NHS24

WORKFORCE
2019/2021

NHS 24 is the national provider of digital and telephone based health and care services for Scotland. We provide people with access to information, care and advice through multiple channels including telephone, web and online. We work in collaboration with partners, the public and our people to co-design services using technology and a digital first approach to sustainable service development and delivery.

NHS 24 is best known for the delivery of its 111 service, and this service is at the forefront of delivering safe and effective urgent care and support to the public when GP practices are closed. It also delivers a range of other urgent care and scheduled services which support partner boards. NHS 24 services are delivered across a range of channels including telephone, online, web chat, text, email and social media, on a "Once for Scotland" basis, which complements the face to face delivery of NHS Scotland's health care services.

NHS 24 has developed its strategy for 2017-2022, setting out an ambitious programme of work to deliver our strategic vision, "*Helping to deliver a healthier Scotland by connecting people to health and care advice, information and support 24/7*".

"

As a national organisation NHS 24 has a unique opportunity through its infrastructure to align itself more closely with primary care, including social care, voluntary and independent sectors, in response to a number of drivers including Health and Social Care Integration, the programme of work to Transform Urgent Care, and national strategies such as the National Clinical Strategy.

This workforce framework is aligned to the delivery of our strategy and recognises the potential opportunities for NHS 24 in developing a workforce that is appropriately skilled and with the right roles in place to offer improved outcomes for patients and be integral to the wider health and social care system.

- NHS 24 delivers a range of services to the population of Scotland, outlined below:

- 111 Unscheduled Care Service;

- Scottish Emergency Dental Service;
  NHS Inform;

- Breathing Space Service;
  Living Life Service;

- Care Information Scotland;
  Quit Your Way Scotland;

- Musculoskeletal (MSK) Helpline

- A range of emerging new services including our GP Triage service which supports practices manage their urgent demand during the day, and our Mental Health 'hub'.

Hello and thank you for taking time to read this Workforce Framework. I am the new Workforce Director and joined NHS 24 in March 2019. Since then I have been speaking to staff, managers, partnership representatives, the Executive Team and Board members about how we work currently, our aspirations for the future and what we can do improve everyone's working life at NHS 24.

A workforce framework sets out how we will achieve that and deliver the right balance of skills and values that enables us not only to deliver effective, person-centred care but to ensure NHS 24 becomes the employer of choice across Scotland.

The workforce Directorate has a significant role to play to deliver this vision. Through focused and innovative workforce planning we will not only develop roles that match changing care models, but we will build an organisation that is ready to rise to the challenge of delivering services differently while we keeping pace with the increasing digital demand on healthcare.

Through a combination of engagement, development, flexibility, and caring about the health and wellbeing of our staff, we will maximise our ability to empower and enhance our highly productive and skilled workforce.

I hope you enjoy reading this document and I look forward to working with you over the next two years to make this framework a reality.

David Miller
Director of Workforce

Over the past two months many conversations and workshops have taken place to understand what we want to achieve in NHS 24 with our workforce and how we are going to achieve that.

We identified a range of internal and external drivers which will impact upon the workforce currently and in the future as set out below.

Internal drivers	External drivers
Digital technology	National Board Collaborative working
Succession planning and talent management	Technology
Demographics of workforce	Safe staffing legislation
Agile & flexible workforce	Political environment
Financial planning	Financial resources
Recruitment & retention	Brexit
Leadership	National Workforce Planning
Wellbeing	
Staff engagement	

The aim of this workforce framework is to ensure we have a sustainable, healthy and productive workforce with the capacity and capability to meet the current and future demand for our services at NHS 24.

OUR VISION

'We will enable you to be inspired to realise your potential by, empowering you, working together and delivering quality services'.

#Makingavisibledifference

'We will be the most progressive Workforce Directorate in Scotland'

Strategic Workforce Priorities

To achieve our aim we will focus on the following strategic priorities:

- Building and sustaining our workforce for now and for the future

- Developing our digitally skilled workforce ensuring we can support new ways of working

- Staff Health and Wellbeing

- National Collaborative Workforce

We will detail our approach and what we are looking to achieve under each of the four strategic priorities below.

An action plan will be developed made up of work from each of the four priorities and can be viewed in appendix one.

Where are we now?

