

**NHS 24  
BOARD MEETING  
19 DECEMBER 2024  
ITEM NO 12.3  
FOR APPROVAL**

**NHS 24 BOARD AND COMMITTEE WORKPLANS 2025/26**

**Executive Sponsor:**

John Gebbie, Director of Finance

**Lead Officer/Author:**

Geraldine Mathew, Board Secretary

**Action Required:**

The NHS 24 Board is asked to note the Board and Committee Workplans for 2025/26, noting that the Workplans will continue to be developed throughout 2025/26.

**Key Points for the Board/Committee to consider:**

The attached Board and Committee Workplans 2025/26 have been developed through consultation with the Committee Chairs, Committee members, and Executive Leads of the respective Committees.

**Governance process:**

The NHS 24 Board and Committee Workplans 2025/26 have been presented to the respective Committees during the November cycle and have been endorsed by the Integrated Governance Committee at its meeting on 5 December 2024.

**Strategic alignment and link to overarching NHS Scotland priorities and strategies:**

This paper aligns with the principles of The Blueprint for Good Governance (2<sup>nd</sup> Edition).

**Strategic alignment and link to Corporate Delivery Plan activity:**

Preparation of the draft NHS 24 Board and Committee Workplans for 2025/26, ensures governance actions and Committee activities remain synchronised with the Corporate Delivery Plan activities.

**Key Risks:**

Failure to draft a comprehensive Board and Committee Workplan for the upcoming year poses risks including a potential lack of strategic direction and coordination, which could lead to misaligned objectives and ineffective decision-making.

**Financial Implications:**

There are no financial implications associated with this paper.

**Equality and Diversity:**

The NHS 24 Board actively supports equality and diversity in NHS 24 by ensuring that all governance actions and Committee activities are inclusive and considerate of diverse perspectives.

**1. RECOMMENDATION**

- 1.1 The NHS 24 Board is asked to approve the Board and Committee draft Workplans for 2025/26, noting that these will continue to develop throughout the year.
- 1.2 Additionally, following the presentation by Coforge colleagues at the NHS 24 Board Workshop session on 28 November, further updates on the Digital Transformation Programme, will be programmed into the workplans, in due course.

**2. TIMING**

- 2.1 The NHS 24 Board and Committees Workplan is reviewed and developed on an annual basis.

**3. BACKGROUND**

- 3.1 Governance Committee Workplans for 2025/26 were reviewed and approved at the individual Committee meetings during the November 2024 cycle.
- 3.2 All Board and Committee Workplans for 2025/26 have been reviewed to identify and address any areas of duplication, noting that there will remain areas which Committees require to consider the same topic through a different “lens”.

**4. ENGAGEMENT**

- 4.1 The Committee Chairs, Committee members, and Executive Leads have been engaged with this process.

**5. FINANCIAL IMPLICATIONS**

- 5.1 There are no financial implications associated with this paper.

**6. MEASURABLE BENEFITS**

- 6.1 By establishing comprehensive Board and Committee Workplans for the upcoming year, NHS 24 ensures a structured and cohesive approach to governance and oversight. These workplans help to systematically address strategic priorities, mitigate risks, and enhance accountability across all levels.

**7. NEXT STEPS**

- 7.1 The NHS 24 Board and Committee Workplans for 2025/26 will continue to be developed as the year progresses.

