

NHS 24

Minutes of the Meeting of the NHS 24 Planning and Performance Committee held on 11 May 2026 at 10.00am via Teams

PRESENT

Mr David Howe (in the Chair)

Dr Martin Cheyne
Ms Carol Gillie

IN ATTENDANCE

Ms Jo Edwards
Ms Steph Phillips
Ms Suzy Aspley
Ms Ann-Marie Gallacher
Ms Linda Robertson
Ms Jacqui Hepburn
Dr Ron Cook
Ms Geraldine Mathew
Mr John Gebbie
Mr Tony Cronin
Mr Joseph Markey
Ms Tracy McMillan (Minute)

1.0 WELCOME, APOLOGIES, AND INTRODUCTIONS

The Chair welcomed members to the 11 May 2026 meeting of the NHS 24 Planning and Performance Committee (PPC). Apologies were noted from Mr Jim Miller and Ms Lynne Kane.

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 09 February 2026 [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

The Committee received and reviewed the Action Log [Paper No Item 4.1a], noting overall progress and agreeing that the majority of actions were appropriate for closure as recommended on the log. It was highlighted that action 408 contained an incorrect completion date and would be amended. Members discussed specific actions in more detail, agreeing that item 408 relating to commitments within the Annual Report should remain open to ensure full validation of delivery against stated actions.

Actions

(TMcM) - correct completion date for item 408 within the Action Log.

(TMcM) – complete actions recommended for closure.

APPROVED

5.0 ITEMS FOR ENDORSEMENT

5.1 CORPORATE DELIVERY PLAN 2025-26 CLOSURE REPORT

The Committee received the closure report for the previous Corporate Delivery Plan 2025-26, [Paper No Item 5.1] recognising significant delivery across key programmes. It was highlighted that the Plan had aligned with the evolving policy landscape and organisational priorities. Members acknowledged the successful delivery of major programmes, including the Digital Transformation Programme, alongside progress in estates reconfiguration, workforce strategy development, and Service Transformation Programme readiness.

The Committee welcomed the comprehensive nature of the report and the scale of achievement. It was noted that nine actions remained partially complete due to the transition between planning cycles and the multi-year nature of some deliverables. The Committee discussed the need for clearer articulation of benefits, performance measurement, and contextual narrative to explain carry-forward actions. Overall, the Committee commended the progress made and recognised the report as a significant milestone in concluding the previous planning cycle.

Future reporting will be enhanced to include quantified measures of benefits and outcomes. The explanatory narrative regarding transition between previous and current Corporate Delivery Plans would be strengthened and carry-forward actions included.

The Committee agreed that once the actions had been addressed, the report would be endorsed for onward submission to the Board.

Actions

(SP): Future reporting will be enhanced to include quantified measures of benefits and outcomes, explanatory narrative regarding transition between previous and current Corporate Delivery Plans will be strengthened.

ENDORSED

5.2 CORPORATE DELIVERY PLAN 2026-29 UPDATE

The Committee received the first update on the current Corporate Delivery Plan [Paper No Item 5.2], highlighting a revised reporting format designed to provide clearer insight into delivery, risks, and capacity constraints. It was acknowledged that the new approach enabled earlier identification of emerging issues and supported more focused discussion on prioritisation and resource allocation.

Members noted that this was an initial report under the new framework and that further refinement would be undertaken, particularly to ensure legacy activities from the previous plan were fully captured. Progress was confirmed on key areas, including development of an outline business case for NHS inform, and the Committee discussed ongoing capacity pressures, with particular reference to potential fatigue and competing demands across programmes. External factors, including sub-national planning and wider national reform, were also recognised as potential impacts on organisational capacity. Overall, the Committee welcomed the improved format and supported continued development of the reporting approach.

Following the actions being undertaken, the Committee endorsed the Plan for onward submission to the Board, prior to submission to Scottish Government sponsor team.

Actions

(SP) A full capture of legacy actions from the previous Corporate Delivery Plan within Q1 reporting will be included. Capacity will be reviewed through established governance routes (e.g. Strategic Delivery Group) and be captured within reporting to Committee and Board.

ENDORSED

5.3 INFORMATION GOVERNANCE AND SECURITY ANNUAL REPORT

The Committee received the Information Governance and Security Annual Report [Paper No Item 5.3] which highlighted continued positive progress across key areas. It was reported that Data Subject Access Requests had increased, with no clear underlying cause identified, while Freedom of Information requests had reduced significantly following improvement measures.

Strong performance was noted in cyber security, including a high NIS audit score and successful Cyber Essentials recertification, with further progression towards Cyber Essentials Plus. Improvements in security posture were evidenced through enhanced patching processes and tighter control over vulnerabilities. Members welcomed this progress but emphasised the importance of maintaining focus on risk mitigation and staff training compliance. The Committee also noted that further detail on cyber risks would be presented through the Audit and Risk Committee.

