NHS 24 – Delivery Plan Progress Report April 2021 - March 2022

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Update: Quarter 3 - October to December 2021

NHSS Reference	No	RAG Status (mandatory)		Deliverables (mandatory) these can be qualitative or quantitative					Lead Deliv ry	Risks (mandatory) e list key risks to delivery and controls/mitigating actions		Outcomes (o include outcom add multiple o
	No. of Activity		Dec 21 Status	Key Deliverable - Description	Summary of activities etc. (outline deliverables - key tangible pieces of work until March 2022)	Milestones/Target	Progress against deliverables end September 2021 NB: for new deliverables, just indicate 'New'	Progress against deliverables end December 2021 NB: for new deliverables, just indicate "New"	Lead delive	Key Risks ry	Controls/Actions	Outcome(s)
NH55 Reference 2021-N24-01 2021-N24-01 2021-N24-02 2021-N24-03 2021-N24-04 2021-N24-05 2021-N24-05 2021-N24-05 2021-N24-05	1.1	Green	Green	Supporting our Workforce and their Weilbeing Continue to develop our Workforce Health and Weilbeing Strategy and associated Action Plan.	Continue to implement our Workforce Health and Wellbeing Strategy and associated Action Plan and monitor delivery. Ensure that wellbeing resource are accessible to all staff across our workforce. Continue to develop our support for staff working from home, enabling agle working approaches. "Further Fold-out Covid-19 vaccination to staff as they become eligible. Develop a Leadership Development Framework for all levels within NHS 24. Further develop our strategic approach to Workforce Planning.	31/03/7022	Recently launched our Health and Wellbeing Strategy and Action Plan. The plan is reviewed on a regular basis at the monthly health and Wellbeing Stearing Group. Engaged with staff, using a number of channels and approaches, to make staff aware of ewhich resources and also included access to wellbeing resources, as part of CPD time within rotas. Developing a Mental Health Charter which will underpin our commitment to becoming a mentally healthy workforce. We are currently engaging with staff experience groups to obtain feedback about the best way to develop and then launch the Charter whith wills on develop ment then Jone log on the total way to develop and then Visatin feedback about the best way to develop and then Visatin feedback about the best way to develop and then Visatin feedback about the best way to develop and then Visatin feedback about the best way to develop and then Visatin feedback about the best way to develop and then Visatin feedback about the best way to develop and then Visatin feedback about the best way to develop and then Visating the charter whith MISS 24. Visating the char	Health and Wellbeing Strategy and Action Plan is progressing and is reviewed on a regular basis at the monthly Health and Wellbeing Steering Group. This action plan links into the Attendance Management Improvement plan. NIS 32 continues to engage with Start (using a number of channels and approaches, to make start Marave of wellbeing resources and also includes access to wellbeing resource. NIS 32 A have also been engaged with the Wellbeing Team Management Instroaches, to make start Marave and Wellbeing resources and also includes access to wellbeing resource. NIS 32 A have also been engaged with Wellbeing Team Managems the start and wellbeing is checklided in to the CPD plan for call takers. NIS 32 A has developed a manager wellbeing hub where all Wellbeing is formation is easily accessible by manages NIS 32 at sworking with IS mental health to put in place Mental Health First Alders and this plan is progressing and it is hapds to have the ERT alders in place for early not target regarging with taker guoring NIS 32 A tart Monagh mental health action. NIS 32 A same yearly engaging with taker all being informations commitment 11 to soming a mental health health the Charter which will indepin the organizations commitment 11 starf and ather March. NIS 32 A same by March 2022. * extends by forgarisme * Instroaction of wellbeing progressing a part of the Nath. NIS 40 has now purchased the Mental Health App to support starf and the NIS start (Starter which which we now been pain inplace. * extends by forgarisme * Instroaction of wellbeing progressing a part of the Nath and Wellbeing Action Plan including: * Introduction of wellbeing progressing a part of the Nath and Wellbeing Action Plan including: * Introduction of wellbeing approximation and the Nath and Wellbeing Action Plan and plan by the progressing. * Review and further development of a valier of adjustment plan for staff. This work is progressing * Review and further development	to st t t	4 MrS 24 does not adapt and respond to the needs of its workforce to enable a sustainably skilled workforce to reliably deliver current and future services	Review of Recruitment & Retention Develop a Strategy to promote NHS 24 as an employer of choic Develop a Strategy to promote NHS 24 as an employer of choic Develop a Succession Planning Theater Management Plan Phase 2 of the shift review – Retter working, better care Staff Attendance and Wellbeing Plans	Fair Work and with quality of the second sec
2021-N24-02	2.1	Amber	Amber	 Continue to deliver COVID-19 pathway, with expanded levels of resource and resilience [Updated] 	Recruit additional COVID Call Operator Resource (Target of 150 WTE) Manage, resource and eleiver capability of the COVID-15 Service Continue pint working with Boards and other partners to optimise the streaming of COVID-19 Collaboration with NSS re campaign for Call operators and call handlers	31/03/2022	 In line with increased COVID damand, NHS 34 are increasing recruitment of temporary COVID call Operators to ensure adequate resource to meet demand A citxely incroprosting pathways include "L1U/Dress A citxely incroprosting pathways including provision of Board CACs 	 The projected/actual December WTE for COVID call Operators was 965-4/30-54 with a shorthal of - 66/WTE - Any docision to Indurte increase COVID capacity is confingent on clarification of the status of the national COVID pathway through 111. Recruitment is closely aligned to estates and training capacity and new centre in Dundee opened late December and recruitment of Call Operators is scheduled across January and February 	NHS 1	42 Prevalence correlated to demand and resource loss that individually and combined can impact overall 111 performance Risk is amplified by other potential winter/demand scenarios as described in Winter Plan Supporting document e.g. Partner CAC availability Access to sufficient workforce supply in the context of dynamics affecting the highly competitive and fast paced job market in Scotland	Stuation is closely monitored by Senior Management Team an available excatation/Mitgation options deployed as necessary Attendance at NINT and other forums to monitor prevalence Increased recruitment activity across whole organisation with multiple job adverts, interviews and induction underway Report on progress against the targets set within RMV4 to the EMT fortrightly. Deviaing a recruitment marketing strategy to develop our employer brand, create our attraction strategy and promote NHS24 in the labour market	that we realise Communities - resilient and si Health - we an