BOARD PUBLIC MEETINGS

BOARD STANDING ITEMS	Lead	24/04/2025	19/06/2025	28/08/2025	30/10/2025	18/12/2025	26/02/2026
Executive Report to the Board	Board Secretary						
Corporate Risk Register	Kevin McMahon						
Strategic Risk Register	Kevin McMahon						
Corporate Performance Report	Steph Phillips						
Workforce Performance Report (Quarterly)	Jacqui Hepburn						
Financial Performance Report (Financial Assurance)	John Gebbie						
Strategic Portfolio/Corporate Delivery Plan/Annual Delivery Plan Updates	Steph Phillips						
Patient Stories (verbal)	Andrew Moore						
ADDITIONAL BOARD ITEMS	Lead	25/04/2024	20/06/2024	29/08/2024	31/10/2024	19/12/2024	27/02/2024
Board and Standing Committee Dates	Board Secretary					2025/26	
Board and Standing Committee Workplans	Board Secretary					2025/26	
Board and Committee Composition	Board Secretary						
Gifts and Hospitality Register Update	Board Secretary						
Register of Interests Update	Board Secretary						
Standing Committees Approved Minutes and Highlight Reports	Committee Secretariat						
Board Equality Inclusion and Rights SLWG Update	Steph Phillips						
Corporate Governance Framework (including Committee Terms of Reference)	John Gebbie						
Annual Review Update	Steph Phillips						
Communications Delivery Plan & Annual Report	Suzy Aspley						
Procurement Annual Report	Damien Snedden						
Equality Mainstream Report	Davie Morrison						
PPF Annual Report	Davie Morrison						
NHS in Scotland 2023/24 Report	John Gebbie						
Risk Management Annual Report	Kevin McMahon						
Risk Management Strategy	Kevin McMahon		Every 2 years				
Risk Appetite	Kevin McMahon						
3 Year Financial Plan Update	John Gebbie						
Climate Emergency and Sustainability Update	Ron Cook						
Climate Emergency and Sustainability Annual Report	Ron Cook						
Information Governance & Security Annual Report 2023/24	Ann-Marie Gallagher						
Finance Plan 2025/26	John Gebbie						
Whistleblowing Update	Andrew Moore						
Duty of Candour Annual Report	Andrew Moore						
Patient Experience and Service User Feedback Annual Report	Andrew Moore						
Corporate Parenting Report and UNCRC Progress Report and Action Plan	Andrew Moore						
Digital Transformation Programme: Updates (TBC)	Jacqui Hepburn/Coforge						
Service Transformation Programme: Updates (TBC)	Ron Cook						
Joint Collaboration Board with SAS - 12 month Update	Ann-Marie Gallagher						
Shift Review Phase 2	Jo Edwards						
Health and Care Staffing Annual Report	Andrew Moore						
Counter Fraud Strategy 2026-29	John Gebbie						
Workforce Strategy Update	Jacqui Hepburn						

**BOARD RESERVED MEETINGS**

SCHEDULED ITEMS	Lead	24/04/2025	19/06/2025	28/08/2025	30/10/2025	18/12/2025	26/02/2026
2024/25 All Annual Reports from Committees	John Gebbie						
2024/25 Annual Accounts & Assurance Packs	John Gebbie						
Executive Directors and Chief Executive Annual Certificate of Assurance	John Gebbie						
Governance Statement from the Chief Executive	Jim Miller						
Annual Report to SGH&SCD: Reporting Significant Issues	John Gebbie						
2024/25 External Audit Annual Report	Deloitte						
2024/25 Internal Audit Annual Report	Azets						
Financial Plan Update	John Gebbie						
Governance Improvement Plan Progress Report	Board Secretary/Good Governance Champion						
111 Telephony Contract	John Gebbie						
National Review of NHS inform Update (TBC)	Steph Phillips						

**BOARD WORKSHOP SESSIONS**

DEVELOPMENT SESSION PLANNING ITEMS	Lead	29/05/2025	25/09/2025	27/11/2025	29/01/2026	26/03/2026
Public Protection	Andrew Moore					
Climate Change and Sustainability Update	Ron Cook					
Quality Improvement and Evaluation Update	Andrew Moore					
Cyber Risk & Security	Ann-Marie Gallacher					
Annual Report and Accounts 2024/25 30 mins session	John Gebbie					
Wellbeing Strategy	Jacqui Hepburn					
Counter Fraud Services Update	Gordon Young					
PPF and Youth Forum Stakeholder Session	Steph Phillips/Arlene Campbell					
Corporate Delivery Plan 2026/27	Steph Phillips					
Financial Plan 2026/27	John Gebbie					
Workforce Strategy	Jacqui Hepburn					
Strategic Risk	Head of Risk and Resilience					
Data Warehouse Overview	Ann-Marie Gallacher					
Internal Audit/Assurance Map (TBC)	John Gebbie/Internal Audit					