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

ENDORSED

5.4 CLIMATE EMERGENCY AND SUSTAINABILITY UPDATE

The Committee received the Climate Emergency and Sustainability Update [Paper No Item 5.4], recognising that this represented a holding position pending development of a revised work plan following continued delays to the national strategy. It was confirmed that an interim approach was being progressed, with a comprehensive work plan and clearer direction expected for the next reporting cycle.

Significant progress was highlighted in relation to the development of the Environmental Management System, including an extensive review of environmental legislation and compliance requirements, positioning the organisation strongly against revised international standards. The Committee noted that this work would support improved governance, clearer objectives, and more robust tracking of sustainability performance going forward.

Members also noted positive performance across key sustainability metrics, including a reduction in electricity consumption across the estate, improvements in environmental ratings, and continued progress through collaborative working and shared estate arrangements. These were recognised as tangible indicators of progress against sustainability objectives.

It was acknowledged that further improvement was required in reporting consistency and comparability, with a need to establish more standardised and stable reporting frameworks to enable clearer tracking of progress over time. The Committee also noted findings from internal audit activity, with assurance provided that identified areas for improvement were already understood and being addressed.

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

Actions

(RC) A revised Climate Emergency and Sustainability work plan will be developed and presented to the next Committee. Reporting will be standardised to ensure consistency and enable comparison across reporting periods.

ENDORSED

5.5 NHS 24/SAS JCB

The Committee received and noted an update on the NHS 24/SAS Joint Collaboration Board [Paper No Item 5.5], highlighting that five core workstreams had been agreed and governance, reporting, and risk frameworks had been established to support delivery. It was noted that monthly reporting was in place, with early progress demonstrating strong alignment and commitment across both organisations, supported by positive feedback from Scottish Government colleagues.

Members acknowledged the significant contribution from NHS 24 in progressing the work and recognised the collaboration as being in a positive position, with a focus now shifting to delivery of agreed commitments and development of benefits realisation measures. The Committee supported proposals for a joint Board session at the six-month point to review progress and future direction.

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

Actions

(JH) Develop proposals for a joint NHS 24/SAS Board session at six months, including format and objectives.

ENDORSED

5.6 CORPORATE PERFORMANCE REPORT

The Committee received and noted the Corporate Performance Report [Paper No Item 5.6], highlighting continued strong operational performance. It was reported that overall demand had increased slightly; however, call answering performance had improved significantly, with increased volumes successfully answered. Improvements in access times and capacity were noted, alongside a positive trend in A&E pathway usage.

Members also noted recent performance data, including improved median time to answer and sustained performance against key targets, although some pressures remained in specific areas such as dental services due to staffing and system challenges. Progress in reducing staff absence levels was highlighted as a positive development supporting service delivery.

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

Actions

(JE) Continue targeted improvement work in dental service performance, including addressing staffing and system issues. A focus on reducing staff absence levels to support operational performance will be sustained.

ENDORSED

5.7 FINANCIAL PERFORMANCE REPORT

The Committee received and noted the Financial Performance Report [Paper No Item 5.7], confirming that the organisation had achieved a year-end balanced financial position with a small underspend, subject to audit. It was highlighted that all planned savings had been delivered, with strong financial discipline and effective engagement with Scottish Government finance colleagues.

Members acknowledged the robust financial management and governance arrangements in place, which had supported delivery of financial targets within a challenging operating environment. The Committee commended the positive financial performance and stewardship demonstrated across the year.

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

Actions

(JG) The completion of the year-end audit process will be processed, and the final position will be reported in due course.

ENDORSED

5.8a DIGITAL TRANSFORMATION PROGRAMME – CLOSURE

The Committee received and noted the Digital Transformation Programme closure report [Paper No Item 5.8a], confirming that the Programme had formally closed and delivered strongly against its objectives, milestones, and benefits. It was highlighted that key systems and capabilities had been successfully implemented, with remaining activity focused on transition and resolution of final risks and issues.

Members noted a comprehensive approach to lessons learned and stakeholder feedback, which would inform future programmes, and acknowledged the significant scale, complexity, and achievement of delivery. The Committee commended the exceptional performance, strong leadership, and commitment of all staff and partners involved, recognising the Programme as a major organisational success.

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

Actions

(JH/TC) to complete final programme closure activities, including resolution of outstanding risks and issues. The updated closure report, incorporating lessons learned and stakeholder feedback to be finalised. Complete transition into business-as-usual or service transformation portfolio.

ENDORSED

5.8b DIGITAL TRANSFORMATION PROGRAMME FINANCE UPDATE

The Committee received and noted the Digital Transformation Programme Finance Update [Paper No Item 8b], confirming that the Programme had been delivered within approved funding and achieved a small underspend, reflecting strong financial control and governance.

