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21st July 2026
Internal Reference: 260701
Email:

Dear ,

Thank you for your request for information, which we received on **01/07/2026**.
We have considered your request under the Freedom of Information Act 2000.
Please ensure you quote the Internal Reference number above in any future correspondence.

Your Request

Please could I request a list of the steps taken during REAP that impacted the IUC 111 service, this is to include the action taken (referencing the action (1-4) card and stem this is from, decision, rationale and when this was implemented and revoked).

This should be easily accessible and all in one place, on the completed action cards as laid out in the policy, with only the names of those commanders or managers involved in implementing these steps needing to be redacted so should not require more than the 18 hours allocated for FOI's.

Could this please include all action taken from the implementation of Reap during the week commencing 22nd June 2026 to the end of REAP 4, which is yet to occur but expected in the coming days.



Formal Response

During the relevant REAP period and Critical Incident declaration, the Trust implemented a number of measures within NHS 111 to support the IUC 111 service, maximise available call handling and clinical capacity, and maintain operational resilience.

The NHS 111 Quality Team supported frontline call handling duties while the Critical Incident declaration remained active. This was a temporary arrangement and applied only for the duration of the incident.

All NHS 111 clinical auditing was temporarily ceased so that auditing hours could be redirected back into the clinical queue.

All non-essential meetings and administration hours for front-end call handling staff were cancelled to maximise capacity. Welfare meetings and meetings required due to exceptional circumstances continued where necessary. This approach was implemented during the Critical Incident and remained in place while the Trust was operating at REAP 4, where call handling staffing was challenged and demand exceeded forecast.

Offline activity and development training courses were cancelled or postponed to release additional call handling capacity back into the operational system and improve frontline availability. The Interview Skills Workshop was the only cancelled development opportunity, with staff to be rearranged onto the next available course. In addition, seven Health Advisor places were returned to call handling for the shift due to increased demand.

Overtime was advertised to increase both non-clinical and clinical rota coverage and support call handling and clinical demand. This remained ongoing during the relevant period. Agencies were also approached to support additional hour availability. Senior clinical managers were moved into clinical functions to support clinical contacts with patients awaiting assessment.

Team Leaders and Duty Contact Centre Managers focused solely on providing room support and real-time operational management during the Critical Incident declaration. This created additional leadership capacity by enabling Senior Health Advisors to return to call handling duties. Please refer to the table below for further detail:





Action taken	Action card / stem	Decision	Rationale	Decision-maker job title	Implemented date	Revoked date / status
NHS 111 quality team supporting call answer	KMS 111 IUC CAS Escalation Procedure	Staff moved to support during critical incident	Maximise number of staff available to answer incoming 111 calls	Duty Contact centre manager / Head of Operations - Clinical	26/06/2026	29/06/2026
Stop all non-essential meetings	KMS 111 IUC CAS Escalation Procedure	All meetings suspended unless urgent ie return to work / audit feedback	Maximise number of staff available to answer incoming 111 calls	Duty Contact centre manager / Head of Operations - Clinical	26/06/2026	Still being reviewed daily due to REAP 4
Cancel non-essential training (Interview skills workshop)	Resourcing Escalatory Action Plan (REAP)	Cancel non-essential training	Maximise number of staff on patient facing activities	Duty Contact centre manager / Head of Operations - Clinical	26/06/2026	Still being reviewed daily due to REAP 4
Maximise overtime	Resourcing Escalatory Action Plan (REAP)	OT offered	Maximise number of staff on patient facing activities	Duty Contact centre manager / Head of Operations - Clinical	26/06/2026	Still being reviewed daily due to REAP 4
Team Leaders and Duty Contact Centre Managers (DCCMs) focused solely on providing room support and real-time operational management	KMS 111 IUC CAS Escalation Procedure	Managing on day activities	Maximise number of staff on patient facing activities	Duty Contact centre manager / Head of Operations - Clinical	26/06/2026	Still being reviewed daily due to REAP 4
Senior Clinical managers to move to virtual care (VC) activities	Resourcing Escalatory Action Plan (REAP)	All VC trained staff to undertake patient assessments virtually	Maximise the number of staff undertaking clinical assessments to reduce and manage demand	Duty Strategic	26/06/2026	Still being reviewed daily due to REAP 4 – and staff moved to assist when demands rise





Next steps

Some information held by the Trust is routinely published on our [website](#) and may be of assistance.

If you are dissatisfied with the Trust's response to your request, you have the right to ask for an internal review.

Requests for an internal review should be submitted within **40 working days** of the date of this response and should be sent to:

Richard Banks, Head of Corporate Governance at FOI@secamb.nhs.uk

The internal review will be conducted by an individual who was not directly involved in handling your original request, ordinarily the Trust's Data Protection Officer. We aim to complete internal reviews within **20 working days** of receipt.

If you remain dissatisfied following the outcome of the internal review, you may complain to the Information Commissioner's Office (ICO). The ICO generally expects complaints to be raised promptly following the completion of an internal review.

The easiest way to raise a complaint is via the ICO's website:

www.ico.org.uk/foicomplaints

Alternatively, you may write to:
Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
SK9 5AF

Yours sincerely,

Corporate Governance Team

South East Coast Ambulance Service NHS Foundation Trust