As at 1st April 2019 the NHS 24 employs 1577 staff. A workforce plan is written, approved and published by the Board annually. The Board has had an annual growth of its workforce every year over the past five years. The Headcount for each Division can be viewed below;

Directorate	Headcount	WTE
Chief Executives Office	20	18.8
Finance and performance	20	19.8
Human Resources	31	28.22
Information & Communications Technology	33	32.25
Medical	7	5.13
Nursing and Care	23	17.21
Service Delivery	1400	921.64
Service Development	43	41.77
Grand Total	1577	1084.82

A full summary of our workforce broken down by protected characteristic can be viewed in the report linked to below;

NHS 24 Equality Mainstreaming Report – 2019 update.

https://www.nhs24.scot/data/uploads/pdf/2019-04-11-item-8.5-2-nhs-

GROWING OUR WORKFORCE

Using workforce modelling and working with our Directorate teams we would expect to see our Workforce grow by a further 250 headcount by 2021. This increase will mainly be across nursing and call handlers, including new roles to support changes in our delivery model.

WORKFORCE PLANNING

We will deliver a systematic and forward looking approach to workforce planning that enables us to plan and provide a workforce over the next two years that:

- Ensures we are matching capacity with demand

- Supports the increasing range and scope of practice within our different roles Embrace Digital workforce solutions

To ensure we are able to deliver the right staff in the right place at the right time we are going to change how we undertake workforce planning, that is scalable, intuitive and delivers for NHS 24.

WHAT ARE WE GOING TO DO?

We are going to introduce a new digital platform for workforce planning & analysis that is accessible to every team, line manager, HR and the Board.

We will deliver a digital platform where our Board can use a common data warehouse to upload workforce data to allow them to report on workforce related metrics.

Currently considerable time is invested in extracting, transforming and reporting workforce data. Typical workforce data is captured and maintained on a number of local and national systems e.g. eESS, payroll, finance/planning systems, recruitment systems, appraisal systems, training systems, iMatter. This list is not exhaustive but does provide an idea of the variety of information systems that people related data is captured on. This solution which provides the ability to report on Workforce data regardless of which system the data resides has potential for efficiency saving and greater value add. This approach has a number of benefits:

- By combining data sources we will be able to view all workforce data in one place which will give us the ability to triangulate data and discover patterns that could have been missed using separate individual reports.

- Making ad-hoc analysis uncomplicated and the sharing of data will provide a clear view of challenges and opportunities. A solution that can make data accessible allowing managers to explore data from their own perspective, allowing for more questions to be asked and more discoveries to be made

- Being able to visualise data in a way which would allow us to understand our data and convey complex information in an easy-to-consume format.

This will also prepare us for proposed peer support element of a revised staff governance monitoring approach being considered by the Scottish Workforce & Staff Governance Secretariat (SWAG). Including a core dataset designed with staff governance standards, the adoption of this technology will reduce the administrative burden of producing data and will give the added benefit of triangulation of the data with other datasets.

Invest in the training and development of our people in relation to workforce planning

The Learning and Organisational Development team are currently scoping out the options available to the Board in how we can develop our own expertise within HR, Line management and our workforce. This training will then be made available electronically and through classroom sessions. By up-skilling our managers and workforce we need to ensure our systems are robust and open to the changes that we will be presented with. The staff working in the Board will have the answers to some of the challenges explained earlier in this strategy. But we need to be able to ensure our staff voices are heard and we can demonstrate changes are made on the back of those voices. We see this is a natural next step for us as a values led employer.

Develop and deliver comprehensive forward looking workforce plans across each

Directorate and for every significant change.

Traditionally the Board has developed and published an annual workforce plan which has described the workforce as a whole and the challenges it will face in that year. That plan looked at short term workforce planning and delivered key actions associated with that. The Board workforce plan has struggled to ensure local line manager engagement which in turn has meant the plan was not always focussed on the greatest need.

The new workforce plans will encourage managers across the organisation to plan for the workforce required for the services they manage now and in the future. A key focus will be assessing and forecasting changes to service delivery models due to factors such as increasing demand, technological advances and service redesign. This will include developing and evolving job roles and the workforce skill mix to enable new service models.

This will ensure workforce plans evolve our workforce models to take into account changing models of healthcare as well as the more traditional aspect of maintaining a supply of workforce to existing workforce models.

This will allow the documents to be live throughout the period of change and the success of the plans can be measured against what the Board delivers. This accountability that we want to ensure is placed on these new workforce plans will ensure greater transparency and clarity on what we are wanting to achieve and by when. These plans will all be published on our Board website under a new workforce section.

