

NHS 24

**Minutes of the Meeting of the
NHS 24 Board
held on Thursday 19 December 2024 at 10:30am
MS Teams**

PRESENT

Dr Martin Cheyne (in the Chair)

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

IN ATTENDANCE

Dr Jacqui Hepburn
Ms Steph Phillips
Ms Joanne Edwards
Ms Ann-Marie Gallacher
Ms Suzy Aspley
Ms Marnie Westwood (For items 9.4 and 10.3)
Mrs Geraldine Mathew
Mrs Paula Matchett (Minute)

01. WELCOME, INTRODUCTIONS and APOLOGIES

The Chair welcomed everyone to the December Board Meeting.

The Chair welcomed Ms Victoria Knox, Associate Director of Workforce as an observer 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.

The Chair also welcomed Ms Marnie Westwood, Head of Resourcing and Planning, who was in attendance for items 9.4 and 10.3.

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.

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03. MINUTES OF PREVIOUS MEETING OF 31 OCTOBER 2024

The Committee considered the minute of the previous meeting held on Thursday 31 October 2024 [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 five actions on the Rolling Actions Log.

Ms Gallacher provided an update on Action 862 and advised board members in respect of the new process and dashboard developed for Digital Contacts reporting.

The Board was content to approve the recommendation that five actions were closed and noted that three 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 last meeting of 31 October 2024, and these were included as an appendix for information. The Chair welcomed questions on the items included.

The Chair highlighted that he had attended some of the Spotlight Award Ceremonies that took place across the Centres, and thanked Ms Gibson for attending the Award Ceremony at Norseman on his behalf. The ceremonies were well attended, and the Chair would welcome staff views on evaluation of the events.

The Chair advised that he had recently attended the Board Development Group, where discussions had taken place about ensuring Board's were working to common themes, with a strong emphasis on improvement. The Chair encouraged members to consider any topics they would like the Chair to raise at the Board Development Group and to contact the Chair direct.

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 gave an overview of the Executive Report and highlighted various key points.

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Mr Miller praised NHS 24 on a successful Annual Review in November. Following on from the Annual Review, Mr Miller advised that the Cabinet Secretary had attended an open press session at Norseman House and First Minister had requested a visit to the Dundee centre with Mr Miller, Ms Edwards and Dr Cook.

Board members were advised that the Scottish Government Mid-Year Review would take place on 14 January 2025.

iMatter and Appraisal completion rates were at their highest compliance rate and Mr Miller emphasised the scores were excellent. He thanked the Workforce and Service Delivery Directorates for the continuous work to improve these.

Mr Miller advised that NHS 24 has entered into a three-year partnership agreement with Strathclyde University and the first meeting would take place in January 2025. The Strategic Partnership formalises the working relationship between the University of Strathclyde and NHS 24 by providing a coordinated process for identifying, defining, and progressing potential opportunities for engagement through collaboration.

The Chair thanked Mr Miller for the report and excellent work carried out by all, and invited comments and questions from members.

Board members commented that the partnership with Strathclyde University was an exciting opportunity for NHS 24 and commended the work carried out by the Workforce and Service Delivery Directorates for achieving the highest rates of iMatter and Appraisal.

In response to a question regarding clinical supervision, Dr Hepburn advised that there were 16 new employees due to commence before festive with another 56 interview checks ongoing, and Board members commended the team on this achievement.

A discussion took place regarding the video consultation initiative which has been launched for children aged 2-12 years old, at weekends during winter. Dr Cook advised this was an enhancement to our current telephone consultations and would help gain a better understanding of the child's symptoms.

The Board was content to note the Executive Report.

NOTED

08.1 PATIENT STORIES

Mr Moore, Director of Nursing & Care, provided an overview of a recent compliment received regarding a parent who called NHS 111 for her daughter, with pain on the right-hand side of her tummy. The parent then headed to A&E at the children's hospital with suspected appendicitis. The parent commented that they were impressed that every health care professional listened to both the parent and her child and had not dismissed them. The parent had requested that complimentary feedback was shared with the staff involved. The Patient Experience Team were able to identify the staff involved and shared the feedback with them.

