

AGENDA FOR THE ONE HUNDRED AND EIGHTIETH BOARD MEETING

Date: Thursday 23 May 2024

Time: 10:15 – 13:00

Venue: Hybrid meeting: Microsoft Teams / and
Room 1 and 2, West Port 102, Edinburgh EH3 9DN

1. **10:15 Chair's introductory remarks**
2. **10:16 Apologies for absence**
3. **10:17 Declarations of interest**
4. **10:18 Draft Minutes of the One Hundred and Seventy Nineth Board Meeting 28 March 2024** NES/24/28
For Approval
5. **10:20 Matters arising from the Minutes and notification of Any Other Business**
6. **10:21 Actions from previous Board Meetings** NES/24/29
For Review and Approval
7. **Chair and Chief Executive reports**
 - a. **10:25 Chair's Report** NES/24/30
For Information and Assurance
 - b. **10:35 Chief Executive's Report** NES/24/31
For Review and Assurance
8. **Strategic Items**
 - a. **11:05 NES Draft Climate Emergency and Sustainability Strategy 2024-27** NES/24/32
For Review and Approval (J. Boyle)
 - b. **11:20 Draft 2024-25 NES Delivery Plan** NES/24/33
For Approval in principle (C. Bichan)
 - c. **11:30 Strategic Key Performance Indicators: Review** NES/24/34
For Review and Approval (C. Bichan)

11.45 COMFORT BREAK

9. Performance Items

- a. **11:55 Q4 Strategic Risk Report and NES Risk Appetite Proposal** NES/24/35
For Review and Approval (J. Boyle / D. Lewsley)
Quarter 4 Performance Management Reports:
- b. **12:00 Quarter 4 Strategic Key Performance Indicator (SKPI) Report** NES/24/36
For Review and Approval (C. Bichan)
- c. **12:15 Quarter 4 Delivery Report** NES/24/37
For Review and Approval (C. Bichan)

10. Annual Items

- a. **12:30 Whistleblowing Executive Lead Annual Whistleblowing Report 2023/24** NES/24/38
For Review and Approval (C. Bichan)
- b. **12:35 Non-Executive Director Whistleblowing Champion Report 2023/24** NES/24/39
For Approval (G. Mawdsley)
- c. **12:40 2023-24 Equality and Diversity Annual Report** NES/24/40
For Approval (K. Hetherington)

11. Governance Items

11.1 Significant issues to report from Standing Committees:

- a. **12:45 Audit and Risk Committee**
24 April 2024
(J. Ford, verbal update)
- b. **12:48 Staff Governance Committee**
29 April 2024
(N. Henderson, verbal update)
- c. **12:51 Education and Quality Committee**
9 May 2024
(A.Gunner Logan, verbal update)
- d. **12:54 Technology and Information Committee**
13 May 2024
(D. Garbutt, verbal update)

12. Items for Homologation or Noting

12.1 12:58 NES Standing Committee Minutes:

- | | |
|---|-----------|
| a. Audit and Risk Committee, 18 January 2024 | NES/24/41 |
| b. Staff Governance Committee, 22 February 2024 | NES/24/42 |
| c. Education and Quality Committee, 07 March 2024 | NES/24/43 |
| d. Technology and Information Committee, 13 February 2024 | NES/24/44 |

For Homologation

12:59 Any Other Business

13:00 Date and Time of Next Meetings:

- Private Board: 23 May 2024 at 13:10 Hybrid Meeting
- Private Board: 27 June 2024 at 10:15 over TEAMS
- Public Board: 15 August 2024 at 10:15 Hybrid meeting

NHS Education for Scotland (NES)

e-mail: Chair & Chief Executive's Office ceo.nes@nes.scot.nhs.uk

NES/24/28

NHS Education for Scotland

Draft Minutes of the One Hundred and Seventy-Ninth Board Meeting held on 28 March 2024 at 10:15am – 11:20am

This public Board meeting was held in hybrid format via Microsoft Teams and in-person at the NES office at 102 Westport, Edinburgh.

Present: David Garbutt (DG) (Chair)
Ally Boyle (AB), Non-Executive Director
Jim Boyle (JB), Executive Director of Finance
Shona Cowan (SC), Non-Executive Director
Jean Ford (JF), Non-Executive Director – joined the meeting at 10.30am during item 8a
Lynnette Grieve (LG), Non-Executive Director / Employee Director
Annie Gunner Logan (AGL), Non-Executive Director
Nigel Henderson (NH), Non-Executive Director
Gillian Mawdsley (GM), Non-Executive Director / Whistleblowing Champion
Karen Reid (KR), Chief Executive & Accountable Officer
Emma Watson (EW), Executive Medical Director
Karen Wilson (KW), Executive Director of Nursing Midwifery and Allied Health Professionals / Deputy Chief Executive (Clinical)

In attendance: Tracey Ashworth-Davies (TAD), Director of Workforce / Deputy CEO (Corporate)
Christina Bichan (CBi), Director of Planning & Performance
Colin Brown (CB), Head of Strategic Development (CE Office)
Peter Donnelly (PD), Co-opted Education and Quality Committee Member (observing)
David Felix (DF), Postgraduate Dental Dean / Director of Dentistry
Nick Hay (NH), Public Affairs Manager
Kevin Kelman (KK), Director of NHS Scotland Academy, Learning & Innovation
Claire Neary (CN), Policy and Briefings Manager (Social Care)
Gillian Nevin (GN), Assistant Postgraduate Dental Dean (observing)
Gordon Paterson (GP), Director of Social Care
Lorraine Scott (LS), Associate Manager Chair and CEO Office (minute taker)
Andrew Sturrock (AS), Director of Pharmacy
Della Thomas (DT), Board Secretary / Principal Lead Corporate Governance
Christopher Wroath (CW), Director of NES Technology Services

1. Chair's Welcome

- 1.1. The Chair welcomed everyone to the meeting, particularly Peter Donnelly, attending as part of his induction into his role as co-opted Education Quality Committee (EQC) member. He also welcomed Gillian Nevin, Assistant Postgraduate Dental Dean, observing as part of her on-going personal development.

2. Apologies for absence

- 2.1. Apologies were received from Board member, Olga Clayton Non-Executive Director.
- 2.2. Apologies were also received from regular Board attendees; John MacEachen, Head of Corporate Communications and Lindsay Donaldson, Deputy Medical Director.
- 2.3. The Chair noted that Jean Ford would join the meeting at around 10.30am.

3. Declarations of interest

- 3.1. There were no declarations of interest made in relation to the business of today's meeting.

4. Draft Minutes of the One Hundred and Seventy-Eighth Board Meeting - 8 February 2024 (NES/24/18)

- 4.1. The Board reviewed the draft minute of 08 February 2024 meeting and noted some typographical errors for correction at paragraphs 5.1 and 11.1.
- 4.2. The Chair noted that Jean Ford had passed on some comments in relation to the draft minutes pertaining to paragraph 9.16 pertaining to cloud disaster recovery and cyber risk. The Chair asked that Jean Ford and Jim Boyle discussed this out with the Board meeting. The Chair noted that Jean Ford had asked the Board to note that she had already met with Debbie Lewsley, Risk Manager to discuss potential enhancements to the Risk Report.

Action JF/JB

- 4.3. Further to amendments of the typographical errors, the Board approved the minutes.

5. Matters arising from the Minutes and notification of Any Other Business

- 5.1. There were no matters arising in relation to the minutes of the last Board meeting.
- 5.2. There were no notifications of any other business.

6. Actions from previous Board Meetings (NES/23/19)

- 6.1. The Board received the rolling Board action list for review and agreement. The Board noted that 8 actions were marked as completed.
- 6.2. The Board noted that 4 actions remained in progress and were content with the progress update, noting that a further update would be provided at the 23 May 2024 Board meeting.
- 6.3. The Action list was agreed.

7. Chair & Chief Executive Updates

7.1. Chair's Report (NES/23/20)

- 7.1.1. The Chair presented his report, outlining his recent meetings and activity since the 08 February 2024 Board meeting in his roles as Chair of the NES Board and a member of the NHS Scotland (NHSS) Board Chairs Group (BCG).
- 7.1.2. No questions were raised, and the Board noted the content of the report.

7.2. Chief Executive's Report (NES/23/21)

- 7.2.1. The Chair invited Karen Reid to introduce the report.
- 7.2.2. Karen Reid introduced the report and highlighted the following areas:
 - a) Karen Reid congratulated Lynnette Grieve on her re-appointment by the Cabinet Secretary as NES Employee Director.
 - b) Karen Reid congratulated The NES Digitally Enabled Workforce (DEW) Team who were recently presented with the Digital Health and Care Team Award 2024 and acknowledged Tracey Ashworth-Davies excellent leadership of this team.
 - c) Karen Reid expressed her appreciation for the extensive efforts made by David Felix, Tracey Ashworth-Davies, and Karen Wilson in the recent submission to the COVID-19 UK Inquiry. She reported that NES had been well prepared and had adhered to the specified timeline and commended Della Thomas for her outstanding contribution and meticulous attention to detail, which resulted in a robust submission. Karen Reid thanked Nancy El-Faragy, Specialist Research Lead and Christopher Duffy, Senior Admin Officer, who had provided valuable support to Della Thomas in accomplishing this task.
 - d) Karen Reid advised that the Executive Team had been focusing on the budget since December 2023 in order to progress the necessary savings that NES must achieve, meanwhile considering how NES can continue to progress and fulfil the Annual Delivery Plan (ADP) for 2024-2025 and beyond. Karen Reid noted that despite the focus on savings,

directorates are still producing outstanding work and advancing with the NES Transformation Route Map and Corporate Improvement Programme.