2021-N24-03	2.2	Green	Green	Continue to provide a recognised trusted source of up-to-date health information and guidance about Coronavirus via NHS inform and expand our digital offering to help people manage their own health and wellbeing	 Continue to provide up-to-date health information and guidance about coronavirus val inform. Continue to expand our digital offering to help people manage their own health - expanding use of WKS inform that bot across bronzer range of topics, specifically child flu, adult flu and pregnancy screening. Launch of Long COVID microsite (due 6 October 2021). 		On-going development of COVID resources in line with latest guidance (e.g. vaccine and vaccine status). Promotion of digital resources via google AdWords and paid social media campaigns. Working with SG colleagues on development of Long COVID microsite (due 6 October 2021).	One going development of COVID resources in line with latest guidance (e.g. vacche and vaccine status, isolation guidelines). Evelwey of COVID Status App from doro m Nits inform (CIC 12) Promotion of digital resources via google AdWords and paid social media campaigns. Long COVID microsite additions in Dec 2021 (Ear, Nose, throat and Brain Fog)	NHS 2	4 User behaviour may not align with digital service offering, resulting in continued high demand for 111 services.	Communication and marketing plans to encourage digital engagement and self-help.	Communities - resilient and sa Fair Work and with quality job Health - we are Human Rights from discrimin
2021-N24-04	2.3	Green	Green	wider pathways of care. This will include the potential of our IVR, SMS and voicebot solutions to encourage self-care and communications to direct users to appropriate digital self-care	 Develop self care pathways in line with RUC promites Direct popel to edital self-care resource or appropriate digital combined channels e.g. inform, webchat & chatbet, through more focused use of paid for social media activity Take a user centred approach to digital access to primary care, linking with user engagement work on national digital front door work. 	31/03/2022	 On-going development of self-help resources in line with current priorities. Promotion of digital resources via google AdWords and paid social media campaigns. 	 On-going development of self-help resources in line with current priorities. Promotion of digital resources via going AdWork and and social medica campaigns. 'Pharmacy First' AdWords campaign delivered between 18th Dec 21 - 14th Jan 22. 	NHS 2	4 I. User behaviour may not align with digital service offering, resulting in continued high demand for 111 services.	Communication and marketing plans to encourage digital engagement and self-help.	Communities - resilient and sa Fair Work and I with quality jot Health - we are Human Rights - from discrimina
2021-N24-05	2.4	Green	Green	Continue to provide non-clinical advice about Coronavirus as support to book COVID-31 esting for those who require assistance via a National COVID-39 non clinical Helpline. We will also review longer term delivery options for Helpline, although timeline moved to June 2022.	 Continue to provide quality assured non-clinical advice about CCVID-19 Continue to provide support to book COVID-19 testing 	31/03/2022		Helpine continues to be outsourced via co-delevery model with Ascenso to provide resilience and preserve resource and infrastructure for delevery of the 111 lineal services * Opening hours aligned with other National Helpines to minimise spend The service is routleney monitored and reviewed to ensure best value and forward plan the longevity/viability of the current delivery model Due to current uncertainty on SG plans for COVID pathway and on respiratory demand, we propose to continue with our current delivery model. We will look to develop options around Quarter 4, once we are more aware of plans for the COVID pathway.	NHS 1	41. Influtating prevalence and therefore service demand and effectively forecasting to balance resource/spend 2. Lack of stability - Helpine demand and other internal pressures/winter factors - limits confidence in current ability for direct delivery	Regular operational and contractual meetings with supplier in place to review and adjust resource accordingly control measures and viggers/parameters have been identified that would initiate return to direct deliver	Children and ' that we realise Communities de resilient and si Culture - we are expressed and Education - we society Environment - Fair Work and with quality for Health - we are Human Rights- we are human run discrimin International Resources - we to more equally
	3			Continued Development Of National Urgent Care Pathways								
2021-1124-06	3.1	Amber	Amber	Recruit resource required to meet the continuing demand. Exploring the use of both internal and external Nursing Banks, outsourcing and other feeder programmes.	Recurr resource required to meet the expected increase in demand of m addioical 132 kollps revek. Development of internal staff basis Contain of creame pathway to convert call operators to call handlers Cotalboarcion with NSS re campigin for call operators and call handlers Cotalboarcion with NSS re campigin for call operators and call handlers Cotalboarcion with NSS re campigin for call operators and call handlers Cotalboarcion with NSS re campigin for call operators and call handlers Cotalboarcion with NSS re campigin for call operators and call handlers Cotalboarcion with NSS re campigin for call operators and call handlers Cotalboarcion with NSS recover camping for call operators and call handlers Nogoing constitution communications cross social media channels to help manage service demand in real time at busy periods. This work will continue throughout the winter.	31/03/2022	Recruitment continues at pack against current training capability and capacity and available infrastructure and expertise Dundere Recruitment - recortiment is underway for approximately 300 staff, with key contacts established with the local job centre. Discover Work Dundee and engaged with the local pice structure. Discover Work Dundee and engaged more including diplant marketing director to our self heig packet and symptom checkers and packet to services content which heigs direct the public to the right packet induces content which heigs direct the public to the right packet to user self heig publics and symptom checkers and public to services content which height and which of more 111 page of NHS24 scot which advices the public of our busiest periods and signposts to additional services	 Recruitment continues at pace against current training capability and capacity and available infrastructure and expertise. The key focus alone Spectrome has been to recruit to our new centre in bundle which opend on 20 December 2021. The recruitment tama and service delivery are avoing extremely hard to fill current vacancies across the organisation with multiple adverts, interview and inductions oneigning. Discussions are being had around protrities for January advertsing, pending confirmation from Service Delivery of bases and hours to recruit to for each skill-set. Ther are a number of fondiline inductions early 2022, and works in ow ale ourdeways to establish Dundee intake dates to maximize the current pipelines. Recruitment and service delivery have scheduled a number of call Handler, temporary Call Operator and Teincal Supervision seruls to for each skill-set. Chical Supervisor seisons for January and February. Orgoing discussions are underway to establish Dundee intake dates to maximize the current pipelines. Recruitment and service delivery tame scheduled a number of Call Handler, temporary Call Operator and Teincal Supervisor progress against the targets set with RMR to the Execution Rundee. NOS 2014 S24 expanded the workforce by advertising 158 recruitment campaigns and vectomed 422 new members of staff. NHS 24 report on progress against the targets set with RMR to the Execution Rundees Interding transformer the NHS and the Date of the Saction market. We will be converting a number of our TCOs into Call Handlers in January to boord our numbers there. We will be converting a to start a further 30- CS in Jan - March as interviews concluded on 30/12. We have also deelyedped to start a further 30- CS in Jan - March as interviews concluded on 30/12. We have also deelyedped communications on the 111 page of NHS24. so the block to which advises the public of our busiest provides t	e	b) The level of drop-out/attrition of staff means that targets will not met for winter/festive Estates expansion to Dundee is delayed and impacts recruitment plan NHS 24 does not adapt and respond to the needs of our workforce to enable a sustainable/staffield workforce to reliably deliver current and future services 4. High levels of overal demand, wider unmet need and the impact on RUC analway may impact service delivery as described in Winter Plan Supporting document.	