**AUDIT AND RISK COMMITTEE**

	<b>LEAD</b>	<b>05/06/2025</b>	<b>14/08/2025</b>	<b>20/11/2025</b>	<b>12/02/2026</b>
<b>ANNUAL REPORT &amp; ACCOUNTS</b>					
2024/25 All Annual Reports from Committees	Yvonne Kerr				
2024/25 Annual Accounts & Assurance Packs	John Gebbie				
Exec Directors and Chief Exec Annual Certificate of Assurance	John Gebbie				
National Services Audit Reports - Finance System Annual Report 24/25	Damien Snedden				
2024/25 Risk Management Annual Report	Kevin McMahon				
2024/25 Procurement Annual Report	Damien Snedden				
2024/25 External Audit Annual Report	Deloitte				
2024/25 Internal Audit Annual Report	Azets				
2024/25 Information Governance and Security Annual Report	Sanny Gibson				
<b>STRATEGIC REPORTS &amp; DECISION POINTS</b>	<b>LEAD</b>	<b>05/06/2025</b>	<b>14/08/2025</b>	<b>20/11/2025</b>	<b>12/02/2026</b>
Risk Management Strategy	Kevin McMahon				
Risk Management Framework	Kevin McMahon				
Risk Appetite	Kevin McMahon				
Corporate Governance Framework	John Gebbie				
Corporate Governance Activity Report	Damien Snedden				
AOP/Finance Plan/ADP	Steph Phillips				
<b>QUALITY AND PERFORMANCE STANDING ITEMS</b>	<b>LEAD</b>	<b>06/06/2025</b>	<b>14/08/2025</b>	<b>20/11/2025</b>	<b>12/02/2026</b>
Corporate Risk Register (Primary Committee)	Kevin McMahon				
Strategic Risk Register	Kevin McMahon				
Cyber Risk Register					
Financial Assurance	John Gebbie				
External Audit Plan	Deloitte				
Internal Audit Plan	Azets				
Internal Audit Plan Progress Update	Azets				
Internal Audit Reports	Azets				
Internal Audit Follow Up Report	Azets				
Audit Scotland Reports (When available)	Damien Snedden				
Committee Self Effectiveness Action Plan Update	Chair/Board person				
Annual Committee Self Effectiveness Review: Results	Chair/Board person				
Annual Committee Effectiveness Review: Action Plan	Chair/Board person				
Private Meeting with Chief Executive	Yvonne Kerr				
Private Meeting with External Audit	Yvonne Kerr				
Private Director of Finance	Yvonne Kerr				
Private Meeting with Internal Audit	Yvonne Kerr				
Integrated Governance (key points arising)	Chair				
Audit and Risk Committee Workplan	Yvonne Kerr				
Information Governance & Security Report	Sanny Gibson				
Audit and Risk Terms of Reference	Yvonne Kerr				
Reflection on Annual Accounts	John Gebbie				
National Fraud Initiative (NFI) Questionnaire (CFS) 12 Functional Standards	Damien Snedden				
Counter Fraud Strategy					
<b>ADHOC</b>	<b>LEAD</b>	<b>05/06/2025</b>	<b>14/08/2025</b>	<b>20/11/2025</b>	<b>12/02/2026</b>
Covid Public Enquiry Processs					