- e) The National Care Service Bill has reached agreement at Stage 1, Karen Reid advised that both she and Gordon Paterson are working as part of a tri-partite strategic group with colleagues in Convention of Scottish Local Authorities (COSLA) and Scottish Government to take forward and support the next stage of the process.
- f) A strategic partnership has recently been signed with University of St Andrews and Karen Reid thanked Colin Brown for his commitment to progressing this work.
- g) A webinar for staff, with over 600 participants, took place on 29 February 2024 to communicate NES' financial position and provide an opportunity for staff to ask questions. Karen Reid advised the Board that the answers from the session are now published on the NES intranet. Another webinar hosted by Karen Reid and the Executive Team is scheduled today to offer support to staff during these uncertain times and address any additional questions.

- 7.3. The Chair thanked Karen Reid for her introductory remarks and opened the meeting to questions.
- 7.4. The Board referred to paragraph 3.1.3 (a) of the report and asked what the implications were for teams due to the 48% increase in applications across the UK for doctors in training recruitment.
- 7.5. Emma Watson reported that this is a challenging issue for medical and dental systems, the increase in applicants is due to a change in Home Office rules for all speciality medical posts. She advised the Board that although this has increased the number of applicants, it doesn't match the number of posts available.
- 7.6. The Board referred to paragraph 3.1.4 of the report and asked what the response rate was in relation to the Turas Survey.
- 7.7. Christopher Wroath reported that this was a 50% return rate with over 1000 responses.
- 7.8. The Board asked for some additional information on NES's activity to support the Clinical Entrepreneurial Programme referenced at paragraph 3.1.5 (j) of the report.
- 7.9. Emma Watson advised the Board that Scotland is taking part in a UK wide clinical entrepreneurial programme. She reported that interviews had been held 6 weeks ago and Scottish Fellows had been appointed, 1 of whom will be based in NHS Grampian supporting the radiology entrepreneurship.

- 7.10. Kevin Kelman provided further details to the Board regarding the active participation of colleagues in a clinical entrepreneurial fellowship hosted by Anglia Ruskin University, as well as a further 3 colleagues taking part in the Chief Scientific Officers Innovation Fellowship programme hosted by Guy's and St Thomas NHS Trust, London.
- 7.11. Emma Watson went on to report that the further development of a Scottish Entrepreneurial programme will continue to be explored and asked the Board to note that this development will be dependent on the financial position.
- 7.12. Kevin Kelman suggested that the Board might consider a more detailed update on the entrepreneurial programme at a future meeting given the complexity of the environment.
- 7.13. Karen Reid agreed that this would be a helpful update **Action: KK/DT**
- 7.14. Karen Wilson remarked on the innovative nature of the ePad and referred the Board to paragraph 3.1.6 of the report. She advised that this includes a single practice assessment document for all of Scotland, making it the first national ePad. Karen Wilson reported that there is significant potential for further development, with current plans to introduce it for paramedics. She advised the Board that the Care Inspectorate is also interested in collaborating with Health Improvement Scotland (HIS) to explore potential funding opportunities to support Social Care.
- 7.15. David Felix commented that undergraduate dental has a similar platform called Lift-Up which has been implemented for approximately ten years and is used across the UK.
- 7.16. The Board noted that the report references a Social Care Commission and asked if there were any further details on this.
- 7.17. Karen Reid reported that NES have been commissioned by Scottish Government to work alongside COSLA colleagues and the Scottish Social Services Council (SSSC) to repurpose Turas resources to make these suitable for the Adult Social Care workforce.
- 7.18. The Board noted the roles Karen Reid was undertaking in relation to co-chair of the Joint Negotiating Committee on contract reform and NHS Chief Executive Lead on pay negotiations for 2024-25 and National Care Service and asked for some clarification in relation to these roles.
- 7.19. Karen Reid confirmed that she is not negotiating pay for the National Care Service. She reported that she is, however, part of the tri-partite group and is supporting local government colleagues progressing to Stage 2 of the National Care Service (Scotland) Bill.
- 7.20. The Board referred to the ongoing advancements in Pharmacy that could well assist with backlogs of services, as people become more aware of the support that can be received in Pharmacies and noted this as a positive development.

- 7.21. The Board noted the appointment of Gordon Paterson as the Wellbeing Lead for the Executive Team as a favourable development.
- 7.22. Jim Boyle asked the Board to note that paragraph 3.3.1(b) refers to the Climate Emergency and Sustainability Group meeting. He added that the group discussed the refreshed intranet resources. He advised the Board that these resources will be available to all employees. He asked the Board to note that the group also discussed the common themed work between NES and National Services Scotland (NSS) and noted that it has been agreed that NSS will host an NHS wide package of resources.
- 7.23. Jim Boyle advised that the next Board Development Session on 18 April 2024 will provide an opportunity for the Board to discuss the draft Climate Emergency and Sustainability Strategy in informal session. He went on to report that the Strategy will include a contribution from Gillian Mawdsley, the Non-Executive Director Climate Change Champion, and a foreword from Karen Reid. Jim Boyle advised the Board that there is also an intention to compile a video to assist with the launch of the Strategy document.
- 7.24. Kevin Kelman updated the Board on the skills and simulation infrastructure for NHS Scotland Academy situated within NHS Golden Jubilee. He advised the Board that this is now operational. Kevin Kelman informed the Board that an additional 2 ultrasound training rooms opened in November 2023, and a further 2 endoscopy training rooms are scheduled to open in the next few months.
- 7.25. Tracey Ashworth-Davies updated the Board on the recent changes associated with the non-pay element of the agenda for change pay negotiations which took place at the end of 2023. She reported that as agreed, Agenda for Change staff will reduce their working hours by 30 minutes per week starting on 01 April 2024. Tracey Ashworth-Davies advised the Board that the Partnership Forum will review proposals next week, including a suggestion that the reduction should start on 01 May 2024 with interim measures that staff shall receive 30 minutes of overtime pay between April and May 2024. She went on to advise that line managers will be responsible for coordinating and implementing the reduced working week for staff working remotely.
- 7.26. Karen Reid added that it was important to the establishment of a trusting culture to enable colleagues to manage their workload within the 36-hour workweek.
- 7.27. Karen Reid advised that protective learning time is already provided by NES to ensure employees have sufficient time for necessary job-related learning, which the positive outcomes of mandatory training and iMatter feedback demonstrate this commitment by NES.
- 7.28. The Chair suggested that it might be helpful to establish a monitoring process to ensure staff receive their allocated protected time.

- 7.29. Karen Reid confirmed that NES already provides protected learning time, so there will be no major change in current practice.
- 7.30. Tracey Ashworth-Davies reminded the Board that there is an opportunity for nursing staff to apply for transition from Band 5 to Band 6, and asked the Board to note that NES does not currently employ any Band 5 nurses. She went on to remark that the Unions may propose extending this model to other roles. Karen Reid reported that Christopher Wroath is developing a portal to assist with the transition in response to the Scottish Government's monitoring requirements, the information system is being explored to track submissions from Band 5 nurses for job evaluations. Christopher Wroath is working with NSS to progress a technological solution.
- 7.31. Lynnette Grieve advised the Board that submissions are currently individual, and not from staff groups and asked the Board to note that this may potentially require additional support from NES.
- 7.32. Karen Reid advised the Board that the NHS Chief Executive / SG AfC working group agreed the current approach, with concerns about increased workload noted.
- 7.33. There were no further questions from the Board and the Chair thanked Karen Reid and the Executive Team for the report and the assurance it provided.
- 7.34. The Chair noted the technological difficulties experienced and apologised for the disruption of sound during the discussions on the Chief Executive report. The Chair called a 5-minute break to rectify the technology support and improve sound and quality issues.

8. Governance Reports

8.1. Draft Corporate Governance Blueprint Improvement Plan (NES/24/22)

- 8.1.1. The Chair invited Della Thomas to present the Draft Corporate Governance Blueprint Improvement Plan to the Board for approval.
- 8.1.2. Della Thomas highlighted the Board Development workshop that had taken place on 19 January 2024 to discuss the results of the NES Corporate Governance Blueprint Self-Assessment. She reported that this had been attended by Board members and regular attendees of the Board and the excellent existing levels of governance in place had been acknowledged and received positive feedback from those present. Della Thomas reported that suggestions for areas of improvement were made during the session, and these have been added to the Scottish Government template which is included within the report. Della Thomas advised that the initial deadline for submission of the governance improvement plan to Scottish Government was the end of March. She remarked that we have recently been notified that this has been extended to 26 April 2024. She suggested that since the NES Governance Improvement Plan is complete, it is proposed to submit to Scottish Government before the extended date, subject to Board approval.

- 8.1.3. The Chair opened the meeting to members for questions.
- 8.1.4. The effectiveness of the process was noted by the Board. The Board suggested that the engaging with stakeholders section could be further developed to include our approach to internal staff engagement. **Action: DT**
- 8.1.5. The Board asked for clarification in relation to taking forward cost efficiency and savings and Best Value.
- 8.1.6. Karen Reid reported that the Transformation Group had discussed this and whilst cost savings are important, evaluating quality improvement is equally important. She advised that by implementing the 7 principles of best value, which demonstrate the Board's application of these principles to develop projects, it strengthens the emphasis in these areas and supports the organisations operational methods and business model.
- 8.1.7. There were no further questions from the Board and the Chair thanked Della Thomas for her work in preparing the Corporate Governance Blueprint Improvement Plan.
- 8.1.8. Further to the amendment agreed, the Board approved the NES Corporate Governance Blueprint Improvement Plan for onward submission to Scottish Government.