Members noted that effective management of both recurring and non-recurring costs, alongside robust oversight of contracts and programme risks, had supported the overall financial position. The Programme's financial performance was recognised as an exceptional achievement given its scale and complexity, with positive feedback also received from Scottish Government colleagues.

The Committee commended the disciplined financial management and contribution of all involved, noting that the Programme had delivered significant value while maintaining financial balance.

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

ENDORSED

5.9 PLANNING AND PERFORMANCE COMMITTEE RISK MANAGEMENT UPDATE

The Committee received and noted the Risk Management Update [Paper No Item 5.9], highlighting significant movement in the risk profile, including the identification of new risks and closure of others in line with the transition into the new financial year. It was noted that this reflected evolving organisational priorities and the development of new plans.

Members welcomed the introduction of enhanced reporting, including risk tolerance indicators, which provided improved visibility of the organisation's overall risk position and cumulative exposure. It was also noted that additional risks were being developed in relation to the transition of the Digital Transformation Programme into business-as-usual.

The Committee agreed that the current risk profile was appropriate and reflective of the organisational context, with ongoing monitoring required as plans progressed.

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

Actions

(LR) to circulate updated risk reporting with corrected headings/formatting to improve clarity.

ENDORSED

6.0 ITEMS FOR ASSURANCE

6.1a COMMUNICATIONS DELIVERY PLAN 2026/27

The Committee received and noted the Communications Delivery Plan for 2026/27 [Paper No Item 6.1a], recognising that it had been aligned to corporate objectives and reflected a revised set of priorities following transition from DTP to Service Transformation. Members noted strong performance in the previous year and welcomed continued focus on measurable outputs, digital engagement, and stakeholder communication.

It was acknowledged that the Plan had been developed within tight timescales and would continue to evolve, with further analysis and refinement expected as additional data and evaluation became available. The Committee commended the ongoing high-quality delivery and impact of the communications function.

The Committee took assurance from the information provided.

Actions

(SA) to incorporate further analysis and evaluation outputs (e.g. media and campaign performance) into future reporting and continue to refine targets and measures within the Plan as data and insights develop.

ASSURED

6.1b COMMUNICATIONS DELIVERY PLAN ANNUAL REPORT 2025/26

The Committee received and noted the Communications Delivery Plan Annual Report for 2025/26 [Paper No Item 6.1b], recognising that all key quantitative targets had been achieved and that a high volume of communications activity had been successfully delivered across the year. It was highlighted that the team had effectively supported major organisational priorities, including the Digital Transformation Programme, and had strengthened both internal communications and external engagement.

Members noted ongoing evaluation work to assess qualitative impact, including improvements to internal channels and campaign effectiveness, and welcomed the use of enhanced analytics to inform continuous improvement. The Committee commended the strong performance and significant contribution of the communications team, particularly in supporting organisational change and maintaining high-quality engagement.

The Committee took assurance from the information provided.

Actions

(SA) to complete further qualitative analysis and evaluation of communications activity (e.g. campaigns and internal channels) and incorporate findings from media and campaign performance reports into future updates.

ASSURED

6.2 SERVICE TRANSFORMATION PROGRAMME UPDATE

The Committee received and noted the Service Transformation Programme update [Paper No Item 6.2], highlighting progress in establishing the programme structure, priorities, and initial roadmap. It was reported that work was underway to build on outputs from the Digital Transformation Programme, with a focus on protocol-led pathways, benefits realisation, and alignment to the Corporate Delivery Plan.

Members noted that early indicators and supporting frameworks were being developed, including programme-level risks, benefits mapping, and performance measures. It was acknowledged that further detail would be brought forward as the Programme matured, with a focus on strengthening oversight, measurement, and delivery planning.

The Committee took assurance from the information provided.

Actions

(RC) to present a quarter 1 update to the next Committee.

ASSURED

6.3 ORGANISATIONAL RESILIENCE

The Committee received and noted the Organisational Resilience update [Paper No Item 6.3], highlighting ongoing work to strengthen resilience arrangements in response to changes in ICT infrastructure and estate rationalisation. It was confirmed that a comprehensive resilience work plan and training programme had been agreed through the Resilience Planning Group, with a focus on enhancing incident management capability and organisational preparedness.

Members noted that further work was underway to improve coordination and oversight of resilience activity across the organisation, including increased focus on exercising and testing plans. The Committee acknowledged the importance of ensuring consistent tracking of training and testing activity to provide assurance on organisational readiness.

The Committee took assurance from the information provided.

Actions

(SP) to develop a centralised tracker of resilience training and exercising activity across the organisation and align resilience reporting with Planning and Performance Committee cycles to strengthen oversight.

