

## NHS 24

**Minutes of the Meeting of the  
NHS 24 Board  
held on Thursday 25 June 2026 at 2.00pm  
Boardroom, Caledonia House, Cardonald**

### **PRESENT**

Mr David Howe (in the Chair)

Dr Martin Cheyne (MS Teams)  
Ms Carol Gillie  
Ms Anne Gibson (MS Teams)  
Mr David Howe  
Ms Amina Khan  
Ms Abeer Macintyre  
Ms Liz Mallinson  
Mr Kenny Woods  
Mr Jim Miller  
Mr John Gebbie  
Mr Patrick Rafferty

### **IN ATTENDANCE**

Dr Jacqui Hepburn  
Ms Ann-Marie Gallacher  
Ms Jo Edwards  
Ms Suzy Aspley  
Ms Stephanie Phillips  
Dr Julie Ronald  
Mrs Geraldine Mathew  
Mrs Paula Matchett (Minute)

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

Mr Howe welcomed everyone to the June Board Meeting.

Dr Martin Cheyne attended the meeting via MS Teams, Mr David Howe, Board Vice Chair, chaired the meeting.

Apologies were intimated on behalf of:

- Dr Ron Cook. Dr Julie Ronald, Associate Medical Director, attended on behalf of Dr Cook.

The Chair welcomed observers:

- Ms Anne MacDougall, Chair, NHS 24 Public Partnership Forum
- Mr Stuart McCabe, Incoming Chair, NHS 24 Public Partnership Forum

As this was a Board Meeting held in public, observers were reminded that they were not permitted to participate in the meeting.

### **NOTED**

#### **2. 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.

NHS 24 OFFICIAL  
DRAFT – TO BE RATIFIED

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**

**3. MINUTES OF PREVIOUS MEETING OF 30 APRIL 2026**

The Board considered the minute of the previous meeting held on Thursday 30 April 2026 [Paper No. Item 03] and was content to approve the minute as a complete and accurate record.

**APPROVED**

**4. 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 four actions on the Rolling Actions Log.

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

**APPROVED**

**5. 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**

**6. CHAIR'S REPORT**

Mr Howe provided an overview of the Chair's activities since the previous meeting on 30 April 2026, and these were included as an appendix for information. Mr Howe invited members to raise any questions regarding these with Dr Cheyne directly.

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

**NOTED**

**7. 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 advised that recently he attended Public Sector Reform meetings, which were attended by NHS Chief Executives from all NHS Scotland Boards, the First Minister, the Deputy First Minister, and the Minister for Public Sector Reform. He noted that the meetings were ongoing and would focus on three key areas: service challenges, financial challenges, and the new Once for Scotland approach.

The Board congratulated Ms Marnie Westwood on her appointment as Associate Director of People and Development and wished her every success in the role.

It was noted that the recent introduction of hybrid working for frontline staff in Aberdeen was highly successful, with positive feedback received from staff and no impact identified on service performance. Board members were advised that the initiative would shortly be extended to Dundee and to a team based in Cardonald. Staff feedback highlighted that the main benefits included reduced travelling time and savings on travel costs.

## NHS 24 OFFICIAL DRAFT – TO BE RATIFIED

In relation to section 2.1.3, the Breathing Space Wellbeing Partnership Agreement with ScotRail, Board members requested further information on the conversation cafés. It was noted that, as train stations were considered high-risk areas, ScotRail staff were provided with prepared scripts to use within stations and on trains to support effective communication with the public. The Board noted that the relationship between NHS 24 and ScotRail was developing positively, with further collaboration being explored to raise awareness and strengthen public messaging in these settings. This built on existing initiatives, including the placement of wellbeing benches at various stations.

Further discussion took place regarding marketing and communication activity to ensure the public were aware of the location and purpose of the wellbeing benches, and the support available.

The Chair thanked Mr Miller and invited comments and feedback.

In summary, the Board was content to note the Executive Report to the Board.

### **NOTED**

#### **8.**

##### **8.1 PATIENT STORIES**

Mr Rafferty, Director of Nursing and Care, provided a verbal update on a Care Opinion story from a patient who had contacted NHS 24 following a recent A&E attendance. The patient had felt unheard and felt anxious about seeking further care as their symptoms worsened but advised that the NHS 24 call handler and nurse had provided compassionate communication, active listening, and reassurance. The patient advised that it helped rebuild trust, support safe decision-making and led the patient to reattend A&E for further assessment. Mr Rafferty noted that the story, published on Care Opinion in May 2026 was viewed by 23 staff members, highlighted the importance of person-centred telephone triage.