8.2. Draft Board Schedule of Business 2024-25 (NES/24/23)

- 8.2.1. The Chair invited Della Thomas to introduce this item.
- 8.2.2. Della Thomas reported that the Schedule of Business (SoB) is brought to the Board on an annual basis and is based on the 2023-24 rolling schedule of business. She reported that additions to the 2024-25 Board SoB are detailed in paragraph 6.2 of the cover paper.
- 8.2.3. Della Thomas advised that the Annual Delivery Plan (ADP) shall now come to the NES Board on the 23 May 2024, for approval and this will be an amendment to the SoB.
- 8.2.4. Della Thomas asked the Board to note that the Boards compliance was last reviewed in 2020-21. She reported that as part of due diligence, compliance is currently being reviewed and she advised that this may result in some amendments to the SoB.
- 8.2.5. Karen Reid requested a further amendment to the SoB noting that the Vice Chair Review of appointment is Biennial and will not take place this financial year.
- 8.2.6. The Board approved the Schedule of Business for 2024-25 following the above amendments.

8.3. **Re-appointment of Employee Director**

- 8.3.1. The Chair invited the Board to homologate the re-appointment of Lynnette Grieve as NES Employee Director for another 4 years and congratulated her on this position.
- 8.3.2. The Board homologated this decision.

8.4. **Significant Issues to Report from Recent Standing Committees**

8.4.1. **Technology and Information Committee – 13 February 2024**

- a) The Chair gave a brief overview from the meeting held on the 13 February 2024 highlighting that the Committee had discussed issues associated with funding the NES and Scottish Government Digital Health and Care workplans and had noted that NES Technology Service senior leadership team were scenario planning for potential impact to delivery. The Chair reported that cyber security was discussed and increasing staff awareness of cyber security had been raised. He advised that the Committee had asked if the Executive Team could review the cyber security top tips staff training module to determine whether it should be included as essential learning for staff. The Chair went on to report that there is now a degree level programme for digital skills and leadership. The Chair asked the Board to note that the Turas Refresh Programme Board provides progress reports to the Technology and Information Committee.
- b) Christopher Wroath updated the Board that whilst the funding issues have slowed progression with some programmes, a recent meeting with the Digital Health and Care Directorate at Scottish Government provided positive feedback on the funding for the 3 major projects. He outlined that these are the National Digital Platform, the Digital Front Door and the Digital Prescribing Pathways.
- c) The Board noted the recent Cyber security risk to the NHS and asked how this affected NES.
- d) Karen Reid advised that when the security breach was raised colleagues liaised with the security network and were given assurance that NES was not impacted by this.
- e) Christopher Wroath reported that this incident had no effect to NES and advised that it was the security operation centre which identified the inappropriate activity in a particular Board. He asked the Board to note that NES have been working with the operation centre to protect the organisation, and that NES are one of the 3 lead Boards.

8.4.2. **Staff Governance Committee – 22 February 2024**

- a) Nigel Henderson provided an update from the last meeting on 22 February 2024 and noted that this was Anne Currie's last meeting as Chair. He reported that the Strategic Key Performance Indicators (SKPI) and strategic risks delegated to the Committee were reviewed, noting that the current fiscal environment may have an impact on these in relation to workforce. Nigel Henderson reported that Christina Bichan presented the Whistleblowing report for Quarter 3 highlighting that NES achieved the highest score in the iMatter survey for questions asked relating to whistleblowing. Although these questions are not mandatory, NES staff demonstrated a commendable rate of completion. The trends observed through these responses will be reviewed in the coming years.

8.4.3. **Education and Quality Committee – 7 March 2024**

- a) Annie Gunner Logan, the Chair of the Committee provided an update from the last meeting on 7 March 2024. She advised that the plans for the medical education reform will be shared through the EQC and then to a future NES Board meeting. Annie Gunner Logan reported that the Committee delegated SKPIs were discussed, and she asked the Board to note that these will be monitored through the Learning Education and Quality Strategy. She advised that the EQC noted that Committee members were keen to contribute to the review of the SKPIs in a way that is appropriate.

8.5. **NES Standing Committee Minutes:**

8.5.1. **Technology and Information Committee, 30 October 2023 (NES/24/24)**

The minutes of this meeting were homologated by the Board.

8.5.2. **Staff Governance Committee, 2 November 2023 (NES/24/25)**

The minutes of this meeting were homologated by the Board.

8.5.3. **Education and Quality Committee, 7 December 2023 (NES/24/26)**

The minutes of this meeting were homologated by the Board.

9. **Any Other Business**

- 9.1. There was no other business requiring consideration at this meeting.

10. Date and Time of Next Meetings

- a) Private Board: 28 March 2024 follows on from Public Board (hybrid)
- b) Public Board: 23 May 2024, Hybrid Meeting

The Chair thanked everyone for their attendance and closed the meeting at 11:20am

LS/DT/KR/DG
NES
March 2024
v.03

Rolling Action List arising from Board meetings

Minute	Title	Action	Responsibility	Date required	Status and date of completion
Actions agreed at Board meeting on 23 March 2024					
4.2	Draft Minutes of the Public Board Meeting - 8 February 2024	JF and JB to discuss the cloud disaster recovery and cyber risk as noted in paragraph 9.16 of the 8 February 2024 Public Board minute	JF/JB	23 May 2024	Complete This topic was discussed in detail at the Technology and Information Committee on 13 May 2024.
7.13	Chief Executive's Report	KK to provide a more detailed update to the Board on the entrepreneur programme	KK /DT	23 May 2024	Complete A session on the Clinical Entrepreneurial Programme has been scheduled for the 24 October 2024 Board Development meeting.
8.1.4	Draft Corporate Governance Blueprint Improvement Plan	The engaging with stakeholders section of the improvement plan to be further developed to include the Boards approach to internal staff engagement.	DT	02 April 2024	Complete The addition was made, and the revised version was approved by the Chair and CEO. The Draft Corporate Governance Blueprint Improvement Plan was submitted to Scottish Government (SG) on 02 April 2024 ahead of the SG submission deadline.
Actions agreed at Board meeting on 8 February 2024					
8.7	Learning and Education Strategy	A process to be agreed to thank stakeholders who have contributed to the development of the strategy.	RR/KK	23 May 2024	In Progress
8.8	Learning and Education Strategy	The strategy is to be distilled into a short summary document that could used for such things as NES corporate induction.	RR/KK	23 May 2024	In Progress
9.10	Q3 Finance Report	KR/JB to re-visit the framing of the Turas project beyond phase one risk and to make any amendments as appropriate.	KR/JB	23 May 2024	Complete This risk was reviewed and is reported

Minute	Title	Action	Responsibility	Date required	Status and date of completion
					back to Board as part of the Q4 Risk reporting process due on 23 May 2024.
9.18	Q3 Strategic Risk Report	JB and KR to review Strategic Risk number 8 to see if risk could be reframed to reflect the mitigating actions.	JB/KR	23 May 2024	Complete This risk was reviewed, and scoring was reduced due to mitigating actions. It will be reported back to Board as part of the Q4 Risk reporting process due on 23 May 2024.

NES
LS/DT
April 2024



NES/24/30

CHAIR'S REPORT

David Garbutt, Chair of NES Board

23 May 2024

May 2024

1. Introduction

- 1.1. Since the last Board meeting on the 28 March 2024, I have attended meetings and events in addition to internal NES meetings, Board and Standing Committees. I have provided a summary below.

2. Summary of Engagement March 2024

- 2.1. On the 25 March 2024, I joined the NHS Board Chairs Private (BCG) Private Meeting with other NHS Board Chairs and the Chief Executive NHS Scotland. Discussion focused on NHS Reform, Audit Scotland and BCG Away Days.
- 2.2. I joined the NES and Scottish Social Services Council (SSSC) Chair and Chief Executive meeting on 25 March 2024. The meeting discussed the Joint Delivery Plan and the Joint NES Board and SSSC Board Council development session. Della Thomas, Board Secretary is developing the programme and finalising requirements for the session.
- 2.3. At the 27 March 2024 Improving Wellbeing and Workforce Culture Strategy Board we discussed funding, leadership and General Medical Council workshops.

3. Summary of Engagement April 2024

- 3.1. In early April I attended a Board Chairs meeting to discuss the future approach to Primary Care and to develop the Chairs future thoughts about the priorities needed for fundamental change. This was to prepare a presentation to the Cabinet Secretary on 17 April when a wide ranging discussion was held on population Health and the potential for improving primary care.
- 3.2. During the month of April, I held 6-month review meetings with our new non-executive colleagues, Olga Clayton, Nigel Henderson, Ally Boyle and Shona Cowan and had appraisal meetings with Jean Ford, Gillian Mawdsley, Lynnette Grieve & Annie Gunner Logan, non-executive members. I have also conducted my grandparent and appraiser roles for the NES Executive Team's end of year reviews.
- 3.3. I attended the Chair Action Learning Set meeting on the 11 April. The meeting looked at the barriers presented when implementing transformational change
- 3.4. I participated in the NHS Chairs Meeting with the Cabinet Secretary for NHS Recovery, Health and Social Care on 17 April. The meeting covered NHS Recovery and performance, preventative and proactive care and reform.