Mr Moore then provided an overview of a recent complaint received regarding a patient who had hip replacement surgery and followed hip exercises post op via NHS inform. The patient had advised that their hip symptoms worsened after following the exercises and due to this the patient attended private physiotherapy. The exercises on NHS inform were for strengthening but the instructions do not differentiate between them and stretching exercises. Following on from this the 'Exercise for Hip Problems' page on NHS inform was reviewed and updated as a priority. All other exercises pages within the 'Muscle, Bone and Joint' pages would also be reviewed bringing this feedback into consideration. An update was sent to the complainant and a reply has been received thanking NHS 24 for a prompt reply and for assuring them of the update.

Board members commended the Patient Experience Team for a fast response to the patient and for the teams involved in reviewing and updating NHS inform content quickly.

The Chair thanked Mr Moore 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.

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09.1 CORPORATE DELIVERY PLAN UPDATE

The Board considered the paper 'Corporate Delivery Plan Update' [Paper No. Item 09.1] presented by Ms Phillips, Director of Transformation Strategy, Planning & Performance. The Board was asked to note the status and overview of the Corporate Delivery Plan and progress.

Ms Phillips highlighted the key points and noted that progress continued to be made against deliverables, however, there was ongoing awareness and monitoring of the capacity required to deliver these.

Ms Phillips also highlighted that it was expected that Q4 of this year and Q1 and Q2 of 2025/26 would likely see an increase in the level of activity in some areas and guidance for joint delivery and finance planning has been received from Scottish Government.

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

A discussion took place about assurance of the Corporate Delivery Plan Update and members were advised there were various levels of assurance including the ongoing review and monthly updates by the Executive Management Team (EMT) as well as presentation to the Planning and Performance Committee.

It was agreed that a 6-month review would be carried out to track progress and if there was any delays or additional costs, the Board and Planning and Performance Committee must be advised of this change.

A discussion took place regarding marketing budget and members were advised that there would be no TV adverts this year in respect of winter but there would be marketing using other approaches such as radio and flyer adverts.

In summary, the Board was content to note the status and overview of the Corporate Delivery Plan Update.

ACTION: Ms Phillips

NOTED

9.2 RISK MANAGEMENT UPDATE

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

Mr Gebbie highlighted the key points and noted that there were currently 35 corporate risks in total, 7 risks had been closed and 6 new risks had been identified. The corporate risks had been presented to the respective Committees prior to presentation to the Board.

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

A discussion took place about the target date of risk RI-0012884. Mr Gebbie advised that 31 December 2024 was the correct target date as the content of the risk was regarding decision making. A new risk would be created in 2025 regarding estates delivery.

The Board were content to note the Risk Management Update and were assured by the information provided.

NOTED

9.3 CLIMATE EMERGENCY AND SUSTAINABILITY ANNUAL REPORT

The Board considered the paper 'Climate Emergency and Sustainability Annual Report' [Paper No. Item 09.3] presented by Dr Cook, Medical Director. The Board were asked to review and take assurance from the CESP

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Annual Report 2023/2024 which had been presented to the Planning & Performance Committee in November. The Report was due for submission to Scottish Government in January 2025.

Dr Cook highlighted that responding to the climate emergency was one of Scottish Government's highest priorities.

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

Potential duplication of the miles saved within section 7.1 was raised. Dr Cook agreed to review these to ensure that 2024 figures were updated accordingly.

In summary, the Board were content to note the report and were assured by the information provided.

ACTIONS: Dr Cook

NOTED

9.4 WORKFORCE STRATEGY AND PLAN UPDATE 2022-2025 YEAR 2 UPDATE AND REFRESH

The Board considered the paper 'Workforce Strategy and Plan Update 2022-2025 Year 2 Update and Refresh' [Paper No. Item 09.4] presented by Ms Westwood, Head of Resourcing and Planning. The Board were asked to note progress made in Year 2 against the Workforce Strategy and Plan 2022-2025 and consider the refreshed documents 'Developing Our Strategy and Plan' and 'Workforce Year 3 Action Plan'.

Ms Westwood advised that the paper had been presented to the EMT, Area Partnership Forum and Staff Governance Committee, before being presented to Board members. Key points were highlighted including Appendix 1 'Workforce KPI Scorecard' which provided an update in relation to progress made against the Strategy and Plan from publication to 30 September 2024 and 100% completion of both Year 1 and 2 deliverables has been achieved. Progress has commenced against Year 3 deliverables.

It was noted that the plan aligned with the Digital Transformation Programme and Service Transformation Programme. There would also be opportunities for staff to enhance their digital skills to ensure capability across the organisation to use digital technology efficiently in their job roles and to enhance the patient journey.

