

NHS 24

Minutes of the Meeting of the NHS 24 Planning and Performance Committee held on 09 February 2026 at 10.00am in the Board Room, Lumina

PRESENT

Mr David Howe (in the Chair)

Dr Martin Cheyne
Ms Carol Gillie (via Teams)

IN ATTENDANCE

Ms Jo Edwards
Ms Steph Phillips
Ms Suzy Aspley
Ms Lisa Dransfield
Ms Ann-Marie Gallacher
Mr Damien Snedden
Ms Linda Robertson
Mr John McAnaw
Ms Lynne Kane
Ms Jacqui Hepburn
Ms Geraldine Mathew
Ms Nicola Dawson (For Item 5.5)
Ms Zoe Roy (For Item 5.5)
Ms Tracy McMillan (Minute)

1.0 WELCOME, APOLOGIES, AND INTRODUCTIONS

The Chair welcomed members to the 09 February 2026 meeting of the NHS 24 Planning and Performance Committee (PPC). Apologies were noted from Mr John Gebbie and Dr Ron Cook. It was noted Ms Nicola Dawson and Ms Zoe Roy were in attendance for discussion Item 5.5.

The Chair advised Mr McAnaw was attending on behalf of Dr Ron Cook and that Mr Snedden was in attendance for Mr Gebbie.

NOTED

2.0 DECLARATIONS OF INTEREST

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

NOTED

3.0 MINUTE OF PREVIOUS MEETING: 10 NOVEMBER 2025

The Committee considered the minute of the previous meeting held on 10 November 2025 [Paper No. Item 3.0]. The minute was accepted and approved as a correct record.

APPROVED

4.0 MATTERS ARISING

Nil.

4.1 ACTION LOG

Members considered the action log, and the following points were noted:

During the action log review, Ms Gillie noted that an action from November 2024 remained unresolved and asked about plans to conclude it. Ms Phillips explained that the action concerned the Audit Scotland/Digital Exclusion report and that progress had been delayed due to dependencies on CC/CRM completion. As this work was still evolving, the action had continued to roll forward.

Ms Phillips suggested closing the action and instead capturing it within the Service Transformation Programme, where assurance would be monitored. The Committee agreed.

The Committee confirmed it was content to approve the remaining actions as outlined.

**Action: (SP) to ensure Action No. 400 taken forward within Service Transformation Programme.
(TMcM) to update the action log as per above.**

APPROVED

5.0 ITEMS FOR ENDORSEMENT

5.1 CORPORATE DELIVERY PLAN 2025-26 UPDATE

Ms Phillips referred members to the above document [Paper No Item 5.1] and advised it was the January update on the current Corporate Delivery Plan, which provided routine assurance reporting against each action. It was noted that the report was presented for assurance and endorsement for onward presentation to the Board.

It was highlighted that significant organisational focus in recent weeks has centred on Service Transformation and the transition from Digital Transformation Programme into the service transformation programme. Updates were provided on progress across all actions, with the Committee noting detailed reporting and the continued alignment of activity to strategic priorities.

Members queried aspects of performance reporting, including the status of the data warehouse, which remained marked as red status, and the approach to developing the Business Intelligence framework. Assurance was provided that progress was positive. Dr Hepburn confirmed work was continuing to deliver the data model.

The Committee took assurance from the information provided and endorsed the report for submission to the Board.

ASSURED

5.2 DRAFT 3 YEAR CORPORATE DELIVERY PLAN 2026-28

Ms Phillips referred members to the above paper [Paper No Item 5.2] and provided the Committee with an update on the draft three-year Corporate Delivery Plan, which reflected outputs from the Board's recent workshop and set out priorities across a rolling three-year cycle. It was noted that Scottish Government had not yet issued a planning commission, and national expectations remained unclear; however, NHS 24 was proceeding with plan development in line with practice across all boards.

The draft plan included detailed milestones for Years 1 and 2, with Year 3 still being shaped. Members welcomed improvements since the workshop and highlighted areas requiring further refinement, including success measures, inclusion of benefits framework, and clear deliverables through service transformation.

