

NHS 24
BOARD MEETING
31 OCTOBER 2024
ITEM NO 9.1
FOR ASSURANCE

CORPORATE DELIVERY PLAN UPDATE

Executive Sponsor:

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Action Required:

The NHS 24 Board is asked to note the status and overview of the Corporate Delivery Plan, and progress against these as part of a quarter two update and mid-year review.

Key Points for the Board to consider:

- The Corporate Delivery Plan forms the basis for assurance and performance reporting against corporate deliverables with the NHS 24 Board and Scottish Government. It is therefore important that if required, through scheduled systematic review, there is adjustment to timescales and success criteria that is reflective of current circumstance, capacity, and resource.
- There has been significant progress made against all deliverables. However, at a mid-year review by the Executive Management Team (EMT) it was collectively agreed that overall confidence for delivery of the entirety of the Corporate Delivery Plan and achieving current year-end success criteria was medium. This is reflective of current circumstance, financial sustainability and in particular capacity and subject matter expertise requirements across concurrent activities. Revised reporting has been developed to provide support proactive governance and assurance.
- Following guidance received and like the process for Quarter 1 reporting, this report provides the basis of a Quarter 2 progress update to Scottish Government Health Planning. Noting that that there will be no role for the Scottish Government in 'approving' these progress reports; they remain owned and approved by the Board.

Governance process:

The Board approved the Corporate Delivery Plan on 20 June 2024. Planning and Performance Committee will assure oversight of delivery of the Corporate Delivery Plan and the Strategic Delivery Group and Executive Management Team will ensure close monitoring of progress and corrective action where required.

Strategic alignment and link to overarching NHS Scotland priorities and strategies:
The Corporate Delivery Plan is aligned to the NHS 24 Corporate Strategy, the NHSScotland Recovery Plan and Ministerial Priorities. The Corporate Strategy, approved July 2023, 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:

- There is a risk that limited tolerance in some critical activities and dependencies accrues risk across other areas and impacts the delivery of key elements of the Corporate Delivery Plan.
- Financial sustainability could challenge NHS 24's capacity to deliver on commitments and strategic aims.

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, it will monitor and assure specific activity to deliver responsibilities and duties, and it is an expectation of all activity within the plan to set out and ensure compliance.

1. RECOMMENDATION

1.1 The Board is asked to note:

- The report (Appendix 1) provided within this paper and the status and short-term confidence of delivery of the activities within the Corporate Delivery Plan (CDP).
- A six-month progress report and key highlights that will form the basis of Quarter 2 submission on progress update to Scottish Government Health Planning in line with the Quarter 1 update submission.
- The output of a mid-year review by the Executive Management Team (EMT) as part of systematic appraisal of CDP activity and the updates required to reflect current circumstance, in-year progress and new developments (Appendix 2).

2. TIMING

2.1 Following submission to Scottish Government (SG) in March and sign-off on 11 June 2024, the Board approved the Three-Year Corporate Delivery Plan on 20 June 2024.

2.2 A Quarter 1 update was approved by the Board on 29 August 2024 and subsequently submitted to SG.

2.2 Guidance for a Quarter 2 progress update to SG was received 21 October 2023 with deadline for submission 01 November 2024, where this was flexible to align with internal governance if required. This paper constitutes a Quarter 2 progress update.

3. BACKGROUND

3.1 In accordance with SG commissioning guidance, NHS 24 developed a three-year CDP aligned to the Finance Plan. The purpose is to strategically commission activity and allocate resource to meet assessed need and deliver a demonstrable return on investment. The CDP covers the period from April 2020 to March 2027 and sets out prioritised high-level corporate deliverables, with more detail on activities planned for 2024/25.

3.2 The prioritised corporate deliverables were identified and agreed through engagement with the EMT and Senior Management Team (SMT). They are delivered through a range activities and associated actions that are outcome focussed with articulated year-one success criteria. Governance is provided through strategic portfolios and where corporately responsible, specific directorate workplans.

CDP Status Report Update

3.3 The status report within this paper was developed with the EMT and the Strategic Delivery Group (SDG) to provide routine monitoring and assurance about the deliverability of the CDP. It consists of assessments, made by delivery leads, of progress to date and confidence to deliver the success criteria noted against actions within scope and on time, including a rationale and note of any risks, issues, and dependencies.

3.4 The summary table below provides the RAG status and confidence level as reported at the start of start of October 2024, with a comparison and change to the previous month.

Status	October 2024	Change	Confidence	October 2024	Change
Green	27	-	High	25	+ 2
Amber	7	- 1	Medium	9	- 3
Red	0	-	Low	0	-
Completed	1	+1			

3.5 Notably, whilst there has been an improvement in confidence and status is mostly green, like previous months wider engagement and feedback would suggest that there is potential for cumulative risk and a level of uncertainty. This is associated with limited resilience and contingency in urgent/essential activities and dependencies that could consume available/more resource and increase the risk of not meeting success criteria within timescale in other areas.

3.6 In response to this and aligned to the corporate planning process, the CDP has been subject to a more in-depth mid-year review by the EMT and the output of this is reported in the relevant section below from 3.11.

3.7 The process by which this report is compiled was also reviewed and revised to support proactive governance and if required decision making. This will include a more specific focus on the deliverability of CDP actions and the achievement of success criteria to timescale and a reduction in more project style reporting that is sometimes received. Additionally, wider sense checking through collective review of the status report by SMT will be scheduled prior to EMT to generate insights and recommendations.

