.

### **NOTED**

#### **10.2 PUBLIC PARTNERSHIP FORUM AND YOUTH FORUM ANNUAL UPDATE**

The Board considered the paper 'Public Partnership Forum (PPF) and Youth Forum (YF) Annual Update' [Paper No. Item 10.2] presented by Ms Edwards, Director of Service Delivery. The Board was asked to note the content of the PPF and Youth Forum Annual Update for 2024/25 and be assured that NHS 24 volunteers continue to make a valued contribution to the organisation.

The Chair thanked Ms Edwards for the update and invited comments and questions from members.

Board members commended the report, noting that it was encouraging to see future planning related to the skills and knowledge audit. They welcomed the intention to work with members to identify and utilise their skills more effectively.

The Chair praised NHS 24 for the progress and ongoing efforts made with PPF and YF, highlighting the positive impact of their contributions. He advised that planning was underway for the 2025 Annual Review.

In summary, the Board was content to note the Public Partnership Forum (PPF) and Youth Forum (YF) Annual Update.

### **NOTED**

#### **10.3 WHISTLEBLOWING ANNUAL REPORT 2024/25**

The Board considered the paper 'Whistleblowing Annual Report 2024/25' [Paper No. Item 10.3] presented by Mr Moore, Director of Nursing and Care. The Board was asked to approve the Whistleblowing Annual Report for onward submission to the Independent National Whistleblowing Officer (INWO) and publication on the NHS 24 Website.

Mr Moore advised that during the reporting period nine Confidential Contacts had continued in their roles. A six-month development programme had been delivered to support Confidential Contacts in carrying out their responsibilities effectively.

Two Whistleblowing concerns had been raised during the reporting period. One concern did not meet the criteria for whistleblowing and therefore was not progressed under that process. The second concern had been progressed as a Stage 2 investigation, which had not yet concluded at the time of reporting.

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The Chair thanked Mr Moore for the update. There were no comments or questions raised.

The Board was content to approve the Whistleblowing Annual Report 2024/25, for submission to the INWO and publication.

**APPROVED**

**10.4 RISK MANAGEMENT ANNUAL REPORT 2024/25**

The Board considered the paper 'Risk Management Annual Report 2024/25' [Paper No. Item 10.4] presented by Mr Gebbie, Director of Finance. The report provided a summary of the key activities and achievements relating to risk management undertaken between 1 April 2024 and 31 March 2025, highlighting the progress in the ongoing development of risk management arrangements and outlined the risk management objectives for the coming year.

Mr Gebbie informed members that two actions from the in-year internal audit had now been progressed and closed. The completion rate for the risk management module currently sits at 94% compliance, exceeding the target of 90%. He highlighted Figure 3, a chart illustrating the number of risks opened and closed for each quarter, evidencing a continually updated register.

In relation to setting risk management objectives for the coming year, a meeting had taken place on 19 June with Ms Gillie, Mr Togneri, Mr Gebbie and Ms Linda Robertson, Head of Risk, to discuss risk appetite and opportunities for continuous improvement.

The Chair thanked Mr Gebbie for the update. There were no comments or questions raised.

In summary, the Board was content to note the Risk Management Annual Report.

**NOTED**

**10.5 INFORMATION GOVERNANCE AND SECURITY ANNUAL REPORT 2024/25**

The Board considered the paper 'Information Governance and Security Annual Report 2024/25' [Paper No. Item 10.5] presented by Ms Gallacher, Chief Information Officer. The report provided an overview of the key areas of activity through 2024/25 for the Information Governance and Security (IG&S) Team for the reporting period.

Ms Gallacher highlighted that during the reporting period there had been a significant increase in Freedom of Information Requests. NHS 24 had achieved an improved assessment against the Network and Information Systems Regulations 2018 (NIS-R) 2024 review audit and also achieved the UK Government Cyber Essentials certification.

The Chair thanked Ms Gallacher for the update. There were no comments or questions raised.

In summary, the Board was content to note the Information Governance and Security Annual Report.

**NOTED**

**11**

**11.1 CORPORATE PERFORMANCE REPORT**

The Board considered the paper 'Corporate Performance Report' [Paper No. Item 11.1] presented by Ms Edwards, Director of Service Delivery. This paper was presented to the Board to provide assurance on the quality and performance of services provided for the period ended 31 May 2025 and to set the context for more detailed discussion on current performance.

Ms Edwards highlighted that call volumes continued to increase with May 2025 being the busiest month so far. Secondary care outcomes reached their highest level in May, and the average patient journey time decreased for the 5th consecutive month. Since December there had been a 19-minute drop in the average patient journey time and there was a drop in NHS inform page views.

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The Chair thanked Ms Edwards for the update and invited comments and questions from members.

A discussion took place about the drop off figure in user engagement on NHS inform. Board members were advised that this decline was due to several factors, including the method by which users accessed NHS inform whether directly or via a search engine as well as the tendency for users not to complete their journey through the platform. Another contributing factor was the introduction of AI-generated snippets by Google, which continued to impact page view activity. While NHS inform remained visible in search results, fewer users were clicking through to the site. In addition, changes to cookie consent settings, allowing users to opt-out of tracking had contributed to a month on month decrease in page views of 28%.

In response to questions regarding the rise in secondary care outcomes and the increased call volumes in May, members were informed that the unusually hot weather in May had resulted in a higher number of outdoor accidents, which subsequently led to increased call volumes and attendances at A&E.

Ms Edwards also informed members that recruitment for Clinical Supervisors was ongoing and that NHS 24 was expected to reach target staffing levels by the end of July. She also noted the additional keywords had been incorporated into Advise and Refer with plans for regular updates. The number of call handlers employed has remained stable.

