

DELIVERING OUR STRATEGY

A Transformation Route Map





Foreword from Karen Reid, Chief Executive

NHS Education for Scotland operates in a unique and privileged position within Scotland's health and social care system.

We provide education, training, workforce development, data and technology for health and social care. The work we do affects everyone who works in and with health and social care services, as well as every person in every community in Scotland.

We design and deliver education, ensure quality and standards, and use technology to enable staff to be skilled, confident, and motivated to provide better outcomes. Through our NES Strategy 2023–26 we outlined a bold ambition to create a workforce that meets people's needs, as well as the needs of staff, carers, and the people of Scotland by working in partnership with our staff, learners and stakeholders.

This transformation route map sets out how we intend to deliver on our strategic intent over the next three years and the changes people will see and experience as we deliver on our priorities.

Our transformation consists of many elements, each individually important. When brought together, these will deliver the significant step-change we seek, to maximise our contribution and the positive impact we can make to the people of Scotland, our partners and in the performance of our organisation.

As we embark on our transformation journey, I invite you all to engage with us, to help shape tomorrow's NES so we can support a healthier, wealthier, and more sustainable future for all.



Introduction

Our purpose in NES is to be a collaborative, innovative and inclusive learning organisation providing high quality education, training, workforce development, workforce data and technology for Scotland’s health and social care workforce. Our strategic vision is to support better rights-based quality care and outcomes for every person in Scotland through a skilled, capable, and resilient health and social care workforce.

By attracting people to careers in health and social care, we can create jobs and boost the economy.

We are adaptable, creative, and responsive to the needs of the workforce and the communities we serve. We are firmly committed to improving population health, reducing health inequalities, and working nationally and locally with partners to make a positive and lasting impact to improving the wellbeing of the people of Scotland.

We work with the Scottish Government, local government, NHS, Health and Social Care Partnerships, social care providers, academia, regulators, and other strategic partners to create new roles and services and develop new and exciting career pathways for future generations.

Our work programmes ensure that those who work in health, social care and social work are skilled, confident, and motivated to continually improve outcomes for people. We promote and uphold human rights through our education and training and provide challenge where these are not being upheld.

We work closely with the Scottish Government to help shape health and social care policies. We use our expertise to help improve care and reduce inequalities through supporting health and social care reform programmes, such as the Scottish Government’s Care and Wellbeing Portfolio, and the Scottish Government’s commitment to human rights and the delivery of a National Care Service.

In May 2023, we published our corporate strategy for 2023–26, outlining our strategic intent, centred around the themes of People, Partnership and Performance. We have articulated our delivery intentions through our 3 year Medium Term Plan and Annual Delivery Plan and how we will measure the difference we make through a set of strategic key performance indicators. This transformation route map builds on our corporate documentation by setting out the significant change programme being progressed across NES to transform our organisation and underpin delivery of our strategic objectives and medium term priorities. Through this routemap we set out what our staff, learners and partners can expect, how they can work with us to co-create the future and key milestones on our transformation journey.

Over the next three years we will work with our staff, learners, partners and stakeholders to deliver our ambitious change programme, using technology and innovation to improve education and learning and create a better and more sustainable future for health and social care. Our focus is, and will remain, improving people’s health and care outcomes through a competent, confident and skilled workforce while supporting Scottish Government’s policies.



Why do we need a transformation programme?

NES operates within a continually changing environment and a health and social care system which is facing unprecedented challenges.

As the statutory education and training body for NHS Scotland, and with an equally important role in social care and social work, we are proud to be an organisation which constantly strives to deliver high-quality public services for the people of Scotland.

Our health and social care system is facing unprecedented challenges and it is crucial we focus our attention on the areas where we can maximise our contribution. We recognise that to be successful in delivering the NES Strategy and achieving our intended impact and outcomes, we must embrace new ways of thinking and doing, and work differently as an organisation. We also recognise that people are at the heart of our organisation and the health and social care system so the environment we create is crucial to achieving our strategic ambitions in respect of contributing to improved population health and a reduction in health inequalities.