Any changes made to our workforce will be driven by improving services to benefit the patient pathway, patient experience or increasing efficiency. NHS 24 recognises that partnership working is essential to support the development and implementation of workforce plans and service redesign. Staff side will be fully involved through the newly reformed Strategic Workforce Planning Group.

ATTRACTING AND SUPPORTING PEOPLE INTO A CAREER IN NHS 24

We have for some time been working in collaboration with a number of organisations to promote our organisation and to increase awareness of what we offer now and for the future. We have strong links with local universities, colleges and schools, supporting careers events and linking with them to provide work experience opportunities for students and career development for tutors. We also work with a number of different organisations supporting people into the workplace e.g. modern apprenticeships and the Princes Trust.

We work closely with the local job centre providing information sessions for the job centre staff to help them understand our business which will support more appropriate applications for vacancies. We also provide information sessions for jobseekers on a number of areas including completing an application form and also interview skills.

We have completed work with the Prince's Trust to support their "Get into Healthcare" programme and will continue to build on this successful programme over the next two years

We will continue to develop these links, supporting work placements and modern apprenticeships, Foundation and Graduate frameworks as well as visiting local school careers events. It is important that students are able to access careers information to support them to make informed choices in relation to their subject choices which will in turn feed our workforce of the future. We will also be looking to gain Investors in Young People Accreditation this year which will formally recognise the work we are currently undertaking with young people.

PROMOTING DIVERSITY

We will encourage applicants with disabilities and adjust our recruitment processes to support them to achieve meaningful employment within our organisation recognising that there are occasions where we may need to consider adjusting some aspects of the role to facilitate this. In doing this we will link into external agencies who can offer advice in relation to this e.g. Access to Work etc.

This will be underpinned by our robust approach to equalities impact assessment which helps us identify and address barriers or negative impacts on staff with protected characteristics. We will also undertake further work with Stonewall Scotland with the aim of adopting new practices and becoming one of the top 100 UK employers.

We will continue to provide learning and development support across our workforce to enable staff to reach their full potential, enable career progression and support developments in job roles as they evolve. This will ensure we invest in the skills and expertise of our staff to deliver high quality healthcare and adapt to changing models of care and service delivery across the organisation. This in turn will support productivity, job satisfaction and employee engagement. We will develop education and development pathways that meet Digital Participation Charter requirements and support career development, from entry level to Director, as well as lateral development.

SUCCESSION PLANNING AND TALENT MANAGEMENT

We will develop career pathways aligned to the NHS 24 education and development pathways and to complement national pathways and strategic aims, including Project Lift. We will scope options for succession planning to identify, develop and support potential leaders and managers to move into senior, significant or hard-to-fill positions, either in the short or long term, locally an nationally. As part of the Personal Development Planning and Review cycle, managers and leaders will review their staff's performance and potential. This will inform design of leadership development, plans for succession and ensure staff are supported to develop the knowledge, skills, attitudes and values they need to help achieve the organisation's vision. This will contribute to an overall talent management cycle and system for NHS 24 to attract, develop and retaining employees with the capabilities and commitment needed for current and future organisational success.

VALUES BASED LEADERSHIP

Leadership with the right values, behaviours and skills are key to creating a culture that supports the achievement of our Vision of Leading Quality, Research and Innovation.

> *Every interaction by every leader, every day shapes the culture of the organisation*
>
> Kings Fund Collective Leadership 2016

We recognise that leadership is not restricted to those in formal leadership roles but is a responsibility we all share. We require leadership that is capable, collaborative, constructive and compassionate; that encourages an inclusive environment, shared learning and continuous improvement.

To support current and existing leaders we will provide a consistent approach to leadership and the foundation of this approach will be rooted in the Health and Social Care Leadership Capabilities, which are:

- Collaboration and Influencing
- Self Leadership
- Empowerment
- Motivating and inspiring
- Creativity and Innovation
- Vision

We will deliver this by continuing to develop our leadership. This will include:

Integrating the Health and Social Leadership Capabilities and identifying how they are demonstrated within NHS 24.

Refreshing the leadership development opportunities available at a local and national level, developing the knowledge, skills, attitudes and values of leaders at every level, so they model compassion in how they lead.