CDP Quarter 2 Progress Report

3.8 To support Good Governance and provide assurance of progress against the CDP, Quarter 2 highlights have been provided in the table below.

Corporate Delivery 2024/25 Quarter Two 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.	
<ul style="list-style-type: none"> The Digital Transformation Portfolio (DTP) reached a significant milestone in Q2 with the completion of the Contact Centre and Customer Relationship 	

Management solution (CC/CRM) procurement phase. A recommendation for a preferred supplier and solution was identified and approved by the NHS 24 Board, with formal awarding of the contract in early Q3. This will deliver financial benefits and provide NHS 24 with new capability to modernise and expand services, improve how people access and how we work to deliver these, and how we collaborate with partners. When fully implemented, the new functionality and features are fully expected to enable wider service transformation and deliver the outcomes identified in the CDP.

- Implementation planning for the new CC/CRM has progressed throughout Q2, with activities and resources identified to support this phase and ensure the plan can commence immediately following the contract award in Q3. Training and learning planning have been running in parallel, with a learning needs analysis of the organisation completed.
- Planning is progressing as scheduled for the replacement of the BT Managed Services contract to bring this function in-house. This includes exit planning of existing contracts, identifying new roles and skillsets from within the organisation. An updated outline business case is expected to be completed in Q3 that provides detail about the key infrastructure requirements to enable NHS 24 to reduce costs and provide a better staff experience.
- Procurement within Q2 for a data warehousing solution did not yield a preferred supplier, with a further procurement phase initiated after a review of requirements. Early indications suggest that there is a higher level of interest from vendors in this secondary phase.

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.

- The Service Delivery Programme Board, reporting into the Service Transformation Portfolio (STP), has progressed several activities within Q2, aimed at supporting continuous improvement and service optimisation.
- Significant progress made in reviewing the inbound decision support system and keywords and endpoint outcomes. A clinically led multidisciplinary team have reviewed a total of 102 keywords and 171 protocols to streamline, optimise and support delivery of the current operational model, including engagement and review with partners. There will be phased deployment of changes with training, staff testing, reporting and evaluation. This is expected to improve patient and staff experience and outcomes and provide a basis for future pathway development.
- Alongside the review of keywords and outcomes there has been work done to improve clinical availability by expanding the call types and protocols that enable Call Handlers to safely manage endpoint and streamline the

patient journey. This has included utilising a clinical advice line and optimising the IVR messaging heard by callers in the in-hours period to support system flow and the delivery of right care, right place.

- Following review of the operational model and the clinical content, it is anticipated that, by Q4 end, NHS 24 will consider recruitment of different skill sets, both registered clinicians and non-registered staff. A review of professional frameworks has been undertaken with current roles mapped against these.

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 has progressed as planned within Q2, with a high level of confidence that identified success criteria will be achieved by end of Q4.
- Recommendations from the strategic review of recruitment continue to be implemented, with Call Handler recruitment targets met and maintained since Q4 2023/24, with an action plan in place to fulfil Clinical Supervisor recruitment by Q4. Overall attrition continues to decrease, improving the overall stability of the workforce. Online assessments have been implemented for recruitment of Call Handlers and Clinical Supervisors, with the final interview pass rate increasing by just under twenty percent as a result.
- Leadership development courses are progressing for frontline, middle and senior leaders. Implementation of the Wellbeing strategy and enabling a values-led culture through Culture and Wellbeing action planning is progressing as planned.
- Support for leaders in attendance and case management continuing. A 'digital first' approach is being adopted and implemented in various areas.

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

- The strategic review of NHS inform was completed within Q2, with extensive stakeholder engagement and user research carried out to provide a detailed understanding of population need and expectation concerning digital healthcare services, and the role of NHS inform. A secondary phase of development will commence in early Q3 with the aim to improve and re-design NHS inform, alongside the development of an outline business case for a future service scheduled for end of Q4.
- The role of NHS 24 Online and how it fits with future omnichannel services is being considered as part of the 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 has continued to progress across strategic themes through the collaboration of NHS 24 and SAS. Work is ongoing as at the end of Q2

around the transferring of certain callers to SAS, and to arrange timed ambulances. A high level of confidence is being reported on completion of SAS collaboration activities.

- Engagement with NHS Lanarkshire is ongoing around an FNC Plus test of change, to reduce direct to A&E referrals and increase scheduling of attendances.
- Progress has been made in Q2 with effective collaboration with PHS to understanding patient pathways and outcomes following NHS 24 triage, with the aim of creating data sets relating to the full patient journey and 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.

- Work has progressed to begin to define the future care pathways and delivery models for NHS 24 to deliver against our core purpose, meet needs and make best use of resource and technology. This will focus on how to identify individual need efficiently and safely at the point of contact across multiple channels and then route this to the right pathway with the appropriate level of expertise and technology required to deliver an optimal experience and outcome. Service Design input has been secured to ensure that stakeholder needs are identified and built into how we deliver high-quality sustainable services going forwards.