Our transformation programme is designed to support and enable change across our organisation, increasing our agility, efficiency and responsiveness to the needs of our staff and those we serve. Through embracing

innovation and advances in technology, such as artificial intelligence, we will be enabled to work differently as an organisation, enhancing our impact across communities and the health and social care workforce. The cultural change needed to support our transformation will be enabled through the delivery of our Organisational Development Plan, which focuses on the attraction, retention, support, development and nurturing of our talented workforce so they can deliver with confidence, competence, curiosity, and creativity.

Our employees are our best asset and advocates for NES, what they do and how they are supported to deliver is crucial to achieving our organisational outcomes. Building on our solid foundation as an education and training body and highly regarded employer, we are committed to evolving, with our people and partners at the heart of our transformation to ensure we can support the health and social care workforce of tomorrow to deliver sustainable services and improved outcomes for our population.



Tomorrow's NES – our transformation journey

Transformation describes radical change that goes beyond day to day service improvement, and shifts the way we work as an organisation. NES will achieve this through consistent measured progress and positive outcomes from smaller incremental change, creating the environment, culture and readiness to embed transformation.

Our NES transformation journey is founded on our commitment to:

- > **co-design quality and excellence**, by working with our partners and those with lived and living experience of health and social care services to shape our education, training, and resources.

- > **connect and collaborate**, by building relationships and extending our reach nationally and internationally to innovate and learn, adding value where it is most needed.

- > **cultivate capabilities**, to build careers and a sustainable workforce which is fit for the future, both within NES and the wider health and social care system.

- > **create our culture**, by being inclusive and reflecting our values and behaviours in all that we do to support, empower, and value our staff, partners and learners.



Through our transformation journey we will create significant and sustainable long-term change by harnessing the energy, motivation and capability of our NES workforce and partner organisations and taking a holistic and integrated approach to service redesign.



Our Corporate Improvement Programmes

To support our transformation, we have developed an initial set of corporate improvement programmes, in the context of our NES Strategy and our Medium-Term Plan for 2023–26.

As we progress through our transformation, these programmes will be added to and built upon to deliver our strategic intent.

They are cross-cutting areas of work which impact on all three of our strategic themes – People, Partnership and Performance – and require participation and engagement from all NES Directorates.

The evolution of our transformation route map will be informed as we progress and deepen our understanding of what is most important to our staff, learners, trainees, and partners and how we can maximise our impact on our health and social care system.

They contribute to the achievement of a number of our strategic objectives and underpin the delivery of many of our medium term priorities as articulated within our Medium Term Plan.

Over the next three years, we will measure and report publicly on the success of our change activities through our strategic Key Performance Indicators (Appendix 1) and progress reports against our Annual Delivery and Medium-Term plans. We will also measure and report on the realisation of benefits at a project and programme level.

As part of our transformation programme every area will be considered in conjunction with technical and digital opportunities which exist for improving our systems and how we work.

Each programme will be underpinned by a number of workstreams with collective management of our corporate improvement programme being facilitated through our Programme Management Office and overseen by our Transformation Group.

Our initial corporate improvement programmes and their core components are set out in the following pages.



Ways of Working and Property Milestones

What is it about?

- > To make sure the space we have meets our future business and learner needs.
- > To develop a NES Wellbeing Framework that supports learners and staff working in a hybrid way.
- > To adopt a consistent approach to hybrid working.

What will it deliver?

- > A reconfiguration of space availability and usage in a financially and environmentally sustainable way for learners and staff.
- > A NES Wellbeing Framework that demonstrates care for learner and staff wellbeing.
- > Hybrid working guidance that reflects ‘Once for Scotland’ flexible working policies and will support first line managers to implement the guidance.

