

**NHS 24  
BOARD MEETING****29 AUGUST 2024  
ITEM NO 9.1  
FOR ASSURANCE****CORPORATE DELIVERY PLAN UPDATE****Executive Sponsor:**

Steph Phillips, Director Transformation Strategy Planning &amp; Performance

**Lead Officer/Author:**

John Barber, Head of Strategic Planning

**Action Required**

- The Board is asked to note the status and overview of the Corporate Delivery Plan and key highlights about progress in quarter 1 across the deliverables.

**Key Points for the Board to consider**

- This report provides the basis of that quarterly submission and reflects the monthly workstream updates collated as a matter of routine and has been presented for assurance at the Planning and Performance Committee.
- Significant progress has been made across the strategic portfolios, not least in establishment of the Service Transformation Portfolio and associated structures and governance.

**Governance process**

This update has been reviewed by EMT and PPC ahead of NHS 24 Board. Quarterly update will be submitted to Scottish Government as part of revised planning and monitoring approach.

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

The Corporate Delivery Plan was aligned to the NHS 24 Corporate Strategy and NHS Scotland Recovery Plan and Ministerial Priorities. The Corporate Strategy was reflective of the full range of NHS Scotland Health and Care policy and NHS 24 Frameworks.

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

This paper relates to the entirety of the Corporate Delivery Plan and the ongoing review and deliverability of the activities within this.

**Key Risks**

- Risks are aligned to the strategic risk register for the delivery of the approved Corporate Delivery Plan.

**Financial Implications**

The Corporate Delivery Plan is aligned to the Finance Plan.

**Equality and Diversity**

The Corporate Delivery Plan does not have direct impact on equality and diversity however, this is an expectation of all workstreams to set out.

**1. RECOMMENDATION**

1.1 The Board is asked to note the report (Appendix 1) provided within this paper and the update against the Corporate Delivery Plan.

**2. TIMING**

2.1 The draft Three Year Corporate Delivery Plan was approved by Board on 29 February 2024 for submission to SG and submitted on 07 March 2024.

2.2 The sign-off letter was received from SG Director of Primary Care on 11 June 2024.

2.3 The Board approved the Three-Year Corporate Delivery Plan on 20 June 2024.

2.4 This paper was presented for assurance to the Planning and Performance Committee on 08 August 2024.

2.5 This paper provides a quarter 1 update on progress against delivery. SG commission for a Q1 update was for submission on 16 August but that this could be amended to align with internal governance.

**3. BACKGROUND**

3.1 A report for monitoring and assurance of the Corporate Delivery Plan has been developed and approved through the Strategic Delivery Group (SDG) and EMT and has subsequently been noted and welcomed at the Planning and Performance Committee.

3.2 The report consists of assessments, made by nominated delivery leads, of progress and confidence to deliver the success criteria noted against Corporate Delivery Plan actions within scope and on time, including a rationale and note of any risks, issues and dependencies.

**Status Report Update**

3.3 The status report provides an overview of the 35 corporate actions that make up the totality of the Corporate Delivery Plan. The RAG status and confidence level reported at the start of July, with a comparison and change to the previous month is provided in the summary table below with further detail provided in the appendix.

<b>Green</b>	<b>30</b>	<b>+ 2</b>	<b>High</b>	<b>29</b>	<b>-</b>
<b>Amber</b>	<b>5</b>	<b>- 2</b>	<b>Medium</b>	<b>6</b>	<b>-</b>

<b>Red</b>	<b>0</b>	-	<b>Low</b>	<b>0</b>	-
<b>Nil Return</b>	<b>0</b>	-	<b>Nil Return</b>	<b>0</b>	-

- 3.4 Whilst overall status is green and there is a high level of confidence at programme/project area there is potentially a greater level of accumulated risk. This is related to overall capacity and the need to focus on prioritised activity, where any potential delay will have a compound effect due to shared resource.
- 3.5 Additionally, organisational focus, resource allocation and effort are on delivery of (urgent) outputs. This means there is restricted ability to create the conditions and capacity to plan for redesign and transformation, or to identify and development the measurement criteria to demonstrate delivery of outcomes and benefit realisation.

### **Quarterly Progress Update**

- 3.6 To provide assurance of progress against the delivery plan, quarter 1 highlights have been provided for each of the corporate deliverables in the table below.

## **Corporate Delivery Plan 2024/25 Quarter 1 Progress Update**

### **Deliverable 1: Replacement of NHS 24's core service technology and providing an infrastructure to deliver agile, connected, accessible and collaborative omni-channel environment.**

- The Digital Transformation Portfolio (DTP) has made significant Q1 progress with procurement of a replacement CC/CRM system. The negotiation phase with two suppliers has recently concluded, during which time detailed discussions were undertaken on NHS 24 requirements. The expected contract award remains on track for Q2.
- The implementation phase will immediately follow the contract award in Q2, with detailed planning for this underway, including the identification of key supporting resources. A Training and Learning strategy has been produced. Confidence on successful implementation is ranked at a medium level, due to risks surrounding the contractually driven one-year implementation timescale, capacity, finance and bid viability.
- The replacement of the BT Managed Services contract is running in parallel, with the recommendation that this function is brought in-house. Planning for this is underway with approval for progression and funding to be sought from EMT in Q2.
- An NHS 24 Data Strategy has been produced with a detailed implementation plan to follow on delivery of a data warehousing solution.