- Coaching development from foundation level through to advanced, seeking economiesof scale through national collaboration and with responsibility for supervising anddeveloping other's coaching practice

- Developing mentoring support and skills across the organisation

- Targeted development work with key leadership groups. Teamworking and co-operation across boundaries

PERSONAL DEVELOPMENT PLANNING AND REVIEW

We will provide our staff with clear objectives to support them in staying motivated, performing well and being innovative. Effective feedback will be provided to staff to buildconfidence, clarify progress,identify areas for improvement, build competence, promote staff engagement and involvement with the organisation and develop staff's sense ofbeingvalued by it.

To do this, the senior management team will continue to set team objectives, which provide a shared understanding of how individual roles, responsibilities and behaviours support delivery of NHS 24 Strategy. Senior management will cascade these objectives within their Directorates and all people managers will be responsible within the annual review cycle for completing a meaningful Turas appraisal, agreeing objectives and a personal development plan aligned to the organisation's Strategy and values, with their direct reports. Training on conducting effective, quality personal development planning and review will continue to be provided.

In 2020/2021, following implementation of the Shift Review and Better Work, Better Care, the focus will shift to completion of quality, regular 121s and mid-year reviews in addition to annual appraisal.

LEARNING AND DEVELOPMENT

We will continue to deliver a range of high quality training and education covering mandatory requirements and role specific needs. The strategic developments in training and education will be:

- Embedding and continuing to develop our use of Turas Learn to provide effective access to high-quality learning resources, and supporting the development of 'Once for Scotland' modules

- Developing new courses and digital resources, including eLearning modules and animations to support skills and career development for new job roles developed through workforce planning.

- Providing a comprehensive suite of online and physical learning options, from which 3 hours of continuing professional development every 8 weeks can be selected, by all staff, that supports strategic aims and personal learning needs.

- Supporting the development of training courses and trainers to further spread quality improvement methodology and training across the organisation.

- Developing a revised approach to statutory and mandatory training following the statement in March 2019 on 'Appraisal and Incremental Progression for Agenda for Change Staff in NHS Scotland' and taking forward this work in collaboration with other Boards by April 2020. This will require engagement and communication regarding the topics that our staff are asked to complete as well as a change in how compliance is then confirmed via the appraisal process.

- Reviewing our policies which support access to funding for development, to continue to ensure a clear, fair and transparent process

TECHNOLOGIES TO SUPPORT LEARNING

We will continue to build on effective use of platforms and digital tools, including eESS and Turas Learn, to support a modern workplace learning culture. This includes access to information and processes which make it easier for our staff to find key resources and course information, book onto relevant sessions and then evaluate their learning experience as well as enabling us to effectively capture and report on the key data that will inform continuous improvement of our service. We will promote key resources and collaborative knowledge sharing via social media channels including Twitter.

DIGITALLY READY WORKFORCE

With the amount of change increasing for every public sector body we need to ensure that our staff and managers are equipped with the tools to help them deliver and cope with the changes. Technology has a huge impact on how we deliver care to our patients and how we deliver our own jobs. Developing a digital first approach to service redesign supported by improvement, transformation and evaluation capability has the potential to radically change how health and care is delivered, enabling people to better manage their own health and wellbeing while improving data gathering, sharing, processing and analysis. When we describe digital first we mean;

- Simplified and standardised ways of working across the public sector better and more simplified data sharing
- Building services that are easier for people to use and don't waste time and money common technologies that can be built and procured once
- Improving the access to digital services to meet the needs of people without IT accessor skills
- To develop models of care that better meet people's needs and free up resources

Over the next few years NHS24 will be introducing several new digital systems which will have an impact on our workforce such as:

- New App for shift review
- E-recruitment
- Office 365

Each of these systems bring agility to the way we currently work. Allowing our staff, managers and future employees the opportunity to access the right information at the right time.

Shift Review App

We will implement an app upon implementation of the shift review. This will allow our staff to access their shift patterns from their phone and also to be able to request shift swaps in the app. This app will enable us to be more effective, meet our staff needs around rota scheduling and save us time and money.

E-Recruitment

We will be adopting the new National Digital Recruitment System Job train. The system provides fully –online candidate and hiring manager processes, social media and Google jobs integration, automation, talent pools, pre-employment checks, online contracts, and many further building blocks for our digital recruitment services. This will lead to a quicker more effective recruitment experience for our managers and future employees.

