



**NHS National Services
Scotland
One Year and
Three Year Delivery Plans**



**April 2024 –
March 2027**

NSS One Year and Three Year Delivery Plans

April 2024 to March 2027

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INTRODUCTION

The NSS Three Year Delivery Plan for 2024-2027 and One Year Delivery Plan for 2024/25 are aligned to the NSS Strategic Framework, NSS Three Year Financial Plan and ministerial priorities as set out in the First Minister's vision for Scotland and the outcomes the government aims to achieve by 2026, ["Equality, Opportunity, Community: New Leadership - A fresh Start"](#).

These delivery plans set out the agreement between NHS National Services Scotland (NSS) and the Scottish Government on the activities NSS will deliver in support of the NHSScotland 2024/25 planning objectives and the ten drivers of recovery for the recovery and renewal phase of the *Re-mobilise, Recover, Re-design Framework: The Framework for NHS Scotland* (RRR) published in May 2020.

Our aim is to support the longer-term redesign, renewal and transformation of services and show how NSS is integral to NHSScotland and its goal of sustainable healthcare delivery that also improves population health and reduces health inequalities.

This plan incorporates the NSS deliverables for 2024/25, which is the first year of this Three-Year Delivery Plan. These deliverables are available on a separate spreadsheet. This plan should be read in conjunction with the NSS Strategic Framework.

DELIVERY PRIORITIES

We have taken our direction for this plan from the *NHS Scotland Delivery Plan Guidance*, published in December 2023, and have worked with Scottish Government and health board partners to ensure our plan aligns with the requirements it sets out to aid a more integrated and coherent approach to planning across health and care services.

The table below sets out the NHSScotland ten ‘Drivers of Recovery’ which are being used to frame planning for all Health Boards in 2024-25. Whilst these remain broadly in line with those used in 2023/24, the following changes have been made:

- The “Health Inequalities Driver” has been expanded to more explicitly cover a wider range of population health planning.
- The previously separate drivers covering “Digital Services and Technology” and “Innovation Adoption” have now been merged into a combined “Digital Services Innovation Adoption” driver.
- A new “Women and Children’s Health” driver has been added, to better encapsulate planning priorities previously covered under other recovery drivers.

1	Improved access to primary and community care to enable earlier intervention and more care to be delivered in the community
2	Urgent & Unscheduled Care - Provide the Right Care, in the Right Place, at the right time through early consultation, advice and access to alternative pathways, protecting inpatient capacity for those in greatest need
3	Improve the delivery of mental health support and services
4	Recovering and improving the delivery of planned care
5	Delivering the National Cancer Action Plan (Spring 2023-2026)
6	Enhance planning and delivery of the approach to health inequalities and improved population health
7	Take forward the actions in the Women’s Health Plan and support good child and maternal health, so that all children in Scotland can have the best possible start in life.
8	Implementation of the Workforce Strategy
9	Optimise use of digital & data technologies in the design and delivery of health and care services for improved patient access and fast track the national adoption of proven innovations which could have a transformative impact on efficiency and patient outcomes
10	Climate Emergency and Environment

NSS DELIVERY

This plan incorporates these NHSScotland priorities and accounts for all new activities being delivered by NSS, whether funded directly by Scottish Government or through other sources. Specific milestones and risks are incorporated within a separate spreadsheet, which provides the detail of deliverables for 2024/25.

It is important to note that the plan does not account for activity that is managed through existing business as usual arrangements and governed through the NSS Board and Scottish Government Sponsorship team. Sitting within our sponsorship arrangement, specific arrangements are also in place for specialist commissioned services and screening within National Services.

Through the National Directors of Planning Group, we are supporting and participating in an integrated approach to recovery and delivery planning across NHSScotland. We will be sharing the content and focus of our One Year and Three Year Plans as a collective group of national boards with the intention of identifying any key activities or projects that would benefit from wider collaboration.

This plan will be monitored quarterly with reports provided to the NSS Finance, Procurement and Performance Committee and to the NSS Board, as well as our Scottish Government sponsor.