**Deliverable 2: Continuous improvement of core service performance in line with NHS 24's Key Performance Framework, and delivery of programmes to support the wider health and care system and delivery of Right Care, Right Place.**

- A Service Delivery Programme Board, reporting into the Service Transformation Portfolio, has progressed a number of workstreams in Q1 to deliver continuous improvement of core service performance, with high confidence that delivery plan outcomes will be achieved.
- Activity is progressing to review the processes, systems, and tools to improve clinical talk time, focussing on the review of Call Handler endpoints, outcome codes, and clinical content. Project Initiation Documents are being drafted as at end of Q1 to define the scope of these reviews.
- A key focus is on increasing and optimising the number of calls that Call Handlers can safely end point, with an expansion of suitable Advise and Refer call types made, notably in Q1 in the specific cases of chest pain, and hand and knee injuries.
- Following review of the operational model, clinical content and appropriate closure of skill sets, the potential to recruit new skillsets will be considered, with this review anticipated by end of Q4.

**Deliverable 3: Deliver a sustainable workforce and a supportive workplace that ensures we have the right people with the right skills.**

- Workforce Strategy activity aligned to the Corporate Delivery Plan progressing as planned, with high confidence that identified 2024/25 outcomes will be achieved by Q4.
- Recommendations from the strategic review of recruitment being implemented, with Call Handler targets met and maintained since Q4 2023/24, with an action plan in place to fulfil Clinical Supervisor recruitment by Q4.
- Leadership development courses, implementation of the Wellbeing strategy, and enabling a values-led culture through Culture and Wellbeing action planning progressing within timescales.
- Support for leaders in attendance and case management continuing. A 'digital first' approach is being adopted and implemented in various areas, with activity progressing as scheduled.

**Deliverable 4: Enhance online presence and improve support through strategic development and improvement of digital products and services.**

- A strategic review of NHS inform is being undertaken, with user research, desktop research and stakeholder engagement completed in Q1. A clear vision and purpose and strategic options paper with associated ROM costs will be submitted to SG in September for further consideration.

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- The role of NHS 24 online and fit with future omnichannel service offering is being considered as part of wider service transformation work.

### **Deliverable 5: Ongoing collaboration with Health Board partners and Scottish Government to deliver a more preventative, and integrated approach to delivering sustainable services.**

- Activity progressing across agreed strategic themes through the SAS/NHS 24 Collaboration Board, specifically joint working to deliver improvements to patient triage and flow, and digital improvements. Additional collaborative work is ongoing with PHS (on shared datasets) and NES (on training and development in respect of common roles, digital maturity, and leadership development).
- SAS collaboration work is reporting a high confidence level of fulfilling outcomes, with pathway work and engagement with Lanarkshire around FNC+ continuing.
- NHS 24 and NES have in Q1 agreed a set of priorities, with workshops to be held from Q2 onwards.
- Public Health resource has been committed to work on the data project between NHS 24 and PHS, with the aim of creating data sets about the full patient journey, to optimise Right Care Right Place.

### **Deliverable 6: Creating the conditions for transformation by developing future models and ways of working to meet stakeholder needs with services that are easy to access, seamless and connected.**

- A Service Transformation Portfolio was established in Q1 to progress work on future models, services, and pathways.
- Associated programmes and projects have been identified, with project briefs to be finalised in early Q2. This is to ensure that extant work underway to optimise current services aligns with transformation and that priority areas are identified to maximise capacity and deliver greatest return on effort. This will include identifying linkages with the DTP to identify key dependencies, timescales and support decision making.
- The development of future models will include segmentation of target populations against assessed need and specific key outcomes that NHS 24 is expected to deliver against. While the setup is progressing, there are key challenges around capacity and logistics, and organisational commitment is required.

### **Deliverable 7: Ensuring compliance and that the Board continues to meet all responsibilities and statutory duties across key areas.**

- In Q1, NHS 24's Sustainability and Value group has reviewed and recommended several savings-based efficiencies.
- NHS 24 has also continued extensive external engagement with the public and partners, notably on the refresh of NHS inform. NHS 24's participatory forums continue to influence the development and delivery of services.

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- A revised Equality Impact Assessment was developed and shared for consultation in Q1. Planning for implementation will occur in Q2.

### **4. ENGAGEMENT**

- 4.1 Board, PPC and EMT were engaged in the development of the Corporate Delivery Plan. SDG, PPC, EMT and SRO's have been engaged in the development of Corporate Delivery Plan reporting.