Discussion emphasised the importance of aligning the plan with the wider national and sub-national policy landscape, ensuring it remained flexible should planning priorities change. Members also encouraged consideration of more ambitious longer-term objectives, recognising the opportunities emerging from Digital Transformation Programme completion and the Service Transformation Programme.

The Committee took assurance from the information provided and endorsed the report for submission to the Board.

Action (SP & JB) to further develop the plan as noted above.

ENDORSED

5.3 3 YEAR FINANCE PLAN (DRAFT)

The Committee received the draft three-year Finance Plan [Paper No Item 5.2] for endorsement ahead of submission to the Board. It was noted that the plan had been reviewed at the recent Board workshop, where members had the opportunity to scrutinise the assumptions and financial projections. Mr Snedden confirmed that the plan presented a credible route to break-even, incorporating known cost pressures, workforce requirements, and alignment with the Corporate Delivery Plan.

The Committee was advised of one key update since the workshop: the previously unidentified £0.6m savings requirement had now been allocated to the Service Transformation Programme, with assurance that the programme has capacity to deliver this.

Assurance was sought about the robustness of investment processes, noting that financial pressures make it essential that every investment delivered its intended benefits. The Committee discussed the need for stronger and more consistent post-investment evaluation, with the Chair highlighting the importance of tracking whether forecast benefits were realised. It was agreed that further work focussed on the processes for improving benefit-realisation and tracking would be developed and brought back to the Committee with consideration of deep dive.

The Committee took assurance from the information provided and endorsed the report for submission to the Board.

Action: Consider deep dive at future Committee to understand and improve benefits realisation and tracking processes. (SP)

ENDORSED

5.4 CLIMATE EMERGENCY AND SUSTAINABILITY UPDATE

Ms Kane provided the Committee with an update on climate emergency and sustainability activity [Paper No Item 5.4], highlighting notable progress across key environmental areas. A 43% reduction in electricity usage and a 7% reduction in gas consumption were reported, supported by the introduction of baseline comparisons and improved monitoring processes. It was confirmed that last year's concerns around rising water and gas consumption were due to artificial or technical anomalies, which have since stabilised. Issues at Dundee were discussed, where student use of NHS 24 waste bins had inflated waste data; work with the landlord was ongoing to address this.

The Committee also noted strong progress on the Environmental Management System (EMS). Only the environmental policy and responsibilities required finalisation before completion. NHS 24 has been invited by NSS to share its EMS approach with other boards, recognising the quality of work done.

Updates were also provided on sustainable reuse of furniture and equipment during estate changes, with items being relocated internally or offered to other boards where feasible. Assurance was sought about actions committed to in the Annual Report (particularly around goods, services, and realistic medicine) were being delivered, and it was agreed that future reports would map progress more explicitly to those commitments.

The Committee took assurance from the information provided and endorsed the report for submission to the Board.

Action: (RC) to ensure future reports map progress towards commitments explicitly.

ENDORSED

5.5 CORPORATE PERFORMANCE REPORT

Ms Edwards referred members to the Corporate Performance Report [Paper No Item 5.5], and it was noted there had been strong operational performance over the festive and New Year period, supported by improvements in patient flow, clinical connectivity and additional hybrid working capacity. January performance was reported as even stronger than December, with early data indicating continued stability and responsiveness.

It was highlighted that while the festive period showed exceptional results, overall December monthly performance was lower due to factors including sickness absence and changes in recommended outcomes within the system. The Committee welcomed assurance that these impacts were being actively analysed and managed.

Members also discussed the recent increase in Stage 2 complaints and were assured that this reflected a process change aimed at strengthening investigation and learning, rather than declining performance. Positive feedback from Scottish Ambulance Service suggested reduced pressure on it during the period, attributed to NHS 24's improved access performance.

The Committee took assurance from the information provided and endorsed the report for submission to the Board.