performance improvement framework Develop a Strategy to promote NHS 24 as an employer of choic Develop a Succession Planning Talent Management Plan Phase 2 of the shift review - Better working, better care Staff Attendance and Wellbeing Plans	Children and Yu that we realise ce dication - we society Health - we discrimina International - international - international - international - contribution in Poverty - we ta more equally
2021-N24-07	3.2	Green	Green		Review NHS 24 contribution to the national evaluation of urgent care Work collaboratively to support the further design and development of urgent care pathways support the development of national mental health urgent care pathway explore opportunities to work with local partnerships to develop new pathways	31/03/2022	Attend national strategic and workstream meetings to understand/Carthy dojectives and any potential exact JAPP appointed and focusing on MX = Carchinate work with MS2 At Mental Health Programme Attend Patros Segaen menting to MX attend Patros Segaen menting to continually improve pathway and patient outcomes pathway for insight and learning	Attending national strategic and workstream meetings to understand/clarify objectives and any optential impact/development required by NrS 24.0 verail Phase 2 yeargers has been limited due to current system-wide pressures i Lead AHP focussing on MSK and providing leadership at national level to scope potential benefits/best use of physiotherapy expertise to manage and stream demand. Projects have been agreed across a number of areas and work was to progress to agreed imercale. however due to system-wide pressure these timescales are at risk and these will be revised in the New Year	NHS 7	A That emergent programme objective/priorities and simescales for delivery will be unworkable if coincide with inter- pressures System-wide pressure has intendified with increasing COVID- 39 prevalence and there is risk to Simelines for delivery of objectives Unmet need from across the system is manifested and increasing in the space to GP outcome. This can have an impact of performance, patients experience and reputation and is detailed in the Winter Plan supporting documentation	Internal Programme Board provides oversight and coordination for al RUC work including internal optimisation, performance review and evaluation Continue to work with SAG and partners to understand capacity/capability to deliver objectives within agreed timescales	n Children and Y that we realise communities resilient and sa culture - we are expressed and Economy - we and sustainabil Education - we society Environment - Fait Work and With quality joi Health - we are Human Rights from discrimin International - contribution in Poverty- we ta more equality

s (optional) tcomes if possible – repeat for each applicable deliverable/	Jacqui Pauline Annie Winter preparedness Jacqui Pauline Annie Wister preparedness Steph Steph Philips Steph Philips John Wister preparedness Steph Steph Philips John John Wister preparedness Anni-Marie John Barber Wister preparedness Steph Warrie Annie Wister preparedness Steph Warrie Annie Wister preparedness Jacqui John Barber Wister preparedness Steph Warrie Annie Wister preparedness Steph Jacqui Annie Wister preparedness Steph Steph A			
ole outcomes if required				
	List any major strategies/ programmes that the deliverable relates to		Contributor	Planning Lead
ies - we live in communities that are inclusive, empowered, di safe and Business - we have thriving and innovative businesses, y Jobs and fair work for everyone eare healthy and cative this - we respect, protect and fulfil human rights and live free miniation	NHS 24 Health and Wellbeing Strategy Winter preparedness			
nd Young People - we grow up loved, safe and respected so alise our full potential dies - we live in communities that are inclusive, empowered, ed safe e are healthy and active	NHS Recovery Plan Winter preparedness		Steph Phillips	
ies - we live in communities that are inclusive, empowered, of safe and Business - we have thriving and innovative businesses, y jobs and fair work for everyone are healthy and active pits - we respect, protect and fulfil human rights and live free mination	Winter preparedness Digital Health & Care Strategy			
ties - we live in communities that are inclusive, empowered, nd safe	NHS Recovery Plan			
us are and Business - we have thriving and innovative businesses, y jobs and fair work for everyone e are healthy and active ghts - we respect, protect and fulfil human rights and live free imination	ne-mounte, nectover, ne-design: the framework for NHS Scotland Winter preparedness Digital Health & Care Strategy	Gallacher	Rusn	bar ber
Ind Young People - we grow up lowd, safe and respected so aliae our ful potential lise - we lie potential sise - we lie in communities that are inclusive, empowered, of safe we are creately and our vibrant and diverse cultures are and enjoyed widey we have a globally competitive, entrepreneurial, inclusive mable economy - we are well educated, skilled and able to contribute to and Business we have thriving and innovative businesses, y lobs and fair work for everyone are healthy and active pits - we respect, protect and fulfil human rights and live free mination rail - we are open, connected and make a positive on internationally we tackle poverty by sharing opportunities, wealth and power lify	NFS Recovery Plan Winter preparedness			
Ind Young People - we grow up lowd, safe and respected so alise our full potential - we are well educated, skilled and able to contribute to e are healthy and active first - we respect, notect and full human rights and live free imination and - we are open, connected and make a positive on internationally we tackle poverty by sharing opportunities, wealth and power ally	NHS Recovery Plan Receign of Urgent Care Programme Integrated Unscheduled Care Programme Su Esential Actions			
nd Young People - we grow up loved, safe and respected so alize our hill potential is: - we live in communities that are inclusive, empowered, di safe and enjoyed widely we have a globally competitive, entrepreneurial, inclusive we are well exit exits and able to contribute to ant - we are well exit exits and any of the entrepreneurial ploba in ali anv effort or everyone are a healthy and active tips - we respect and fulfil human rights and live free miniation al - we are open, connected and make a positive an internationally we acide poverty by sharing opportunities, wealth and power life	NHS Recovery Plan Redesign of Urgent Care Programme Integrated Unscheduled Care Programme Six Essential Actions		Laura Neil	