### **5. FINANCIAL IMPLICATIONS**

- 5.1 There are no specific financial implications from this paper. Financial and delivery planning have been aligned.


### **6. MEASURABLE BENEFITS**

- 6.1 The Corporate Delivery Plan Status Report will provide systematic review of progress and projected confidence about deliverability to support assurance and where required decision making to mitigate risk across the entirety of the Plan.
- 6.2 A single strategic benefits map and plan is under development to be finalised in August; this will be monitored through the Strategic Delivery Group.

### **7. NEXT STEPS**

- 7.1 Progress will continue to be monitored through EMT, SDG, PPC and Board.


## **Appendix 1: Corporate Delivery Plan Status Update July 2024**

A white outline map of Scotland is positioned in the upper right quadrant of the page, partially overlapping the title text.

# NHS 24

# Corporate Delivery Plan Status Report

# July 2024

A white line-art illustration of a city skyline is located at the bottom of the page, featuring various buildings and structures.

## 1.1

NHS 24. Connected, Consistent, Convenient.

Connected. We connect people to the care and advice they need. We connect and collaborate to improve the health of Scotland.

Consistent. We never close. We are here 24 hours, every day.

Convenient. We offer choice. Telephone, web, mobile app help for everyone, everywhere.

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## Purpose

The following report provides current RAG status of the 35 actions within the NHS 24 Corporate Delivery Plan with as assessment of confidence to deliver the identified success criteria within scope and timescales, including a rationale and note of any risks, issues and dependencies. This includes an overall summary and observations, and sections with actions aggregated by strategic portfolio or other corporate commitments.



## Corporate Delivery Plan: Summary & Observations

- Corporate Plan Summary Table

Status	July 2024	Monthly Change	Confidence	July 2024	Monthly Change
Green	30	+ 2	High	29	-
Amber	5	- 2	Medium	6	-
Red	0	-	Low	0	-
Nil Return	0	-	Nil Return	0	-

There are a total of 35 Corporate Actions and the summary of status and confidence reported at the start of July 2024 is provided in the table above.

### Key Points for EMT

- The current, collective status of Corporate Actions has increased slightly this month, with two additional actions now reporting green. These relate to corporate commitments in Collaboration, with priorities agreed in the case of the SAS/NES collaboration, and additional public health resource now working on the action relating to building shared data sets.
- Confidence levels have, however, remained static from June 2024.
  - There remains a medium level of confidence in activity 1.1 - the CC/CRM procurement and implementation – with resource/capacity cited for the procurement and dependencies and timescale against implementation.
  - There is an expectation that the now established Service Transformation Portfolio Board will be able to expedite decisions and activity on key areas e.g. dependencies and requirements related to digital transformation. However, the delay in establishing the portfolio and ongoing capacity challenges could mean that the work required to inform these has not yet taken place/difficult to schedule.

## Strategic Portfolio: Digital Transformation

Digital Transformation Summary Table

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Status	July 2024	Monthly Change	Confidence	July 2024	Monthly Change
Green	2	-	High	2	-
Amber	2	-	Medium	2	-
Red	0	-	Low	0	-
Nil Return	0	-	Nil Return	0	-

There are four Corporate Actions relating to the Digital Transformation Portfolio and the summary of status and confidence provide at the start of July 2024 is provided in the table above. Overall confidence remains medium for both key actions associated with the CC/CRM related to little tolerance and risk on capacity, dependencies, and timescales.

The negotiation phase with two suppliers has recently concluded, during which time detailed discussions were undertaken on NHS 24 requirements. The expected contract award remains on track for September 2024. The implementation phase will immediately follow the contract award with detailed planning for this underway, including the identification of key supporting resources.

<b>Activity 1.1</b>	<b>Procure and implement next generation technology to deliver agile, connected, accessible and collaborative omni-channel environment</b>				
<b>Action 1.1a</b>	<b>Procurement of a new integrated Contact Centre / Customer Relationship Management software solution</b>				
ETA	26/09/2024 (No change)	<b>Former Status</b>	<b>Current Status</b>	<b>Former Confidence</b>	<b>Current Confidence</b>
		Amber	Amber	Medium	Medium
<b>Rationale</b>	No change from previous month. We continue to adhere to the schedule though there are various risks to the schedule around resource availability, viability of bids and finance.				
<b>Action 1.1b</b>	<b>Implementation of a new integrated Contact Centre / Customer Relationship Management software solution</b>				
ETA	October 2025 (No change)	<b>Former Status</b>	<b>Current Status</b>	<b>Former Confidence</b>	<b>Current Confidence</b>
		Green	Green	Medium	Medium
<b>Rationale</b>	Confidence level is based on bidders having plans that support the 1-year window but also taking into account risks to that schedule.				
<b>Activity 1.2</b>	<b>Provide a fully supportable ICT infrastructure</b>				
<b>Action 1.2a</b>	<b>Replacement of the ICT managed services contract to improve quality, value and sustainability.</b>				
ETA	End of May 2024 for development of options.	<b>Former Status</b>	<b>Current Status</b>	<b>Former Confidence</b>	<b>Current Confidence</b>
		Green	Green	High	High
<b>Rationale</b>	Project delivery plan is being followed and tracked. All high-level tasks are green and on schedule. To date, no major risks have been identified.				
<b>Action 1.2b</b>	<b>Procure and implement a new Data Warehousing solution to improve quality, value and sustainability.</b>				