ENDORSED

5.6 FINANCIAL PERFORMANCE REPORT

Mr Snedden referred members to the Financial Performance Report [Paper No Item 5.6] and advised that NHS 24 remained on track to deliver a balanced financial position by year end. He confirmed that savings delivery continued to be monitored closely and remained achievable, with confidence that all targets would be met.

Members were updated that the organisation has now received the majority of its expected allocations, including confirmation from Scottish Government that the RUC allocation would be issued and on a recurring basis, supporting financial stability into future years.

It was also highlighted that no issues had emerged since the report was produced that would put the year-end position at risk. The Committee further noted the progress made over recent years in shifting NHS 24's funding profile from non-recurring to recurring allocations, significantly strengthening financial resilience.

The Committee took assurance from the information provided and endorsed the report for submission to the Board.

ENDORSED

5.7 ESTATES – AURORA LEASE BREAK

Mr Snedden referred members to the above paper [Paper No Item 5.7] and provided an update on the proposed arrangements for the Aurora House lease. It was noted that a refreshed estates review confirmed that retaining Aurora House remained the most viable and cost-effective option when considered alongside wider West region estate requirements. The Committee reviewed the "Heads of Terms" for a new 10-year lease with a break option at Year 5, with commercial terms broadly aligned to the existing lease and validated by external property advisors as reasonable.

The Committee was advised that engagement with Scottish Government has been ongoing and no concerns were anticipated regarding approval. It was further noted that aligning the break point with the Cardonald lease timeline would support a coordinated future review of West region accommodation needs. In response to queries regarding the length of the lease, the Committee received assurance that shorter arrangements would reduce commercial benefit, remove incentives such as the rent-free period, and introduce additional uncertainty.

The Committee agreed that the proposed approach offered the best balance of flexibility, value, and operational stability.

The Committee took assurance from the information provided and endorsed the report for submission to the Board.

ENDORSED

6.0 ITEMS FOR ASSURANCE

6.1 COMMUNICATIONS DELIVERY PLAN UPDATE

Ms Aspley referred members to the Communications Delivery Plan update [Paper No Item 6.1], which she advised highlighted strong delivery across key campaigns and internal engagement activity. The team reported that the “Powered by People” winter campaign had performed very well, with all evaluation targets exceeded, strong channel performance, and positive feedback from frontline staff who felt the messaging supported operational pressures effectively. Two ministerial engagements were successfully delivered during the period, including a Cabinet Secretary visit for the campaign launch and a joint First Minister visit with the Scottish Ambulance Service.

The Committee noted the high level of internal engagement, particularly through the Spotlight Awards, which had received almost 700 individual nominations, equating to over 1,000 people nominated when team submissions were included. Preparations for Easter communications activity were also underway, with full evaluation of all seasonal campaigns to be completed after Easter.

The update also covered ongoing work supporting the Digital Transformation Programme and Service Transformation Programme, real-time festive messaging coordination with Service Delivery, and the continued distribution of the stakeholder communications toolkit across partner organisations.

A query was raised regarding the continuation of YouTube funding, noting that the original funding had been time-limited. Ms Aspley clarified that the YouTube commission was a one-off and that the funding had been placed in an endowment fund overseen by finance. She went on to say that while that specific funding stream had ended, the organisation continued to secure new national commissions, with further opportunities being explored.

The Committee noted the update and thanked Ms Aspley for a useful, informative report.

ASSURED

6.2 EASTER PREPAREDNESS

Ms Edwards, Ms Dawson, and Ms Roy provided the Committee with an update on preparations for the Easter period. It was confirmed that rota schedules have been issued to staff, and early modelling indicated that NHS 24 was forecast to meet its KPIs over Easter based on current staffing levels. Although the national move to a reduced working week was expected to create some pressure, early assessment suggested the impact over the Easter peak would be minimal.

Recruitment of clinicians was underway, with approval to continue progressing recruitment while wider Scottish Government funding discussions continued. The Committee was informed that a proof-of-concept for call handler hybrid working was scheduled for March, and results would feed into Easter resourcing plans. Mental health services would also introduce hybrid working, supported by the purchase of additional laptops, which were currently being delivered.