NHSSCOTLAND DELIVERY FRAMEWORK

Scottish Government have provided draft guidance on a NHSScotland Board Delivery Framework which will be a key mechanism to track progress and report on how delivery plans are progressing within all Health Boards. This framework incorporates several indicators, which will chart collective progress towards delivery and Health Boards are being asked to develop improvement trajectories.

NSS will provide trajectories on:

- Sickness absence; and
- Climate change – greenhouse emissions.

OUR SERVICES

We provide national infrastructure services and solutions which are integral to health and care in Scotland. Using our expertise in a wide range of specialist areas, we can underpin front line services, build on innovations we developed as part of NHSScotland's response to the COVID-19 pandemic to support a more resilient health and care service that can deal with future challenges, and support the delivery of a health and care service that meets the needs of the population of Scotland.

We provide the following core services:

Digital and Security: Our expertise includes delivery and management of national digital platforms, supporting services and cyber security. Our innovative and person-centred scalable technology is delivered through local and national digital solutions, providing clinical informatics, and information security and governance.

Specialist Healthcare Commissioning: We commission a range of specialist and rare condition treatments supporting NHSScotland to ensure equitable and affordable access to these services when needed. We also commission a range of screening programmes.

Population Screening: From April 2024, a new team will bring together the different national screening functions delivered by NSS. They will be responsible for oversight, quality assurance and coordination at the national level of the six population screening programme.

Primary Care Support: We support general practitioners, dentists, opticians, community pharmacies and dispensing contractors to deliver primary care across Scotland. This includes managing contractor payments, maintaining an up-to-date patient registration database, medical record transfers and clinical governance for dental services.

Legal: We provide specialist legal advice and assistance in most areas of law relevant to the public sector. With a wide range of experience, the Central Legal Office (CLO) provides clients with a comprehensive legal service. We have close links to Scottish Government and its legal service and counsel clients on a wide range of policy issues.

Programme Management: We act as a national delivery provider and work with our partners to offer total solutions in portfolio, programme, project management and transformation services. By equipping our clients with the right people and approaches we can support the delivery of complex and challenging change programmes.

National Procurement: We provide procurement services to NHSScotland. We work collaboratively to provide best quality, fit for purpose and best value commercial solutions – weighing up cost, added value and sustainability. Our expert logistics services include distribution, supply chain, warehouse operations, and fleet management. We also provide national eProcurement solutions.

Fraud Prevention: We work in partnership with NHSScotland and across the Scottish public sector to provide a comprehensive service to reduce the risk of fraud and

corruption. We're responsible for checking patient exemptions in respect of NHSScotland patient charges and collecting payments for incorrectly claimed exemptions.

Blood, Tissues and Cells: The Scottish National Blood Transfusion Service (SNBTS) provides blood, tissues, and cells to NHSScotland, ensuring they are available, 24 hours a day, every day of the year. We also provide specialist treatment and therapeutic solutions, specialist testing and diagnostic services appropriate for all Scottish patient needs.

NHSScotland Assure: We deliver a coordinated approach to the improvement of risk management and quality in the healthcare environment across NHSScotland. We encompass services provided by Antimicrobial Resistance and Healthcare Associated Infection (ARHAI) Scotland and Health Facilities Scotland. Our goal is to promote excellence, protect patients from the risk of infection, and support better health outcomes for all.

Corporate Services: We provide corporate services to other boards in vital areas such as finance, HR, digital, facilities, procurement and business support. This includes managing payroll for eight NHSScotland boards and delivering a full corporate shared services solution for Public Health Scotland.

National Contact Centre: We provide call centre services to the people of Scotland. This includes appointment booking and rescheduling, and providing advice, support and guidance to support access to health and care services.

NSS STRATEGIC PRIORITIES, OBJECTIVES AND RISKS

We want to make sure our users get the maximum possible value from our services and the wide-ranging skills and experience of our staff. Our priorities describe how we will support health and care organisations to achieve their goals and ensure we are focused on looking forward and identifying where we can help today, tomorrow and in the future.