Mr Rafferty presented a compliment video received from a patient using the NHS 24 feedback form. The video depicted a patient who contacted NHS 24 with severe back pain and described receiving clear, empathetic communication and seamless onward care. The patient highlighted they felt reassured, promptly assessed and supported with an appropriate treatment plan, and praised the service for the comfort and confidence it provided.

Discussion took place on how public feedback was shared with call handlers. It was confirmed that, with consent, feedback was shared with staff by email, displayed on centre wall boards, and included in internal communications. Board members welcomed this approach, noting the importance of recognising staff and reinforcing the positive impact of their work.

The Chair thanked Mr Rafferty for the update and wished to note thanks on behalf of the Board to the individuals and their families for sharing their stories and experiences with the Board and to the staff involved.

### **NOTED**

#### **9.**

##### **9.1 CORPORATE DELIVERY PLAN 2025/26 CLOSURE REPORT**

The Board considered the paper 'Corporate Delivery Plan 2025/26' [Paper No. Item 09.1], presented by Ms Steph Phillips, Director of Transformation, Strategy, Planning and Performance. The Board was asked to note the closure report of the 2025/26 delivery action plan as part of the 2024-27 Corporate Delivery Plan. Ms Phillips noted that the report was previously endorsed by the Planning and Performance Committee prior to presentation to the Board and highlighted that most actions within the action plan had been completed with the stated in-year success criteria achieved. A small number were partially complete at Q4 end, with the remaining activity reflected in the new CDP.

The Chair thanked Ms Phillips and invited comments and feedback.

In summary, the Board was content to note the update.

### **NOTED**

##### **9.2 2026-29 CORPORATE DELIVERY PLAN**

## NHS 24 OFFICIAL DRAFT – TO BE RATIFIED

The Board considered the paper '2026-29 Corporate Delivery Plan' [Paper No. Item 09.2], presented by Ms Steph Phillips, Director of Transformation, Strategy, Planning & Performance. The Board was asked to approve the final designed version of the 2026-29 Three-Year Corporate Delivery Plan. Ms Phillips advised that the draft plan was presented previously at the Board reserved session in March 2026 and had since been subject to final design. She noted that the only further change to the narrative was the update of performance figures from 2024/25 to those for 2025/26.

Ms Phillips reminded Board members that, while there had been no formal commission from the Scottish Government, a corporate plan was required to support good governance, including alignment with financial planning and resource allocation. She advised that the approved plan would be shared with the Sponsor Team to communicate NHS 24's commitments and intentions.

The Chair thanked Ms Phillips and invited comments and feedback.

Board members thanked Ms Phillips for the Corporate Delivery Plan and noted that it was well presented and highlighted the clear focus on ambition.

In Summary, the Board was content to approve the 2026-29 Corporate Delivery Plan.

### **APPROVED**

#### **9.3 CORPORATE DELIVERY PLAN 2026/27 UPDATE**

The Board considered the paper 'Corporate Delivery Plan 2026/27 Update' [Paper No. Item 09.3] presented by Ms Steph Phillips, Director of Transformation, Strategy, Planning & Performance. The Board was asked to note the reporting of the 2026/27 delivery action plan and status of tasks as of end of May 2026 as part of the 2026-29 Corporate Delivery Plan (CDP).

Ms Phillips 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 Phillips and invited comments and feedback.

In response to a question regarding progress with the OneDrive and SharePoint migration action, Ms Phillips advised that work had commenced at the beginning of June. She noted that key staff attended fortnightly meetings to provide updates and communicate agreed actions to their wider teams, and that migration activity was already under way across three directorates.

In Summary, the Board was content to note the update.

### **NOTED**

#### **9.4 POWERED BY PEOPLE WORKFORCE STRATEGY 2026-29**

The Board considered the paper 'Powered by People Workforce Strategy 2026-29' [Paper No. Item 09.4] presented by Dr Jacqui Hepburn, Director of People & Development. The Board was asked to formally note approval of the NHS 24 Powered by People strategy 2026-2029 which was endorsed by the Board in February 2026 and was published in April 2026 following updates to baseline data as at 31 March 2026.