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<b>ETA</b>	End of May 2024 for development of options.	<b>Former Status</b> Amber	<b>Current Status</b> Amber	<b>Former Confidence</b> Green	<b>Current Confidence</b> High
<b>Rationale</b>	Preliminary work on identifying a procurement route and forging a high-level implementation plan has been very positive.				

## Strategic Portfolio: Service Transformation

### Service Transformation Summary Table

Status	July 2024	Monthly Change	Confidence	July 2024	Monthly Change
Green	8	-	High	9	-
Amber	3	-	Medium	2	-
Red	0	-	Low	0	-
Nil Return	0	-	Nil Return	0	-

There are a total of eleven Corporate Actions relating to the Service Transformation Portfolio, and the summary of status and confidence for July 2024 is provided in the table above. Notably, current status and confidence levels have remained the same as in June. There is now momentum in the setup of the Service Transformation Portfolio, with work package and project briefs in the process of being produced, including that for linkages with the Digital Transformation Portfolio. While the Portfolio reporting has remained steady, there is caution around the significant effort required that will require adequate capacity to deliver.

<b>Activity 2.1</b>	<b>Undertake a review of the 111 clinical delivery model to optimise processes, systems and tools to make best use of available expertise to meet patient/user need</b>				
<b>Action 2.1a</b>	<b>Scope and review the 111 operational delivery model and identify current opportunities for improvement.</b>				
<b>ETA</b>	September 2024	<b>Former Status</b> Green	<b>Current Status</b> Green	<b>Former Confidence</b> High	<b>Current Confidence</b> High
<b>Rationale</b>	<p>Workstreams are progressing that support the continuous improvement of current service and will inform further opportunities for improvement. Focus is to ensure aim/objectives are clear, with monitoring and reporting of key deliverables and measures to demonstrate effectiveness.</p> <p>Workstreams in progress are: Clinical Advice Line / Consistent, Efficient and Efficient Triage / IVR &amp; Operational Optimisation.</p> <p>Workstreams being established are Operational Supervision Model and Transforming Roles to consider how to optimise the use of current resource and expertise and the potential to recruit different clinical skillsets.</p>				

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<b>Action 2.1b</b>	<b>Review of the processes, systems and tools to improve Clinical Talk Time, and the inbound decision support system Arezzo.</b>				
<b>ETA</b>	March 2025	<b>Former Status</b>	<b>Current Status</b>	<b>Former Confidence</b>	<b>Current Confidence</b>
		Green	Amber	Medium	High
<b>Rationale</b>	<p>Leads to support workstreams to review each of the elements have been identified:</p> <p>1) call handler endpoints</p> <p>2) outcome codes</p> <p>3) clinical content</p> <p>Project Initiation Document is being drafted to define scope, approach, roles and responsibilities and overall plan and approach for the delivery of the review which encompasses many elements.</p>				
<b>Action 2.1c</b>	<b>Increase the potential of and optimise inbound decision support led pathways that Call Handler can safely and effectively endpoint to improve capacity and outcomes e.g. Advise and Refer protocols.</b>				
<b>ETA</b>	September 2024	<b>Former Status</b>	<b>Current Status</b>	<b>Former Confidence</b>	<b>Current Confidence</b>
		Green	Green	High	High
<b>Rationale</b>	<p>Phase 3 of Advise &amp; Refer workstream closed at end June and further developments for A&amp;R will now be included as part of wider decision support review. Chest Pain referral in line with SAS outcomes and protocols went live 25/06. Appropriate referral to FNC for knee and hand injuries went live 05/06 and 01/07. Revision and updating of current Advise and Refer guidelines and processes to refine and improve use and outcomes for our staff and patients has been completed.</p>				
<b>Action 2.1d</b>	<b>Develop appropriate roles/skillsets to meet the requirements of future clinical/service models</b>				
<b>ETA</b>	March 2025	<b>Former Status</b>	<b>Current Status</b>	<b>Former Confidence</b>	<b>Current Confidence</b>
		Amber	Amber	High	High
<b>Rationale</b>	<p>Potential to recruit different clinical skillsets being considered. This will be informed by workstreams as detailed 2.1a. Work will be undertaken to assess current roles against future potential roles along with development of professional career framework.</p>				
<b>Activity 2.2</b>	<b>Continued development and improvement of mental health services and associated pathways in collaboration with strategic partners</b>				
<b>Action 2.2a</b>	<b>Continued collaboration with SAS to deliver improved pathway and experience for patients and staff</b>				
<b>ETA</b>	March 2025	<b>Former Status</b>	<b>Current Status</b>	<b>Former Confidence</b>	<b>Current Confidence</b>
		Green	Green	High	High
<b>Rationale</b>	<p>Continued collaboration with SAS to deliver improved pathway and experience for patients and staff - Interim Evaluation expected to be completed by end of July. Phase 3 discussions to begin by August 2024.</p>				
<b>Action 2.2b</b>	<b>Continued collaboration with Police Scotland to deliver improved pathway and experience for patients and staff</b>				