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

- NHS 24's Sustainability and Value group continued in Q2 to review and recommend savings-based initiatives. As at the end of Q2, NHS 24 requires one sixth of its savings to be achieved in the second half of the year, with the non-recurring savings plan on target.
- NHS 24 has continued its extensive external engagement with the public and partners, including with upwards of 700 students and staff at 'Freshers' university events, with Gypsy/Traveller and Roma communities, and with deaf organisations to promote access to NHS 24 services and the available resources on NHS inform. Within Q2, the PPF and Youth Forum supported activities such as the NHS inform review.
- A review of NHS 24's Equality Impact Assessment has been undertaken, with implementation scheduled within 24/25. NHS 24 has commenced development in Q2 of an anti-racism plan, and an engagement plan is being developed to support this.

3.9 In addition to the highlights above, there have been in-year developments not currently captured in the CDP. This work still falls under the main deliverable headings but is composed of new activity, and where relevant and subject to

approval will be included in a revised CDP as part of the 6 monthly systematic review process.

3.10 Of note is the collaborative working between NHS 24, NHS Lanarkshire, and Scottish Ambulance Service to look at more effective ways of working to optimise right care, right place outcomes and help with flow and demand for urgent care. A test of change is currently underway that includes NHS 24 linking directly with the NHS Lanarkshire Flow Navigation Centre to better manage emergency department attendance by determining if there are alternative pathways of care available.

CDP Systematic Review and Mid-Year Position

3.11 Commissioning, development and approval of corporate delivery plans is undertaken annually to align with finance planning. They are developed in Q3/4 of the preceding year in line with financial planning cycle. To support proactive governance, the NHS 24 corporate planning process includes systematic review against initial assumptions to review delivery and anticipated benefits / return on investment.

3.12 Following discussion at the September meeting, the EMT collectively undertook a more in-depth mid-year review of the CDP against the committed activity, including in-year developments. The aim was to identify risks, issues, and dependencies to year-end and gauge the confidence of Responsible Officers and Directors to deliver success criteria within known resource and capacity, and if required make recommendations for any adjustment or reprioritisation of activity.

3.13 It was noted that whilst the deliverables and success criteria within the CDP are still considered feasible, there is limited contingency, tolerance and capacity alongside a level uncertainty heading into winter. Notably, there is recognition of the absolute need to procure and implement next generation technology through the Digital Transformation Portfolio (DTP) and that the resource and capacity required here will need to be prioritised, however, this could have an impact on other areas.

3.14 Work is underway to develop and explicitly define this for DTP, but at the time of review the resource and capacity requirements and in particular availability of subject matter expertise to meet timescales was limiting confidence in this area. This, therefore, had a knock-on effect on confidence across several areas that will be reliant on the same subject matter expertise.

3.15 There was collective agreement that until there is further clarity, the overall confidence across the totality of the CDP and delivering year-one success criteria is considered medium. Additionally, it was noted that current circumstance could limit partner capacity and that collaborative work will need to be paced at a level that meets all stakeholder's needs.

3.16 Following the review and reflective of current circumstance and progress made in the first half of the year and in-year developments there are updates to some of 2024/25 CDP activities and actions (Appendix 2). There was also agreement by

EMT members to undertake further deep-dive reviews out with and in-line with committee meeting cycles to provide ongoing proactive governance.

4. ENGAGEMENT

- 4.1 The EMT were engaged in the development of the Corporate Delivery Plan. SDG and SROs and EMT have been engaged in the development of Corporate Delivery Plan reporting.
- 4.2 SRO, delivery leads and the EMT have been engaged in the systemic review of the CDP. Proposed changes will be presented to SDG, NHS 24 Board and Planning and Performance Committee.

5. FINANCIAL IMPLICATIONS

- 5.1 There are no specific financial implications from this paper. Financial and delivery planning have been aligned, however, any changes to the financial picture should be reflected in the CDP.

6. MEASURABLE BENEFITS

- 6.1 The CDP 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 benefits monitoring plan and process aligned to the CDP is under development to provide assurance that success criteria and outcomes are delivered. This will identify measurement criteria and dependencies, and how these collectively contribute to corporate benefits and strategic aims. This will be monitored through the Strategic Delivery Group.

7. NEXT STEPS

- 7.1 Routine review and assurance of Deliverability will continue to be monitored through EMT, SDG, PPC and Board.

Appendix 1: Corporate Delivery Plan Status Report October 2024

Appendix 2: Delivery Plan Mid-Year Update

NHS 24

CORPORATE DELIVERY PLAN

STATUS REPORT

OCTOBER 2024

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, as reported at the Start of October 2024, of the 35 actions within the NHS 24 Corporate Delivery Plan with an 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 Delivery Plan Overview: Status Confidence and Timescales for Delivery