- 3.5. Liz Mallinson, Non-Executive Director, NHS 24, is shadowing me as part of her Aspiring Chair role. Liz has joined me at various meetings as part of this and I will be mentoring Liz during her time on the Aspiring Chair Programme.
- 3.6. The NHS Board Chairs Group private meeting was held on the 22 April. The agenda covered Primary Care, the reshaping of services to focus on population health, proposals for a National Strategic Planning Group and developed the programme for the next Board Chairs Group away day.
- 3.7. I attended The Board Development Reference Group on 22 April 2024. This reference group discussed the role of the Reference Group in light of the creation of an SG led Governance Group; the financial report; the 2024 aspiring chairs programme and the blueprint self-assessment themes across Scotland.
- 3.8. On 3 May I attended a joint BCE/BCG meeting with Audit Scotland representatives. This meeting considered the options for priority areas for Scrutiny, by Audit Scotland, into NHS areas. These would include Finance and delivery performance, a series of spotlight audits to provide a deep dive into thematic areas and services, and other health performance audits such as mental health and the GMS contract. Other options remained for further consideration and these were; Governance, Urgent and Unscheduled Care. Service specific areas such as oncology, orthopaedics, and ophthalmology.
- 3.9. On 8 May I met with Tom Steele, in relation to his work with Innovation and digital development. We also included colleagues from The Promise Scotland to ascertain if there were opportunities to support The Promise activities through the digital agenda
- 3.10. **NES Annual Virtual Conference 2024 – Developing a Compassionate, Skilled and Sustainable Workforce Through Innovative Education and Technology**
I had the pleasure of closing the annual conference which took place over the 25 and 26 April. The event was very successful and welcomed over 1900 virtual attendees. It focused on a range of topics from civility in healthcare to how Artificial Intelligence will impact and support healthcare. A thank you to all colleagues, presenters and organisers who made this such a success.
- 3.11. **Non-Executive Board Recruitment**
A successful NES Board Non-Executive Applicants Session was held on 1 April 2024 which allowed interested applicants to hear about NES, the Role of Non-Executives and provided the platform for questions to be asked and answered. A shortlisting meeting was on held on 23 April 2024 which resulted in five candidates being invited for interviews which will take place on 15 May 2024.

**David Garbutt
Chair**

NES
NES/24/31
Item 7(b)
May 2024

Chief Executive's Report

Professor Karen Reid, Chief Executive



Date: May 2024

1. Introduction

- a) The agenda for our May Board meeting includes two key strategic items which demonstrate our direction of travel and future priorities as an organisation. The Draft 2024-25 NES Delivery Plan sets out our intended areas of focus for the 2024/25 financial year in the context of our 2023-26 NES Strategy and the medium-term priorities agreed with our Scottish Government sponsor team as part of our three-year Medium-Term Plan. NES's strategy on Climate Emergency and Sustainability for 2024–27 will support the wider NHS Scotland effort to address the climate emergency. To support NES's ambition in this area, we have developed a detailed Action Plan comprising both short- and long-term actions and goals.
- b) The Board will also receive a number of annual, performance and governance items for review and approval including the Non-Executive and Executive annual reports as per the NHS Scotland's national Whistleblowing standards, the 2023-24 Quarter 4 Strategic Risk and Appetite Report and Performance reports. The 2023-24 Equality and Diversity Annual Report is also for Board approval.

2. Updates and Announcements

2.1. COVID-19 Public Inquiries

- a) NES continues to engage in the regular meetings organised by the Central Legal Office. This provides an opportunity to receive updates on progress of both Scottish and UK Inquiries and resolve queries.
- b) It is likely that work will continue for NES in respect of both Public Inquires throughout the 2024-2025 business year.
- c) The Scottish Inquiry Health and Social Care 'Impact Hearings' are running from 15 April 2024 until 1 June 2024. The Scottish Inquiry Education and Young People 'Impact Hearings' are expected to commence August/September 2024.
- d) Module 3 of the UK Inquiry is focusing on the impact of COVID-19 on the UK's healthcare systems. The NHS Scotland territorial and national Health Boards (including NES), Public Health Scotland and National Services Scotland have all been granted Core Participant status. A preliminary hearing took place on 10 April 2024 and the hearing dates for oral evidence have been scheduled for 10 weeks over September to November 2024.

2.2. National Care Services (NCS)

- a) Minister for Social Care, Mental Wellbeing and Sport Maree Todd has written to the Health, Social Care and Sport Committee to provide the Scottish Government's [full response](#) to the Committee's Stage 1 report.
- b) Within this, the Minister responded to the particular conditions the Committee had set out for recommending that the general principles of the Bill be approved:

- An Expert Advisory Group (ELAG) has been established to supplement and augment current engagement and to bring specific focus to the process for the further development of Stage 2 amendments. The [Terms of Reference](#) have been published and the first meeting took place on 28 March.
- The Scottish Government will work with Parliament to agree timings for the Stage 2 deadline.
- The Scottish Government have agreed to provide the full text of amendments intended to be lodged at Stage 2, a marked-up version of the Bill and an updated Policy Memorandum and Explanatory Notes to the Committee no later than June 2024.

2.3. Announcements

a) **Dr Ailsa Power, Associate Postgraduate Pharmacy Dean**

I would like to wish Alisa Power well in her retirement. Alisa is retiring at the beginning of June 2024 and has been with NES since April 2004. She has successfully led the Pharmacist Initial Education & Training Team through periods of significant development and growth for the profession and more recently responding to large scale General Pharmaceutical Council reforms of Pharmacy education and training across the UK.

3. Our Strategic Themes

This section of the report provides key developments and updates from NES Directorates in the context of the key strategic themes from our NES Strategy 2023- 26: People, Partnerships and Performance.



3.1. People – How are we supporting our staff, learners and trainees

3.1.1. Chief Executive Update

- a) I continue to enjoy meeting with a range of NES staff either to discuss key NES programmes and initiatives or as part of their induction. Since the last Board meeting, I am continuing to connect with NES staff to communicate key strategic messages through all-staff webinars. We continue to get good attendance at these sessions which provide colleagues with a platform to share their views, raise concerns and ask questions. The most recent webinar on NES fiscal position had over 600 participants with many questions being asked. A formal Q & A response will be published on the intranet.

I am looking forward to engaging with staff at the next all staff webinar on 5 June 2024.

- b) I had the pleasure of opening the 2024 NES Annual Virtual Conference. The focus was on developing a compassionate, skilled and sustainable Workforce Through Innovative Education and Technology. NES welcomed over 1900 virtual attendees over 25 and 26 April 2024. The multi-directorate, multi-professional conference had more than 300 presenters and topics ranged from civility in healthcare to how Artificial Intelligence will impact and support healthcare. The enthusiasm and passion for health and care education from all participants and presenters was palpable. A huge thank you to staff all who organised and supported the event.

3.1.2. Dental including Healthcare Science

- a) **Dental Trainee Recruitment**
Recruitment to Dental Core Training (DCT) posts starting in September 2024 is currently underway. This is undertaken on a UK wide basis and there has been a 142% increase in applications for DCT1 posts.
- b) **Dental Vocational Training Trainer Recruitment**
There has been a 25% increase in trainer applications compared to last year. This includes a significantly higher number of 'new' applicants. A revised approach to advertising was applied, including significant use of social media, to heighten awareness of the recruitment dates. The level of interest in becoming a trainer in Scotland contrasts with a significant reduction in applications in other parts of the UK.
- c) **General Dental Council (GDC) Workforce Report**
The General Dental Council has published a summary of the working patterns of dental registrants. The data can be accessed [here](#). Currently the data that is available is at a high level although it is anticipated that it will be possible to break this down by individual health boards in Scotland.
- d) **Safe Practitioner Framework Transition Action Plan**
Working with our regulatory and awarding bodies we are currently producing

'Transition Action Plans' that will formulate how the existing pre-registration qualifications for Dental Nurses and Orthodontic Therapists will be adapted to meet the requirements of the [GDC Safe Practitioner Framework](#) by August 2025.

- e) **Orthodontic Therapy**
A new cohort of trainees will commence in Autumn 2024. More than one third of successful applicants will be based in remote and rural NHS Boards.
- f) **Modern Apprenticeship in Dental Nursing**
Skills Development Scotland (SDS) have now completed the evaluation of all tenders received for the 2024-2025 contract. NES Dental submitted a bid for a total of 100 funded places for the Modern Apprenticeship in Dental Nursing (Scottish Credit and Qualifications Framework (SCQF) 7). A total of 65 places have been allocated to NES for the coming contract year.
- g) **Jennifer Knights, Specialist Research Lead in Clinical Effectiveness**
Congratulations to Jennifer who has been nominated for a Universitas 21 (U21) Leaders of the Future Award for her PhD studies. Universitas 21 is a unique global network that brings together 29 world-leading, research-intensive universities who are leading change, empowering and educating others and collaborating globally.

3.1.3. Healthcare Science (HCS)

- a) Our guide to [Healthcare Science support worker development](#) was published in March 2024 which completed the project commission from Scottish Government. We will promote the framework through 2024 with an impact study planned for the Autumn.
- b) As an adjunct to this work, we will continue to offer support for science graduates in laboratory support worker roles undertaking non-accredited degree assessment by the Institute of Biomedical Science. This scheme gives applicants guidance on the top-up modules needed for Health and Care Professions Council (HCPC) registration. 25 applicants were offered support in 2023-24 and we are gathering information on their progress towards registration.
- c) We have issued service level agreements to NHS Boards that support 3-year clinical scientist training posts. We expect to support 24 postgraduate clinical scientist trainees from September 2024. We will also run our annual expressions of interest exercise from service in May 2024 to gauge demand for the next cohort of training posts in 2025.
- d) The Scottish Government has published an overarching strategy document [Healthcare Science in Scotland: Defining our Strategic Approach](#) that will be supplemented by a series of position papers during 2024 from subgroups including education and training, which is co-chaired Dr Robert Farley, Health Care Science Associate Director at NES. We expect a report from Scottish Government on the education and training strategy in July 2024.

- e) We are commencing work with colleagues from the NHS Academy in two specific areas relating to Decontamination Unit workforce training and a laboratory placement pathway to assist with Biomedical Scientist registration.
- f) Our Spring Newsletter [Notice Board](#) was published April 2024.