Strategic Priorities

- **Enable**
This is our transformation priority. It recognises how we can support programmes to implement new or improved national, regional, or local health and care solutions. By harnessing the wide-ranging skills and expertise available in NSS, health and care partners can be assured of the delivery of services that provide high quality care to patients and the public.
- **Underpin**
This is our improvement priority. It challenges us to continually improve the quality of the services we provide that are essential to the functioning of the wider health and social care system. By continually improving our services we can also continue to offer a safe, strong, and stable foundation for the healthcare system to deliver the best possible care and outcomes for the people of Scotland.
- **Assist**
This is our collaboration priority. It encourages us to look beyond our existing areas and to start considering where we can help and provide support in the future. By actively engaging and building relationships with stakeholders across all areas of health and care, we can respond quickly and appropriately to the needs of new policy requirements and health and care emergencies.

Strategic Objectives

We have four strategic objectives to ensure delivery against our strategic priorities. Objectives ensure staff and stakeholders understand how we will implement our strategy and where we want to be in the future. They also ensure that all initiatives are aligned to the strategy.

- **Service Excellence**
To continuously improve the quality and value of our services, so they are safe, efficient, and effective and meet the needs of our service users and stakeholders. We have established a quality management framework to enable us to meet this objective more effectively. All services have quality improvement plans in place and performance is assessed against a range of measures.
- **Financial Sustainability**
To ensure we have a culture of financial stewardship that creates value for money by driving the effective use of resources, assets, and infrastructure. NSS aim to

achieve a breakeven position and agree a three-year financial plan each year to ensure achievement. NSS have a financial sustainability action plan in place to ensure financial control and tight budgetary management.

- **Workforce Sustainability**

To enable a diverse, knowledgeable, and skilled workforce that can respond to the changing service needs of NHSScotland. We want NSS to be a great place to work and agree a plan each year to achieve this goal. We also ensure our workforce plan is continually reviewed, therefore supporting and developing staff in line with service needs.

- **Climate sustainability**

To embed climate sustainability in everything we do and ensure that NHSScotland achieves net zero greenhouse gas emissions by 2040. We understand NSS will play a pivotal role in supporting NHSScotland to achieve its climate targets and have developed the NHSScotland Climate Emergency and Sustainability Strategy and implemented our own strategy.

All deliverables within our One Year and Three Year Delivery Plans fall within one of the four strategic objectives, ensuring there is multiple levels of governance and assurance to support and scrutinise their achievement.

Overall performance of 2024/25 deliverables will be reported through our service excellence objective. The NSS Strategy 2019-2024, has been reviewed, with a new Strategic Framework put in place for April 2024 onwards.

Strategic Risks

We have identified ten strategic risks, developed by the Executive Management Team and NSS Board.

The risks have been mapped against our strategic objectives.

- Five are linked to service excellence and cover service excellence, cyber security, clinical and patient safety, governance & regulatory compliance and public inquiries and scrutiny.
- Three relate to financial sustainability, covering financial sustainability, delivery of national programmes and rationalisation of office accommodation.
- There is one for workforce sustainability, recognising the need for our workforce to be diverse, knowledgeable, and skilled to meet service needs.
- One covers climate sustainability and the risk of climate change, recognising the challenges we may face in achieving government targets.

SUPPORTING NHS SCOTLAND RECOVERY

We have identified a set of deliverables which will support the achievement of NHSScotland recovery drivers. The key deliverables over three years are captured below. Full details for activity within 2024/25, including milestones and risks, can be found in Appendix A.