Dr Hepburn highlighted key points and advised members that the final version of the strategy was published in April 2026 and was shared with Scottish Government and stakeholders, marking the transition from strategic development to delivery. It was noted that the Year 1 (2026/27) Powered by People action plan, which would be managed and monitored via a Power BI dashboard.

The Chair thanked Dr Hepburn and invited comments and feedback.

Board members commented that strategy was a fantastic document and thanked Dr Hepburn and her wider team.

**NHS 24 OFFICIAL  
DRAFT – TO BE RATIFIED**

It was noted that progress would be monitored through agreed key performance indicators (KPIs), including appraisals and mandatory training, with performance levels sustained and on target. Dr Hepburn advised that the KPI framework would be reviewed annually by the Staff Governance Committee to ensure it remained relevant, aligned with national priorities, and responsive to organisational and workforce needs.

The Chair of the Staff Governance Committee noted that the Committee had recently reviewed and aligned the targets to ensure that they were realistic, achievable, and appropriately supported effective monitoring.

In Summary, the Board was content to approve the Powered by People Strategy 2026-29.

**APPROVED**

**9.5 2026/27 THREE-YEAR FINANCE PLAN**

The Board considered the paper '2026/27 Three-Year Finance Plan' [Paper No. Item 09.5] presented by Mr John Gebbie, Director of Finance. The Board was asked to approve the 2026/27 Three-Year Finance Plan, Mr Gebbie highlighted key points and noted that the draft plan had been presented at Board Reserved in February 2026, and the final plan was approved by Scottish Government Health and Social Care Directorate (SGHSCD) in March 2026.

The Chair thanked Mr Gebbie and invited comments and feedback.

Discussion took place regarding the figures included on Page 13 and whether they included both frontline staff or not. It was confirmed that the figures did not include frontline staff and that frontline staff would be included within the future review. Mr Gebbie advised that further detail would be compared and shared across all Boards at the next National Directors of Finance meeting.

It was also noted that the Scottish Government would instruct a full public sector review.

In Summary, the Board was content to approve the 2026/27 Three-Year Finance Plan.

**APPROVED**

**9.6 RISK MANAGEMENT UPDATE**

The Board considered the paper 'Risk Management Update' [Paper No. Item 09.6] presented by Mr John 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 advised that there were currently 29 operational risks at the time of reporting, 11 of which had a score of 10 or above. He reminded members that all risks, regardless of score, would be presented to the relevant Committees in August. He also drew attention to recent developments within the Risk Management update, particularly section 5.2, which provided information on both risk appetite and risk tolerance.

The Chair thanked Mr Gebbie and invited comments and feedback.

In Summary, the Board was content to note the update.

**NOTED**

**9.7 CLIMATE EMERGENCY AND SUSTAINABILITY UPDATE**

The Board considered the paper 'Climate Emergency and Sustainability' [Paper No. Item 09.7] presented by Mr John Gebbie, Director of Finance. The Board was asked to note the Climate Emergency and Sustainability Programme update for assurance.

Mr Gebbie highlighted the key points and noted that good progress was being made with substantial reductions due to the change in lights fitted within the centres, the exit of the Lumina and Dundee Buildings.

**NHS 24 OFFICIAL  
DRAFT – TO BE RATIFIED**

The Chair thanked Mr Gebbie and invited comments and feedback.

There was a recommendation that the wording of RI-0043871 to be reviewed, a suggestion was made for it to read “There is a risk that NHS 24 is unable to fully contribute in a positive way to the NHS Scotland Climate Emergency and Sustainability strategy due to organisational priorities driven by capacity and financial constraints and third-party dependencies”. It was agreed that Mr Gebbie would liaise with Dr Cook upon his return.

**ACTION: Mr Gebbie**

In Summary, the Board was content to note the update.

**NOTED**

**9.8 INTERNAL AUDIT PLAN 2026/27**

Mr Gebbie provided an update on the Internal Audit Plan 2026/27 which was approved by Audit and Risk Committee in June 2026. Board members were informed that Mr Gebbie, Mr Miller, and Ms Gillie had met with the auditors to review and agree the 2026/27 plan.

Mr Gebbie advised that the plan was reviewed annually and remained subject to change. He noted that spare days had been built into the plan and that the Audit and Risk Committee had proposed using these to support the Service Transformation Programme, in line with the previous audit undertaken for the Digital Transformation Programme.