2021-N24-0	3 3.3	Green	Green	Continue to progress our digital developments, including use of digital services with our 111 offering and also integration with wider pathways of care. This will include the potential of our IVR, SMS and volcebot solutions to encourage self-are and communications to direct users to appropriate digital self-are resources or appropriate digital channels e.g. Inform, webchat & chatbot.	Develop self-care pathways in line with RUC priorities Uirect people to digital self-care resources or appropriate digital combine channels equiform, webback chatbot. Take a user centred approach to digital access to primary care.	31/03/2022	On-going development of self-help resources in line with current priorities. Promotion of digital resources via google AdWords and paid social media campaigns.	On-going development of self-help resources in line with current priorities. Promotion of digital resources via google AdWords and paid social media campaigns. 'Pharmacy First' AdWords campaign delivered between 18th Dec 21 - 14th Jan 22.		User behaviour may not align with digital service offering, resulting in continued high demand for 111 services Compreting profinites may impact result his lock of engagement and support for digital development (jihort term). Digital in avketing dependent on external platforms with potential for access to be disabled, hampering the ability to reach audiences	Communication and marketing plans to encourage digital engagement and self-help. Manage through programme board The Communications Team are expanding the platforms utilised for further reach	Communities - we live in communities that are inclusive, empowered, resilient and safe	NHS Recovery Plan Redesign of Urgent Care Programme Integrated Unscheduled Care Programme Six Essential Actions	Ann-Marie Jona Gallacher Rusł	han John Barber
2021-N24-0	3.4	Amber	r Amber	Development of a multi-professional plan for Advanced Clinical Support to meet organisational demand, optimising the use of technology, to improve outcomes for more complex clinical presentations.	 Development of a multi-professional plan for Advanced Clinical Support, to include learning from CCVID. Optimizing the use of technology to improve outcomes for more complex clinical presentations 	, 31/03/2022	Refinement of deliverable to development of a multi- professional plan for Advanced Clinical Support, to include learning from CDVD.	Utilizing existing advanced clinical support capacity to improve the effectiveness of clinical decision making and reduce average handling time. +serior future teadership Capacity in place. Developing a strategic plan for advanced clinical support - timescale for approval end february 2022. This will outline sustainable actions for the next three years.		There is a need to develop a robust clinical career framework/ model of advanced practice that enhances recruitment and retention. NHG 24 does enabling and respond to the needs of our workforce to enabling a sustainably allied workforce to reliably deliver current and future services.	Develop a Succession Planning/Talent Management Plan	Children and Young People - we grow up loved, safe and respected so that we realise our full potential Culture - we are casely and our voltrant and diverse cultures are expressed and enjoyed widey Education - we are well educated, skilled and able to contribute to Education - we are well educated, skilled and able to contribute to health - we are healthy and active Human Rights - we respect, protect and fulfil human rights and live free from discrimination	NHS Recovery Plan Redeijang of Urgent Care Programme Integrated Unscheduled Care Programme Six Essential Actions	Maria And Docherty Moc	e John e Barber
2021-N24-1	4		Green	Development Of A Suite Of Mental Health Services 1985 24 will continue to consolidate operation of the Mental Health Hub and links to other NHS 24 Mental Health Services (SAS/Police Scotland Collaboration, DBI, Breathing Space, Living Lile). This will include applying a whole systems approach to incorporating a clear mental health pathway within the national Urgent Care pathway.	Update of Mental Health Programme scope - planning and prioritisation of programme/project activities planned in September/October 2021. Epilore further opportunities to improve user journeys and increase cacess to services cacess to services incorporating a mental health pathway in line with national RUC pathway. Develop Distress Brief Intervention (DBI) work in line with evaluation recommendations. Further embed the DBI Level One training.	n 31/03/2022	61.16 WTE PWPs now employed against a revised target of 23. As of September 26, the MH Hub has made 4,749 OBI refersals averaging 94 per week in Aug/Sep (up from 84 in Jun/Jul). Demand for DBI was unknown, however the steady increase of DBI referan has helped reduce call times and the number of ODH CPN referants.	Mental Health (MH) Programme scoge - all work agreed through to March 2022 and signed off by Programme Board - complete There is an on-going review/evaluation process to improve service user journey Including MH Programme Scoge Review. The following evaluations have been completed and approved by MH Programme Board in 2021. Hub, DBI, Police Scotland Pathway, SAG Fahrway, Health & Social Care Heighlen, Digital Signosoting Tool. Breathing Space Weichcht evaluation was approved in December Z021. All evaluations inform improved service journeys. A transfer line between Breathing Space and Mental Health Hub was implemented to further enhance the patient journey. In December the Hub anneed a total of 222 calls arooss the month, 2.5% Algher than November. In December 2021 Sall Scotlare State 100, 200 December 2021. December 2021 Save the highest number of monthly referrals incre the Hub opened with 643 referrals [S3 more than November 2021]. DBI Level 1 training has been embedded withth NF24 MH training. The national RUC MH Workstream work has slowed due to COVID-19	NHS 24	There is a risk that the collaboration cannot necruit into vacant MMVPS posts due to the current competitive market in the wider NPG and public sector In relation to work on the NHS 24/545/ Police Scotland Collaboration, from April 2022, this work is at risk due to lack of identified funding.	Collaboration between Service Development and Workforce Directorate to maximile recruitment strategies. Develop a Strategy to promote NHS 24 as an employer of choice. Regular Review of Recruitment & Retention through performance improvement framework.	Children and Young People - we grow up loved, safe and respected so that we realise our ful potential Communities - we live in communities that are inclusive, empowered, realient and safe Education - we are well educated, skilled and able to contribute to society Health - we are healthy and active	NHS Recovery Plan Scottish Mental Health Strategy / Mental Health Delivery Plan He Coronavirus (COVID-19): Mental Health Transition and Recovery Plan	Steph Care Phillips Scot	l-Anne Annie t Robertson
2021-N24-1	4.2	Green	Green	Continue to collaborate with Police Scotland to embed Mental Health Nurse Practitioners providing mental expertise within Police Scotland Command Centre to provide a person-centred experience.	Embed Mental Health Nurse Practitioners within Police Scotland Command Centre. Trials Held August - September 2021 with Test of change planned for October 2021 with 1 MHNP.	31/03/2022 30/11/2022	1 MHNP commenced training on 16 August 2021. Trials held in August-September in preparation for October test of change.	S MHNP have now been recruited I x MHNP in NHS 24 training, 3 x MHNP completed NHS 24 training I x MHNP at FS wetting tage, 1 x MHNP in NHS 24 training, 3 x MHNP completed NHS 24 training I mins 24 trained MHNP will undertake 1 week of training with Police Scotland (PS) on a staged basis Recruitment will combine unit Pd 2022 for remaining MHNP to reach a tagget of 5. A test of change will commons during by 24 2022 for 4 amounts with the staff tree coulded. This will be monitored closely by NHS 24 BrS. This data has been extended due to numerous challenges e.g. GOP36, COVID-19, recruitment and training A nevaluation will be undertaken atter completion of the Test of Change.		There is a risk that NHS 24 will not meet its recruitment target due to the competitive market and finite resource pool.	Develop a Strategy to promote NHS 24 as an employer of choic Regular Review of Recruitment & Retention through performance improvement framework	Children and Young People - we grow up loved, safe and respected so that we realise our full potential Communities - we live in communities that are inclusive, empowered, realisert and safe Education - we are well educated, skilled and able to contribute to pociety neath - We are healthy and active	NHS Recovery Plan Scottish Mental Health Strategy / Mental Health Delivery Plan The Cornavirus (COVID-19): Mental Health Transition and Recovery Plan	Steph Carc Phillips Scot	il-Anne Annie t Robertson