CLINICAL GOVERNANCE COMMITTEE						
QUALITY AND PERFORMANCE STANDING ITEMS		LEAD	22/05/2025	07/08/2025	06/11/2025	05/02/2026
Clinical Directors Report		Andrew Moore / Ronald Cook				
Clinical Risk Register		Kevin McMahon				
National Quarterly Healthcare Quality Report		Laura Neil				
Infection Prevention Control Update		Kerry Foley				
Realistic Medicine Update		John McAnaw				
Whistleblowing Update		Andrew Moore	Annual Report			
National Clinical Governance Group (Minutes if Available)		Andrew Moore				
Senior Clinical Forum (Minutes if Available)		John McAnaw				
Quality Improvement and Evaluation Annual Report		Daniel Harley				
Public Protection Annual Report		Maureen Burns				
Public Partnership Forum (PPF) Annual Report		Mario Medina				
Committee Annual Report 2024/25		Committee Secretariat				
Patient Feedback Annual Report		Kerry Foley				
Duty of Candour Annual Report		Laura Neil				
Stakeholder Engagement and Insights		Arlene Campbell				
Patient Satisfaction Report		Fenella Hynes				
Equality Mainstream Report		Davie Morrison				Next due 2027
Clinical Governance Committee Workplan		Committee Secretariat			2026/27	
Integrated Governance (key points arising) (v)		Chair				
CGC Terms of Reference		Committee Secretariat				
Public Protection Learning and Development Strategy		Maureen Burns				
Public Protection Policy		Maureen Burns				
NHS 24 Prescribing Policy (teleprescribing)		John McAnaw				
Adverse Event Policy		Fenella Hynes				
Committee Self Effectiveness Action Plan Update		Chair/Committee Secretariat				
Annual Committee Self Effectiveness Review: Results		Chair/Committee Secretariat				
Annual Committee Self Effectiveness Review: Action Plan		Chair/Committee Secretariat				
Quality Framework		Andrew Moore				
Armed Forces Covenant and NHS 24 Armed Forces and Veterans Workplan 2025/26		Arlene Campbell				
Corporate Parenting and UNCRC Progress Report and Action Plan		Maureen Burns				Next due 2026
Healthcare Staffing		Andrew Moore				Annual Report
Quality Framework		Andrew Moore				
<b>(IMPROVEMENT UPDATES (TBC) (NHS 24 Centre/Service Specific deep dive presentations)</b>		Various				
Healthcare Staffing		Andrew Moore				
Urgent and Unscheduled Care		Ronald Cook				
Service Transformation		Joanne Edwards				
Realistic Medicine		John McAnaw				

PLANNING AND PERFORMANCE COMMITTEE

STRATEGIC REPORTS & DECISION POINTS	LEAD	12/05/2025	04/08/2025	10/11/2025	09/02/2026
Corporate Plan Update	Steph Phillips				
2024/25 P&P Committee Annual Report	John Gebbie				
Easter Preparedness	Jo Edwards				
Winter Preparedness	Jo Edwards				
NHS 24 Procurement Strategy	Damien Snedden				
Communications Delivery Plan & Annual Report	Suzy Aspley				
Climate Emergency and Sustainability Update	Ron Cook				
3 Year Finance Plan Draft	John Gebbie				
Digital Transformation Programme: Updates (TBC)	Jacqui Hepburn/Coforge				
Service Transformation Programme: Updates (TBC)	Ron Cook				
QUALITY AND PERFORMANCE STANDING ITEMS		12/05/2025	04/08/2025	10/11/2025	09/02/2026
Planning and Performance Risk Register	Kevin McMahon				
Cyber Risk Register	Kevin McMahon				
Corporate Performance Report	Steph Phillips				
Financial Performance Report	John Gebbie				
Facilities Report	Lynne Kane				
Information Governance & Security Report	Sanny Gibson				
Information Governance & Security Report Annual Report	Sanny Gibson				
Annual Committee Self Effectiveness Review: Proposal and Timescale	Committee Secretariat				
Committee Self Effectiveness Action Plan Update	Chair/Committee Secretariat				
Annual Committee Self Effectiveness Review: Results					
Annual Committee Self Effectiveness Review: Action Plan					
PPC Terms of Reference	Committee Secretariat				
PPC Workplans	Committee Secretariat			2026/27	
PPC Committee Dates	Committee Secretariat			2026/27	
Estates & Facilities Annual Report	Lynne Kane				
Integrated Governance (key points arising)	Committee Secretariat				