The Chair thanked Mr Gebbie and invited comments and feedback.

In Summary, the Board was content to note the update.

**NOTED**

**9.9 JOINT NHS 24/SAS COLLABORATION UPDATE**

The Board considered the paper ‘Joint NHS24/SAS Collaboration Update’ [Paper No. Item 09.9] presented by Dr Jacqui Hepburn, Director of People & Development. Board members were asked to note the Joint Collaboration Action Plan (Annex 1) and its accompanying documents, including Governance and JCB reporting frameworks (Appendix 1 & 2), Programme risk register (Appendix 3), and Benefits realisation framework (Appendix 4). Members were also asked to note the collaborative approach undertaken between NHS 24 and the Scottish Ambulance Service (SAS), including engagement with executive and delivery leads in developing the plan and associated materials.

Dr Hepburn noted that the action plan had been developed in response to the Scottish Government PID following publication of the Service Renewal Framework (SRF) and the Joint Collaboration Project Brief ratified at the Joint Collaboration Board on 28 October 2025.

Dr Hepburn highlighted that the significant progress in NHS 24/SAS Collaboration with counterparts from each organisation meeting and working collaboratively.

The Chair thanked Dr Hepburn and invited comments and feedback.

Mr Woods also noted that Staffside representatives had continued to meet regularly to support and strengthen collaboration.

In Summary, the Board was content to note the update.

**NOTED**

NHS 24 OFFICIAL  
DRAFT – TO BE RATIFIED

## **9.10 HEALTH IMPROVEMENT SCOTLAND/NHS 24 STRATEGIC RELATIONSHIP AGREEMENT**

The Board considered the paper 'Health Improvement Scotland/NHS 24 Strategic Relationship Agreement' [Paper No. Item 09.10] presented by Mr Jim Miller, Chief Executive. Board members were asked to note for assurance the Strategic Relationship Agreement between HIS and NHS 24. Dr Hepburn noted that the paper had been presented to the HIS Board in April 2026.

The Chair thanked Dr Hepburn and invited comments and feedback.

Mr Gebbie advised Board members that progress had been made within the Finance Directorate, with HIS having filled its vacancies and staff having commenced in their new roles. He noted that mentoring support was still required within People and Development, and that collaboration and discussions remained ongoing to identify further areas where NHS 24 could provide support.

It was noted that the Chief Executives of both NHS Boards had met to review the impact and resource implications, and that these areas remained under consideration.

Board members commended NHS 24 for the support provided and recognised the significance of NHS 24 being selected to support other Boards.

In Summary, the Board was content to note the update.

### **NOTED**

## **10.**

### **10.1 PUBLIC PARTNERSHIP FORUM AND YOUTH FORUM ANNUAL REPORT 2025/26**

The Board considered the paper 'Public Partnership and Youth Forum Annual Report 2025/26' [Paper No. Item 10.1] presented by Ms Steph Phillips, Director of Transformation, Strategy, Planning & Performance. The Board was asked to note the content of the PPF and Youth Forum Annual Update for 2025/26 and be assured that NHS 24 volunteers continued to make a valued contribution to the organisation, supporting NHS 24 to have an improved understanding and focus on what matters to the people who use our services.

Ms Phillips formally thanked Ms MacDougall on her role of Chair, Public Partnership Forum, and commended Ms MacDougall her on continuous support and work throughout her time as Chair of PPF. Ms Phillips further welcomed Mr McCabe on his role as upcoming Chair of PPF and thanked Ms MacDougall for supporting Mr McCabe into his new role.

The Chair thanked Ms Phillips and invited comments and feedback.

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

### **NOTED**

### **10.2 WHISTLEBLOWING ANNUAL REPORT 2025/26**

The Board considered the paper 'Financial Performance Report' [Paper No. Item 10.2] presented by Mr Patrick Rafferty, Director of Nursing & 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 Rafferty highlighted that there were no cases created in the past 12 months.

The Chair thanked Mr Rafferty and invited comments and feedback.

A discussion took place around the date of review for the NHS 24 Whistleblowing Policy; it was agreed that Mr Rafferty would look further into this and circulate the date to Board members.

