

NHS 24

Minutes of the Meeting of the NHS 24 Integrated Governance Committee held on Thursday 04 December 2025 at 10.00am via Microsoft Teams

PRESENT

Dr Martin Cheyne (in the Chair)
Mr Jim Miller (Chief Executive)
Ms Carol Gillie
Ms Anne Gibson
Mr John Gebbie

IN ATTENDANCE

Mrs Geraldine Mathew	Board Secretary
Mrs Paula Matchett	Business Support Officer (Minute)

01. WELCOME AND APOLOGIES

The Chair welcomed members to the November meeting of the Committee.

Apologies were received from Mr Martin Togneri and Mr David Howe.

NOTED

02. DECLARATIONS OF INTEREST

The Chair invited members to declare any interests in any of the items being discussed.

The Chair advised that Ms Amina Khan had recently been appointed to serve on the Board of the Scottish Police Authority, subject to necessary recruitment checks.

The Chair reminded all 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. MINUTE OF PREVIOUS MEETING

The Committee considered the minute of the previous meeting held on 24 June 2025 [Paper No. 3a] and were content to approve this as a complete and accurate record.

In response to a query regarding the self-effectiveness survey for the NHS 24 Board, Mrs Mathew confirmed that the Board administered their last survey in accordance with Scottish Government arrangements with other NHS Scotland Boards. She further advised that a Board Secretary meeting was scheduled for Thursday, 11 December 2025, and undertook to provide an update on the next survey arrangements following this meeting.

Action: Mrs Mathew

APPROVED

04. MATTERS ARISING

04a. ROLLING ACTIONS LIST

The Committee considered the Rolling Action List and were content to accept the recommendation that five actions were closed.

APPROVED

ITEMS FOR ENDORSEMENT

5.1 BOARD AND COMMITTEE SCHEDULE OF MEETINGS FOR 2026/27

The Committee considered the paper 'Board and Committee Schedule of Meetings for 2026/27' [Paper No. 5.1] presented by Mrs Geraldine Mathew, Board Secretary. The Committee were asked to review and endorse the NHS 24 Board and Committee schedule of meetings for 2026/27 for presentation to the NHS 24 Board for approval on 18 December 2025. Mrs Mathew advised the schedule had been presented at the recent Committee cycle in November, and informed members that the schedule was based on dates from 2025/26 therefore there were no significant changes, with the exception of the June Audit and Risk Committee (ARC) which would be held on Friday 12 June 2026 to align with the financial accounts process.

The Chair invited comments and questions from members.

In response to a query regarding the date of the NHS 24 Board meeting in June, Mr Gebbie confirmed that the NHS 24 Board meeting in June 2026 would be held later to align with ARC being held later to allow time between meetings for further discussion if required.

In summary, the members were content to endorse the Board and Committee Schedule of Meetings for 2026/27.

NOTED

5.2 BOARD AND COMMITTEE WORKPLANS 2026/27

The Committee considered the paper 'Board and Committee Workplans 2026/27' [Paper No. 5.2] presented by Mrs Geraldine Mathew, Board Secretary. The Committee were asked to review and endorse the NHS 24 Board and Committee Workplans for 2026/27, prior to NHS 24 Board approval. Mrs Mathew advised the Workplans were presented at the recent Committee cycle in November and would continue to be developed throughout 2026/27.

The Chair invited comments and questions from members.

Board members thanked Mrs Mathew for the workplans and commented on the new layout.

In response to a query, regarding consistency of papers presented to numerous Committees for assurance and approval, Mr Gebbie advised that a paper was presented to EMT to ensure more consistency but would review any anomalies within the plan. It was agreed that Ms Gillie would liaise with Mrs Mathew regarding queries with the workplan and amendments would be made ahead of presentation to Board on 18 December 2025.

ACTION: Ms Gillie/Mrs Mathew

A discussion took place regarding SAS Collaboration Report that was presented to Board in June on an annual basis, concern was raised that this was the only report that was not presented to Committee ahead of Board. It was agreed that this should be presented to the Planning and Performance Committee ahead of Board, this item to be added to the workplan.

ACTION: Mrs Mathew

In summary, the members were content to endorse Board and Committee Workplans 2026/27, subject to minor amendments prior to presentation to the Board for approval.

NOTED

ITEMS FOR ASSURANCE

6.1 INTERNAL AUDIT PLAN UPDATE

The Committee considered the verbal update on the 'Internal Audit Plan 2025-26 [Paper No. 6.1] presented by Mr John Gebbie, Director of Finance. Mr Gebbie informed members that there were 2 audits still to be undertaken in 2025/26 covering sustainability and cyber security which were traditionally more challenging areas. He noted that the Internal Audit Plan for 2026/27 was in the process of being developed for presentation to the Audit & Risk Committee at its meeting in February 2026. Mr Gebbie advised that comparison from last year showed positive results in terms of audit recommendations, with 12 yellow scoring and 22 green scoring recommendations, compared to this year's current 1 yellow scoring and 5 green scoring recommendations.

The Chair advised that he had a discussion with Ms Gillie and Mr Miller regarding proposed discussion with Azets, Internal Auditors, in relation to further assurance specifically in respect of the NHS 24 risk register to ensure that this captured all areas of risk.

It was agreed that Azets would be invited to the Board Workshop in November 2026 to align with the risk management review. There were additional audit days remaining and it was considered this would be a good use of those. Ms Gillie and Mr Gebbie agreed to progress and agree the scope for this work with Azets and the content of the subsequent Board Workshop. Members agreed that this session would be useful only if it would add value to NHS 24, further discussion to take place regarding this suggestion.