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ETA	March 2025	<b>Former Status</b> Green	<b>Current Status</b> Green	<b>Former Confidence</b> High	<b>Current Confidence</b> High
<b>Rationale</b>	Continued collaboration with Police Scotland to deliver improved pathway and experience for patients and staff - Evaluation report for phase 3 signed off. Training continues for Police Service Advisors. Visit to the Mental Health Hub to be arranged for July or early August and discussions to be had around further phases.				
<b>Action 2.2c</b>	<b>Continue to develop and promote the Surviving Suicidal Thoughts site</b>				
ETA	March 2025	<b>Former Status</b> Amber	<b>Current Status</b> Amber	<b>Former Confidence</b> High	<b>Current Confidence</b> High
<b>Rationale</b>	Final videos have been filmed and in the editing process.				
<b>Action 2.2d</b>	<b>Work with Scottish Government on the continued development of Mind to Mind.</b>				
ETA	March 2025	<b>Former Status</b> Amber	<b>Current Status</b> Green	<b>Former Confidence</b> Medium	<b>Current Confidence</b> Medium
<b>Rationale</b>	Scope for 24/25 yet to be agreed/signed off. Planning workshop held Jun 24, further discussion required to refine Phase 3 plans. NHS 24 have noted wider service/digital transformation priorities, therefore we may need to consider a revised 'lighter touch' governance model - but continue to support ongoing development.				
<b>Activity 4.1</b>	<b>Strategic review and recommission of NHS inform to develop a national asset for NHSScotland with improved functionality and content for health information, advice and support.</b>				
<b>Action 4.1a</b>	<b>Work with Scottish Government to develop strategic vision for NHS inform to support formal recommission through user research, stakeholder engagement and evaluation</b>				
ETA	September 2024	<b>Former Status</b> Green	<b>Current Status</b> Green	<b>Former Confidence</b> High	<b>Current Confidence</b> Medium
<b>Rationale</b>	Output will be delivered on time however quality of output could be impacted in the event of resource unavailability. UR/desktop research/stakeholder engagement work now complete - focus on synthesising insight and working with key stakeholders to develop strategy and ambition. Accompanying OBC will be high level with RoM costs - detail subject to above strategy.				
<b>Activity 4.2</b>	<b>Continuous improvement and development of NHS 24 Online and the products to deliver this.</b>				
<b>Action 4.2a</b>	<b>NHS 24 Online: Undertake scoping, review and research to determine the future needs and requirements for development, aligned to outputs from wider service transformation and development of future models of omnichannel delivery.</b>				
ETA	November 2024	<b>Former Status</b> Green	<b>Current Status</b> Green	<b>Former Confidence</b> High	<b>Current Confidence</b> High
<b>Rationale</b>	The role of NHS 24 online and fit with future omnichannel service offering is being considered as part of wider service transformation work.				
<b>Activity 6.1</b>	<b>Develop service blueprints and safe, effective, sustainable care, information and advice pathways for future service models to make best use of limited resources and expertise to meet assessed need.</b>				

<b>Action 6.1a</b>	<ul style="list-style-type: none"> <li>Engage with stakeholders through user research and apply good service design principles to explore potential future delivery models for care, information and advice across the four high-level pathways</li> <li>Scope where digital tools could have the most impact across the four high-level pathways and explore their potential</li> <li>Co-develop service blueprints that seek to make best use of expertise, safely and effectively meet assessed needs and deliver an optimised experience and outcomes.</li> </ul>				
<b>ETA</b>	TBC	<b>Former Status</b>	<b>Current Status</b>	<b>Former Confidence</b>	<b>Current Confidence</b>
		Green	Green	High	High
<b>Rationale</b>	The Service Transformation Portfolio met for the second time to progress work on future models, services, and pathways. Associated programmes and projects have been identified and agreed, with project briefs being created. This will include a work package creating, with some urgency, linkage with the DTP to identify key dependencies, timescales and support decision making. Confidence remains high however organisational focus and availability of subject matter expertise/capacity are key risks.				