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

Board members commended the report and emphasised progress made, ongoing development and the appraisal completion figures.

Dr Hepburn advised that the appraisal figures achieved the target and this was largely due to the Workforce and Service Delivery Directorates working together to run development sessions, actively encouraging managers to ensure appraisals were completed fully. Some Directorates have achieved 100% completion rates.

A discussion took place about the way in which the end of year appraisal figures were presented in line with the target. Dr Hepburn accepted and acknowledged the comment.

It was noted that there was ongoing progression to support attendance within NHS 24. The Workforce Directorate were pro-active in this area. Attendance management would continue to be top of the agenda at Staff Governance Committee and significant work has already been undertaken.

The Chair commended Dr Hepburn, Ms Westwood, the Workforce Directorate and the Service Delivery Directorate for the changes they have made to support staff.

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10

10.1 CORPORATE PERFORMANCE REPORT

The Board considered the paper 'Corporate Performance Report' [Paper No. Item 10.1] presented by Ms Phillips, Director of Transformation Strategy, Planning & Performance. The Board was asked to note the quality and performance of services provided for the period ended 30 November 2024 and set the context for more detailed discussion on current performance. Ms Phillips highlighted that attendance levels fell to 91.1%.

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

A discussion took place about the decrease in NHS inform usage for November 2024 and if there was an expectation that the numbers would increase due to the winter campaign. It was advised that due to digital activity, radio adverts, social media content and organisational content it was likely there would be an increase in December data.

The Chair suggested that it would be beneficial to have a Board Workshop session focusing on digital content including analysis of the winter campaign.

ACTION: Mr Miller, Mr Cheyne & Ms Aspley

NOTED

10.2 FINANCIAL PERFORMANCE REPORT

The Board considered the paper 'Finance Performance Report M7' [Paper No. Item 10.2] presented by Mr Gebbie, Director of Finance. The Board was asked to take assurance from the M7 Finance Report which showed the financial position of NHS 24 as at October 2024.

Mr Gebbie highlighted key points from the report including a year-to-date underspend of £36k at month 7, based on the assumption that anticipated allocations totalling £4.96m were received. Savings plans remained on track, however, were reporting a pressure. This was mainly a timing delay between plans being signed off via the Sustainability and Value group and actioned in the ledger with the current underspends reducing when the savings were actioned.

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

The Board members thanked Mr Gebbie for the positive report which was easy to follow and noted that it was excellent to see that NHS 24 remained on track during this challenging period.

A question was raised in relation to the non-pay spend in respect of equipment. Mr Gebbie noted that this was in relation to some one-off equipment costs.

In summary, the Board was content to note the financial position as at October 2024.

NOTED

10.3 WORKFORCE PERFORMANCE REPORT

The Board considered the paper 'Workforce Quarterly Report Q2' [Paper No. Item 10.3] presented by Dr Hepburn, Deputy Chief Executive and Director of Workforce. The Board was asked to note the Workforce Report in terms of progress made in Q2 and that the Workforce Directorate, in collaboration with other Directorates, had made significant progress which was demonstrated by the majority of key performance indicators (KPI's) either meeting or exceeding target.

Dr Hepburn highlighted key points of the report including Workforce Plan Year 3 refresh questionnaire meetings which took place with all Directors across July and August, the outputs of which would be incorporated into the Workforce Strategy Year 3 refresh; the Establishment Control Panel and the Strategic Workforce Planning Group were merged to form the new Workforce Planning Group. The group would meet monthly to focus on strategic

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workforce planning and deeper dives into resourcing issues and staffing models. iMatter 2024 response rates and action planning hit an NHS 24 high of 76% and 92% respectively, with efforts noted by Scottish Government and insights sought on NHS 24's approach.

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

The Chair reflected on the key points and commented that the completion of appraisals was important, and this had been highlighted to the Cabinet Secretary at the Annual Review in November 2024.

Dr Hepburn advised that all staff had made significant effort to ensure appraisals were completed to ensure the target was met.

In summary, the Board was content to note the Workforce Report for Q2, and the progress made.

NOTED

11.