The Committee was assured that Easter planning was well advanced and thanked Ms Edwards for a useful informative update.

ASSURED

6.3 SERVICE TRANSFORMATION PROGRAMME UPDATE

Ms Phillips provided the Committee with an update on the Service Transformation Programme (STP) [Paper No Item 6.3], and it was noted that work was progressing from discovery into delivery across the programme's priority areas. The programme was now focused on establishing the operational foundations needed for change, with early priorities derived from extensive insights and pathway analysis.

It was highlighted that successful implementation of revised recommended outcomes would act as the “gateway” into wider transformational activity, and that discovery work would continue in parallel to identify further opportunities - particularly around digital access, linking into the wider health and care system, and future optimisation of new technology from the Digital Platform.

The Committee noted that governance structures were being finalised with the Programme Board in place and workstreams identified. There would be continuation of clinical governance routes and retention of external assurance mechanisms such as the partner assurance group, which proved effective during the DTP programme.

Work was also underway to secure dedicated STP programme director leadership, recognising that the scale of STP activity required dedicated focus.

Members sought assurance around governance, clarity of direction and visibility of benefits. Ms Phillips confirmed that reporting would remain closely aligned to the Corporate Plan and would provide regular updates to Planning and Performance Committee, Strategic Delivery Group and Executive Management Team.

The Committee requested clearer articulation of governance, clinical review, stakeholder engagement, and reporting arrangements. Ms Phillips agreed to ensure this was incorporated into future reporting.

Action: (SP/RC) to ensure clearer articulation of governance, clinical review, stakeholder engagement, and reporting arrangements incorporated into future reporting.

ASSURED

6.4 PLANNING AND PERFORMANCE RISK MANAGEMENT UPDATE

Ms Robertson presented the Risk Management Update [Paper No Item 6.4], to the Committee and it was noted that the paper followed the standard format. She highlighted key changes to risks since the previous report.

It was noted that seven new risks had been identified and related to workforce, public cloud infrastructure, service performance, payroll system, and finance and workforce capacity. She also drew attention to broader ongoing work to strengthen risk processes across the organisation.

A question was raised about the dilapidations risk, specifically whether there had been any progress in negotiations over exit costs. Ms Kane provided assurance that negotiations remained ongoing, with no change to the organisation's position and with continued challenge to landlord expectations.

Ms Robertson asked the Committee to endorse the update for onward submission to the Audit & Risk Committee and ultimately to the Board.

The Committee reviewed the risk update and risk register, were assured by the update presented that effective risk management processes were in place and confirmed endorsement of the presented risk update and risk register for onward submission to the Audit & Risk Committee, and the NHS 24 Board.

ENDORSED

6.5 ORGANISATIONAL RESILIENCE

Ms Phillips presented the Organisational Resilience update [Paper No Item 6.5], advising that a comprehensive review of resilience arrangements had been undertaken since the new resilience lead came into post. She noted that while several areas - particularly Service Delivery, ICT, and Estates - show strong operational resilience and an ability to respond effectively to incidents, there was a need to strengthen corporate-level coordination and ensure greater consistency across the whole organisation. She went on to say that while some resilience plans were well-developed, others required improved structure and clearer alignment.

Ms Phillips further advised that future reporting to the Committee would evolve to move beyond counting plans and tests completed, instead focusing more on assurance of readiness, cross-organisational cohesion, and the ability to return to full operations following disruption.

The Committee expressed support for the direction of travel and were assured by the planned improvements.

ASSURED

6.6 ESTATES AND FACILITIES REPORT

Ms Kane presented the Estates and Facilities update [Paper No Item 6.6], highlighting that Caledonian House continued to experience recurring issues, including air-conditioning faults, water quality issues, and waste problems. These matters have been escalated, and while some progress has been made, key issues remain unresolved. Ms Kane confirmed that the Estates team was maintaining close contact with the landlord and monitoring risks while preparing for the site exit.

