

NHS 24

**Approved Minutes of the Meeting of the
NHS 24 Integrated Governance Committee
held on Tuesday 24 June 2025 at 10.00am
via Microsoft Teams**

PRESENT

Dr Martin Cheyne (in the Chair)
Mr Jim Miller (Chief Executive)
Ms Carol Gillie
Mr David Howe
Mr Alan Webb
Mr Martin Togneri
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 June meeting of the Committee.

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 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 05 December 2024 [Paper No. 3a] and were content to approve this as a complete and accurate record.

APPROVED

04. MATTERS ARISING

04a. ROLLING ACTIONS LIST

The Committee considered the Rolling Action List and were content to accept the recommendation that two actions were closed; one action remains ongoing.

APPROVED

ITEMS FOR APPROVAL

5. IGC REVIEW OF TERMS OF REFERENCE

The Committee considered the paper 'IGC Terms of Reference' [Paper No. 5] presented by Dr Martin Cheyne, Chair. The paper included the Committees current Terms of Reference.

The Chair invited comments and questions from members.

In summary, the members were content to approve the Terms of Reference, noting that there were no amendments made.

APPROVED

6. IGC ANNUAL REPORT 2024/25

The Committee considered the paper 'Integrated Governance Committee Annual Report 2024/25' [Paper No. 6] presented by Dr Martin Cheyne, Chair. The IGC Annual Report was circulated electronically to members in April 2025 and was approved virtually. The report was presented today for noting and homologation.

In summary, the members were content to formally note approval of the IGC Annual Report 2024/25.

APPROVED

ITEMS FOR DISCUSSION

7. INTERNAL AUDIT PLAN UPDATE

The Committee considered the paper 'Internal Audit Plan 2024-25 [Paper No. 7] presented by Mr John Gebbie, Director of Finance. Mr Gebbie highlighted that there were 7 audits to be undertaken in 2025/26, and the plan had been approved at both Audit & Risk Committee and Board in June subject to change. Mr Gebbie highlighted that the PMO Review was ongoing, and the Property Transaction audit would be presented to Audit & Risk Committee in August.

Mr Gebbie referred to a question that was raised at Board regarding clinical audits and advised there were none arranged for 2025/26, he confirmed the clinical audits were completed in years one and two of the three year plan.

The Chair suggested that a workshop session was arranged to provide information on the internal audit plan for new board members, all members agreed this would be beneficial.

ACTION: Mrs Mathew

In response to a question regarding if there were any new areas identified in the new three year plan, Mr Gebbie advised that one of the non-executives had queried if an equalities audit had been considered in future plans. It was advised if there was an equalities audit would be included in the planning discussions with Internal Audit and that the Equalities and Rights Group should be informed.

Members were advised there would be a cyber audit and it was recommended that the days assigned provided added-value and not duplication given that ICT had recently completed the NIS-R Audit therefore a lot of the requirements would be similar.

Following discussion, it was agreed that any changes of planned audits should be notified to the Chair of the relevant Committee.

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

NOTED

8. IGC SELF-EFFECTIVENESS UPDATE

The Committee considered the paper 'IGC Self Effectiveness Survey Paper' [Paper No. 8] presented by Mr John Gebbie, Director of Finance. Mr Gebbie advised that the self-effectiveness survey took place in July 2024, and an Action Plan was developed following this, he advised the paper provided an update on that Action Plan (Appendix

1) for review, with a recommendation that the Committee undertakes its 2025 Self-Effectiveness Survey during the month of July 2025.

In summary, the Committee were content to note the IGC Self-Effectiveness Update and Action Plan Update and covered the next survey under item 11 below.

NOTED

9. REVIEW OF COMMITTEE PAPERS – FEBRUARY 2025 CYCLE

The Committee considered the paper 'Review of Committee Papers – February 2025 Cycle' [Paper No. 9] presented by Mr Gebbie, Director of Finance. The paper provided an overview of the key outcomes following the review undertaken. The Chair opened up a discussion about Board and Committee cover papers provided for committee meetings held in February 2025 cycle.

Mr Gebbie advised that there were seven papers presented at more than one committee, the papers were broadly the same, which resulted in duplication of information to various committees. This could cause confusion as there could be an incident where a paper was approved at one committee and not another. He assured members this would be raised with executive leads at their quarterly meeting to discuss committee agendas to ensure there was no duplication and that papers were clear of the lens they were at the Committee for.