3.1.4. Medical

a) **Official launch of Gateway C – 30 April 2024**

Cancer remains the largest burden of disease across Scotland. Around 35,400 people are diagnosed with cancer in Scotland each year – more than 4 people every hour. [The Cancer Strategy for Scotland 2023–33](#) reflects on Cancer Research UK evidence that cancer incidence is expected to increase, with the number of cases projected to rise by nearly one fifth, to around 42,100 new cases per year by 2040. Earlier diagnosis has a crucial role to play in improving cancer outcomes across Scotland.

To support this, the Scottish Government's Detect Cancer Earlier (DCE) Programme in partnership with NHS Education for Scotland (NES) have commissioned the rollout of Gateway C across NHS Scotland, following a successful launch across NHS England and Wales.

Gateway C is a free online education resource that supports clinical decision-making, earlier detection of cancer and improved management, care and support for people affected by cancer. The resource is evidence-based and available to any member of the primary care clinical team. The content has been clinically reviewed to ensure that it is relevant and specific to NHS Scotland. 22 courses will be available from the 30 April 2024, with additional educational resources released throughout the year.

b) **Enhanced Monitoring**

There are no new cases of enhanced monitoring, and the Deanery continues to support 5 cases. All cases are currently receiving Deanery support to address remaining concerns: -

- NHS Greater Glasgow and Clyde (GG&C) - QEUH (General Medicine & Acute Medicine) - An Enhanced Monitoring re-visit took place with the General Medical Council (GMC) on 13 and 14 March 2024. Significant continuing engagement and collaboration was noted, and the visit report is in progress. A meeting has taken place with the GMC regarding the Enhanced Monitoring case and a formal update is awaited from them. A SMART objective setting meeting will take place on 30 May 2024 and an Action Plan Review Meeting will take place on 15 August 2024.
- NHS Ayrshire and Arran (A&A), University Hospital Ayr (General (Internal) Medicine & Acute Medicine) - An enhanced monitoring re-visit with the GMC took place on 12 April 2024. The visit panel noted a huge improvement in the site, with progress being made in patient safety and training opportunities for trainees. The visit report is in progress. Discussion took place with the GMC after the visit, and it was agreed a meeting will be held in four months to review

the two outstanding GMC requirements. If it is found that progress has been maintained, then GMC & NES will discuss if a referral to de-escalate would be appropriate. SMART objective setting meeting and an Action Plan Review meeting dates have still to be agreed.

- c) **National Centre for Remote and Rural Health and Care**
The National Centre for Remote and Rural Health and Social Care (the Centre) delivered by NES on behalf of the Scottish Government, continues to deliver priority programme of work in response to identified needs and to identify new and emerging priorities to be addressed in improving rural and island health and care recruitment, retention, education, research, leadership and good practice. The Centre was established in October 2023 with an agreed plan to deliver impact across rural and island Primary Care in Phase 1 until September 2025. The Centre team have delivered on all 0–6 month targets.
- d) **Remote and Rural Education and training**
Funding was awarded for 15 multidisciplinary rural practitioners to undertake the new National Centre Rural Advanced Practitioner MSc and Diploma Programme. The programme is delivered by the University of Highlands and Islands. The funding call to support another 10 rural practitioners to undertake the programme will be opened in early 2024.
- e) **Rural Workplace Supervision Hub**
The hub has been established with accessible resources and a rural supervisor network to support and grow a cohort of multidisciplinary rural supervisors who will promote excellence in rural practice and supervision across Scotland.
- f) **Remote and Rural Research and Evaluation**
A first round of funding has been awarded to support increased rural practitioner educational and research development. Applications for further practitioner funding awards will open in May 2024.

A range of priority research and evaluation programmes are underway to support work across the 4 pillars of the National Centre programme of work for 2024.

3.1.5. NES Technology Service (NTS)

- a) **The Knowledge Network Redesign**
The Knowledge Network is a [website](#) which provides free access for health and social care staff to a wide range of evidence summaries, journals, books, and databases. The site was rebuilt with new technology and redesigned in collaboration with the Knowledge Services team to ensure the services are easy to use and can be accessed securely. The new Knowledge Network website went live on 30 April 2024. The knowledge services team will be providing daily tours of the new site running from 1-10 May 2024 along with some train the trainer sessions in early May to support library services in the health boards. A communication toolkit is also being developed to support promotional activities.
- b) **Electronic Practice Assessment Document (ePAD)**
New functionality allows student nurses to record placement assessments and

progress digitally for review and sign-off. New functionality has been developed to implement a Learning Development Support Plan to support student nurses in area(s) that need specific support to achieve learning outcomes or professional standards.

c) **Workforce Data Enhancements**

NES Technology Service has managed to successfully import eESS data. This capability will allow establishment of a nightly import to enhance the workforce data held by NES. This has been complex and difficult due to the challenging structure of the technology supporting eESS. Further analysis work is underway on how to maximise the value across all NES systems that consume workforce data.

3.1.6. NHS Scotland Academy, Learning and Innovation (NHSSA, L&I)

a) **Learning Strategy and Collaboration**

The Directorate is supporting Strategic Key Performance Indicators (SKPIs) under the auspices of Education and Quality Committee (EQC) through a sub-group of Education and Quality Executive Group (EQEG). The sub-group composed of EQEG members has been augmented to include additional representation from NES Technology Services and Planning and Corporate Resources and is continuing to review the status of those SKPI measures related to the remitted responsibilities of the EQC. Following discussion of the SKPI measures at EQC meeting on 7 March 2024, the remainder were considered by the sub-group on 19 March 2024. Once there is consensus on the defined purpose and scope of each SKPI, the sub-group will focus its attention on identifying appropriate metrics, understanding current data collection (including gaps) and reporting capabilities. Progress will be reported via EQEG to EQC, with Board oversight via the quarterly Board performance report.

b) **Learning and Education Quality System (LEQS)**

The LEQS project is making good progress and the following workstream updates are noted below: -

- Analysis of the external requirements of the Quality Policies Framework is complete and focus is now on the commissioning strand of the product lifecycle to build an 'as is' vision which will be developed over the coming weeks.
- A User Engagement literature review is currently in progress and discovery work is also underway. A User Engagement Workshop was held on 29 April 2024.
- The Educator Capabilities Framework received a positive response at NES Partnership Forum. Following feedback from the educator review group, this went to the NES Executive Team for approval on 27 March 2024 and was launched as a pilot in early May.
- A draft Glossary of Terms for the Practice Learning Environment has been developed, covering supervisors and practice learning itself and a list of

ambiguous terms is currently being reviewed. Assessing commonality in the preparation of supervisors in practice is also being carried out.

Discovery work for the Learning Design and Practice workstream is being analysed, fleshing out what resources and guidance will look like, and grouping those resources together into 4 broad areas across the Archetypes: (i) identifying learner needs, (ii) planning and designing learner resources, (iii) development and delivery to the learner, and (iv) evaluating impact on the learner.

- The former Lived Experience and Co-Production workstream title has changed to Involving People and Communities to better reflect the wide array of ways to engage with external communities (with co-production being just one of those methods). Feedback on the “The Involving People and Communities Framework” which had featured at a recent Educational Leadership Group has been analysed prior to submission to the NES Executive Team on 23 April 2024 with a set of recommendations on requirements ahead of implementation.
- A second Quality Management, Assurance and Enhancement workshop has been held to seek and collate details of the mechanics of existing processes to help inform the development of the governance and decision-making structures around the Quality System. Programme management data mapped against Archetype 4 which comprises of four main education archetypes - Archetype 1: Non-interactive learning resources, Archetype 2: Interactive learning resources, Archetype 3: Facilitated courses, Archetype 4: Programmes of learning. This is being captured and this will be re-worked proportionately for the other Archetypes. The mapping process closed on 22 March 2024, and this has been followed by a period of consolidation.
- A staff Webinar on the Learning and Education Strategy was held on 24 April 2024 for all NES Staff, while Involving People & Communities and the Educator Capabilities Framework both featured in the learning at Work Week.

c) **Turas Learn Update**

12 out of the 22 NHS Boards in Scotland are using Learn as their learning management system. NHS Golden Jubilee will start using Learn on 1 May 2024 for mandatory and induction training moving to a full-go live at the end of the month. As of 19 April 2024, 25.4K learning resources are hosted on Turas Learn. New modules for the Scottish National Blood Transfusion Service went live as planned for 1 April 2024. Other recent NES Turas Learn content projects completed include Scottish Improvement Leader Programme’s (ScIL) new learning programme and new and updated modules along with a restructure of the learning site for Promoting Effective Immunisation Practice (PEIP). In addition to this, a Content Governance Report has been developed which provides a Dashboard for NES Directorates and other organisations using Learn to periodically review their content.

d) **eLearning Team**

The eLearning Team within NHS Education for Scotland designs, develops and tests modules for content owners and educators across NES Directorates, and supports a network of staff across NES who develop modules within their

disciplines/directorates. From 1 April 2023 to 31 March 2024 59 new modules completed, 304 modules tested, 58 modules rebuilt and 59 modules updated.

The eLearning module development projects re-build of the 24 x Promoting Effective Immunisation Practice (PEIP) modules and testing and accessibility updates for Scottish Government Children's Rights module have recently completed. These are now ready to be hosted on Turas Learn.

c) **Technology Enhanced Learning (TEL) Update**

Design and development work continues to progress on the completion of the suite of TEL Facilitation modules which are hosted on the Technology Enhanced Learning Design and Facilitation Turas Learn page. There are two suites of eLearning modules, Design and Facilitation, hosted on Turas Learn which are intended to support staff holistically in developing quality educational products, with effective use of technologies. Modules can be completed individually, or together to form a programme which is produced and maintained by NES TEL team. Modules are also linked to relevant guidance, checklists and templates.

A pilot programme of short sessions providing guidance on effective use of technologies for learning for Greater Glasgow and Clyde (GG&C) colleagues has now been completed. This set of seven sessions, which ran from September 2023 to March 2024, will be evaluated by GG&C Learning and Education colleagues, with an evaluation report expected in April 2024.