Office 365

Office 365 is an integrated experience of apps and services, designed to help us pursue our passion and gro our Board. Using apps like Word, Excel, PowerPoint and more which are updated monthly with the latest features and security updates. Tjis enables us to use cloud powered email to reach staff and citizens wherever we may be working from. We will be able to save files online allowing access across devices and on the go. Office 365 will allow us to fully explore agile working for our workforce without limitation

To Support the introduction of new technologies and ensure we exploit their full potential.

Ensure our job roles and associated knowledge and skills framework provide the range of technology skills from basic core skills through to advanced competencies for thos leading on technology implementation and associated change to working practices.

Review our guidance, policies and approach to flexible and agile working to make best of the workforce on site and from other locations.

Review the data gathered from the Digital Maturity survey and via other means to identify how we can best support our staff in the development of their digital skills, and then plan appropriate acitivties around this.

Our staff are our most important asset and supporting them to manage their health and wellbeing and ensure they have a positive experience of work are priorities for us. We have made good progress with supporting staff to maintain and improve their health and wellbeing. This has focussed on:

- Providing health MOTs for staff to provide advice on ways to maintain and improve physical health
- Running wellbeing roadshows for our staff across all our sites
- Promoting healthy eating habits through providing 'healthy living options' in our dining facilities and promoting the importance of good nutrition

To further support the health and wellbeing of our workforce we will addressing each of the following areas.

INCREASING UNDERSTANDING OF HEALTH AND EQUALITY ISSUES FOR OUR STAFF

We will build on work to raise awareness of the importance of diversity and equality in the workplace by increasing understanding of the factors that affect the health and wellbeing of our staff and how these can be addressed:

- Raise awareness of social circumstances such as finance, housing or caring responsibilities that can impact on health and wellbeing in addition to health behaviours and health conditions.

- Support managers to recognise and respond to diversity and equality factors including health inequalities so they can support staff to overcome barriers in their working lives or outside of work to good health and wellbeing.

- Promote our role as an employer to ensure improving and maintaining health and well-being is equally accessible to all staff through consistent and equitable organisation wide approaches such as health MOTs, healthy living food options and accessible health and wellbeing facilities.

This work will enable our staff to feel more confident to identify and address issues affecting their own health and wellbeing by accessing help and support either in the workplace or in their wider social setting. It will also help managers work their staff to promote the importance of managing their own health through addressing these sorts of issues themselves or with help from the organisation.

IMPROVING STAFF PHYSICAL AND MENTAL HEALTH AND WELLBEING

We will continue to support staff to manage and improve their physical health and wellbeing but we recognise that mental health and wellbeing issues are having the biggest impact on our workforce, which mirrors the wider mental health and wellbeing of our population.

Physical and mental health and wellbeing are interrelated so we will ensure we focus on both aspects of overall health and wellbeing through:

- Supporting staff to improve their physical and mental health and wellbeing through accessing workplace services, with a particular focus on helping them identify what is getting in the way of good health through 'what matters to you' conversations between staff and managers

- Ensuring staff feel confident and safe to identify barriers, either in the workplace or at home, that are impacting on their health and helping them address them

- Raise awareness of social circumstances such as finance, housing or caring

- Promoting the importance of talking about mental health as much as physical health to minimise stigma and discrimination associated with mental health issues

- Raising awareness and understanding of the importance of good mental health and wellbeing and the workplace or non-work related factors that can impact on it and how they can be addressed

- Supporting completion of Mental Health and Suicide Prevention Training for all staff

This will enable us to take a person-centred approach to health and wellbeing and promote a broader approach to improving staff health and wellbeing that includes body and mind.

PROMOTING RECOVERY AND RETURN TO WORK

Work is an important part of our lives and can contribute to good health and wellbeing. It can also aid recovery from periods of ill health if managed appropriately and sensitively. For example, recovering from a physical injury can be aided by appropriate temporary adaptations to the workplace or job role to support light or moderate physical activity

which can speed up recovery over being sedentary. Similarly, social contact through work can be an appropriate support for mental health recovery if managed well.

Conversely, not actively promoting recovery and supporting return to work can result in longer periods of absence which can be detrimental to the individual and impacts on the organisation as well.

We will work with staff and managers to:

- Use 'staying in touch' conversations to manage absences and return to work arrangements

- Identify and implement appropriate support and accommodations to enable return to work, including temporary job roles and promote a recovery based approach

REALISING THE POTENTIAL OF OUR DIVERSE WORKFORCE

We recognise that we have a diverse workforce that includes people living with long term conditions and people with impairments. We also know we have a workforce that reflects the wider ageing population with more of our staff working for longer and retiring later.