1. Primary & Community Care

To help improve access to primary and community care and enable earlier intervention and more care to be delivered in the community, we will:

- **Practitioner Payment Community Glaucoma Service:** The CGS is a new eyecare service for patients with lower risk glaucoma or Ocular Hypertension (OHT) on prescribed treatment who will be discharged from the Hospital Eye Service (HES) to accredited optometrists within the community. If eligible, patients can register with the optometrist for ongoing monitoring and treatment under the CGS. NSS were commissioned to develop and implement a registration and assessment claims process and arrange payment for these claims. An interim digital solution (CGS lite) is planned for July 2024; with a full electronic system in development. The process for registrations and assessment claims, will be implemented within all Health Board areas – GGHB and Lanarkshire have commenced, with the remaining planned for rollout during 2024/25. We will continue to provide programme management support during the implementation, also the move from the interim process to CGS lite, and clinical governance design and leadership.
- **General Ophthalmic Services Specialist Supplementary (GOS SS):** This is a second new eyecare service which Scottish Government have commissioned NSS to progress. GOS SS is a fee which is only available to Independent Prescriber (IP) optometrists for the management of certain anterior (front) eye conditions, with reference to a national triaging and treatment ladder. Patients can self-present to the IP optometrists, or be referred by a non-IP optometrist, in line with the triage ladders. NSS are commissioned to scope and finalise the requirements for this service during 2024-25.
- **Dental element of primary care database:** We will develop and deliver the National Primary Care Clinicians Database (NPCCD) by March 2025. This is a national list of all registered contractors in Scotland with dental information being added to an existing database containing general practice and optician data. This will provide a single resource for medical, ophthalmic, and dental data along with practice information.
- **NCC Vaccine Programmes:** We will support the flu and covid vaccine programmes through 2024/25, in line with agreed funding. This will support vaccine uptake for citizens.

- **National Contact Centre:** We will support the National Elective Coordination Unit (NECU) with validation and data gathering of citizens waiting on inpatient and day case admissions. This will start with the GG&C Dermatology waiting lists in June 2024.
- **NCC Service Extension:** We will undertake a test of change with health boards, as directed by Scottish Government and within the vaccine funding allocation, to ascertain whether Health Boards can realise efficiencies by using National Contact Centre services. This will deliver improvements to local vaccine initiatives.
- **NCC Call Waiting Times:** We will meet average standard call waiting times for citizens. This ensures best standard of service.
- **Practitioner Services Payment Accuracy:** We will make on time and accurate payments to general practice, pharmacy, dental and optometry practitioners.

2. Urgent & Unscheduled Care

No specific deliverables are detailed for this priority.

3. Mental Health

No specific deliverables are detailed for this priority.

4. Planned Care

To enable the recovery and improved delivery of planned care, we will:

- **UK manufacture of Plasma:** We will implement the delivery plan for Plasma for Medicine following appointment of manufacturer. This will provide a more sustainable supply of plasma from within the UK.
- **Healthcare Built Environment Review:** We will review all HBE projects, including the National Trauma Centre (NTC) programme, through the NHSScotland Design Assessment Process (NDAP) and Key Stage Assurance Review (KSAR) at each stage of the lifecycle programme. This will ensure Boards facilitate the development and procurement of well-designed, sustainable, healing environments that support local and national policies and minimise risk from the built environment.

5. Cancer Care

To support the delivery of the National Cancer Action Plan, we will:

- **Managed Cancer Networks:** Complete scoping of requirement for two additional National Managed Cancer Networks (NMCNs). Publish two additional Clinical Management Pathways (CMPs) and establish governance processes for existing CMPs. This will support improvements in care for specific types of cancer.

6. Health Inequalities

To help reduce health inequalities, we will:

- **NHSScotland strategic planning:** We will support the NHSScotland Strategic Planning and Delivery Board in the rollout of changes to how services are planned, funded and commissioned. This includes delivering a prioritisation framework using the National Specialist Services Committee (NSSC) commissioning process underpinned by clear scope, definitions and measurable outcomes. This supports ambitions for a single coherent planning framework as part of a Once for Scotland approach.

7. Women's Health

No specific deliverables are detailed for this priority.

8. Workforce

To support NHS Scotland with the implantation of its workforce strategy, we will:

- **iMatter:** We will issue an iMatter survey to ascertain employee sentiment and satisfaction.