2021-N24-1	4.3	Green	Green	Due to the increase, in service demand, the target PMP WTL has increased splitCarely. To support this, we are evolving introduction of a lower Band trainee PMP role to open up the marker, create a career pathway and grow or own PMPs for the future whilst supporting service demand at this time.	Increase recruitment of PWPs, including new site in Dundee,	31/03/2022	NEW			There is a risk that NHS 24 will not meet its recruitment targets due to the competitive market and finite resource pool.	Develop a Strategy to promote NIS 74 s.s. an employer of choic Regular Review A Recruitment & Retention through performance improvement framework	Ehildren and Young People we grow up loved, safe and respected so that we realize on rid patential communities - we live in communities that are inclusive, empowered, realistent and safe. Education - we are well educated, skilled and able to contribute to society Health - We are healthy and active	NHS Recovery Plan Scottish Mental Health Strategy / Mental Health Delivery Plan The Coronavirus (COVID-19): Mental Health Transition and Recovery Plan	Jacqui Mar Hepburn Wes	nie Annie twood Robertson
2021-N24-1			n Green	Continue work on meral health digital services, including the development of a digital entry point into mental health service such as cG3 directly through NHS inform. This will be in line with priorities from the Mental Health Digital Programme Board.	Development of phase ± of digital mental health platform within HVE inform, support enhanced online resources including video content and supporting a digital entry point into mental health service. Project to commence in September 2021 with Phase 1 to be delivered by March zo22. * Continued paid for social marketing to raise awareness of digital access into services, specifically the sign-positing tool. * Safe Online Suicidal Journeys (SOSI) project commenced in August 2022 zo de delivered by March 2022.	31/03/2022	Continued point for social marketing to raise awareness of digital services. Safer Online Suicidal Journeys (SOSI) project commenced.	•Bigmoorling tool – evaluation of paid for social marketing to raise awareness of digital services presented to MH Board on 02 December 2021. •Bit: Online Saiddai Journeys (50Si) project user research complete. Target date is now April 2022 to allow more time for creation of video content. •Biterial Wellbeing Microsile - technical development planned for February/March 2022. Content development underway. Phase 1 delivery by end of March 2022.	NHS 24 1	User behaviour may not align with digital service offering, resulting in continued high demand for 111 services.	Communication and marketing plans to encourage digital engagement and self-help.	Children and Young Reogle we grow up loved, safe and respected so that we realise our full potential communities - we live in communities that are inclusive, empowered, realinet and safe Education - we are well educated, skilled and able to contribute to society Health - we are healthy and active	NHS Recovery Plan Scottish Mental Health Strategy / Mental Health Delivery Plan The Coronavirus (COVID-19): Mental Health Transition and Recovery Plan	Ann-Marie Jona Gallacher Rust	nan Annie Robertson
2021-N24-1	5.1	Complet	te Complete	Espanding Digital Access To Care	 Continue engaging with Scottish Government on the role of NHS 24 in Scottand 50 bigtal Health & Cares Strategy. Continue to develop NHS 24 services (including digital products) to enable delivery of texy Ministerial prontices. On going engagement with DH&C Uncontrase on NHS 24's role in DH&C strategy refresh (anticipated Signether/October 2021) and the socialitation of plan. Anticipating as commission on the redesign of NHS inform to support the services. 	31/03/2022	NHS 24 Interim Head of Service Design appointed who is also supporting SG DHAC Directorate part-time	NHS 24 Interim Head of Service Design appointed who is also supporting SG DHAC Directorate part-time Design brief for NHS inform commencing initial stakeholder ergagement	NHS 24	Complete	Complete	Communities – we live in communities that are inclusive, empowered, resilient and safe	NHS Recovery Plan Scotland's integrated health and social care workforce plan Winter preparedness A Scotland where everybody thrives: Public Health Scotland's Strategic Plan 2020 to 2023 Digital Health and Social Care Strategy	Paula Jona Speirs Rusł	han N/A
2021-N24-1	5.2	Green	Green	Programe Board, the Allance and other key stateholders Programme Board, the Allance and other key stateholders across health and care to develop a digital access to care. This will include incorporating NHS inform, GP social and other NHS platforms, web services and digital developments in health and care.	Progress user cases on Digital Access to Care with the National Boards	31/03/2022	Commission of Wertal Health plafform accepted. NHS 24 Interim Head of Service Design appointed.	Mental Welbeing microsite - formal commission accepted. Phase 1 delivery by end of March 2022. Gracot stakeholder engegement for a commence in December 2021 after product development paused temporarily. GP scot development being revisited in December 2021. Research work in 2022 to inform any potential further development. Orgoing engagement with Digital Health & Care directorate at Scottish Government (SG) on the Digital Front Dox (PDP) vision for Socitand, and the role of NHS inform. Design brief for the next iteration of NHS inform, moving towards the DFD vision, is being socialised for input and shared understanding.	NHS 24	Competing priorities may impact result in lack of engagement and support for digital development (short term).	Manage through Programme Board	Communities - we live in communities that are inclusive, empowered, resilient and safe	NHS Recovery Plan Sociand's integrated health and social care workforce plan Winter preparedness A Scottand where everybody thrives: Public Health Scotland's Strategic Plan 2020 to 2023 Digital Health and Social Care Strategy	Ann-Marie Jona Gallacher Rusł	than John h Barber