This diversity is a positive asset that we already promote through a range of policies that enable people's job role within the organisation to be matched to their abilities where these may be impacted by changes in their health or through age-related changes. We also provide access to supports that can help overcome any barriers to productive working as a result of age or health related changes ability such as adaptations to the workplace.

We will do further work with staff and managers to ensure we retain the valuable skills and experience of staff that experience longer term changes to their health and ability. This will include:

- Working with managers to develop their awareness and understanding of the impact of ageing and long term conditions on our staff and how these can be addressed through existing policies

- Ensuring staff and managers know how to access advice and support on making changes to job roles and the workplace to retain staff in productive roles that match abilities that may have changed

- Continue our work as a leading employer of people with impairments and work towards formal accreditation as a Leading Employer with Disabilities

DEVELOPING AND IMPLEMENTING 'FAIR WORK' PRACTICES

There is growing evidence that creating and maintaining a workplace where staff enjoy their work, feel engaged, feel valued and work well in teams contributes to delivering high quality care and staff health and well-being. This is captured in the Scottish Government's Fair Work Convention which includes the following dimensions:

Effective Voice

Effective voice requires a safe environment where dialogue and challenge are dealt with constructively and where employee views are sought out, listened to and can make a difference. It is about having both the mechanisms to ensure effective voice and the organisational culture that values and embeds this voice in its approach.

Opportunity

Fair opportunity is about going beyond the minimum legal obligations of ensuring equal access to work and equal opportunities in work. It is about developing and maintaining a culture that reflects the attitudes, behaviours, policies and practices that promote and value fair opportunity for all.

Security

Security of employment, work and income are important foundations of a successful life. It is where staff feel they have a secure job which has predictable working patterns and income that contributes to a stable and sustainable work and home life.

Fulfilment

Fulfilling work can be an important source of job satisfaction and the basis for employee commitment. Fulfilling work is also associated with better health and well-being. Fulfilment can be supported in a variety of ways: through forms of job design and work organisation that focus on effective skills use, autonomy, opportunities to problem solve and to make a difference, investment in training and development and cross learning.

Respect

Fair work includes a culture where people are respected and treated respectfully, whatever their role and status. It goes beyond the concept of dignity at work and managing poor behaviours to actively promoting respect within the values of an organisation.

These five dimensions already align well with many aspects of what we already do within the organisation including good partnership working, being a values lead organisation and embedding equality and diversity in all that we do.

We will work with staff and managers to develop further actions that strengthen our reputation as a values lead employer that promotes and embeds the principles of fair work.

This will include:

- Developing mechanisms to regularly gather and reflect on staff experience feedback,including supporting teams to develop safe environments to enable constructive dialogue and challenge.

- Supporting teams to identify opportunities to improve their working environment and experience using a range of information including staff experience and care experience, and make changes that will contribute to better staff experience and engagement.

- Sharing learning locally and nationally, through iMatter team stories, when teams make improvements to staff experience that contribute to improved care experience.

- Providing coaching, mentoring and team development following outcomes from organisational change, redeployment, grievance, dignity at work and disciplinary processes

The national Boards recognise the challenge of having the right workforce, with the right values and skills, in the right places. Increasingly they know we will work with improvement, transformation and evaluation support to reshape the workforce and improve the data that enables workforce planners to model service demand and projected workforce supply. We will work with the Scottish Social Services Council, the Care Inspectorate, territorial boards, Health and Social Care Partnerships, regions, and higher and further education to improve recruitment and retention, attraction, and education and training for careers in health and care. In addition, we will promote workforce health and wellbeing as a key element of developing a sustainable workforce.

Throughout the national Board collaborative are four key work-streams that will support a collaborative approach to working. The four work-streams are:

- Human Resources
- Finance
- Estates
- Procurement

Each work-stream has developed a target operating model which has been presented to and accepted by the National Board Chief Executives. The detail on each of these work-streams is now being progressed in partnership and will ensure:

- Consistent approaches and ways of working are enabled across the national boards
- Flexible workforce utilisation is possible to share skills and expertise and provide collective capacity across the national boards

Monitoring and Evaluation

The Strategic Workforce Planning Group will monitor progress of the actions noted within this framework and regular reports will be presented to this group on a quarterly basis.

Progress will also be reported to the Executive Management Team, Area Partnership Forum and the Staff Governance Committee.