STAFF GOVERNANCE COMMITTEE

Standing/Regular Items	LEAD	TU LEAD	08/05/2025	31/07/2025	03/11/2025	03/02/2026
Communications Delivery Plan & Annual Report	Suzy Aspley					
Whistleblowing Standards Update	Andrew Moore					
Healthcare Staffing Programme	Andrew Moore					
Staff Governance Committee Workplan	Jacqui Hepburn				2026/27	
Staff Governance Committee Terms of Reference	Jacqui Hepburn					
Staff Governance Committee Risk Register	Kevin McMahon					
Area Partnership Forum	Kenny Woods					
Area Partnership Forum Workplan 2024/25	Kenny Woods					
Area Partnership Forum Self Assessment	Kenny Woods					
Workforce People Action Plan Update	Jacqui Hepburn					
2024/25 Committee Annual Report	Chantal Robinson					
2024/25 Remuneration Committee Report	Chantal Robinson					
Workforce Performance Report	Jacqui Hepburn					
Committee Highlights to the Board	Chantal Robinson					
Shift Review Update	Nicola Dawson					
Industrial Action Group Update	Jacqui Hepburn					
Equality Mainstreaming and Workforce Data Report	Davie Morrison					
Climate Emergency and Sustainability Programme	Ron Cook					
Committee Self Effectiveness Action Plan Update	Chair/Committee Secretariat					
Annual Committee Self Effectiveness Review: Results	Chair/Committee Secretariat					
Annual Committee Effectiveness Review: Action Plan	Chair/Committee Secretariat					
<b>Ways of Working &amp; Planning</b>						
Strategic Workforce Planning	Marnie Westwood	Martin McGregor				
Recruitment Marketing						
Health & Safety Quarterly Report						
Area Health & Safety Annual Report						
Resourcing and Planning Update						
Attrition Deep Dive						
Establishment Control Update						
Review of Recruitment						
Workforce Strategy Update						
<b>Organisation and Culture</b>						
iMatter National and Board Results	Helen Meldrum	Fred McCosh				
Management and Leadership Development						
Mandatory Training Update						
ODLL Progress Review						
Appraisal Improvement Plan						
Internal Audit Report: Mandatory/Statutory Training						
External Events & Bursary						
Corporate Induction Update						
Workforce People Action Plan Update						
Culture Dashboard						
<b>People Services</b>						
Attendance & Wellbeing (Thrive App) Report	Louise Gordon	Fred/Martin				
Staff Governance Monitoring Return						
ER Overview						
Staff Engagement Update						
Once For Scotland Policies						
Corporate Health and Wellbeing Plan						
Three Tier HR Model						
Internal Communications Update						
Flexible Working Applications						
Carer Positive Engaged Employer Award						
Reasonable Adjustments						

**REMUNERATION COMMITTEE**

<b>STRATEGIC REPORTS &amp; DECISION POINTS</b>		<b>26/06/2025</b>	<b>24/11/2025</b>
EMT collective and individual objective setting 26/27			
EMT Annual Appraisal 24/25			
EMT Mid Year Appraisal 24/25			
Remumeration Committee Terms of Reference (Annual Review)			

## INTEGRATED GOVERNANCE COMMITTEE

STRATEGIC REPORTS & DECISION POINTS	LEAD	24/06/2025	04/12/2025
Minutes of previous meeting	Board Secretary		
Board and Committee Workplans	Board Secretary	2024/25	2025/26
Terms of Reference	John Gebbie		
Internal Audit Plan Update	John Gebbie		
Highlight Report to the Board (at next available Board meeting)	Board Secretary		
IGC Committee Annual Report 2024/25	Board Secretary		
Annual Board and Governance Committee Effectiveness Reviews	Board Secretary		2026/27
Proposed Committee and Board dates for 2026/27	Board Secretary		2026/27
Annual Committee Review of Self Effectiveness: Results & Action Plan	Board Secretary		
Governance Committee Self Effectiveness Reviews: All Action Plans	Board Secretary		