

**NHS 24**  
**BOARD MEETING**  
**18 DECEMBER 2025**  
**ITEM NO 11.3**  
**FOR ASSURANCE**

**KEY POINTS OF THE AUDIT AND RISK COMMITTEE HELD  
ON 20 NOVEMBER 2025**

**Executive Sponsor:**  
Ms Carol Gillie, Committee Chair

**Lead Officer/Author:**  
Yvonne Kerr Executive Assistant

**Action Required:**  
The Board is asked to note the key points for assurance from the Audit and Risk Committee meeting held on 20 November 2025.

**1. Purpose of the report**

This report provides the NHS 24 Board with an update on key issues arising from the Audit and Risk Committee meeting held on 20 November 2025.

**2. Recommendation**

The NHS 24 Board is asked to receive and note the key points outlined.

**2.1 Audit**

The Committee considered internal audit reports on Recruitment, Retention and Succession and Service Desk Implementation both of which received an effective rating with only minor improvement recommendations. The Internal Audit Progress Report 2025/26 confirmed the plan remains on track.

Internal audit themes identified to date shows that there is a strong commitment to continuous improvement and high levels of staff engagement throughout the audit process.

The Committee were assured that good progress continues to be made on all audit recommendations with no outstanding actions at present.

**2.2 Risk Management**

The Committee noted the Action Plan that has been developed to set out how the objectives from the Risk Management Strategy will be delivered. An update on progress will be received in 6 months. The Committee were content that risks are being managed effectively within the organisation, noting that the Board's risk appetite and tolerance to risk was a topic at the November Board Workshop.

**2.3 Corporate Governance Framework**

The Committee reviewed the updated Corporate Governance Framework and agreed this document would continue to be reviewed and updated annually. The Committee

recommended that the Board approve the revised framework which is presented to the December Board meeting.

**2.4 Financial Assurance**

Committee members recognised the challenging financial climate, however, took assurance that the level of financial risk for 25/26 had reduced and that the organisation remained on track to deliver its financial targets this year.

**2.5 Contact Centre Association (CCA) Accreditation Audit**

CCA Global Standard Accreditation is a respected programme that assesses and improves customer service in organisations, ensuring they meet international standards. The Committee received a report confirming NHS 24 has upheld CCA Global Standard accreditation for 14 years, continually improving through regular audits, feedback, and action plans. It is also recognised as a CCA Centre of Excellence, highlighted in networking events and communications to CCA Global members.