Ref	CDP Action	Start	End	Current Confidence	End Apr	End May	End Jun	End Jul	End Aug	End Sep	End Oct	End Nov	End Dec	End Jan	End Feb	End Mar	Q1 25/26	Q2 25/26	Q3 25/26	Q4 25/26
					End Apr	End May	End Jun	End Jul	End Aug	End Sep	End Oct	End Nov	End Dec	End Jan	End Feb	End Mar	Q1 25/26	Q2 25/26	Q3 25/26	Q4 25/26
1.1a	Procurement of new CC/CRM.	18/03/24	26/09/24	High																
1.1b	Implementation of a new CC/CRM.	20/03/24	25/10/25	Medium																
1.2a	Replacement of the ICT managed services contract.	01/09/23	31/05/25	High																
1.2b	Procure and implement new Data Warehouse solution.	01/04/24	31/05/25	Medium																
2.1a	Scope and review the 111 operational model.	01/04/24	30/09/24	High																
2.1b	Review of the processes, systems and tools to improve Clinical Talk Time (Arezzo).	01/04/24	30/09/24	High																
2.1c	Optimise inbound decision support pathways for Call Handlers.	01/04/24	30/09/24	High																
2.1d	Develop appropriate roles/skillsets to support future models.	01/10/24	31/03/25	Medium																
2.2a	Continued collaboration with SAS.	28/06/23	31/03/25	High																
2.2b	Continued collaboration with Police Scotland.	01/09/23	31/03/25	High																
2.2c	Continue to develop and promote the Surviving Suicidal Thoughts site.	30/04/24	31/03/25	High																
2.2d	Work with Scottish Government on the continued development of Mind to Mind.	02/01/24	04/12/24	Medium																
4.1a	Work with Scottish Government to develop strategic vision for NHS inform	29/01/24	04/09/24	Complete																
4.2a	NHS 24 Online: Undertake scoping, review and research to determine the future needs.	01/05/24	01/11/24	Medium																
6.1a	Engage with stakeholders to explore potential future delivery models.			Medium																
3.1a	Implement recommendations from strategic review of recruitment.	01/04/24	31/03/25	High																
3.1b	Promote a digital culture where all employees and managers embrace new technology.	01/01/24	31/03/26	High																
3.2a	Deliver our 'Management Essentials Programme' to frontline leaders.	01/09/23	28/02/26	High																
3.3a	We will implement the strategic actions outlined in 'Our Wellbeing Matters' Strategy and Action Plan.	01/11/23	31/01/26	High																
3.3b	Develop and implement directorate level Culture and Wellbeing Action Plans.	01/10/23	31/10/25	High																
3.3c	We will ensure attendance management and case management support is available.	01/01/24	31/03/26	High																
5.1a	Joint working to deliver digital improvements that improve safety, effectiveness, efficiency and savings.	01/11/23	31/03/25	High																
5.1b	Joint working to deliver effective patient flow triage and assessment.	01/04/24	01/02/25	High																
5.1c	Joint working to develop shared approach with SAS and NES to training and development.			Medium																
5.2a	Joint working to develop comprehensive shared data sets about the end-to-end patient journey.	01/11/23	30/09/24	Medium																
5.3a	Design and develop solutions that can utilise national digital platforms.	01/01/24	31/03/25	High																
2.3a	Deliver a targeted public communication plan.	01/04/24	30/06/24	High																
2.3b	Develop and deliver the national seasonal health marketing campaigns.	01/01/24	28/02/25	High																
2.3c	Deliver a programme of targeted communications and engagement activity with key partners.	01/04/24	31/03/25	High																
3.3d	We will develop a multi-channel Workforce internal engagement plan.	01/04/24	31/03/25	High																
7.1a	Deliver a programme of activity to support efficiencies improvements that will lead to:	01/01/24	31/03/25	High																
7.1b	Deliver interventions that reduce impact to the environment and contribute towards net zero.	01/04/24	31/03/27	High																
7.2a	Deliver a programme of Stakeholder Engagement.	01/04/24	31/03/25	High																
7.2b	Enable and facilitate effective and meaningful Public Involvement.	01/04/24	31/03/25	High																
7.2c	Deliver equality led initiatives across the organisation.	01/04/24	31/03/25	High																

Corporate Delivery Plan: Change to Status and Confidence Summary Table

Status	October 2024	Monthly Change	Confidence	October 2024	Monthly Change
Green	27	-	High	25	+ 2
Amber	7	- 1	Medium	9	- 3
Red	0	-	Low	0	-
Complete	1	+ 1	Complete	1	-
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 October 2024 and timescale for delivery is provided in the in the table on page 11. The table above shows the change to status and confidence from the previous month.

Key Points for EMT

- Since initial Delivery Lead reporting at end September/early October confidence has improved in action 1.1a for the procurement of the CC/CRM solution with awarding of contract and completion of this activity/action.
- Confidence improved in action 4.1a for the strategic review of NHS inform and this action was completed. Further action associated with the deliverable have been set out as part of the output report from phase one and included in an updated CDP.
 - Completed actions will be transferred to a benefits monitoring plan and reported against to provide assurance that success criteria have been met and outcomes delivered.
- There has been significant progress made in review and rationalising the keywords and endpoints as part of 2.1b that is expected to deliver several benefits and provide a foundation for future optimisation/transformation work.
- Like previous months, wider engagement and feedback indicates that there is potential for cumulative risk and a level of uncertainty across several deliverables. This associated with limited resilience and tolerance in some urgent/essential activities and dependencies, and operational pressures over winter that could consume available/more resource than planned and increase the risk of not meeting success criteria due to lack of capacity in other areas.

Strategic Portfolio: Digital Transformation

Digital Transformation Summary Table

Status	October 2024	Monthly Change	Confidence	October 2024	Monthly Change
Green	3	+ 1	High	2	+ 1
Amber	1	- 1	Medium	2	- 1
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 for October 2024 is provided in the table above.

A significant milestone was reached in action 1.1a for the procurement of the CC/CRM solution, with a formal recommendation to award a contract to a preferred supplier taken through governance and approved by the NHS 24 Board and contact now awarded. In preparation for this, implementation planning has been stepped up, with a draft project plan, key deliverables, and timescales created. Internal resource and SME capacity and the ability to support supplier dependencies is noted as a risk in fulfilling the implementation plan to timescale.