An ['Introduction to Generative AI'](#) Sway resource has been launched, which was developed by the TEL Team in collaboration with NES Information Governance colleagues.

d) **Digital library services**

Planning for the next tender of subscription resource, started in April 2024. The Knowledge Network value and impact survey which opened during February and March 2024 received 948 responses. The results from this survey have been analysed and a report was published at the end of April 2024. Two years' worth of usage data from the current Tender period (April 2022-March 2024) is also being collated and reviewed to inform purchasing decisions.

The team have been working with one of our external suppliers to transition their leadership and self-development resource MindTools to a new platform. This will happen on 21 May 2024.

e) **Innovation & Workforce Diversification - Accelerated National Innovation Adoption (ANIA) Pathway**

Workforce and education checklists capture baseline skills, skills gaps and education needs are now embedded and consistently used with effect in ANIA programmes.

Heart Failure and Pharmacogenetics ANIA programmes continue to progress, with NES input to education needs and workforce models. Considerations for Point of Care Testing (POCT) is now underway.

With NES Technology Services (NTS) now confirmed as the ANIA preferred digital provider, both NTS and NES workforce can increasingly work closely with

stakeholders and at early-stage consideration of ANIA workstreams, maximising utility of intelligence.

f) **Collaboration and Partnerships**

Partnership activity is progressing with the Digital Health and Care Innovation (DHI) Centre and University of Strathclyde specific to innovation.

Discussions are developing regarding specifics of innovation in NES and Scottish Funding Council (SFC) joint action plan.

Collaborative discussion is also developing with Glasgow School of Art (GSA).

g) **NHS Clinical Entrepreneur Programme (CEP)**

Active participation in Scotland's coordination group for the NHS Clinical Entrepreneur programme, following contribution to recruitment and selection of fellows to cohort 8. This cohort launched in March 2024 and NES represented Scotland at the welcome event for cohort 8 on 19 March 2024. Ongoing discussions led by The Digital Health and Care Innovation Centre (DHI) regarding funding for Scottish participants.

h) **Medical Associate Professions (MAPs)**

Medical Associate Professions implementation plan is ongoing. NES delivered the national event on 26 March 2024: "MAPs – Next Steps for NHS Scotland". This event brought together stakeholders and strategic partners to progress and enhance service understanding and opportunities for greater integration of MAPs for service resilience. A session was also held at the NHS Education Conference. We are actively communicating a cautious expansion in Scotland to try to mitigate some of the negative views from the BMA, junior doctors, and others.

Collaboration is continuing with Scottish Government and General Medical Council with regard to regulation of Physician Associate and Anaesthesia Associate. The Anaesthesia Associates and Physician Associates Order 2024 passed the House of Lords scrutiny late February 2024, proceeding to Royal Assent. GMC consultation on the processes for regulation has now commenced.

i) **TURAS Refresh**

The Turas Refresh Programme has come to the end of its first phase which focused on discovery and has culminated in the drafting of an Outline Business Case (OBC). This phase included a series of engagements including an externally commissioned Organisational Requirements Project; an externally commissioned Technical Review of the existing technology and a user survey on the Turas Platform.

The OBC was presented to the Technology and Information Committee at its meeting on the 13 May 2024. The OBC will next be presented to Scottish Government to gain formal backing.

In the meantime, the programme team have started work on Phase Two of the programme which will cover the six months from April 2024 – September 2024 and will focus on establishing specific requirements, developing a detailed programme plan and continuing and enhancing engagement with key

stakeholders including learners, educators and organisations both within and beyond NES.

3.1.7. Nursing, Midwifery & Allied Health Professions (NMAHP)

- a) The first nurse endoscopy career development framework was published in 2019, to help address workforce and service needs identified by the Scottish Government (SG) [Endoscopy Action Plan \(2019\)](#). The covid pandemic had a significant impact on endoscopy services and as a result SG published a revised [Endoscopy and Urology Diagnostic Recovery and Renewal Plan \(2021\)](#).

Aligned to the Endoscopy and Urology Diagnostic Recovery and Renewal Plan, NES NMAHP undertook to review the original career development framework. Subsequently, a revised [Career development framework for non-medical endoscopist](#) launched in March 2024. This framework reflects the evolving clinical, educational and legal requirements of the role.

The purpose of the non-medical endoscopy career development framework is to provide a structured approach to education and training that ensures all non-medical endoscopists in Scotland qualify with the same core skills and capabilities required to contribute to safe and effective service delivery, while informing experienced practitioners of the development opportunities available within their professional career.

The document is a supporting framework that builds on the wider [NES NMAHP Development Framework](#), to provide a consistent pathway for non-medical endoscopists negotiating career levels 6 through 8. It has been developed in collaboration with key clinical, educational and strategic stakeholders to ensure that it is relevant, valid and has been informed by wider policy direction, such as Transforming Roles.

The framework consists of 3 main components:

- A model defining the educational attainments, clinical practice responsibilities and knowledge/skills/behaviours for each level of practice
- An educational pathway to help practitioners to achieve these requirements
- Identification of the key clinical skills courses provided by the NHS Scotland Academy (NHSSA) National Endoscopy Training Programme (NETP) available and required to support advanced clinical skills and role development.

3.1.8. Pharmacy

a) **The Pharmacy Simulation Strategy: Accelerating workforce development with simulation-based education**

This has now been published and is available on the newly launched Pharmacy Simulation [Turas page](#). Interprofessional immersive simulation programmes are also underway involving medical, nursing and physiotherapy students learning alongside trainee pharmacists (76 trainee pharmacists in total); taking place in Edinburgh, Glasgow and Lanarkshire. The first 32 Pre-registration Trainee Pharmacy Technicians have completed Diplomas in Pharmacy Services (SCQF 8) as part of the NES supported Scottish Government scheme. In addition, as part of this funded scheme 57 work-based assessors have completed training.

3.1.9. Psychology

a) **Supportive Supervision**

Aligned with the enhanced recognition of the importance of supporting staff wellbeing, as outlined in Scottish Government's [NHS Recovery Plan](#) (SG, 2021) and [Caring for Those Who Care For Us](#) (SG, 2021), NES Psychology have developed the Supportive Clinical Supervision Training for practitioners delivering psychological therapies and interventions.

This resource was designed as an enhanced supervision training to build on existing supervisory experience to further refine and increase restorative supervision competencies for supervisors who have completed prior NES Generic Supervision training. It trains supervisors how to provide their supervisees with invaluable emotional, practical and social support to support their wellbeing at work and aims to:

- Ensure safe and effective clinical practice.
- Supports quality assurance and patient safety in relation to psychological therapies and interventions.
- Buffers against staff burnout
- Enhances supervisee wellbeing.

The course is available in both a 4 and 6 hour version, the latter allowing greater time for the skills building elements of the training, enhancing the learner's experiential learning through interactive video, role play and group activities. Both versions can be delivered in person or online.

Since launching in 2022, 177 staff have been trained in Supportive Supervision. A train the trainer's model has been developed to promote the cascade of this training and both of Scotland's DClInPsy practice teams and 6 NHS boards have been trained to deliver the training so far.

Post-course evaluation has been extremely positive with supervisors appreciating the opportunity to try out new techniques, increase their self-awareness and reflection around supporting wellbeing through their supervisory role, and support in active goal setting around implementing this approach.

3.1.10. Social Care Directorate

- a) During the past month the Social Care Directorate has welcomed colleagues from NES's Unpaid Carers Team to the Directorate, as well as a Senior Educator, Specialist Lead and Head of Programme. Colleagues have benefitted from a positive onboarding experience and induction programme and are looking forward to contributing to the directorate's emerging work plans.
- b) Angella Fulton, Associate Director has been invited to join the Scottish Government's Rural and Islands Workforce Recruitment Strategy stakeholder focus group, to inform and influence consideration of the challenges facing the social care providers in Scotland.

3.1.11. Workforce

- a) **Non-Pay Elements of Agenda for Change Pay Agreement 2022-23**
NES implemented the nationally agreed NHS Scotland working week reduction for Agenda for Change (AfC) staff, from 37.5 hrs to 37 hrs per week (pro rata for part-time staff), from 1 April 2026. This is the first step in reducing to a 36 working hour week by 2026 and is intended to support staff with an improved work-life balance.

NES is also implementing the provisions relating to a second non-pay element of the AfC Pay Agreement regarding Protected Learning Time, requiring all line managers to ensure time within working hours for their staff to complete essential learning related to both NES statutory/mandatory and role specific training. NES already provides time and, therefore, there are no significant changes required as a result of the national agreement.

There are no immediate implications for NES relating to the third non-pay element of the national agreement which is a review of the Band 5 role for nurses, apart from the commission from Scottish Government to NES Technology Services for the development of a portal enabling re-evaluation applications from staff in this role across health boards.

- b) **Recruitment Activity**
Recruitment across NES reduced significantly in Quarter 4 (Q4) Financial Year (FY) 2023-24. Activity reduced by over a third, in comparison to the high volumes of FY 2022-23. Agency headcount also decreased in Q4 FY 2023-24 by 14% with a further anticipated reduction between April and June 2024. The challenging fiscal environment is expected to impact recruitment activity throughout FY 2024-25.

- c) **National Trainee Services**
 During Q4 FY 2023-24, focus was on planning and preparation for the August intake of Doctors and Dentists in Training with forecasted volumes: 485 requiring visa sponsorship; 1,450 Protecting Vulnerable Groups (PVG) clearances; onboarding 140 General Practitioner (GP) new starts, 300 GP rotators and 170 Vocational Dental Practitioners (VDPs). Volumes are comparable to the August 2023 intake, with an anticipated 13% increase in VDPs (150 in 2023).