9. Digital Services Innovation Adoption

To help optimise use of digital and data technologies and innovation adoption in the design and delivery of health and care services for improved patient access, we will:

- **Scan for safety:** We will implement the Scan for Safety Programme, a system wide approach to the tracking and tracing of high risk implantable devices in Scotland through digital data capture at the point of care and aim to have point of care scanning available in four health boards by March 2025. This will improve the safety of high risk implantable devices.
- **DaS Incident Management:** We will meet service level agreements (SLAs) performance targets for incident response, using metrics and customer feedback to continuously improve performance. Managing incidents in this way improves service continuity and reduces lost time and financial impacts due to system outage.

10. Climate

To help NHS Scotland with its response to the climate emergency and environmental ambitions, we will:

- **HGV sustainability:** We will reduce the carbon footprint of the NSS fleet of Heavy Good Vehicles by installing a Hydrotreated Vegetable Oil (HVO) Tank at

Coddington to provide fuel for Menzies fleet. This will support the 20% reduction in fuel consumed by the National Distribution fleet. (Note carry forward from 23/24).

- **HGV sustainability – merge on wheels:** We will reduce the overall National Distribution carbon footprint by implementing a non-fossil fuel trial and ‘merge on wheels’ (cross docking) to achieve a 20% reduction in fuel consumed by the NDS fleet by Q4. This supports NHSScotland's net zero ambition. (NB: this is a carry forward item from 2023/24).
- **Climate Sustainability:** We will deliver actions in the NSS Climate Sustainability Plan that help achieve our 2025 targets:
 - 15% reduction in domestic waste, against 2012/13.
 - 5% max domestic waste to landfill.
 - 70% domestic waste recycled or composted.
 - 33% reduction in food waste, against 2015/16.
 - 0% petrol or diesel cars.
 - 0% petrol or diesel light commercial vehicles.
 - 50% reduction in fossil fuel consumed by the National Distribution Service fleet.
 - And progress actions that contribute to our net zero ambitions:
 - Reduce gas consumption and explore alternatives.
 - Reduce electricity consumption and transition to renewable sources.
 - Reduce water consumption.

WORKFORCE PLANNING

We have a three-year workforce plan in place which is aligned to the NHSScotland Workforce Strategy, which sets out a national framework to achieve our vision of a sustainable skilled workforce with attractive career choices and where everyone is respected and valued for the work they do.

Additionally, the plan aligns to Scottish Government's Care and Wellbeing Portfolio, the NHSScotland priorities and builds on the success of our previous Remobilisation Plans.

The workforce plan incorporates our strategic aims of enabling health and care transformation, underpinning NHSScotland services and assisting other organisations involved in health and care. Importantly, the plan ensures we continue to support NHSScotland as it seeks to stabilise, reform and transform.

The plan is supported by a three-year action plan which sets out key deliverables against the 5 pillars of the workforce journey that support recovery, growth and transformation of services and the workforce.

However, it should be noted that we are in the process of reviewing and refreshing our three-year workforce plan, along with updates to our 5 pillars action plan. This is to ensure we are meeting our current and future workforce requirements, and we are aligned to the Scottish Government's national planning priorities in terms of workforce.

Monitoring and Review

Our action plan is regularly reviewed by the HR Senior Management Team, and the actions have been incorporated into the HR Annual Delivery plan, along with governance and oversight at the relevant committees which include the NSS Partnership forum and Staff Governance Committee.

To further support our workforce plan, NSS has an established strategic objective in place on Workforce Sustainability, as previously mentioned.

This objective is contained within the objectives of the NSS Chief Executive and members of the Executive Management Team, which in turn is cascaded through the relevant Directorates. Objectives are subject to review at Mid-Year and End of Year as part of the appraisal process. It should also be noted that key HR related actions and deliverables identified in our action plan have also been incorporated into the objectives of the Director of HR & Workforce Development and those of HR Senior Management Team.