2021-N24-1	6 6.1	Amber	r Amber	Tackling Public Health Priorities and Health Inequalities Continue to collaborate with other Boards to develop an NFL 24 Public Health Tranework which will accelerate addressing public health Inequalities through shared data and improved intelligence.	 Develop and NHS 24 Public Health Framework (March 2022) Requalities Short Life Working Group (Dec 2021) Real Anna Boards Augmented Data Sets (March 22) Explore NHS 24 to inform fraity pathways (March 22) 	30/06/2022	Realistic Medicine Action Plan-complete Progress recultment of PH Consultant - complete Equalities Short Life Working Group – final report to Oct 21 Board. Bogin development of NHS 24 Public Health Framework Exploration to inform fraility pathways	Public health framework, incorporating realistic medicine and quality improvement, being dirafted to inform wider Organisational Strategy, (March 2022) Equilities Work (Iw Working Group – final report to October 2021 Board – complete. The Equalities Work (Is a greed at October 2021 Board) will commence January 2022 to progress action on wider determinants of health, including potential not eNrX224 as an 'Anchor Institution' - Proposal for Realistic Medicine Value Improvement Fund being developed, to Improve service-user access to 'wider determinants of health' information and advice. - Continuing to explore shared data an improved intelligence with a focus on reginatory data. - Very an lealing with internal and external stakeholders to infly describe and support widers definition of fraility in our context. New Public Health consultant is expanding networks to explore. As a specific priority faility group, Palliative care pathways, fas identified the Professors' Lewis Ritchic 2023 Daling Together regord are a distinct deliverable focus area. We will have a new pathway for this group before end Q4 to ensure there is a minimum patient journey time.		Unable to release staff to support the work of developing and delivering the Public Health Framework Two sessions per week of a Public Health Consultant may not be enough for necessary stakeholder engement in the development of the Public Health Framework Available technology and current zervice demands/priorities limit the scope of what can be delivered under the Public Health Framework	Stuation is closely monitored by Medical Director/Project Manager and available esculation/mitigation options deployed as necessary Where ROI proved, additional case made to Strategic Planning Resource Allocation One-going review through Change Programme Board and Projec Team	Children and Young People - we grow up loved, safe and respected so that we realise our full potential Communities - we live in communities that are inclusive, empowered, realient and safe. Culture - we are creative and our vibrant and diverse cultures are terpressed and enjoyed widely Health - we are healthy and active Human Rights - we respect, protect and fulfil human rights and live free from discrimination Poverty - we tackle poverty by sharing opportunities, wealth and power more equally	NrS Recovery Plan Stotband's integrated health and social care workforce plan Winter preparedness A Scotland where everybody thrives: Public Health Scotland's Strategic Plan 2020 to 2023		a Ogilvie / Annie McAnaw Robertson
2021-N24-1	7 6.2	Green	Green	Continue to review and develop our telephony and digital services to example, instructive telephony and account of the analysis of the service telephone and	Improve access to the 111 service IVR messaging for disabled people and misority attnic people. Instruction of the instruction of the instruction of the instruction of the instruction of the instruction of the instruction of the instruction of the instruction of the instruction of the instruction of the instruction atternative formats, British Sign Language B 14 community languages +Promote access to these alternative formats and translations.	3 31/03/2022	Review access to improve access to the 111 service IRI messaging for disables people and minority ethnic people forge with handles support from Parene agencies to share forge with handles access and the service access and caste apportunity to engage directly with people to raise awareness of charges and enhance patient experience Continue providing up-to-date information on COVD-9, handle an ANS for the information on COVD-9, handle and AIS down, in alternative format, British Sgan Language and 14 community languages, (including Dari and Pashto) Continue to promote access to these alternative formats and translations.	Architecture for the interactione voice response (IVR) has been improved to allow easier access to the Language Line (aix new languages being added to the finat end of the VIR messaging). Languages now recorded and quality assurance process underway. Execution ica point process the point of the VIR messaging). Languages now recorded this will be ready in advance of the lauch. Work continues in partnership with the Socitaria (overrineert's Markings Team. Public Headh Sociation and MSE Lothan to provide VOID-30 content in L4 community languages, easy read, walko and AS. This has now been entended to include information on the long COUID-31 content in L4 community languages, easy read, walko and KS. This now been entended to include information on the long COUID introcete https://www.nhwinform.acci/longer-term-effects-of-covid-35-long-covid Oogging and frequent engagement with thrick lands that such advalues lands and equality leads support engagement through the thritish been a particular force of engagement environ than been based to include in the flux been to the sociation and AdStates Policy Engagement sessions with BSL users to keptace in September and October 2021 with the support of the British bear Ausociation (Sociated). Film dip produced in BSL to pornotem embership of the Youth Forum, Intended to involve young BSL users in service design. Wider accessibility issues with elevitified and addressed as part of the Equilities Work referenced in s 1.1 Wider accessibility issues with elevitified and deressed as part of the Equilities Work referenced in s 1.1 Wider accessibility issues with elevitified and addressed as part of the Equilities Work referenced in s 1.1 Meeting held with the British Deat Association to agree an action plan in support of the Sociatish Government's British Sign Language: [BSL] National Fian 2021 70 2023. Espanded information about health rights, healthy living licelating mental wellbeing], sexual and reproductive health, lineuses and conditions (Including COVID-19 an		There is a ratio that people whor require to access the 111 service is a Relay UK or with the support from the language interaction work or with the mapped from the language interaction work requires a different targe. A function of the services in offerent targe, a function of the service is offerent targe. A function of the service is a function of the service mominication pairs with the service to materialse the initia. There is a risk that people whor require to access information on COVDD 15, house on NKS inform, has thermative formation. British Sign language and community languages may be unawase of the information being available. Fragmenter this, contacts and people provides mitigation for this risk.	Proposal for a Centralised Communication Hub on a national basis with Scottish Government which will widen access to services Continue to be represented at Scottish Government led	Children radius on fla potential Children radius our fla potential Children radius our fla potential Children was en committees that are inclusive, empowered, children was are crastive and our vibrant and diverse cultures are compressed and oneylogies which Economy – we have a globally competitive, entrepreneurial, inclusive and usuatiable economy Education – we are well educated, skilled and able to contribute to coichy Environment – we value, enjoy, protect and enhance our environment Environment – we value, enjoy, protect and fulfil human rights and live free from discrimitation International – we are open, connected and fulfil human rights and live free from discrimitation International – we are open, connected and make a positive combibion internationally Poverty – we tackle poverty by sharing opportunities, wealth and power more equally	NeS Recovery Plan Scotten's integrated health and social care Scotten's integrated health and social care Bernoblike, Recover, Re design: the framework for NHS Scotland Minter preparaded A Scotland where everyloody threse: Polici Ninter preparaded A Scotland where everyloody threse: Polici Ninter preparaded A Scotland where everyloody threse: Polici Ninter preparaded A Scotland Scotland Care Strategy	Jacqui Davi	Annie son Robertson