## Strategic Portfolio: Workforce

### Workforce Summary Table

Status	July 2024	Monthly Change	Confidence	July 2024	Monthly Change
Green	6	-	High	6	-
Amber	0	-	Medium	0	-
Red	0	-	Low	0	-
Nil Return	0	-	Nil Return	0	-

There are six Corporate Actions relating to the Workforce portfolio and the summary of status and confidence for July 2024 is provided in the table opposite. Notably, all actions are reporting a current status of green, and a high confidence level, which is unchanged from June.

<b>Activity 3.1</b>	<b>Deliver sustainable workforce and plan our workforce to meet service requirements through attracting and retaining people</b>				
<b>Action 3.1a</b>	<b>Implement recommendations from strategic review of recruitment to hire right first time and curb attrition.</b>				
<b>ETA</b>	September 2025	<b>Former Status</b>	<b>Current Status</b>	<b>Former Confidence</b>	<b>Current Confidence</b>
		Green	Green	High	High

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<b>Rationale</b>	<p>Call Handler targets met and maintained since Feb 24</p> <p>Roll out of online assessments - currently live for CH advert and CS advert.</p> <p>Paper approved by Remuneration Recruitment for all Exec recruitment to be end-to-end in house and usage of the new online assessment behavioural platform.</p> <p>Using the assessment for current recruitment to 2 associate director roles.</p> <p>Joint Action Plan agreed with SD for CS and how to get to target by March 25.</p>				
<b>Action 3.1b</b>	<b>Promote a digital culture where the Workforce directorate, all employees and managers embrace new technology through workforce digital solutions and a digital-first mindset.</b>				
<b>ETA</b>	March 2025	<b>Former Status</b>	<b>Current Status</b>	<b>Former Confidence</b>	<b>Current Confidence</b>
		Green	Green	High	High
<b>Rationale</b>	<p>Flexible working application process, stress risk assessment, reasonable adjustment requests are all in development.</p> <p>SharePoint site being developed in collaboration with IT re reasonable adjustments.</p> <p>Cultural dashboard rolled out.</p> <p>Director dashboards in development.</p>				
<b>Activity 3.2</b>	<b>Ensure the organisation has effective leaders and managers that role model values and behaviours which enable an inclusive and supportive environment and strengthens their capacity and confidence to engage, develop and challenge staff to deliver excellence</b>				
<b>Action 3.2a</b>	<b>Deliver our 'Management Essentials Programme' to frontline leaders, 'Leading with Courage' to middle leaders and 'Leading for Impact' to senior leaders</b>				
<b>ETA</b>	February 2026	<b>Former Status</b>	<b>Current Status</b>	<b>Former Confidence</b>	<b>Current Confidence</b>
		Green	Green	High	High
<b>Rationale</b>	Robust delivery plan is in place and each leadership programme is being delivered according to the stated timelines.				
<b>Activity 3.3</b>	<b>Deliver an inclusive culture that supports our people's health and wellbeing</b>				
<b>Action 3.3a</b>	<b>We will implement the strategic actions outlined in 'Our Wellbeing Matters' Strategy and Action Plan.</b>				
<b>ETA</b>	January 2026	<b>Former Status</b>	<b>Current Status</b>	<b>Former Confidence</b>	<b>Current Confidence</b>
		Green	Green	High	High
<b>Rationale</b>	Robust 2-year delivery plan is in place and activities within it are being delivered according to the stated timelines.				

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<b>Action 3.3b</b>	<b>We will enable a values led culture by developing and implementing directorate level Culture and Wellbeing Action Plans and delivering values and behaviours workshops for all NHS 24 staff.</b>				
<b>ETA</b>	October 2025	<b>Former Status</b>	<b>Current Status</b>	<b>Former Confidence</b>	<b>Current Confidence</b>
		Green	Green	High	High
<b>Rationale</b>	Robust 2-year delivery plan is in place and activities within it are being delivered according to the stated timelines.				
<b>Action 3.3c</b>	<b>We will ensure attendance management and case management support is available for all leaders and managers</b>				
<b>ETA</b>	March 2026	<b>Former Status</b>	<b>Current Status</b>	<b>Former Confidence</b>	<b>Current Confidence</b>
		Green	Green	High	High
<b>Rationale</b>	We will ensure attendance management and case management support is available for all leaders and managers.  The People Services team give professional and advice and guidance on attendance management and case management via people first system.  The People Services team also provide training session monthly on all workforce policies.				

## Corporate Commitment: Collaboration

### Collaboration Summary Table

Status	July 2024	Monthly Change	Confidence	July 2024	Monthly Change
Green	5	+ 2	High	3	-
Amber	0	- 2	Medium	2	-
Red	0	-	Low	0	-
Nil Return	0	-	Nil Return	0	-

There are five Corporate Actions relating to Collaboration work and the summary of status and confidence for July 2024 is provided in the table above. Notably, there two actions that were previously reporting a status of amber have been upgraded to reporting green, with confidence levels remaining the same as June.