A discussion took place regarding the sections within the current agendas including approval, assurance and for discussion. Members highlighted that every item on a committee agenda should welcome a discussion even when a decision was not required.

In summary, the Committee were content to note the summary findings of the review and the adoption of the principles outlined at section 7 of the paper. Dr Cheyne agreed to reference this discussion in his next Chairs Report to the Board.

ACTION: Dr Cheyne

10. APPROPRIATE ATTENDANCE AT COMMITTEE MEETINGS

The Committee considered the paper 'Attendance at Committee Meetings' [Paper No. 10] presented by Mr John Gebbie, Director of Finance. Mr Gebbie asked members for feedback on the changes made prior to the May/June Committees in relation to committee attendees, specifically that Executive Directors presented papers for assurance, and subject matter experts presented papers for approval.

Members provided feedback on the changes and noted that some meetings had felt less natural, performative, with a reduction in discussion, loss of energy and context. It was suggested that it would be the role of the Chair of the Committee to consider and decide, with the Executive Lead for that Committee, the appropriate attendance by subject matter experts and staff to support presentation of papers, whilst taking account of capacity and time commitment required by staff.

In summary, the Committee agreed that a more flexible approach would be taken for future Committee meetings, and Committee Chairs would consider appropriate attendance at Committee meetings, with the Executive Lead of their respective Committees.

11. COMMITTEE SELF-ASSESSMENTS OF EFFECTIVENESS

The Vice Chair, Mr Alan Webb, opened up a discussion about Committee Self-Assessments of Effectiveness, specifically in relation to the current format and content of the surveys, and whether Committees would benefit from a greater focus on committee development and improvement approach.

A question was raised regarding whether committees require to conduct a survey on an annual basis. Board members were advised that the principles of the Blueprint for Good Governance recommend that the Board undertake an assessment annually, therefore it would be considered good governance to conduct committee assessments annually.

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Following discussion, it was agreed that the Board Chair would meet with the Chief Executive, the Vice Chair, Mr Gebbie and Mrs Mathew, to discuss this matter in more detail, including when committee self-assessments of effectiveness would be conducted and the format for these.

ACTION: Dr Cheyne, Mr Webb, Mr Miller, Mr Gebbie, Mrs Mathew

12. HEALTH BOARD COLLABORATION AND LEADERSHIP

The Committee considered the paper 'Health Board Collaboration and Leadership NHS Scotland Executive Group' [Paper No. 12] presented by Mr Miller, Chief Executive. The paper, which was presented to the NHS 24 Board at its meeting in April, set the context for renewal and reform, briefed the Board on the new governance arrangements with the establishment of the NHS Scotland Executive Group, and described the need for all Boards to ensure a systematic approach to balancing local delivery with the need to contribute to meet the needs of larger populations beyond their geographical boundaries, in the delivery of planned care.

Mr Miller and Dr Cheyne attended the joint Board Chairs and CEO meeting on 23 June 2025, where discussion took place regarding three key documents those being the Health and Social Care Service Reform Framework, Population Health Framework and the Operational Improvement Plan. It was agreed that Mrs Mathew would share these documents with members.

Members were advised that Ms Steph Phillips, Director of Transformation, Strategy, Planning & Performance, would deliver a session at the Board Workshop in September 2025, which would focus on reviewing the NHS 24 strategy in the context of the new documents published.

Discussion took place regarding the requirement to consider NHS 24 governance structures in light of the new publications, specifically the greater focus on collaboration. Dr Cheyne noted that NHS 24 continued to progress collaborative working with partners. He highlighted the NHS24/SAS collaboration and the governance arrangements already in place through the Joint Collaboration Board.

ACTION: Mrs Mathew

NOTED

13. DL (2025) 06 - REMUNERATION INCREASE 2025-26, 2026-27 and 2027-28: CHAIRS AND NON-EXECUTIVE MEMBERS

Mr Gebbie advised members of a recent Directors Letter (DL (2025) 06) received from the Scottish Government which detailed remuneration increase for 2025-2028 for Chairs and Non-Executive members. He confirmed that this would be implemented in July 2025.

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 4 December 2025, 10am