	7			New Scottish Government Commission – support for FME To deliver national telephony access for self-referral to forensic	 Commissioned to set up a national telephony access route for self- 	30/04/2022	Commission received and accepted. Scope finalised and costs	Both NHS inform content and technical delivery progressing well. Plan for staff training throughout March for go live on 01 April	NHS 24	There is a risk that NHS 24 will not meet its recruitment targets	Resource to be allocated to FME from existing PWP pool.	Communities - we live in communities that are inclusive, empowered,	NHS Recovery Plan	Steph Jona	than Annie
2021-N24-18	7.1	Green	n Green	medical services for victims of rape & sexual assault	referral to specialist forensic medical services within NHS Boards for victims of rape and sexual assault. + Development of online information to support self-referral through NHS inform			2022. Governance assessments progressing now under 16 pathway confirmed.	1	due to the competitive market and finite resource pool. Wider NHS 24 pressures (COVID, Writer, Urgent Care) and programmes may impact on NHE project delivery. Call demand may be higher than forecast NHS NSS supplier lower's delivery timelines do no meet with NHS24's supplier which result in API not implemented for go live	Governance, risk/dependency management via Change Portfolio. Operational model has allowance for increase in demand. Comms campaign to direct users online. Digital resources designed to filter mo-FME contacts. Will not impact go live as NHS 24 have included another solution in build (use of email and sms to national hub)	resilient and safe Health - We arc healthy and active	A Soathand where everybody thrives: Public Health Soathand's Strategic Plan 2020 to 2023 Integrated Unscheduled Care Programme Care and Wellbeing Programmes	Phillips Rush Milli	ar/Fiona Robertson ar
	8	1		Transforming Our Ways Of Working											

				Continue to progress and deliver Phases 1 and 2 of Connect	Phase 1a	30/06/2022	Phase 1a on schedule	Phase 1a The national Sharepoint rollout has been delayed with issues over backups however, a local solution has been identified to	NHS 24	. Recruitment and retention of programme delivery team.	the second s	Communities - we live in communities that are inclusive, empowered.	NHS Recovery Plan	Anne.	David Do	
2021-N24-19	8.1	Ambe	r Amber	Programme.	Active Directory 2021 augrade (September 2021) Verint Voice and Screen v15.2 upgrade (September 2021) +Phase 1b Local Ares Network Hardware upgrade (Augus September 2021) Desktop Laptop Roll-out across estate (Windows 10 and 0365) (September Avoewer (SaSI) (delivery date under review, February 2022 at the latest) +Phase 1E SkP CeNt SPS26 Upgrade (October 2021) SkP Reporting Stack Upgrade and migration to Public Cloud (January 2022) SkP Chincial Sack Upgrade and migration to Revi Scitw- active' data centre infrastructure to minimise downtime and improve business continuity (February 2022) Verint Voice & Screen migration to new Data Centre (February 2022) Verint Voice & Screen migration to new Data Centre (February 2022) Sugar CIM to Software as a Service (SaSI) (November 2021- plan being finalised)		Place 1b UN hardware upgrade 50% completed, with additional UN/WAN upgrades scheduled for delivery Nov 21. Desktopl Jappo roll-out in final planning stages with roll-out schedule to begin from Sept 21. Phase 1c 30H hana Reporting System upgrade successfully completed by end of UN 21. completing the 1st workstream in the Connect 1c programme. Public Cloud platform build in progress, to host upgraded 5AR Reporting applications with target technical switch over data	Index 24 after labbland infrared point (table) has been total per dwint issue over lab up indexver, at local solution has been defaulted or implement at key deliverable (instrane) detaunted (instrume) programme. The programme defaulted or implement at key deliverable (instrane) deliverable of the completed in programme. The prome sin the West Cardinal in for the first time is planned 24/7. Lagranders the completed by 24th lab 12023 with exoting in support for front line staff Cardinal in for the first time is planned 24/7. Lagrander or loss of the completed by 24th lab 12023 with exoting in support for front line staff Cardinal in for the first time is planned 24/7. Lagrander or loss of the completed by 24th lab 12023 with exoting the staff back office Laptops rollout will follow frontline completed. With more to a Public Cloud platform. Testing is underway and cutover to new platform with parallel running scheduled for end feb 22. CMM upgrade along with new bata Centre build in not impact the ability to delive service. A because the successful tendering of the Plaze I schedule along the schedule of the desistops or additional gragmame resource has been secured following the successful tendering of the Plaze I schedule and implementation being agreed that do not impact the ability to deliver service.		The demands against the timescales and interdependencies with key suppliers, along with the challenges both on supply hains and suppler capacity from COVID and Breatt makes imescales challenging. The scale of the programme and organisational/service apacity to support/engage in planning and delivery. The programme (plantst) and the elevery of other key rogramme/(zktivities due to restrictions on technology hanges that need to be applied.	1. on-going recruitment plane, external consultancy SMEs supporting the programme. 2. on-going monitoring of key dependencies and impact on the plan where there are delays; tri-party governance arrangements: 3. On-going engagement with service colleagues on planu/progress; all key stakeholders involved in programme governance. 4. Programme change restrictions communicated to all stakeholders to support wider planning and delivery. 5. Internal ICT catacity to support delign and delivery until the new team are higher. Mitigation: ICT review and recruitment of new team with key knowledge and skills to support or gramme design and delivery. 6. The recruitment of Resulting IT reduces the risk on NHS 24, athough any gays would still impact on the successful delivery or timescales of the programme.	Communes - we are in communes that are included, empowered, realine, and safe	Digital Health and Social Care Strategy NHS 24 Connet Programme Delivery of NHS 24 Strategy	Marie Gallaghe John Gebbie	# /	Roberts