<b>Activity 5.1</b>	<b>Deliver a programme of activity and scope further development opportunities across agreed strategic themes through the SAS/NHS 24 Collaboration Board</b>				
<b>Action 5.1a</b>	<b>Joint working to deliver digital improvements that improve safety, effectiveness, efficiency and savings.</b>				
<b>ETA</b>	March 2025	<b>Former Status</b>	<b>Current Status</b>	<b>Former Confidence</b>	<b>Current Confidence</b>



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		Green	Green	High	High
<b>Rationale</b>	Technical work complete. Some operational issues at SAS being worked through but these are expected to be resolved imminently.				
<b>Action 5.1b</b>	<b>Joint working to deliver effective patient flow triage and assessment.</b>				
<b>ETA</b>	February 2025	<b>Former Status</b>	<b>Current Status</b>	<b>Former Confidence</b>	<b>Current Confidence</b>
		Green	Green	High	High
<b>Rationale</b>	<p>Effective collaboration between SAS and national OOHs and agreed pathway due for implementation July / August.</p> <p>Service Transformation Portfolio workstreams agreed and project briefs developed - agreement at STPB to prioritise Arezzo clinical review.</p> <p>NHS 24 engagement with Lanarkshire FNC+ initiative to explore additional pathways.</p>				
<b>Action 5.1c</b>	<b>Joint working to develop shared approach with SAS and NES to training and development in respect of common roles, digital maturity and leadership development.</b>				
<b>ETA</b>	TBC	<b>Former Status</b>	<b>Current Status</b>	<b>Former Confidence</b>	<b>Current Confidence</b>
		Amber	Green	Medium	Medium
<b>Rationale</b>	Priorities for collaboration agreed with SAS/NES for 2024-25 - workshops in train to develop detailed plans with actions/outcomes. Risk re continued engagement with stakeholders from SAS/NES				
<b>Activity 5.2</b>	<b>Scope and develop opportunities with Public Health Scotland to develop data and intelligence that proactively evidences service development opportunities and interventions that could support self-managed and preventative and proactive care.</b>				
<b>Action 5.2a</b>	<b>Joint working to develop comprehensive shared data sets about the end-to-end patient journey and service use to develop a pipeline of activity that seeks to optimise Right Care, Right Place outcomes and provide opportunities to improve population health.</b>				
<b>ETA</b>	September 2024	<b>Former Status</b>	<b>Current Status</b>	<b>Former Confidence</b>	<b>Current Confidence</b>
		Amber	Green	Medium	High
<b>Rationale</b>	Additional Public Health resource commenced and progressing senior public health trainee placements to work on data project				
<b>Activity 5.3</b>	<b>Collaboration across national digital platforms and solutions.</b>				
<b>Action 5.3a</b>	<b>Design and develop solutions that can utilise national digital platforms</b>				
<b>ETA</b>	March 2025	<b>Former Status</b>	<b>Current Status</b>	<b>Former Confidence</b>	<b>Current Confidence</b>
		Green	Green	High	Medium

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<b>Rationale</b>	The app and NHS24.Scot have been developed with MyAccount integration in place, allowing authenticated access to our services to be activated, with an authentication platform that has over 50% of the Scottish population as verified users, we however are outstanding SPRA funding allocations.  For DTP replacement of SAP, the interfaces are well known and understood.
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## Corporate Commitment: Communications

### Communications Summary Table

Status	July 2024	Monthly Change	Confidence	July 2024	Monthly Change
Green	4	-	High	4	-
Amber	0	-	Medium	0	-
Red	0	-	Low	0	-
Nil Return	0	-	Nil Return	0	-

There are four Corporate Actions relating to Communications and the summary of status and confidence for July 2024 is provided in the table above. Of the two returns received, the current status is green, and the confidence level is high, with activity continuing as planned and to schedule.

<b>Activity 2.3</b>	<b>Deliver comprehensive external multi-channel/media communications that support the delivery of Right Care, Right place.</b>				
<b>Action 2.3a</b>	<b>Deliver a targeted public communication plan across all available platforms, reaching audiences across Scotland.</b>				
<b>ETA</b>	June 2024	<b>Former Status</b>	<b>Current Status</b>	<b>Former Confidence</b>	<b>Current Confidence</b>
		Green	Green	High	High
<b>Rationale</b>	It is a 12-month plan and much of the work is already underway.				
<b>Action 2.3b</b>	<b>Develop and deliver the national seasonal health marketing campaigns.</b>				
<b>ETA</b>	February 2025	<b>Former Status</b>	<b>Current Status</b>	<b>Former Confidence</b>	<b>Current Confidence</b>
		Green	Green	High	High
<b>Rationale</b>	All deliverables on time				
<b>Action 2.3c</b>	<b>Deliver a programme of targeted communications and engagement activity with key partners, and with third &amp; independent organisations to support communities at risk of health inequalities</b>				
<b>ETA</b>	March 2025	<b>Former Status</b>	<b>Current Status</b>	<b>Former Confidence</b>	<b>Current Confidence</b>
		Green	Green	High	High
<b>Rationale</b>	All activity as set out in the Partner & Community Comms & Engagement Framework continues to progress as planned				
<b>Activity 3.3</b>	<b>Deliver an inclusive culture that supports our people's health and wellbeing</b>				