The difference our people will see

- > Improved employee engagement and learning experience.
- > Staff have the time and resources available to support their work and development.
- > Reduced Co2 emissions (buildings and travel).

The difference our partners will see

- > Learning and collaboration environments that are flexible, adaptable and accessible for a range of learner needs.

Year 1 (2023–2024)

- > Guidance and Support for Hybrid working within NES.

Year 2 (2024–2025)

- > NES Wellbeing framework launched.
- > Reconfiguration of office space to meet learner requirements and future business needs.

Year 3 (2025–2026)

- > Not applicable.



Ways of Working and Property

Aligned Key Performance Indicators

- › Employee Engagement Index.
 - › Proportion of staff who report having the time and resources to support their learning and growth.
 - › % of learners who rate their learning experience as 80% or above.
 - › Net Promoter Score for stakeholders who rate themselves likely to recommend NES to colleagues and associates.
 - › CO2 emissions (Estates).
 - › CO2 emissions (Staff and business travel).
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Learning and Education Quality System Milestones

What is it about?

- > Develop a ‘Once for NES’ Learning and Education Quality System supporting development of high-quality learning and education.
- > To provide our staff, learners, partners, and service users with a consistent best experience now and in the future.

What will it deliver?

- > Easily accessible, co-designed and consistently quality assured learning resources which meet the needs of the health and social care workforce.
- > A learning offer that is focused on both learners and educators, their pathways and their improved skills and practice.
- > Confidence for the people of Scotland that the health and social care workforce have the right skills to support their needs.

The difference our people will see

- > More learners who report a great learning experience.
- > More active involvement of learners and people with lived or living experience in the development of educational resources.

The difference our partners will see

- > An improvement in learners practice and the care they deliver.
- > Access to more credit rated programmes of learning and enhanced skills and career development opportunities across health and social care.

Year 1 (2023–2024)

- > Co-production Framework launched.
- > Development of NES Educator Quality Standards

Year 2 (2024–2025)

- > Adoption of NES Educator Quality Standards.
- > Adoption of quality system for development and delivery of education programmes and learning resources.

Year 3 (2025–2026)

- > NES Educator career skills pathway launched.
- > NES achieves credit rating body status as an organisation.



Learning and Education Quality System

Aligned Key Performance Indicators

- > % of learners that tell us their education and training will improve their practice.
 - > % of learners who rate their learning experience as 80% or above.
 - > Funded trainee placements fill rate.
 - > Funded trainee placements completion rate.
 - > Number of NES programmes of education and training which are SCQF credit rated.
-



Turas refresh Milestones

What is it about?

- > To have a sustainable digital learning and development environment for health and social care which is user-centred at all levels. This will provide resilient learning technology which will address requirements of learners, users, partners and our own organisational processes.
- > It will also encompass the data and management information needs of the health and social care workforce together with wider stakeholders and partners.

What will it deliver?

- > An open and personalised learning and development environment, where our workforce can easily find and undertake learning relevant to them, regardless of training provider.
- > Our offer meets the needs of our users because we have understood their requirements and worked collaboratively.
- > An ability to use learner activity data to better enable workforce planning and allow the health and social care system to understand skills gaps.

The difference our people will see

- > Staff have the time and resources available to support their work and development.
- > Improved platform functionality and more efficient ways of working.

The difference our partners will see

- > Increased access to consolidated learning resources by the health and social care workforce.
- > Portable learning records for individuals, appropriate reporting of learning and development for organisations on elements like essential learning.
- > Improved experience of our services from users and partners, for example on Turas Appraisal.

Year 1 (2023–2024)

- > External review of Turas.

Year 2 (2024–2025)

- > Personalised learning interface on Turas.
- > Digital Learning Prospectus delivered.

Year 3 (2025–2026)

- > Support for statutory/mandatory training available on Turas for health and social care workforce.