ASSURED

6.4 ESTATES AND FACILITIES ANNUAL REPORT

The Committee received and noted the Estates and Facilities Annual Report [Paper No Item 6.4], recognising significant progress across the estate over the past year, including successful site rationalisation, delivery of refurbishment works, and increased utilisation of shared estate arrangements. It was highlighted that key projects, including the closure and transition from legacy sites, had been delivered effectively and within planned parameters.

Members noted improvements in estate condition, compliance, and cost efficiency, alongside positive outcomes from sustainability measures and reuse of assets. An update was also provided on estate developments, including progress on shared premises and planned relocations, with associated financial and operational considerations.

The Committee acknowledged ongoing cost pressures and risks associated with capital projects, noting that these were being actively managed and would continue to be monitored through governance processes. Overall, the Committee commended the scale of delivery and continued improvement across the estate.

The Committee took assurance from the information provided.

ASSURED

6.5 BENEFITS FRAMEWORK

The Committee received and noted an initial overview of the developing Benefits Framework [Paper No Item 6.5], recognising it as a strong first iteration in establishing a more structured and strategic approach to benefits realisation. It was highlighted that the framework aimed to link programme and project outputs more clearly to organisational outcomes and support improved decision-making and provide strategic assurance at Committee and Board.

Members acknowledged that further development was required, particularly in relation to defining measures, ownership, and evidencing impact, and agreed that a deeper dive session would be undertaken to fully review and refine the approach. The Committee supported the continued development of the framework, with a view to it being brought forward to the Board at a future date.

The Committee took assurance from the information provided.

Actions

(GM) to arrange a deep dive session with Board to further review and refine the Benefits Framework. (SP) to develop through Quality Management Group supporting measurement framework to evidence benefits realisation.

ASSURED

7.0 ITEMS FOR AWARENESS

7.1 NHS 24 INTERNAL AUDIT REPORT 2025/26 – CYBER SECURITY INCIDENT READINESS

The Committee received and noted the Internal Audit Report on Cyber Security Incident Readiness [Paper No Item 7.1], recognising that the report provided positive assurance overall, with no significant weaknesses identified. It was highlighted that all recommendations were advisory in nature and had been accepted by management, with actions in place to address identified areas for improvement.

The Committee acknowledged the strong progress made in strengthening cyber security arrangements and incident readiness and took assurance that appropriate governance and oversight mechanisms were in place to support ongoing improvement.

The Committee acknowledged awareness from the information provided.

AWARE

8.0 ITEMS FOR NOTING

8.1 CCMA BENCHMARKING

The Committee received and noted the CCMA Benchmarking report, recognising it as a useful comparative insight into organisational performance across contact centre metrics. Members noted that the benchmarking provided a broad range of indicators, highlighting areas of relative strength as well as opportunities for improvement, while acknowledging differences in operating models, including the complexity of a 24/7 service.

The Committee agreed that the findings should be used to inform internal reflection and continuous improvement, rather than direct comparison, and emphasised the importance of focusing on areas aligned to organisational priorities.

The Committee noted the information provided.

Actions

(SP) to undertake further analysis of benchmarking data to identify relevant areas for further consideration.

NOTED

9.0 COMMITTEE BUSINESS

9.1 PLANNING AND PERFORMANCE COMMITTEE TERMS OF ANNUAL REPORT

The Committee reviewed and approved the Planning and Performance Committee Annual Report, noting that it provided a comprehensive overview of the Committee's activity, governance, and assurance over the reporting period. Members acknowledged that the report reflected the breadth of work undertaken across planning, performance, and oversight of key organisational priorities, and supported its submission to the Board, subject to minor amendments.

The Committee took assurance from the information provided and approved the report for submission to the Audit and Risk Committee and Board.

Actions

(TMcM) to update the Annual Report to correct inaccuracies and typographical errors.

APPROVED

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 it's assurance.

ASSURED

9.3 INTEGRATED GOVERNANCE (KEY POINTS ARISING)

The Committee noted key points for escalation through the Integrated Governance framework, highlighting the cross-cutting impact of workforce absence on organisational performance and service delivery. It was agreed that this issue should be reflected within integrated reporting to ensure appropriate visibility and oversight at Board level.

The Committee took assurance from the information provided.

Actions

(DH) will ensure the above is raised via the Integrated Governance Framework.

ASSURED

9.4 COMMITTEE HIGHLIGHTS FOR THE BOARD

The Chair advised he would summarise the main points from the meeting today and produce the above report for the Board meeting on 25 June 2026.

APPROVED

10 ANY OTHER BUSINESS

No further items were raised under Any Other Business.

DATE AND TIME OF NEXT MEETING - Monday 03 August 2026 at 10.00 am to 12 noon, in Room 1, Caledonia House, Cardonald Park, Glasgow.