<b>Action 3.3d</b>	<b>We will develop a multi-channel Workforce internal engagement plan in partnership with our Internal Communications Team, to inform and engage our people.</b>				
<b>ETA</b>	March 2025	<b>Former Status</b>	<b>Current Status</b>	<b>Former Confidence</b>	<b>Current Confidence</b>
		Green	Green	High	High
<b>Rationale</b>	All work as set out in the Staff Experience Framework continues to progress as planned				

## Corporate Commitment: Compliance

### Compliance Summary Table

Status	July 2024	Monthly Change	Confidence	July 2024	Monthly Change
Green	5	-	High	5	-
Amber	0	-	Medium	0	-
Red	0	-	Low	0	-
Nil Return	0	-	Nil Return	0	-

There are five Corporate Actions in relation to Compliance and the summary of status and confidence for July 2024 is provided in the table opposite. Notably, all actions are reporting a green status with a high confidence level, with activity progressing as planned.

<b>Activity 7.1</b>	<b>Deliver duties and responsibilities for Climate Emergency, Sustainability &amp; Value Programme.</b>				
<b>Action 7.1a</b>	<b>Deliver a programme of activity to support efficiencies improvements that will lead to:</b>				
	<ul style="list-style-type: none"> <li>• Cost reduction, cost avoidance and income generation.</li> <li>• Service Productivity Improvements.</li> </ul>				
<b>ETA</b>	March 2025	<b>Former Status</b>	<b>Current Status</b>	<b>Former Confidence</b>	<b>Current Confidence</b>
		Green	Green	High	High
<b>Rationale</b>	Savings tracking is currently going to plan. S&V have reviewed a number of efficiency plans with savings enacted in months 2 and 3 to plan. Further savings being identified and worked through.				
<b>Action 7.1b</b>	<b>Deliver interventions that seek to reduce negative impact to the environment and contribute towards net zero.</b>				
<b>ETA</b>	March 2027	<b>Former Status</b>	<b>Current Status</b>	<b>Former Confidence</b>	<b>Current Confidence</b>
		Green	Green	High	High
<b>Rationale</b>	There is nothing causing concern				
<b>Activity 7.2</b>	<b>Deliver duties and responsibilities for Equality, Inclusion and Human Rights</b>				
<b>Action 7.2a</b>	<b>Deliver a programme of Stakeholder Engagement, including community engagement and insight gathering.</b>				
<b>ETA</b>	March 2025	<b>Former Status</b>	<b>Current Status</b>	<b>Former Confidence</b>	<b>Current Confidence</b>
		Green	Green	High	High

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<b>Rationale</b>	Extensive external engagement with the public and partners is now concluding relating to the refresh of NHS inform. A Corporate Engagement Steering Group has been established to co-ordinate and drive forward collaboration and consistency across directorates. Oversight of stakeholder engagement activity is being achieved via the Board Equality, Inclusion and Rights Group, with BAU being reported via the Clinical Governance Group.				
<b>Action 7.2b</b>	<b>Enable and facilitate effective and meaningful Public Involvement; specifically, the development and management of NHS 24 Public Partnership Forum and Youth Forum.</b>				
<b>ETA</b>	March 2025	<b>Former Status</b>	<b>Current Status</b>	<b>Former Confidence</b>	<b>Current Confidence</b>
		Green	Green	High	High
<b>Rationale</b>	The Public Partnership Forum and Youth Forum continue to influence the development and delivery of services and we remain focused on engaging with the wider public and stakeholders. Both groups recently inputted to the NHS inform strategic review following a dedicated focus group session with them. We continue to provide opportunities for individuals to embed volunteering across NHS 24. Public involvement via the PPF and Youth Forum remains on track with membership of both groups remaining strong and active.				
<b>Action 7.2c</b>	<b>Deliver equality led initiatives across the organisation, including:</b> <ul style="list-style-type: none"> <li>• <b>Influencing and reporting on the Public Sector Equality Duty (PSED), the Fairer Scotland Duty, and people’s human rights.</b></li> <li>• <b>Deliver a corporate suite of EQIAs.</b></li> <li>• <b>Review and refresh of Equality duty and relevant policies.</b></li> </ul>				
<b>ETA</b>	March 2025	<b>Former Status</b>	<b>Current Status</b>	<b>Former Confidence</b>	<b>Current Confidence</b>
		Green	Green	High	High
<b>Rationale</b>	Revised EQIA process still out for consultation but planning for implementation will commence shortly.				