Turas refresh

Aligned Key Performance Indicators

- > Proportion of staff who report having the time and resources to support their learning and growth.
 - > Total number of accesses to NES learning products.
 - > Number of health and social care staff accessing NES learning products as a % of the health and social care workforce.
 - > % of learners who score their learning experience as 80% or above.
 - > Uptake of learning products by sector as a % of total reach.
 - > % of learners and trainees from the 20% most deprived data zones in Scotland (Scottish Index of Multiple Deprivation (SIMD)).
 - > Net promoter score for stakeholders who rate themselves likely to recommend NES to colleagues and associates.
 - > % of service providers who report utilising NES provided data workforce data.
-



How we will achieve our ambition

The first year of our transformation will be critical to inspiring our people, instilling confidence in our stakeholders and creating the momentum to move projects at pace.

This routemap presents a summary of all key milestones relating to our change journey over the next three years, bringing together both our corporate improvement programme activity and critical enabling works.

Business transformation, research and innovation developments form a crucial part of our change infrastructure and alongside the development of key strategic documents will be critical to the future shape and operations of our organisation.

During the first six months we will focus on defining our change story and engaging people with it, building the capacity and capability for change in the organisation and delivering critical building blocks in our strategic journey such as a new Learning and Education Strategy and Organisational Development Plan. The key components of our organisational development approach are outlined in the following pages.





Create our culture

What is it about?

- › Being clear about the culture that will enable us to most effectively deliver our vision and purpose.
- › Our culture reflects our beliefs, values and motives and is visible through what we do, the way we do it, and the way we work together and with all our stakeholders.

What will it deliver?

- › Staff feel part of an inclusive organisation that values them for their contribution.
- › We integrate behaviours and culture into how we recruit, induct, develop, and manage.
- › We engage with our learners in a person-centred way to develop and deliver quality learning.
- › We reach out to others to understand the outcomes that matter most to them.

The difference our people will see

- › Improved employee engagement.
- › More staff who experience NES as an inclusive organisation.

The difference our partners will see

- › Improved experience of our services from learners and partners.
- › Greater opportunities for collaboration with NES and to work in partnership to support the health and social care system.

Aligned Key Performance Indicators

- › Employee Engagement Index.
 - › Experience of Doctors and Dentists in Training.
 - › % of staff who experience NES as an inclusive organisation.
 - › % of learners who score their learning experience as 80% or above.
 - › Net promoter score for stakeholders who rate themselves likely to recommend NES to colleagues and associates.
 - › Number of education, research and strategic collaborations.
 - › % of technology, data and digital developments which are shaped by staff, learner and partners feedback.
-



Cultivate our capabilities

What is it about?

- > Being clear on the capabilities needed to deliver our vision and purpose.
- > Recruiting and supporting talented, inquisitive, colleagues who understand the skills and knowledge needed for NES to be successful and are supported to proactively and continuously develop them.
- > Learning new things and sharpening our knowledge, skills and capabilities to build our current and future workforce talent pipeline and capability.

What will it deliver?

- > An improved ability to include our learners and those with lived or living experience in design and delivery of our work.
- > A range of resources, planning and support to develop our leaders and managers in NES.
- > A structured set of development supports and opportunities for all staff aligned to individual pathways, with accreditation for those who want it.
- > Clear and easily accessible routes are in place to learn, develop and build on existing and new skills and knowledge.

The difference our people will see

- > Our high reputation as an employer enables us to attract and retain a talented and motivated workforce.
- > More staff feel they have the time and resources available to support their work and development.

The difference our partners will see

- > More learners and those with lived or living experience are involved in the design and delivery of our work.
- > The way that we work increases our flexibility to respond quickly to meet changing needs and expectations.

Aligned Key Performance Indicators

- | | |
|---|---|
| <ul style="list-style-type: none"> > Proportion of staff who report having the time and resources to support their learning and growth. > Staff retention rate (voluntary leavers). > Vacancy rate. > Pay equality. > Diversity of the workforce. | <ul style="list-style-type: none"> > % of staff who experience NES as an inclusive organisation. > % of health and social care workforce who report being confident in using digital ways of working. > Number of NES programmes that can demonstrate active engagement of people with lived or living experience in the development of educational resources designed to support interaction with those who use health and social care services. |
|---|---|
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Connect and collaborate

What is it about?