Confidence around the procurement and implementation of a new Data Warehousing solution remains at a medium level due to a previous procurement attempt being unsuccessful. A new procurement with modified requirements has been progressed which has already received more interest than the initial attempt, however tight timescales, budget, and resource capacity remain challenging and impact confidence.

Activity 1.1	Procure and implement next generation technology to deliver agile, connected, accessible and collaborative omni-channel environment			
Action 1.1a	Procurement of a new integrated Contact Centre / Customer Relationship Management software solution			
ETA	10/10/2024 (+2 weeks)	Former Status	Current Status	Former Confidence
		Amber	Green	High
Rationale	Recommendation through governance including NHS 24 Board decision and contract has been awarded to preferred supplier.			
Action 1.1b	Implementation of a new integrated Contact Centre / Customer Relationship Management software solution			
ETA	October 2025 (No change)	Former Status	Current Status	Former Confidence
		Green	Green	Medium
Rationale	Confidence level is based on bidders having plans that support the 1-year window but also taking into account risks to that schedule.			

Activity 1.2	Provide a fully supportable ICT infrastructure				
Action 1.2a	Replacement of the ICT managed services contract to improve quality, value and sustainability.				
ETA	End of May 2024 for development of options.	Former Status	Current Status	Former Confidence	Current Confidence
		Green	Green	High	High
Rationale	Organisational change consultation progressing and on track. All but one of the new posts have been evaluated and consistency checked. Matching exercise to take place next week. The SysAid tool development is on track. Initial processes have been shared for review and feedback. OBC for infrastructure elements currently being re-written for presentation at October DTPB				
Action 1.2b	Procure and implement a new Data Warehousing solution to improve quality, value and sustainability.				
ETA	End of May 2024 for development of options.	Former Status	Current Status	Former Confidence	Current Confidence
		Amber	Amber	Medium	Medium
Rationale	Previous procurement attempt was unsuccessful. A new procurement process with modified requirements and timelines has now been launched. Within 24 hours, the response was already better than the original attempt to procure. There is a high degree of confidence that multiple credible bids will be submitted and evaluated.				

Strategic Portfolio: Service Transformation

Service Transformation Summary Table

Status	October 2024	Monthly Change	Confidence	October 2024	Monthly Change
Complete	1	+ 1	Complete	1	+ 1
Green	5	-	High	5	-
Amber	5	- 1	Medium	5	- 1
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 October 2024 is provided in the table above.

There has been significant progress made in reviewing the inbound decision support system keywords and endpoints. A clinically led multidisciplinary team have reviewed a total of 102 keywords and 171 protocols to streamline, optimise and support delivery of the current operational model. These have been sense checked through engagement with partners to ensure alignment and final changes/recommendations will be shared/consulted on for agreement. The technical changes to enable this have been readied and the next steps will be to deploy, operationalise and iteratively deploy with training, staff testing, reporting and evaluation. This is expected to improve patient and staff experience and outcomes and will provide basis for future service transformation and pathway/blueprint development.

To date, due to the above and SME capacity requirements in other areas, there has been limited progress in review of NHS 24 digital products and service blueprint development. It is expected that following the STPB meeting on 14 October and a refresh/refocus will kick-start some of this work, but there will still be risk to achieving year-one success criteria if capacity is limited by urgency in other areas and in particular DTP requirements.

Activity 2.1	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				
Action 2.1a	Scope and review the 111 operational delivery model and identify current opportunities for improvement.				
ETA	September 2024	Former Status	Current Status	Former Confidence	Current Confidence
		Green	Green	High	High
Rationale	The Service Delivery Transformation Programme Board (SDTPB) continues to oversee a range of change initiatives via dedicated workstreams to support continuous improvement and service optimisation.				
Action 2.1b	Review of the processes, systems and tools to improve Clinical Talk Time, and the inbound decision support system Arezzo.				
ETA	March 2025	Former Status	Current Status	Former Confidence	Current Confidence
		Amber	Green	Medium	High
Rationale	Dedicated work streams lead by Associate Medical Director and Head of Clinical Service progressing the review of endpoints and outcomes. Significant progress made in reviewing				
Action 2.1c	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.				
ETA	September 2024	Former Status	Current Status	Former Confidence	Current Confidence
		Green	Green	High	High
Rationale	As above 2.1b - part of wider Review of Decision Support to support processes that will enable increase in pathways that Call Handler can safely endpoint. Following the addition of keywords, the benefits of these changes continue to be demonstrated with increasing number of calls being completed without clinical supervision. Data for September on number of calls completed by Call Handlers, reports an average of 5.4% across the month with the highest rate of 7.3% being reported.				
Action 2.1d	Develop appropriate roles/skillsets to meet the requirements of future clinical/service models				
ETA	March 2025	Former Status	Current Status	Former Confidence	Current Confidence
		Amber	Amber	Medium	Medium
Rationale	Ongoing to workstream being led by Head of Clinical Service and supported by Practice Education				