She reported that the Cardonald reconfiguration works were progressing well and remained on schedule to meet planned milestones. She advised that the Lumina open-plan area would close on 23 March 2026, with the Boardroom and executive offices remaining accessible until 01 May 2026.

It was also noted that NHS Greater Glasgow and Clyde have confirmed they wish to retain their out-of-hours service in the existing Cardonald accommodation. Therefore, as a result meeting space options were being scoped to accommodate alternative Boardroom facilities.

Members thanked Ms Kane for a useful informative report.

Action (LK) to develop interim arrangements for Board and Committee meetings, due to delayed availability of a new Cardonald boardroom.

ASSURED

6.7 INFORMATION GOVERNANCE AND SECURITY REPORT

Ms Gallacher provided an update on Information Governance and Security [Paper No Item 6.7], highlighting continued strong performance across key compliance and assurance areas. She reported a 56% reduction in FOI requests compared to the same quarter last year, attributing this to recently introduced efficiency measures and improved internal processes. She also advised that NHS 24 was now publishing all FOI responses on the NHS 24 website, which has increased transparency and contributed to a reduction in repeated or duplicated requests.

Training compliance remained high, with almost 93% completion for Safe Information Handling and 84% for Staying Safe Online. Ms Gallacher outlined work underway to push final completions across information asset owners and Information Governance leads to reach year-end targets.

Two notifiable incidents under NIS regulations were reported, both arising from NSS-led changes outside NHS 24's control. Although these resulted in outages to NHS inform and components of the core system, NHS 24 responded effectively and has since strengthened change-control processes as a mitigation. No incidents required escalation to the Information Commissioner.

Members thanked Ms Gallacher for a useful informative report.

ASSURED

6.8 NHS 24 DIGITAL MATURITY ASSESSMENT 2025

Ms Gallacher presented the update on the NHS 24 Digital Maturity Assessment [Paper No Item 6.8], noting that the assessment was a national benchmarking exercise led by the Scottish Government. She confirmed that NHS 24's submission, approved through SMT and EMT and submitted in July, had now been formally assessed. NHS 24 continued to perform significantly above the national average, maintaining its position as a sector leader in digital maturity.

She highlighted that assessors carried out a detailed audit of all evidence submitted and were deeply impressed by the quality and robustness of NHS 24's digital standards and documentation. The organisation has strengthened its governance processes for assessing and approving future submissions to ensure continued rigour.

Ms Gallacher also advised that as the organisation continued to embed new technologies delivered through the Digital Transformation Programme, digital maturity levels were expected to increase further, reinforcing NHS 24's strategic capability.

The Committee thanked Ms Gallacher for an informative update.

ASSURED

6.9 NHS 24/SAS COLLABORATION

Dr Hepburn provided an update on the NHS 24 / SAS collaboration [Paper No Item 6.9], noting that the Joint Collaboration Board, established in 2023, continued to progress joint workstreams effectively. She reported that following publication of the national Service Renewal Framework, NHS 24 and SAS received a joint Project Initiation Document (PID) from Scottish Government outlining priority areas for collaboration.

She confirmed that NHS 24 and SAS have now developed a joint PID, mapping all existing areas of cooperation, including those already underway, against the national requirements. Directors from both organisations have been assigned to lead each workstream, and the full action plan would be completed in time for the next Joint Collaboration Board meeting in March, with a further update returning to Planning and Performance Committee in May 2026.

Dr Hepburn emphasised that collaboration was strengthening, with improved governance structures and clearer accountability, addressing previous challenges in securing consistent SAS engagement.

A question was raised in regard to the Scottish Government PID and the NHS 24/SAS joint PID and if both required formal Board approval, and why the local brief appeared to include work beyond Scottish Government's specified scope. Dr Hepburn confirmed that the PID would be presented to both Boards, and that additional items were included to ensure all existing joint workstreams were captured within a single, coherent programme.

Action (JH) to provide a further update to the Planning and Performance Committee in May 2026, following submission to the Joint Collaboration Board.