A question was raised regarding data collection from the NHS 24 webchat service. Board members were advised that this would be reviewed in more depth once the new system has been implemented as this would provide a better understanding of what data could be recorded. It was agreed that Ms Gallacher would provide information once available to the Planning & Performance Committee and the Board.

**Action:** Ms Gallacher

In summary, the Board was content to note the Corporate Performance Report.

### **NOTED**

#### **11.2 FINANCIAL PERFORMANCE REPORT**

The Board considered the paper 'Financial Performance Report' [Paper No. Item 11.2] presented by Mr Gebbie, Director of Finance. The Board was asked to take assurance from the M01 Finance Report which shows the financial position of NHS 24 for April 2025.

Mr Gebbie informed Board members that Scottish Government do not ask for a month 1 report, however NHS 24 generate the report to ensure the Board were fully informed. He highlighted that saving plans were on target, however the savings plans were dependent on the completion of two key projects, the exit from Lumina and the Digital Transformation Programme.

The Chair thanked Mr Gebbie for the update and invited comments and questions from members.

Board members asked if there were any developments from month 1 to month 2 now that month 2 was complete and were advised that there were no material changes to note with spend continuing on trend.

In summary, the Board was content to note the Financial Performance Report.

### **NOTED**

#### **11.3 WORKFORCE ANNUAL REPORT 2024/25 (WITH QUARTERLY PERFORMANCE UPDATE)**

The Board considered the paper 'Workforce Annual Report 2024/25' [Paper No. Item 10.6] presented by Dr Hepburn, Deputy Chief Executive & Director of Workforce. The Board was asked to note the workforce report in terms of progress made in quarter 3 and the overall 12-month picture for the last financial year.

Dr Hepburn highlighted that the Workforce Directorate were two and half years into the 3-year Workforce Strategy. The appraisal completion rate was 79.5% as of 31 March 2025, and the Anti-Racism Action Plan was approved

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through governance routes in Q4, with specific actions incorporated into the wider Equality, Diversity and Inclusion Action Plan to track progress.

Dr Hepburn congratulated the Organisational Development Leadership & Learning (ODLL) Team on receiving the Learning and Development Team of the Year Award at The cHeRries Awards 2025 and to The Resourcing and Planning Team on being a finalist in the HR Team of the Year Award.

The Chair also congratulated both Teams on behalf of the NHS 24 Board.

Dr Hepburn informed members the Leadership Development Programme was nearing completion as scheduled with 100% of Leading for Impact cohorts with 85% satisfaction.

Following discussion, members were advised that all Transgender and LGBTQ staff were encouraged to complete EDI information on eESS and actions to support staff were articulated within the plan.

In summary, the Board was content to note the Workforce Annual Report.

### **NOTED**

## **12**

### **12.1 CLINICAL GOVERNANCE COMMITTEE**

The Board considered the approved minute of the Clinical Governance Committee meeting of 06 February 2025 [Paper No. Item 12.1a], NHS 24 Extraordinary Clinical Governance Committee of 10 April 2025 [Paper No. Item 12.1b] and the Highlight Report of the meeting of 22 May 2025 [Paper No. Item 12.2c] and were content to note these. Mr Togneri, Chair of Clinical Governance Committee, provided an overview of the key points of discussion from the last meeting, including the Whistleblowing Annual Report, Public Partnership and Youth Forum Annual Update, National Quarterly Healthcare Report and a Deep Dive on the Outcomes ANP trial.

The Chair thanked Mr Togneri for the update.

### **NOTED**

### **12.2 STAFF GOVERNANCE COMMITTEE**

The Board considered the approved minute of the Staff Governance Committee meeting of 04 February 2025 [Paper No. Item 12.2a], and the Highlight Report of the meeting of 8 May 2025 [Paper No. Item 12.1b] 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 good progress on the deliverables assigned within the Workforce Quarterly Report, Workforce Strategy & Plan and Benefits Realisation up to March 2025, and the focus on Digital Transformation Programme by providing training to allow staff the confidence and ability to use the new system.

The Chair thanked Mr Webb for the update.

### **NOTED**

### **12.3 AUDIT AND RISK COMMITTEE**

The Board considered the approved minute of the Audit & Risk Committee meeting of 13 February 2025 [Paper No. Item 12.3a] and the Highlight Report of the meeting of 05 June 2025 [Paper No. Item 12.3b] and were content to note these. Ms Gillie, Chair of Audit & Risk Committee, provided an overview of the key points of discussion from the last meeting. She advised members that an extraordinary meeting took place on 16 June 2025. Ms Gillie assured members that all issues raised by the auditors were now complete and resolved.

The Chair thanked Ms Gillie for the update.

### **NOTED**

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**12.4 PLANNING AND PERFORMANCE COMMITTEE**

The Board considered the approved minute of the Planning & Performance Committee meeting of 10 February 2025 [Paper No. Item 12.4a] and the Highlight Report of the meeting of 12 May 2025 [Paper No. Item 12.4b] and were content to note these. Mr Howe, Chair of Planning & Performance Committee advised that Ms Gillie was now a member of the committee. He provided an overview of the key points of discussion from the last meeting, including the Estates Strategy with update of proposals, and an update on the Digital Transformation Programme.

The Chair thanked Mr Howe for the update.

**NOTED**

**13**

**13.1 ANY OTHER COMPETENT BUSINESS**

**VALEDICTORY**

The Chair advised this was Mr Moore's last Board meeting as Director of Nursing and Care, as Mr Moore would shortly retire from service. Mr Moore has served as a Board member since 2024 and had a significant impact in helping support the Board and the work of NHS 24. The Board wished to formally note thanks to Mr Moore for his commitment to the NHS over the years and wished him well for his retirement.

**DATE OF NEXT SCHEDULED MEETING**

Thursday 28 August 2025, 10.30am

The meeting concluded at 12:15am