Activity 2.2	Continued development and improvement of mental health services and associated pathways in collaboration with strategic partners				
Action 2.2a	Continued collaboration with SAS to deliver improved pathway and experience for patients and staff				
ETA	March 2025	Former Status	Current Status	Former Confidence	Current Confidence
		Green	Green	High	High
Rationale	<p>Evaluation Report Recommendations being reviewed for input into full evaluation due Jan/Feb 25.</p> <p>Phase 3 discussions continue. Next phase will focus around Complex Needs/High Intensity Users in collaboration with NHS 24/PS/PHS/SG/Fire Service. First meeting scheduled for end of October 2024.</p> <p>Discussions continue regarding pathways between SAS and NHS 24 Mental Health Hub.</p>				
Action 2.2b	Continued collaboration with Police Scotland to deliver improved pathway and experience for patients and staff				
ETA	March 2025	Former Status	Current Status	Former Confidence	Current Confidence
		Green	Green	High	High
Rationale	<p>Phase 3 complete including evaluation.</p> <p>Next phase will focus on Complex needs/HIU in collaboration with NHS 24/SAS/PHS/SG/Fire Service. First meeting scheduled for end October 24</p> <p>Discussion also continuing around PS crew on ground and links to NHSinform Mental Health offerings.</p>				
Action 2.2c	Continue to develop and promote the Surviving Suicidal Thoughts site				
ETA	March 2025	Former Status	Current Status	Former Confidence	Current Confidence
		Amber	Green	High	High
Rationale	<p>Phase 1 and 2 post Marketing Campaign analysis available.</p> <p>Phase 3 will be scoped. Funding will be provided.</p>				
Action 2.2d	Work with Scottish Government on the continued development of Mind to Mind.				
ETA	March 2025	Former Status	Current Status	Former Confidence	Current Confidence
		Green	Amber	Medium	Medium
Rationale	Phase 2 evaluation activity continues into Phase 3. Phase 3 final scope and plans tbc with Commission still in development. SG/NHS 24 Steering group has been established.				
Activity 4.1	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.				
Action 4.1a	Work with Scottish Government to develop strategic vision for NHS inform to support formal recommission through user research, stakeholder engagement and evaluation				
ETA	September 2024	Former Status	Current Status	Former Confidence	Current Confidence
		Green	Complete	Medium	Complete

Rationale	We have met the target and produced a high-quality output, with all deliverables achieved across the workstreams. Identified risks and issues have been mitigated and closed off. Proposed steps and key recommendations for phase 2 have been identified.				
Activity 4.2	Continuous improvement and development of NHS 24 Online and the products to deliver this.				
Action 4.2a	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.				
ETA	November 2024	Former Status	Current Status	Former Confidence	Current Confidence
		Amber	Amber	Medium	Medium
Rationale	There are several competing priorities which may mean a re-planning of key deliverables.				
Activity 6.1	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.				
Action 6.1a					
ETA	March 2025	Former Status	Current Status	Former Confidence	Current Confidence
		Amber	Amber	Medium	Medium
Rationale	Work has been limited in this area due to SME capacity and focus on other areas including Arezzo work including the ongoing review of decision support to optimise current pathways and wider DTP requirement. Scoping has identified work that can progress independently in the Service Design and User Engagement space and this will hopefully gain traction in coming months.				

Strategic Portfolio: Workforce

Workforce Summary Table

Status	October 2024	Monthly Change	Confidence	October 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 October 2024 is provided in the table above. All actions are reporting a status of green, and a high confidence level, which is unchanged from the previous month.

Activity 3.1	Deliver sustainable workforce and plan our workforce to meet service requirements through attracting and retaining people				
Action 3.1a	Implement recommendations from strategic review of recruitment to hire right first time and curb attrition.				
ETA	September 2025	Former Status	Current Status	Former Confidence	Current Confidence
		Green	Green	High	High
Rationale	<p>On top of implementing the assessments for the Call Handler and Clinical Supervisor skill sets we have also now introduced the Adept Behavioural Assessment for all Senior Recruitment meaning there will be no additional spend in 24/25 for Psychometric testing. Psychometric testing previously cost the organisation up to £8k per annum.</p> <p>Since the implementation of the online assessments for Call handler and Clinical Supervisor recruitment we have seen an improvement in the pass rate at interview. Prior to the implementation final interview pass rate was sitting at an avg of 52%, post implementation this has increased to an average of 70% pass rate.</p> <p>Across the Call Handler and Clinical Supervisor skill sets 181 candidates have now used our 'Living the Values' Assessment platform and have given it an 8.06/10 candidate experience rating meaning that they are likely to speak positively about their assessment experience.</p> <p>Our 3/6/9 months check in questionnaires with staff show that 8.10/10 new starts are satisfied in their role and 8.24/10 are likely to recommend NHS 24 as a place to work to family and friends.</p> <p>Overall Attrition continues to decrease, and the overall stability index has improved. The stability index indicates the % of employees that stay beyond 1 year.</p> <p>A joint Recruitment Action Plan has been agreed in collaboration with Service Delivery for the Clinical Supervisor skill set focused on meeting establishment target by March 25.</p>				
Action 3.1b	Promote a digital culture where the Workforce directorate, all employees and managers embrace new technology through workforce digital solutions and a digital-first mindset.				
ETA	October 2025	Former Status	Current Status	Former Confidence	Current Confidence
		Green	Green	High	High
Rationale	<p>The Year 1 Data and Digital Plan (Oct - Sept) was 91% complete at the end of September. 5 tasks have been moved into the Year 2 plan which is now underway:</p> <p>Year 1 developments include:</p> <ul style="list-style-type: none"> • Director Dashboards • Establishment Control moving to a dashboard • Dashboards for other teams including IPC and Risk • EDI reporting for recruitment 				