ASSURED

7.0 ITEMS FOR AWARENESS

7.1 SERVICE DESK IMPLEMENTATION AUDIT

Mr Snedden presented the findings of the Service Desk Implementation Audit [Paper No Item 7.1], noting that this was the first digital component delivered as part of the wider Digital Transformation Programme. The audit received an overall rating of "effective," with only one minor finding, which related to a housekeeping recommendation rather than any substantive control weakness. He confirmed that no risks of concern were identified and that the audit provided strong assurance over the implementation approach and supporting processes.

NOTED

7.2 CONTACT CENTRE ASSOCIATION (CCA) ACCREDITATION AUDIT

Mr Snedden reported that NHS 24 had once again successfully achieved CCA Global Standard Accreditation [Paper No Item 7.2], maintaining its long-standing record of high-quality customer experience assurance. He highlighted that the organisation was now entering its 15th consecutive year of accreditation, qualifying it for Platinum Membership status.

He noted that the CCA auditors carried out a detailed assessment of multiple operational areas and were satisfied with the strength of NHS 24's processes, staff engagement, and service standards. Although two areas initially scored below 50%, additional evidence was supplied and accepted, bringing all assessed components to the required level. The report has also been considered by both the Audit & Risk Committee and the Clinical Governance Committee.

Mr Snedden emphasised that accreditation provided valuable benchmarking against other large contact centres across sectors and reinforced NHS 24's reputation for operational excellence.

The Committee thanked Mr Snedden for the update.

NOTED

8.0 ITEMS FOR NOTING

8.1 DUNDEE ESTATES OPTIONS APPRAISAL

Ms Kane provided the Committee with an update on the Dundee Options Appraisal [Paper No Item 8.1], noting that recent analysis had identified significant ongoing waste management issues at the Dundee site caused by external students using NHS 24 bins, which has distorted waste data and created operational challenges. The Estates team was working actively with the landlord to prevent further contamination and to obtain more accurate waste reporting going forward.

She also confirmed that, as part of wider estate planning linked to service reconfiguration and sustainability work, the data gathered from Dundee, including corrected waste metrics, would feed into the broader appraisal of future accommodation requirements.

NOTED

9.0 COMMITTEE BUSINESS

9.1 PLANNING AND PERFORMANCE COMMITTEE TERMS OF REFERENCE

The Committee reviewed the updated Terms of Reference [Paper No Item 9.1], which were presented for endorsement. No amendments were proposed by members, and no questions were raised during the discussion. The Committee confirmed that the Terms of Reference remained appropriate and endorsed them.

ENDORSED

9.2 PLANNING AND PERFORMANCE COMMITTEE WORKPLAN 2026/27

The Committee considered the paper “Planning and Performance Committee Workplan [Paper No Item 8.2] and confirmed its assurance.

ASSURED

9.3 ANNUAL COMMITTEE SELF ASSESSMENT OF EFFECTIVENESS ACTION PLAN

Ms Mathew provided the Committee with an update on the Committee Self-Effectiveness Action Plan, which had been developed following the results presented in November 2025. Ms Mathew advised that the plan focused on addressing the three lowest-rated areas from the effectiveness review.

It was confirmed that although the draft action plan has been prepared, full implementation would pause until all Non-Executive Director vacancies were filled, ensuring the finalised actions reflect a complete committee membership. No questions were raised by members.

Action (GM) to present the updated action plan back to the Committee at full membership.

APPROVED

9.4 INTEGRATED GOVERNANCE (KEY POINTS ARISING)

Mr Howe invited members to identify any points for escalation based on the committee’s discussions. No specific issues were raised for submission to Integrated Governance.

ASSURED

9.5 COMMITTEE HIGHLIGHTS FOR THE BOARD

Mr Howe advised he would summarise the main points from the meeting today and produce the above report for the Board meeting on 26 February 2026.

APPROVED

10 ANY OTHER BUSINESS

No further items were raised under Any Other Business.

DATE AND TIME OF NEXT MEETING - Monday 11 May 2026 at 10.00 am to 12 noon, via Teams.