FINANCIAL SUSTAINABILITY

NSS has a balanced financial plan in place for revenue and capital for financial year 2024/25, including a plan to deliver 3% Cash Releasing Efficiency Savings (CRES). A breakeven position is also forecast over the three-year planning period. Further details are provided within our Financial Plan, which, although a separate document, is fully integrated with this Plan.

11. Finance, Procurement, and Support

To help support NHSScotland with resilience, financial sustainability and achieving efficiencies, we will:

- **Achieve Financial Balance:** We will implement a NSS Financial Sustainability Action Plan which underpins our objective to have an organisational financial stewardship culture that will drive effective use of assets, infrastructure and value for money to achieve financial balance.
- **Counter Fraud:** We will provide national counter fraud services to NHSScotland to recover and prevent fraud losses through prevention, detection and investigation initiatives. This will deliver £4.2m of recoveries and cost avoidance in 2024/25.
- **Anchors Strategy – Procurement:** We will provide leadership to the NHSScotland procurement community on how to improve local procurement in line with Scotland's anchor institution ambition. This will increase social value delivery and maximise local expenditure.
- **eProcurement:** We will provide strategic leadership in Digital Procurement solutions for NHSScotland and shape the NHS Scotland Business Services Transformation programme approach to Procurement Systems by leading on the PECOS replacement and developing an outline strategy. This will help to increase the potential for financial savings.
- **National Procurement Contract Savings:** We will create a fully resourced contract workplan for Green RAG status projects to secure £10m savings in 2024/25 through National Procurement contracting activity awards and will report quarterly on progress against the savings plan. This supports NHSScotland financial sustainability.

VALUE BASED HEALTHCARE AND SERVICES

Pursuing Realistic Medicine and Value Based Healthcare and Services will help NSS achieve strategic objectives. NSS will continue to embrace and adopt Value Based Healthcare and Services (VBHC) and Realistic Medicine.

Quality Improvement (QI) is both a fundamental component of Realistic Medicine and an essential enabler for implementing specific Realistic Medicine and VBHC work. Work is underway to build an NSS wide organisational approach to QI that will support and drive the ongoing delivery of Realistic Medicine and VBHC.

We have refreshed our clinical governance framework to better align with Realistic Medicine and Value Based Healthcare.

For 2024/2025 we will continue to:

- Engage and influence strategically across the organisation. We will work with finance colleagues and the Executive Leadership team, Board, Directors, and Directorates. So that those that shape services can be supported in our collective commitment and responsibilities to drive up the value of healthcare services.
- Build an organisational approach to quality and value improvement.
- Support individuals and teams to improve quality and value and apply and implement the principles of realistic medicine.

IMPROVEMENT PROGRAMMES

As the provider of national infrastructure and solutions we are leading or supporting NHS Scotland in several programmes that will deliver improvements and benefits to health and care in Scotland. These programmes are all accounted for in this plan.

Last year, we introduced a new strategic objective for service excellence.

NSS Service Excellence

“We will continuously improve the way in which we deliver existing and new services, with a focus on quality, to ensure they are safe, efficient, effective and meet the needs of our service users, partners and stakeholders.”

In 2023/24, we introduced a new Quality Management Framework aligned to the Healthcare Quality Strategy for NHSScotland (2010) and designed around the Scottish Quality Management System Framework (2022). This programme of work embeds a quality-focused improvement culture across all of NSS that enables us to deliver against this objective.

There are several initiatives to support its delivery.

- We have introduced a new set of performance measures based on service performance, improvement, and productivity. Critically, we want to ensure that our services are easy to use, and users are highly satisfied with them.
- Each NSS Directorate has undertaken a preparedness assessment and developed Quality Improvement Plans.
- We have incorporated quality requirements into our leadership and training programmes and supporting our senior leaders to become role models for quality management and improvement.
- Pilots have been undertaken across three directorates and a quality improvement toolkit is being developed.
- We will be considering the longer-term quality infrastructure needed in NSS to ensure its ongoing success.

Ultimately NHSScotland will be the beneficiary of this programme of work through easy-to-use services that are more keenly focused on NHSScotland outcomes and delivered in the most efficient way possible.