11.1 CINICAL GOVERNANCE COMMITTEE

The Board considered the approved minute of the Clinical Governance Committee meeting of 06 June 2024 [Paper No. Item 11.1a] and the Highlight Report of the meeting of 07 November 2024 [Paper No. Item 11.1b] and were content to note these. Mr Martin Tognieri, Chair of Clinical Governance Committee, provided an overview of the key points of discussion from the last meeting, including mainstreaming of the Armed Forces Covenant, review of the Clinical Risk Register, the Committee Action Plan, quality improvement, and stakeholder engagement.

The Chair thanked Mr Tognieri for the update.

NOTED

11.2 STAFF GOVERNANCE COMMITTEE

The Board considered the approved minute of the Clinical Governance Committee meeting of 01 August 2024 [Paper No. Item 11.2a] and the Highlight Report of the meeting of 04 November 2024 [Paper No. Item 11.2b] and were content to note these. Mr Alan Webb, Chair of Staff Governance Committee, provided an overview of the key points of discussion from the last meeting, including the leadership development programme and evaluation of this.

The Chair thanked Mr Webb for the update.

NOTED

11.3 AUDIT AND RISK COMMITTEE

The Board considered the approved minute of the Audit & Risk Committee meeting of 15 August 2024 [Paper No. Item 11.3a] and the Highlight Report of the meeting of 21 November 2024 [Paper No. Item 11.3b] and were 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, including the risks associated with Digital Transformation Programme and the in-flight review.

The Chair thanked Ms Gillie for the update.

NOTED

11.4 PLANNING AND PERFORMANCE COMMITTEE

The Board considered the approved minute of the Planning & Performance Committee meeting of 08 August 2024 [Paper No. Item 11.4a] and the Highlight Report of the meeting of 11 November 2024 [Paper No. Item 11.4b] and were content to note these. Mr David Howe, Chair of Planning & Performance Committee, provided an overview of

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the key points of discussion from the last meeting, including the winter checklist, and the Digital Transformation Programme.

The Chair thanked Mr Howe for the update.

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11.5 INTEGRATED GOVERNANCE COMMITTEE

The Board considered the approved minute of the Integrated Governance Committee meeting of 25 June 2024 [Paper No. Item 11.5a] and the Highlight Report of the meeting of 05 December 2024 [Paper No. Item 11.5b] and were content to note these. Dr Martin Cheyne, Chair of Integrated Governance Committee, provided an overview of the key points of discussion from the last meeting, including the Board and Committee Schedule of Meetings for 2025/26, and the update on the Internal Audit Plan progress. Dr Cheyne also noted that the Committee discussed the 3 yearly external reviews of Boards by Scottish Government, outlined in the Blueprint for Good Governance, and that there was currently no plan in place to conduct this at the moment.

NOTED

12 GOVERNANCE

12.1 CORPORATE GOVERNANCE FRAMEWORK

The Board considered the paper 'Corporate Governance Framework Update 2024' [Paper No. Item 12.1] presented by Mr Gebbie, Director of Finance. The Board was asked to review the updates to the Corporate Governance Framework for approval.

Mr Gebbie advised that Appendix 2 of the paper highlighted all changes that had been made within the Framework since the last review in February 2024. Following discussion and a proposal to review the Corporate Governance Framework every 3 years as opposed to every year, it was agreed that the Framework would continue to be reviewed annually.

In response to a question raised regarding phrasing within Section E – Scheme of Delegated Authority, specifically, in relation to delegated authority in the absence of the Chief Executive Officer, it was agreed that clarity on this would be provided out with the meeting.

ACTION: Mr Gebbie

NOTED

12.2 BOARD AND COMMITTEE SCHEDULE OF DATES 2025/26

The Board considered the paper 'Board and Committee Schedule of Dates 2025/26' [Paper No. Item 12.2] presented by Dr Martin Cheyne, Chair of NHS 24 Board for approval.

The Board was content to approve this.

NOTED

12.3 BOARD AND COMMITTEE WORKPLANS 2025/26

The Board considered the paper 'Board and Committee Workplans 2025/26' [Paper No. Item 12.3] presented by Dr Martin Cheyne, Chair of NHS 24 Board for approval.

The Board was content to approve this.

NOTED

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13.

13.1 ANY OTHER COMPETENT BUSINESS

The Chair invited members to raise any other competent business. There was no other business raised.

NOTED

DATE OF NEXT SCHEDULED MEETING

Thursday 27 February 2025, 10:00am

The meeting concluded at 12:11pm