- d) **Hybrid Working**
 A key workforce priority to supporting sustainability and climate change is NES's successful embedding of hybrid working. A refreshed policy and guidance developed in partnership was approved by the NES Executive Team. Implementation of the policy will be underpinned by the launch of a Line Managers Handbook and supporting resources by end of June 2024. The Handbook will have 10 chapters covering a range of topics including Wellbeing, Managing Attendance, Recruitment and Selection and Hybrid/ Flexible Working. The Handbook will clearly set out the role, responsibilities and expected behaviours of line managers. It draws on National good practice and once for Scotland Workforce Policies making it an important resource for new and existing Managers. This will be supported by an Induction for Line Managers learning module and a 12 month programme of online learning sessions through the existing line managers' network. The network provides an opportunity for managers to share peer learning and to build skills, knowledge and capability.

3.2. Partnerships - how we are supporting our partners

3.2.1. Strategic Partnerships

- a) NES continues to develop new strategic partnerships and build on the already established partnerships. Each collaboration will impact the health and social care workforce and achieve improved outcomes. These ambitious collaborations demonstrate NES's commitment to engaging with key partners in order to deliver shared priorities which improve outcomes and create sustainability and value across the health and social care system.

- b) The successful strategic partnership between NES and NHS Golden Jubilee - NHS Scotland Academy (NHSSA) continues to deliver a diverse portfolio of national workforce programmes and explore potential new workstreams. The impact of individual NHSSA projects continues to be significant in reducing waiting times for a number of diagnostic tests as part of our imaging and endoscopy programmes, which have directly supported seven-thousand five-hundred and twenty-four (7,524) patients in the last twelve months. The quality and impact of NHS Scotland Academy programmes are highlighted within the Annual Review presented to EQC in May which showcases the remarkable work undertaken in the past year, providing training opportunities for six-thousand eight-hundred and thirty-eight (6,838) people who do, or who will, work in roles in social care or health care.

3.2.2. Chief Executive Update

NES works with partners, stakeholders and our own staff to build careers, lives and the future sustainability of the health and social care workforce. Partnership working is integral to ensuring that NES education, training and workforce development is co-designed and shaped by the voice and needs of people with lived experience as well as the needs of health and social care staff.

- a) The NES Executive Team (ET), Transformation Group (TG) and Strategic Implementation Group (SIG) continue to meet formally. Collectively these are focusing on strategic matters, strategic scrutiny, cross-organisational leadership and ensuring the direction of strategy with the focus on our people, partnerships, and performance.
- b) My engagement with a wide range of key stakeholders across health and social care continues. This includes a wide range of colleagues across NHS Scotland including Chief Executives and other senior colleagues. The NHS National Board Chief Executives (BCEs), NHS BCEs and Scottish Government, NHS Board CEs Private meeting, Strategy and Business meetings. All Accountable Officers also meet monthly with Caroline Lamb (Director-General of Health and Social Care and Chief Executive of NHS Scotland).
- c) I had the opportunity to attend the Realistic Medicine Senior Leaders Event hosted by the Scottish Government in April 2024. This event focused on how Realistic Medicine and Value Based Health & Care can inform development and delivery of the vision for health and social care, including long-term planning for Population Health and Integrated Care.
- d) Currently I am Chairing / co-chairing Joint Negotiating Committee on contract reform and the NHS Chief Executive lead on pay negotiations 24/25 and the NHS CE Lead on National Care Service .
- e) Engagement with Scottish Government (SG) continues through my regular 121 meetings with a number of SG colleagues and my attendance at wider SG meetings. NES continues to engage with SG through the Strategic Sponsorship involving myself, NES Chair and SG's Director of Health Workforce. The focus of discussions has been on funding arrangements and NES priorities. Our next meeting is scheduled for 21 June 2024.

3.2.3. Medical

- a) **Rural and Remote Credential (Unscheduled and Urgent Care) Launch**
Following a soft launch at the Scottish Medical Education Conference, the Rural and Remote Credential (the Credential) will launch in June 2024. For those embarking on the Recognition Route and the Learner Route, this will open in September 2024. The Credential, developed in a UK-wide partnership and led by NHS NES, will play a pivotal role in continuing to support the health and wellbeing of rural communities.

- b) **National Centre for Remote and Rural Health and Care - Collaboration and Partnerships**
Partnership activity and joint working is underway with a wide range of partners across the UK and internationally. Joint knowledge exchange workshop sessions are in planning with Public Health Scotland, Health Improvement Scotland, and the Scottish Ambulance Service. Planning is underway for National Centre joint programmes of remote and rural work with Scottish Ambulance Service, University of Aberdeen, University of Highlands and Islands, University of Augusta and University of Georgia.
- c) **Stakeholder Engagement Networks**
The National Centre currently has around 900 stakeholders on the communications and circulations list with new requests to join our stakeholder group continuing to grow. Requests to be involved come directly to the team and via our [National Centre Turas Information site](#).
- Work has begun on the development of new networks for ongoing stakeholder engagement and knowledge sharing across each of the four priority areas of the National Centre workplan.
- The first stakeholder network session for remote and rural recruitment and retention was held in March 2024, with a series of monthly sessions being planned for 2024 and 2025. This work is being taken forward collaboratively with the Scottish Government Workforce Directorate and will support their objective to develop a Remote and Rural Workforce Strategy in 2024. [National Workforce Strategy for Health and Social Care in Scotland \(www.gov.scot\)](#)
- d) **International R&R Partnerships**
The National Centre team have developed a map of all existing international remote and rural specialist fora and networks. This resource will be published in May 2024 and circulated to all UK and international remote and rural stakeholders. This work will provide an important platform for the National Centre and wider international partners to establish ongoing and effective partnership working around the key remote and rural priority areas for health and care.

3.2.4. NES Technology Service (NTS)

- a) **Accelerated National Innovation Adoption (ANIA)**
NES Technology Service has appointed a new Head of ANIA Technology Delivery on an interim basis whilst recruitment continues for the roles agreed to bring digital leadership to the ANIA pathways. The role is focused on the Digital Dermatology programme and has made progress in bringing the delivery partners together to define the end-to-end digital solution and finalise plans that will form part of the overall Digital Dermatology Programme Plan by 10 May 2024.
- b) **Future Care Planning**
NES Technology Service are working in collaboration with the Scottish Government around technology to support Future Care Planning, previously 'Anticipatory Care Planning'. Future Care Planning will support more opportunities

for people to have conversations about their future health and care and make plans that can be recorded, reviewed, and shared by health and care teams and services. Those plans include what matters to the person and clinical recommendations to guide staff delivering care. This work will form part of the Integrated Social Care and Health record.

c) **Data Engineering capabilities via National Seer Platform**

Work has been progressing with colleagues in NHS National Services Scotland (NSS) and Amazon Web Services (AWS) to have access to generic data engineering capabilities via the national Seer platform, which will simplify our ability to import, transform and analyse workforce data. This is at the proof-of-concept stage, focusing initially on securing national eRostering data. The technical components are in place and awaiting Information Governance (IG) documentation to be completed to enable the flow of eRostering data. Additionally, a positive first meeting of the National Rostering Reporting Forum, chaired by NES, took place to discuss scope, approach and membership to enable requirements for national reporting related to Rostering to be progressed with key stakeholders in the coming months.

3.2.5. Nursing, Midwifery & Allied Health Professions (NMAHP)

a) **Mental Health Improvement, prevention of self-harm and suicide programme - 'Inequalities in Mental Health in Scotland - Exploring the Challenges'**

[Creating Hope Together – Scotland's Suicide Prevention Action Plan 2022-2025](#) has set out a vision 'to reduce the number of suicide deaths in Scotland, whilst tackling the inequalities which contribute to suicide'.

Since 2019, NHS Education for Scotland (NES) and Public Health Scotland (PHS) have been working in partnership to develop and deliver educational solutions for the health, social care and wider public sector workforce in mental health improvement and the prevention of suicide in line with the delivery outcomes of Creating Hope Together Strategy and Action Plan.

In order to live well, good mental health and wellbeing is required. In achieving this we must however also recognise the need to address the impact that poorer socio-economic status and disadvantage has on the mental health of individuals and communities across Scotland. In 2023 there were 762 probable deaths from suicide a rise of 9 (1%) from the previous year, with the rate of suicide 2.6 times higher in deprived areas as compared with the least deprived areas.

- In 2020 the NES/PHS, Mental Health Improvement and Suicide Prevention team developed a set of Skilled level learning byte resources. The 'Promoting mental health and tackling inequalities' learning byte, to date has been the most accessed and downloaded learning resource within the programme. This reflects the relevance to practice of tackling mental health and health inequalities across the wider workforce.

Responding to the workforce interest and building upon our masterclass series, we commissioned a masterclass with 2 Public Health experts, Dr Sarah Couper, Consultant in Public Health, (PHS) and Dr Trevor Lakey, Health Improvement and Inequalities Manager, Mental Health, Alcohol and Drugs, NHS Greater Glasgow and Clyde to co-present the session titled, 'Inequalities in mental health in Scotland – exploring the challenges'.

The session provided the following overview:

- The challenges, dilemmas, and opportunities to address inequalities in mental health.
- A summary of evidence of the nature and scale of challenge
- Provide thoughts on principles for action.
- Examples of practical responses from practice

3.2.6. Psychology

a) **Psychosocial Interventions (PSI) Psychosis**

Psychosis and the diagnosis of schizophrenia are significant mental health issues, where a person's perceptions, thoughts, mood and behaviour are significantly altered. Individuals have their own unique combination of symptoms and experiences. The enormous impact psychosis can have for an individual and those that love and care for them is clear. Over the past 3 decades adjunct psychological therapies and interventions to pharmacological treatments for treating psychosis have gained evidence and the potential for improved person-centred care and improvement in functioning by use of these types of cognitive behavioural based interventions is established.