**ACTION: Mr Rafferty**

NHS 24 OFFICIAL  
DRAFT – TO BE RATIFIED

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

**APPROVED**

**10.3 RISK MANAGEMENT ANNUAL REPORT 2025/26**

The Board considered the paper 'Risk Management Annual Report 2025/26' [Paper No. Item 10.3] presented by Mr John Gebbie, Director of Finance. The report provided a summary of the key activities and achievements relating to risk management undertaken between 1 April 2025 and 31 March 2026, highlighting the progress on the development and maturity of NHS 24's risk management arrangements and outlined the risk management objectives for the coming year.

Mr Gebbie highlighted the key points with a main focus on the development on risk reporting around Risk Appetite and Risk Tolerance.

The Chair thanked Mr Gebbie and invited comments and feedback.

Board members commended Ms Robertson, Head of Risk Management on the excellent development within Risk Management Reports and the information included.

A discussion took place regarding aligning risk management and risk reporting with other NHS Boards, Mr Gebbie noted that Ms Robertson attended the National Risk Management Group along with her counterparts where the key focus is standardisation amongst NHS Scotland Boards.

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

**NOTED**

**10.4 INFORMATION GOVERNANCE AND SECURITY ANNUAL REPORT 2025/26**

The Board considered the paper 'Risk Management Annual Report 2025/26' [Paper No. Item 10.3] presented by Ms Ann-Marie Gallacher, Chief Information Officer. The report provided an overview of the key areas of activity through 2025/26 for the Information Governance and Security (IG&S) Team for the reporting period.

Ms Gallacher highlighted that, during the reporting period, there was a 50% reduction in Freedom of Information requests. She also noted that NHS 24 had recertified against the UK Government Cyber Essentials certification, that Data Subject Access Requests had continued to increase year on year, and that a recent NIS-R audit had achieved a 97% return. A clear improvement in the Exposure Score metric was also highlighted following its transition to ICT Operations Technical Support.

The Chair thanked Ms Gallacher and invited comments and feedback.

Board members commended Ms Gallacher and her team on the reduction in Freedom of Information Requests.

Discussion took place regarding mandatory training completion rates for staff. It was noted that work was ongoing among EMT members to encourage their wider teams to complete the available training. This activity was already under way and an increase in completion rates had been observed. The updated figures would be reflected in the Q1 report.

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

**NOTED**

**10.5 HEALTH AND CARE STAFFING ACT ANNUAL REPORT 2025/26**

The Board considered the paper 'Health and Care Staffing Act Annual Report 2025/26' [Paper No. Item 10.5] presented by Mr Patrick Rafferty, Director of Nursing & Care. The Board was asked to approve the Health and

## NHS 24 OFFICIAL DRAFT – TO BE RATIFIED

Care (Staffing) (Scotland) ACT 2019 Annual Report 2025-26 for onward submission to Scottish Government, Healthcare Improvement Scotland, and publication on the NHS 24 Website.  
The Chair thanked Mr Rafferty and invited comments and feedback.

It was noted that a new process, “Time to Lead,” had been introduced to provide senior colleagues with allocated time within their shifts to meet with staff for one-to-one discussions, appraisals, and coaching.

The Board was content to approve the Health and Care (Staffing) (Scotland) ACT 2019 Annual Report 2025-26.

### **APPROVED**

#### **11.**

##### **11.1 CORPORATE PERFORMANCE REPORT**

The Board considered the paper ‘Corporate Performance Report’ [Paper No. Item 11.1] presented by Ms Joanne 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 2026 and to set the context for more detailed discussion on current performance.

Ms Edwards highlighted that NHS 24 had experienced an increase in call volumes, reaching the highest level since December 2024. She also noted an increase in activity through the A&E pathway, which was attributed to the seasonal nature of calls relating to symptoms such as wounds and insect bites. It was further highlighted that positive access times had been achieved for the fifth consecutive month.

The Chair thanked Ms Edwards and invited comments and feedback.

Discussion took place regarding the increased activity through the A&E pathway. It was confirmed that not all patients would be directed to an emergency department in the first instance, as some would be referred to minor injuries services or receive video triage to determine the most appropriate next steps and support effective patient flow.

In response to a question regarding raising awareness due to the volume of seasonal symptom calls, it was confirmed that awareness was already being raised using our media company for effective communications and also as symptoms arose further information was added to the system. It was noted that Scottish Government would be launching a new initiative similar to “Right Care, Right Place.”