ACTION: Mr Gebbie/Ms Gillie

The Chair invited comments and questions from members.

Mr Gebbie advised that the most recent audits were regarding Digital Transformation Project and the implementation of the in-house service desk and was pleased to note that these were graded green which was a great result for two complex areas.

He also noted that at the next meeting with Azets, the suggestion of a 2-year extension plan rather than 1 year would be raised as it would be beneficial to NHS 24 to have a 2-year plan to allow all necessary audits to take place.

In summary, the Committee were content to note the Internal Audit Plan Update.

NOTED

ITEMS FOR DISCUSSION

7.1 IGC SELF-EFFECTIVENESS SURVEY RESULTS

The Committee considered the paper 'IGC Self Effectiveness Survey Results' [Paper No. 7.1] presented by Dr Martin Cheyne, Chair. The Committee were asked to note and comment on the results of the 2025 annual Committee self-assessment of effectiveness survey. The Chair highlighted that the self-effectiveness results were majority positive with very little negatives and that an Action Plan was developed following this.

The Chair invited comments and questions from members.

Mrs Mathew advised that there were similarities with 2024 results with common themes being raised. She highlighted the lowest rated question was D3 which was also the same in 2024. Mrs Mathew highlighted that this result from 2024 was added to the action plan and a resource pack created and distributed to members. The resource pack included links to useful documents and training to assist with their role. The Chair suggested for this year that a 6-month review meeting was held with all new members of the Committee to follow up on their role. It was agreed that this would be added to the action plan for 2025.

ACTION: Mrs Mathew

Another consideration was raised by Mr Gebbie regarding the Integrated Governance Committee reviewing the results for all Committees to get an insight on feedback and common themes throughout the Committees to assist with supporting chairs, members and actions.

Ms Gibson noted that guidance was previously sent out to all board members regarding NHS 24 training along with a resource pack from the board secretary, highlighting that the resources were available and members need to

follow it through to ensure they keep themselves informed. Dr Cheyne further advised that all Scottish Government Key Publications were also sent to all board members with an emphasis on Committee chairs to raise and discuss when necessary.

It was suggested that a deep dive session into the Integrated Governance Committee and your role as a member would be beneficial for all members to fully understand and fulfil their role, the chair commented that all members of the IGC were experienced chairs of NHS 24 Committees therefore this would be beneficial once on an annual basis which provide new Committee Chairs with an understanding of the purpose of the Committee and their role. It was agreed that this should commence from June 2026.

ACTION: Mrs Mathew

In summary, the Committee were content to note the IGC Self-Effectiveness Update and Action Plan Update.

NOTED

ITEMS FOR NOTING

8.1 CORPORATE GOVERNANCE FRAMEWORK

The Committee considered the paper 'Corporate Governance Framework' [Paper No. 8.1] presented by Mr Gebbie, Director of Finance. The paper provided updates to the Corporate Governance Framework prior to the approval at Board meeting in December 2025. Mr Gebbie advised the Corporate Governance Framework was endorsed by the Audit & Risk Committee at its meeting on 20 November 2025, with amendments raised by the Committee Chair included in the appendix. Mr Gebbie highlighted that the Framework was due for update every 3 years however NHS 24 review this annually as good practice. He advised there were no major changes proposed to the Framework with minor amendments to wording and Committee memberships.

In response to a query regarding the information contained about Committee representation, Mr Gebbie advised that what was included within the Framework was what the Committee submitted to the Board Secretary. It was agreed that information was updated to ensure consistency on what information was included with regards to Committee Chairs, Vice Chair and membership, this information would be updated prior to presentation to the Board.

ACTION: Mrs Mathew

A question was raised regarding the closure of EIRG and the new development of the cross-directorate group and should reference to this be included within the Framework. It was agreed that this would not be included given the more operational focus of this new group moving forward.

8.2 GOVERNANCE IMPROVEMENT UPDATE

The Committee considered the paper 'Governance Improvement Update' [Paper No. 8.2] presented by Dr Martin Cheyne, Chair. The Committee were asked to note recent improvements made to enhance governance within the organisation. The Chair handed over to Mrs Mathew for update. Mrs Mathew advised that during the August 2025 cycle of Committee meetings, some issues emerged in respect of governance and noted the key themes were detailed at section 3.1. She advised that a paper was presented to EMT and recommendations were made in regard to governance terminology. Mrs Mathew highlighted that a new governance category "for endorsement" had been established which would serve as a term for use for papers which were presented to Committee for endorsement ahead of submission to the Board.

The Chair thanked Mrs Mathew for the update and commented that was a great piece of work.

8.3 SCOTTISH GOVERNMENT KEY GUIDELINES AND PUBLICATIONS

The Chair advised there was two publications included for information for Committee members, those being:

- DL (2025) 13: Framework Document for NHS Boards, which was directly related to territorial boards.
- DL (2025) 19: Appointment of First Patient Safety Commissioner for Scotland.

A suggestion was made with regards to the appointment of the first Patient Safety Commissioner for Scotland, and if it would be useful for the Commissioner to attend a future Board Workshop. After discussion, it was agreed that this would be reviewed at Integrated Governance Committee in December 2026.

ACTION: Mrs Mathew

14 HIGHLIGHT REPORT TO THE BOARD

The Chair and Committee Secretariat to develop the highlight report of the meeting for presentation to the Board at its next meeting.

DATE OF NEXT MEETING

Thursday 30 June 2026, at 10am.