- › We have the most effective means of communication and collaboration to act as ‘one team’ across NES, ‘bringing it all together’ so that colleagues understand the whole picture, are enabled to most effectively contribute, are up to speed on our progress, and celebrate our success.
- › We move on the journey together through regular and authentic engagement with each other.
- › We use simple language and methods to engage with others.
- › Connecting and collaborating is a way of being internally and externally to achieve the best outcomes across the system.

What will it deliver?

- › Internal and external communities of practice and interest to support collaboration.
- › Short term project-based attachments to support collaborative working internally and externally.
- › Create clear engagement channels to gather workforce, learner, and partner feedback through a range of routes.

The difference our people will see

- › Colleagues have an excellent understanding of their role, its contribution to our strategy, and the impact they are making as an employee of NES.
- › Colleagues understand our plans, our measures of success and our progress in achieving them.
- › Increased engagement and involvement of our workforce, learners, partners, and joint trade unions in shaping what we deliver and how we work together.
- › More involvement in innovation initiatives.

The difference our partners will see

- › Improved experience of working with us and of the services we provide.
 - › Greater opportunities for education, research, and strategic collaborations.
 - › More young people participating on a school-based pilot pathway.
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Connect and collaborate

Aligned Key Performance Indicators

- > Net Promoter Score for stakeholders who rate themselves likely to recommend NES to colleagues and associates.
 - > Number of education, research and strategic collaborations.
 - > Number of innovation initiatives invested in, including in collaboration with other stakeholder organisations.
 - > Number of young people participating on school-based pilot pathway.
-



Co-design quality and excellence in all that we do

What is it about?

- > We actively seek opportunities to co-design our delivery around lived experience.
- > We are proactive in sharing our experience and looking for ways to shine a light on good practice.
- > What we co-design and deliver makes a positive difference and achieves the intended impact for all stakeholders.
- > We are inclusive and create the conditions where co-design is actively encouraged in all we do.

What will it deliver?

- > A greater understanding of the needs of our learners and the communities they work in.
- > Meaningful engagement with our learners, the wider workforce and the communities they serve.
- > A broadened reach across the health and social care sector focused on improving the outcomes that matter most to all of our partners.

The difference our people will see

- > More learners tell us their education and training will improve their practice.
- > More learners rate their learning experience as 80% or above.
- > More staff, learner and partner feedback that states technology, data and digital developments meet their needs.

The difference our partners will see

- > More NES programmes that can demonstrate active engagement of people with lived or living experience in the development of educational resources.

Aligned Key Performance Indicators

- | | |
|--|--|
| <ul style="list-style-type: none"> > % of learners that tell us their education and training will improve their practice. > % of learners that score their learning experience as 80% or above > Funded trainee completion rates. > % of learners and trainees by protected characteristics as compared to the population of Scotland. | <ul style="list-style-type: none"> > Number of NES Programmes that can demonstrate active engagement with people with lived or living experience in the development of educational resources designed to support interaction with those who use health and social care services. > % of technology, data and digital developments that are shaped by staff, learner and partners feedback. |
|--|--|
-

What you will see

Through our change activities you will see our current strengths being preserved and built upon, and people at all levels of our organisation being developed and involved.

We will follow a clear and structured methodology and engage proactively with all involved to encourage collective ownership and management as we seek to streamline processes and systems, cutting across functional boundaries and creating a ‘Once for NES’ approach.

The key milestones on our transformation journey are shown in the following tables:



People

Year 1 (2023–2024)

- › NES Wellbeing Framework launched.
- › Guidance and support for hybrid working within NES.
- › Refreshed NES Stars awards launched.
- › Refreshed behaviours and culture.
- › Recruitment and staff development refreshed to further integrate behaviours and culture.
- › Workforce development fund refocused in alignment with NES annual capabilities plan.