Further discussion took place regarding digital access, with a particular focus on cookie control and the impact this had on reporting activity. Board members were advised that, when members of the public accessed the website, they were presented with the option to accept or reject cookies. It was noted that an increasing number of users were choosing to reject cookies, which made it more challenging to collate accurate access data and could present as a reduction in activity. Work was ongoing to identify a suitable way forward, including consideration of alternative mechanisms to capture the required data. It was agreed that this would be discussed further and a meeting would be arranged with members of EMT and board members.

**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 M02 Finance Report which showed the financial position of NHS 24 for April 2026 to May 2026.

Mr Gebbie highlighted that there was an underspend of £45k at Month 2, with the financial position expected to achieve break-even by the end of the year. He advised that the total allocation for 2026/27 was anticipated to be

**NHS 24 OFFICIAL  
DRAFT – TO BE RATIFIED**

£142.5m. He also noted that the savings target for 2026/27 was £5.3m, of which £0.65m had been achieved by Month 2.

The Chair thanked Mr Gebbie and invited comments and feedback.

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

**NOTED**

**11.3 WORKFORCE PERFORMANCE REPORT Q4 YEAR END**

The Board considered the paper 'Workforce Performance Report Q4 Year End' [Paper No. Item 11.3] presented by Dr Jacqui Hepburn, Director of People & Development. The Board was asked to note the workforce report in terms of progress made in quarter 4 (January to March 2026). Dr Hepburn highlighted that the auditors feedback stated that report was excellent and included more than enough detail.

The Chair thanked Dr Hepburn and invited comments and feedback.

Discussion took place regarding appraisal completion figures and the measures in place to ensure Service Delivery staff were supported to complete their appraisals by the agreed deadline. Board members were advised that a comprehensive plan had been developed to provide assurance and support to all staff involved.

In summary, the Board was content to note the report.

**NOTED**

**12.**

**12.1 CLINICAL GOVERNANCE COMMITTEE**

The Board considered the approved minute of the Clinical Governance Committee meeting of 5 February 2026 [Paper No. Item 12.1a] and the Highlight Report of the meeting of 21 May 2026 [Paper No. Item 12.1b] and was content to note these. Dr Martin Cheyne, Interim Chair of Clinical Governance Committee, provided an overview of the key points of discussion from the last meeting.

The Chair thanked Dr Cheyne for the update.

**NOTED**

**12.2 STAFF GOVERNANCE COMMITTEE**

The Board considered the approved minute of the Staff Governance Committee meeting of 3 February 2026 [Paper No. Item 12.2a] and the Highlight Report of the meeting of 7 May 2026 [Paper No. Item 12.2b] and was content to note these. Ms Anne Gibson, Chair of Staff Governance Committee provided an overview of the key points of discussion from the last meeting.

The Chair thanked Ms Gibson for the update.

**NOTED**

**12.3 AUDIT AND RISK COMMITTEE**

The Board considered the approved minute of the Audit & Risk Committee meeting of 12 November 2026 [Paper No. Item 12.3a] and the Highlight Report of the meeting of 11 May 2026 [Paper No. Item 12.3b] and was content to note these. Ms Carol Gillie, Chair of Audit & Risk Committee, provided an overview of the key points of discussion from the last meeting.

The Chair thanked Ms Gillie for the update.

**NOTED**

**12.4 PLANNING AND PERFORMANCE COMMITTEE**

The Board considered the approved minute of the Planning & Performance Committee meeting of 09 February 2026 [Paper No. Item 12.4a] and the Highlight Report of the meeting of 11 May 2026 [Paper No. Item 12.4b] and was content to note these. Mr David Howe, Chair of Planning & Performance Committee provided an overview of the key points of discussion from the last meeting.

**NOTED**

**13.**

**13.1 ANY OTHER COMPETENT BUSINESS**

The Board congratulated Ms Aspley, Chief Communications Officer and her team on winning the IN House Team of the Year for Scotland at the Public Relations Communications Awards.

Mr Howe reminded Board members that the iMatter survey was live and that communications had been issued. He encouraged all members to complete the survey at their earliest convenience.

**NOTED**

**DATE OF NEXT SCHEDULED MEETING**

Thursday 28 August 2026, 10.00am.

The meeting concluded at 4.00pm