2021-N24-20) 8.2	Green	Green	Develop an NHS 24 Estates Strategy by the first quarter of 2021/22, aligning with future strategic priorities and operational and future workforce requirements. This will include relocation from Golden Jubile and reflect new PIN guidelines on working from home.	Verint Voice Analytics implementation (June 2022 - plan to be defined) Complete exit and relocation from Golden Jublice. "Voirdplace of the ruture" developed to improve more agile ways of working Aurora House implemented Reconfiguration of space in Cardonald Reconfiguration of Space in Cardonald Review of Utilisation of offices to accommodate on-going two metre distancing Development of short life working group to implement more agile working	30/04/2022	planned to be ready 30/9, with staff moving in early October. Dundee lease sign off nearing completion - fit out detail being	SG approved Estates Strategy Aug 21. Cydebank - achieved target date for enting GINH and now operational at Aurora House Cardonald lease has been extended - working with GG&C & SAS on medium term plans for the site Dondee - fit out of one suite completed and site operational pre festive. Second suite to be completed in February and operational early March. Lumina ground floor lease agreed Reconfiguration of desks in Cardonald & Norseman completed providing almost 50 additional workstations pre-festive Agle Working Group has been updating the internal plot will exaviting the mational Once for Scotland policy; assessing a blended approach for non frontline staff; and working with Estates colleagues on a desk booking system.			Working closely with the contractors to ensure materials are ordered early & shortages reviewed. Recruitment adverts have been placed in advance of lease sign off stating city centre location rather than naming site.	that we realise our full potential Communities - we live in communities that are inclusive, empowered,	NIS Recovery Plan Digital Health and Social Care Strategy NIS 24 Estates Strategy NIS 24 Concer Crogramme NIS 24 RUC Programme and Mental Health Programme	John Gebbie / Jacqui Hepburn	Damien Sneddon Marnie Westwoo	Annie / Roberts /d
2021-N24-21	1 8.3	Greer	n Green	Engage with other public service partners to identify opportunities for collaboration on digital and technology initiatives (i.e. NES, NSS and SAS).	Discussions progressing on potential areas of collaboration. Net 32 4 also active engaged in development of National Baarks Digital Delivery Plan, which is exploring opportunities for collaboration across user design, digital developments and technology.	31/03/2022		Discussions progressing on putential areas of collaboration. NETS 24 also active progreget in development of National Boards Digital Delivery Plan, which is exploring opportunities for collaboration across user design, digital developments and technology.	NHS 24 I	ey risk relates to capacity to progress potential opportunities.	Regular review by National Board Collaborative Programme Board.	Culture - we are creative and our vibrant and diverse cultures are expressed and enjoyed widely. Economy - we have a globally competitive, entrepreneurial, inclusive and usstainable economy. Education - we are well educated, skilled and able to contribute to society. Health - we are healthy and active Human Rights - we respect, protect and fulfil human rights and live free from discrimination.	NHS Recovery Plan Digital Health and Social Care Strategy NHS 24 Connect Programme	Ann-Mar Gallache	rie Jonathan r Rush	John Barber
2021-N24-22	2 8.4	Greer	n Green	It out, recruit to and operationalise a new site in Dunder to contribute to strategic intentions and support operationalise resilience.	Complete fit out (early Nov 2021) Recruitment for new Dundee site (ongoing through to March 22)	31/03/2022	NEW	Delays to getting the business case and leave signed and then contractor availability delayed the start of the fit out which pushed the date out from November to December. Fit out was completed and the site was operational to take live calls pre festive. Training has commerced (from 29/11/21) and existing staff have moved from Kings Cross pre-festive	NHS 24 1	ompletion of fit outs. Iisk of Dundee fit out being signed off in time to allow services o be up and running before Festive.	Discussel ffi out options for Dundee with procurement and Audit & Ritk Committee and Issued a VEAT notice given very tight timescales. Recruitment adverts have been placed in advance of lease sign of stating only centre location rather than naming site. Other alternatives approaches also being explored to maximise recruitment sources.	Culture - we are creative and our vibrant and diverse cultures are opersesta and enjoyed widely Economy - we have a globally competitive, entrepreneurial, inclusive and sustainable economy Education - we are well educated, skilled and able to contribute to society Health - we are healthy and active Human Rights - we respect, protect and fulfil human rights and live free from discrimination	NHS Recovery Plan Digital Health and Social Care Strategy	John Gebbie / Jacqui Hepburn	Damien Sneddon, Marnie Westwoo	,
	9			Working Together to Develop our Organisation and Culture												
2021-N24-23	9.1	Greer	n Green	Develop a plan for Organisational Development going forward concentrating on the Strategic lane of NHS 24 and developing its services, staff and improving its culture.	Develop and deliver a First Line Management Essentials programme. Develop an RHS 21 Ladorchito Development Framework. Conduct an OD, Leadershito Bevelopment Framework Develop and public Dispraisiotand Development Learning and Leadershito Strategy for NHS 24, Including Learning Philosophy. Develop an approach to Training and CP odlency, encompassing calendar of events and prospectus. Develop Colleging Strategy of a strategy and the strategy and delivery of all organisational resources. Lauvelop rol and organisational resources. Lauvelop Coaching & Mentoring Framework.	01/06/2022	DOIL Benchmarking Exercise - June 21 Report of Benchmarking exercise - Sept 21 Consultation with key stakeholders into requirements for line management divergenera - July 21 Completion of actions in Mandatory Training Improvement Plan	DOLL Benchmarking Exercise is COMPLETE - June 2021 Report of Benchmarking exercise is COMPLETE - September 2021 Design phase of First Line Manager Programme is COMPLETE - September 2021. Build Phase of Management Essentials MOGNING. Completion of actions in Mandatory Training Improvement Plan are COMPLETE OLL Strategy is in darft, howerer it will be orgoing in line with national astrategy timelines (June 2022). Training Prospects infrastructure has been deviced, and is now in research phase in relation to its population from a local and national perspect. This will form part of a grodest review into training during 2022. PDA In Telecara Baunched Cohort 1 in November 2021. Cohort 2 Bunched in January 2022 COMPLETE Pockst: Development Framework Intel Bo QL Framework is complete. Caaching Approach is nearing completion, Isanch will coincide with launch of Management Essentials Programme. Scoping of Mentoring and State Completion, Saunch will coloride with launch of Management Essentials Programme. Scoping of	NHS 24 1	etis 24 does not adapt and respond to the needs of our vortice to enable sustainably skilled workforce to reliably elliver current and future services	Develop a plan for Organisational Development Develop and deliver a first line manager programme Develop Ladership Framework Publich ODL Benchmarking Report Develop and publich ODL Strategy for NHS 24, including Larring, Philosophy Develop and plaste launch an approach to CPD Delivery, encompassing calendar of events and propectus Develop NHS 24 Quality Assurance Framework for Learning, Di Develop and delivery of all organisational resources Launch Professional Development Award in Telecare for two cohorts of call Handlers.	Culture - we are creative and our vibrant and diverse cultures are expressed and enjoyed widely Education - we are well educated, skilled and able to contribute to society Fait Work and Business - we have thrining and Innovative businesses, with quality jobs and fair work for everyone Health - we are healthy and active Poverty - we tackle poverty by sharing opportunities, wealth and power micro equally	NHS Recovery Plan Scotland's Integrated health and social care workforce plan Winter preparedness NHS 24 Workforce Plan NHS 24 Strategy	Jacqui Hepburn	Helen Meldrum	Annie Roberts

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Key for status: Proposal – New Proposal/no funding yet agreed Red - Unikky to complete on time/meet target Amber - At risk - requires action Green - On Track Blue - Complete/ Target met