Year 2 (2024–2025)

- › Adoption of NES Educator Quality Standards.
- › Personalised learning interface on Turas.
- › Personalised view for NES staff on Intranet.
- › National eRostering solution implementation.

Year 3 (2025–2026)

- › NES Educator career skills pathway launched.
- › NES Project Support career skills pathway launched.



Partnerships

Year 1 (2023–2024)

- › Publication of NES Learning and Education Strategy.
- › Co-production Framework launched.
- › Communities of practice and interest created to support and enable collaboration.

Year 2 (2024–2025)

- › Reconfiguration of office space to meet learner requirements and future business needs.
- › Publication of Research Strategy.
- › Publication of Innovation Strategy and framework to harness innovation and creativity for improvement.
- › Digital Learning Prospectus delivered.

Year 3 (2025–2026)

- › Career skills pathways for health and social care workforce delivered.
- › NES achieves credit rating status as an organisation.
- › Support for statutory/mandatory training available on Turas for health and social care workforce.



Performance

Year 1 (2023–2024)

- › New NES planning process implemented.
- › External review of Turas functionality.
- › Project-based development opportunities.

Year 2 (2024–2025)

- › New NES HR service delivery model implemented.
- › Adoption of quality system for development and delivery of education programmes and learning resources.
- › NES line manager’s dashboard.

Year 3 (2025–2026)

- › Adoption of national Agenda for Change non-pay policy.
- › Implementation of new NES integrated planning platform.



Getting involved

As part of launching our transformation activity we have developed a communications approach which will ensure our staff and stakeholders understand how we are improving services through our Corporate Improvement programme, how they can be involved in our transformation activities and what impact it will have on them.

We are keen to explore how working collaboratively, with partners at local, regional and system levels we can broaden our reach and contribution to improve outcomes for the people of Scotland.

In May 2023 we published our corporate Communication and Engagement Strategy and set out our intention to reach beyond traditional NHS stakeholders, to social care providers and to public, private and voluntary bodies more generally, developing relationships and working collectively to maximise the societal impact that we make and our role in building careers, lives and the future sustainability of the health and social care workforce.

We are embracing this intention through the communication and engagement approach adopted for our corporate improvement programme which will ensure our staff and stakeholders understand the work we are doing to improve services, how they can be involved in and shape our activities and the impact our change programme will have on them and their experience of working with us.

We are committed to co-design to engage stakeholders, including people with lived experience and carers in the planning and shaping of our products through initiatives such as our Co-production Framework and our Bright Ideas scheme. We will seek to use the right channels for the right audiences and to listen to what people tell us about what is important to them so we can adapt accordingly.

Our communication mechanisms will allow us to work in partnership, engaging and involving people in an ongoing dialogue as well as sharing updates and key messages. A “Tomorrow’s NES” intranet page has been developed to act as a centralised source of information for our staff, which will be supported by regular interactive webinar sessions and video updates.

In the spirit of collaboration, we are keen to explore how through working with partners at local, regional and national levels we can broaden our reach and contribution to improve outcomes for the people of Scotland. To support this intent our communication and engagement activities at a programme level will be bolstered by corporate developments in strategic engagement and collaboration which foster, build and maintain effective relationships with key stakeholders and delivery partners.

If you would like to be involved in our transformation journey, please contact our Corporate Improvement Team at: nes.PMO@nhs.scot for more information.

Appendix 1: NES Strategic Key Performance Indicators





OUR STRATEGY 2023–26

People, Partnership, Performance

ALTERNATIVE FORMATS

This resource may be made available, in full or summary form, in alternative formats and community languages. Please contact us on **0131 656 3200** or email **altformats@nes.scot.nhs.uk** to discuss how we can best meet your requirements.



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