	<ul style="list-style-type: none"> Attrition dashboard Absence dashboard <p>We are early adopters for the roll out of Microsoft Co-pilot this means that the priorities in the plan will be reviewed and may be subject to change as a result.</p>			
Activity 3.2	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			
Action 3.2a	Deliver our 'Management Essentials Programme' to frontline leaders, 'Leading with Courage' to middle leaders and 'Leading for Impact' to senior leaders			
ETA	February 2026	Former Status	Current Status	Former Confidence
		Green	Green	High
Rationale	<p>Management Essentials Programme - one cohort completed in August with a further two scheduled for November and February. Now a business-as-usual programme and will continue to be delivered to meet service demand.</p> <p>Leadership Development Programmes - The programme is halfway through its delivery schedule with 25% of leaders now complete. Evaluations shows an average workshop effectiveness score of 96%.</p>			
Activity 3.3	Deliver an inclusive culture that supports our people's health and wellbeing			
Action 3.3a	We will implement the strategic actions outlined in 'Our Wellbeing Matters' Strategy and Action Plan.			
ETA	January 2026	Former Status	Current Status	Former Confidence
		Green	Green	High
Rationale	An interim Well-being and People Manager is now in post to cover maternity leave, ensuring momentum within the delivery of the action plan. Delivery plan progressing according to stated timelines.			
Action 3.3b	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.			
ETA	October 2025	Former Status	Current Status	Former Confidence
		Green	Green	High
Rationale	Q1 directorate Culture and Well-being Action Plans delivered, and significant progress noted across all directorates on key qualitative and quantitative measures. Highlights are directorate establishing dedicated Culture and Well-being working groups, mainstreaming culture and well-being into NHS 24.			
Action 3.3c	We will ensure attendance management and case management support is available for all leaders and managers			
ETA	March 2026	Former Status	Current Status	Former Confidence
		Green	Green	High
Rationale	People Services support line managers and staff on a day to day basis with one on one coaching advice as well as formal training sessions offered. Attendance Management training completion remains high. Absence is reviewed with HRA's, Wellbeing Team Managers and Head of Centres on a monthly basis.			

Corporate Commitment: Collaboration

Collaboration Summary Table

Status	October 2024	Monthly Change	Confidence	October 2024	Monthly Change
Green	3	- 2	High	3	+ 1
Amber	2	+ 2	Medium	2	- 1
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 September 2024 is provided in the table above.

Activity 5.1	Deliver a programme of activity and scope further development opportunities across agreed strategic themes through the SAS/NHS 24 Collaboration Board				
Action 5.1a	Joint working to deliver digital improvements that improve safety, effectiveness, efficiency and savings.				
ETA	March 2025	Former Status	Current Status	Former Confidence	Current Confidence
		Green	Amber	High	High
Rationale	A potential solution has been found to the issues that were found during late stage testing. This issue was in relation to the transfer of address information between NHS24 and SAS. This solution is under testing now and looks to be viable.				
Action 5.1b	Joint working to deliver effective patient flow triage and assessment.				
ETA	February 2025	Former Status	Current Status	Former Confidence	Current Confidence
		Green	Amber	High	High
Rationale	Meeting with AMD SAS on 4/10 to progress - Awaiting Adastra update from SAS				
Action 5.1c	Joint working to develop shared approach with SAS and NES to training and development in respect of common roles, digital maturity and leadership development.				
ETA	TBC	Former Status	Current Status	Former Confidence	Current Confidence
		Green	Green	Medium	Medium
Rationale	Priorities for collaboration around clinical workforce identified and agreed by programme board Activity 1 - Advanced Practice skillsets Activity 2 - Future joint roles, career frameworks and pathways Actions/outcomes/measures of success agreed for each				

	Planned meeting in place to progress the work.				
Activity 5.2	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.				
Action 5.2a	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.				
ETA	September 2024	Former Status	Current Status	Former Confidence	Current Confidence
		Green	Green	Medium	Medium
Rationale	Effective collaboration to date with PHS to understand and utilise CUP codes to gain understanding of patient pathways and outcomes after NHS 24 consultation. Already achieved keyword correlation to OOH Primary Care referrals to track ultimate patient outcome.				
Activity 5.3	Collaboration across national digital platforms and solutions.				
Action 5.3a	Design and develop solutions that can utilise national digital platforms				
ETA	March 2025	Former Status	Current Status	Former Confidence	Current Confidence
		Green	Green	Medium	High
Rationale	We have completed NIP integration with new CHI across web interface and on-prem SAP CRM				

Corporate Commitment: Communications

Communications Summary Table

Status	October 2024	Monthly Change	Confidence	October 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 September 2024 is provided in the table above. Status and confidence is green with activity proceeding to plan.

Activity 2.3	Deliver comprehensive external multi-channel/media communications that support the delivery of Right Care, Right place.				
Action 2.3a	Deliver a targeted public communication plan across all available platforms, reaching audiences across Scotland.				
ETA	June 2024	Former Status	Current Status	Former Confidence	Current Confidence
		Green	Green	High	High
Rationale	All activity is on target.				
Action 2.3b	Develop and deliver the national seasonal health marketing campaigns.				

ETA	February 2025	Former Status	Current Status	Former Confidence	Current Confidence
		Green	Green	High	High
Rationale	All activity on target.				
Action 2.3c	Deliver a programme of targeted communications and engagement activity with key partners, and with third & independent organisations to support communities at risk of health inequalities				
ETA	March 2025	Former Status	Current Status	Former Confidence	Current Confidence
		Green	Green	High	High
Rationale	Progress continues at pace on this deliverable.				
Activity 3.3	Deliver an inclusive culture that supports our people's health and wellbeing				
Action 3.3d	We will develop a multi-channel Workforce internal engagement plan in partnership with our Internal Communications Team, to inform and engage our people.				
ETA	March 2025	Former Status	Current Status	Former Confidence	Current Confidence
		Green	Green	High	High
Rationale	Internal communications and engagement has a robust workplan that we report on monthly and deliver as per its schedule.				

Corporate Commitment: Compliance

Compliance Summary Table

Status	October 2024	Monthly Change	Confidence	October 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 September 2024 is provided in the table opposite. All actions are reporting a green status with a high confidence level, with activity progressing as planned.

Activity 7.1	Deliver duties and responsibilities for Climate Emergency, Sustainability & Value Programme.				
Action 7.1a	Deliver a programme of activity to support efficiencies improvements that will lead to: <ul style="list-style-type: none"> Cost reduction, cost avoidance and income generation. Service Productivity Improvements. 				
ETA	March 2025	Former Status	Current Status	Former Confidence	Current Confidence
		Green	Green	High	High
Rationale	One sixth of savings to be achieved in second half of year. Nonrecurring savings plan on target.				

Action 7.1b	Deliver interventions that seek to reduce negative impact to the environment and contribute towards net zero.				
ETA	March 2027	Former Status	Current Status	Former Confidence	Current Confidence
		Green	Green	High	High
Rationale	The proposed Estates plan, if approved, will significantly reduce NHS 24's carbon footprint.				
Activity 7.2	Deliver duties and responsibilities for Equality, Inclusion and Human Rights				
Action 7.2a	Deliver a programme of Stakeholder Engagement, including community engagement and insight gathering.				
ETA	March 2025	Former Status	Current Status	Former Confidence	Current Confidence
		Green	Green	High	High
Rationale	<p>Progress has been made in the following areas:</p> <ul style="list-style-type: none"> • Freshers events: eleven Freshers events were attended, and NHS 24 engaged with over 700 students and staff. • Gypsy/Traveller and Roma engagement: engagement has taken place with communities to improve awareness of NHS 24 services and how to access Urgent Care. • Improving access for Deaf people: ongoing engagement with the British Deaf Association and other organisations continues to promote access to NHS 24 services and NHS inform content. • Sexual Health Scotland: project work involving collaboration with content team to consider buckets of content development. • Service Transformation: the UR team designed and facilitated a workshop to identify where UR and Service Design can enhance the programme. • NHS inform review: UR team have supported development of NHS inform review paper. • Circumcision: facilitation of research activity to inform development of content on NHS inform. 				
Action 7.2b	Enable and facilitate effective and meaningful Public Involvement; specifically, the development and management of NHS 24 Public Partnership Forum and Youth Forum.				
ETA	March 2025	Former Status	Current Status	Former Confidence	Current Confidence
		Green	Green	High	High
Rationale	<p>Over the past month, the Youth Forum, alongside the PPF, supported the NHS inform review in relation to the ongoing sense making activities and they were involved in a discussion as part of the research into Sexual Health and Blood borne viruses. Additionally, two sessions were held with both the Youth Forum and the PPF around setting Equality Outcomes. Interest in the Youth Forum continues to remain high with 6 young people engaging with the Engagement Team at present with a keen interest in joining the forum. Finally, in the past few weeks, 2 members of the Youth Forum were supported in their applications to become Call Handlers with NHS 24 and both were successful which demonstrates one possible pathway from the Youth Forum to employment. One member from the Youth Forum is undertaking the NHS 24 QI Fundamentals course.</p> <p>The PPF held their development day in September. This an opportunity for members to meet in person, something which the feedback highlighted was beneficial, and the meeting focussed on upcoming work with Strathclyde University on their Future Hospitals Programme as well as hearing a finance update from John Gebbie and an overview of the NHS 24 Values and the NHS 24 Board. The PPF also confirmed their new Vice Chair following a secret ballot.</p>				
Action 7.2c	Deliver equality led initiatives across the organisation, including:				

	<ul style="list-style-type: none"> • Influencing and reporting on the Public Sector Equality Duty (PSED), the Fairer Scotland Duty, and people's human rights. • Deliver a corporate suite of EQIAs. • Review and refresh of Equality duty and relevant policies. 				
ETA	March 2025	Former Status Green	Current Status Green	Former Confidence High	Current Confidence High
Rationale	<p>On 6 September 2024, the Cabinet Secretary for Health and Social Care, Neil Gray, published a statement that identified racism as a significant public health challenge, and a key cause of health inequalities.</p> <p>To support an improved staff and patient experience, Health Boards have been asked to develop and deliver against their own Anti-Racism Action Plans. Plans should set out each Board's ambition, the actions they will take to address racism, and a commitment to achieve improved outcomes for minority ethnic people.</p> <p>Progress made to achieve objectives, develop plans and deliver upon the actions within them will be monitored through NHS Board's Quarterly Annual Delivery Plan.</p> <p>Work to develop an Anti-Racism plan for NHS 24 has begun and an engagement plan is being developed to support this.</p> <p>Progress made to achieve all actions is consistent with anticipated timescales for completion.</p>				