NES Psychology co-produced the Psychosocial Interventions (PSI) for Psychosis Learning Programme, with a range of academic, clinical and lived experience experts, to upskill the multidisciplinary workforce. The programme aids staff in developing a shared understanding of the experience of psychosis and helping people make sense of their experiences. Delivering this psychosocial approach destigmatises psychotic experiences, enhances engagement and addresses the risk of relapse. An e-learning module, 2-day interactive training and follow up coaching support, all aid implementation of skills into practice. Several boards in NHS Scotland have training teams consisting of multidisciplinary practitioners and experts by experience.

We ensure engagement with our national network of PSI trainers via regular meetings, and they deliver this training to teams in their local boards.

A further Training for Trainers opportunity in May and June 2024 is being offered by NES Psychology to augment existing teams and allow boards without trainers to consider this potential area for development. Mental Health Services in Northern Ireland have identified a skills gap in their multidisciplinary practitioners regarding PSI for psychosis and are keen to have their staff undertake the Learning Programme

and develop training capacity. To that end, Northern Ireland are sending staff on the scheduled Training for Trainers workshops.

3.2.7. Social Care

- a) Our new colleagues who have recently joined the team will be joining our counterparts from the Scottish Social Services Council (SSSC) for a development day, to continue to develop our partnership working and to begin to advance the work that the Scottish Government have commissioned us to take forward. The Joint Social Services Workforce Taskforce, chaired by Ms Maree Todd, Minister for Social Care, Mental Wellbeing and Sport and Councilor Paul Kelly, COSLA is particularly interested in the work we will be doing to develop the National Induction Framework and to create a portable passport for colleagues who complete it, as well as work on mapping career pathways.
- b) Gordon Paterson, Director of Social Care continues to represent NES on the National Social Work Agency (NSWA) Advisory Group. The Scottish Government intend that aligned to the establishment of a National Care Service, the NSWA will become 'a dedicated resource to support Social Workers' education, training, learning and development and promote improvement.' This is leading to further discussion on how the social care workforce will be resourced and supported to the same degree.
- c) In supporting the National Care Service Tri-partite group, Gordon Paterson is coordinating NHS Scotland representation on relevant Short Life Working groups and is contributing to a number of these groups himself. This includes a new group on 'Social Care in Prisons', where he will be advocating for a wider perspective that includes prison healthcare, prison Social Work to build a more resilient and integrated service response.
- d) With confirmation of funding for a new Specialist Lead (Health Inequalities) post, the Director is liaising with Public Health Scotland on how best to collaborate to advance a health equity approach in our education and training provision, to raise awareness of the impact of health and social inequalities and the contribution that the health and social care workforce can make to mitigate these.
- e) The Social Care Directorate have been asked to join the Care Inspectorate and SSSC as members of Scottish Care's 'Regulatory Forum' and to provide input on our education, workforce development, knowledge services and digital offers to Care Home, Housing Support and Care at Home providers.

4. Performance - how we are performing as an organisation

4.1.1. Climate Change Emergency and Sustainability (CES)

- a) "The NES Climate Emergency & Sustainability Strategy" features on the agenda for this meeting of the Board. This is the culmination of a large amount of work across all directorates and it has already been discussed at the Board Development Session on 18 April 2024 and at Audit and Risk Committee on 24 April 2024. Board participation at both of those discussions was very much appreciated and changes have been made to the Strategy as a result. This Strategy clearly sets out NES' intentions in this policy area and our responsibilities and indeed our commitment remain unchanged following recent amendments to the national targets on carbon emissions reduction.
- b) Subject to Board approval the Strategy will be published, and the launch will be accompanied by a video message from the Board Champion, Gillian Mawdsley and by the Executive Lead, Jim Boyle. The NES Climate Emergency and Sustainability Group will consider the Action Plan to accompany the Strategy and a draft of that has been included in today's Board report for information.
- c) NES has also been working with NHS Assure to host on Turas some national video material on how Boards across Scotland can engage in a practical sense with the principles of carbon emission reduction. That material will be available very shortly."

4.1.2. Medical Directorate

- a) **Medical Appraisal & Revalidation Quality Assurance (MARQA) Review 2023-24**

Since 2010 an annual review of appraisal and revalidation has been commissioned by the Revalidation Advisory Board for Scotland (RABS) on behalf of the Scottish Government (SG). This was initially undertaken by Health Improvement Scotland (HIS) but since appraisal year 2017-18 it has been produced by NES.

The process involves the completion of a self-assessment questionnaire by all designated bodies in Scotland. A review panel (convened by NES) considers the submissions, looking at appraisal completion rates and revalidation recommendations across Scotland, including descriptions of local governance processes. NES then prepares and submits a report to the RABS with the panel's findings and where applicable, recommendation of actions for HIS to follow up on. The report is then published thereafter, and past reports can be found on the [Medical Appraisal Scotland](#).

Following a pause due to the pandemic, SG has sponsored NES to restart the MARQA review for appraisal year 2023/24. A review panel has been convened and the questionnaire pack has been distributed with a return deadline of end of May. A draft report is expected in August prior to a final report being presented to RABS in November.

4.1.3. NES Corporate Improvement Programmes

a) **Ways of Working & Property**

The project deliverables remain on target. The Line Manager Support and Wellbeing workstream deliverables have been delivered. This leaves the project now focused on the reconfiguration of our property footprint. A lead advisor has been appointed and is progressing the development of (re)configuration plans for Glasgow, Inverness, and Dundee sites. A 'Property Blueprint' covering all sites is in development to allow coherent and coordinated communications to be undertaken.

b) **Learning & Education Quality System**

This project is progressing at pace. An Educator Capabilities Framework has been developed and approved at Executive Team. This will now be tested by staff during the annual appraisal and objective setting cycle. An Involving Communities Framework has been developed and was supported by the Executive Team in April. The review and development of Quality Policies to underpin the quality system continues and will be brought through Board committees over coming months.

c) **The Business Transformation Programme**

This has developed a pipeline process to work up ideas into actionable improvement and efficiency projects. A key component of this is project scoping which will focus on the measurable improvement in terms of time or finance. It will also help identify the elements of the project work including milestones and resource required. This information will allow the programme board to make an informed decision on whether to progress each project area. Project Scoping has started on Meetings Management. A prioritised list for future idea scoping is in development and will be managed by the Business Transformation programme board.

4.1.4. NES Technology Service (NTS)

a) **National Digital Platform – Digital Dermatology**

The National Digital Platform is supporting the Digital Dermatology programme in providing the following capabilities:

- NDP Workforce Identity - NDP teams are designing and building a workforce identity service which in the first instance will mean Primary Care users can use their existing NHS Scotland identity to access the PhotoSAF application,

which is used to securely capture and share Dermatology images. This work is in progress with integration specifications to be shared with the supplier by 8 May 2024.

- NDP Demographics - Work is progressing to enable Consultant Connect, supplier of the PhotoSAF application, to integrate with the NDP Demographics service. This will provide Primary Care users with the ability to search for a patient and associate the patient with any Dermatology images taken using their Community Health Index (CHI) number.
- NDP Data Storage - Dermatology images taken by the PhotoSAF application will be posted to the NDP Data Storage service. The Dermatology images will then be made available to the Primary Care user via SCI-Gateway, to search and select the appropriate Dermatology image(s) for attaching to a Dermatology referral. This will enable consultant dermatologists to conduct Active Clinical Referral Triage (ACRT) to determine if a face-to-face appointment is required. Work is progressing to design and build the NDP Data Storage service to support this.

4.1.5. Psychology

- a) Increasing access to psychological therapies and interventions for adult mental health

Between April 2023 – April 2024, the NES Psychology Directorate has supported local territorial Health Boards to widen access to psychological therapies through the provision of a national education programme for multidisciplinary staff working with adults who have mental health problems.

This workforce includes nurses and allied health professionals. Over this period, we have supported:

- 2 cohorts of learners (33 learners in total) on the Enhanced Psychological Practice - Adult (EPP-Adult) programme.
- 150 training places in psychological therapies including: Cognitive Behavioural Therapy Post Graduate Certificate / Diploma places, Interpersonal Therapy (IPT) training places, Mindfulness-based Cognitive Behavioural Therapy (MCBT) training places, Mentalisation -based Therapy (MBT) training places, Cognitive Behavioural therapy for Suicide Prevention (CBT- SP) and Cognitive Behavioural therapy for Eating Disorders (CBT-ED).
- 959 training places in psychological interventions including, Behavioural Activation (BA), An Introduction to CBT for Anxiety (ICBT-A), Psychosocial Interventions for Psychosis (PSIp), Motivational Interviewing (MI), Core Skills for working with Substance Use, Psychological Interventions for Forensic Settings (PIF), Systems Training in Emotional Predictability and Problem Solving (STEPPS)
- 22 Facilitating Learning training places for Trainers in local boards.

Through this work we are supporting the Scottish Government's aim to ensure that there is a well-functioning psychological care system, which helps people to receive the right information, support, intervention, or service appropriate for their needs and to make an informed decision relating to their own care and support.

4.1.6. Social Care Directorate

- a) Angella Fulton, Associate Director was asked to participate in the judging panel for this year's Scottish Care, Care at Home national awards, to support recognition of the excellent work happening across Care at Home Services in Scotland.

NHS Education for Scotland

NES/24/32

Public Board Meeting

Agenda Item: 8a

Date of meeting: 23 May 2024

1. Title of Paper

1.1. Proposed Climate Emergency and Sustainability Strategy

2. Author(s) of Paper

2.1. Jim Boyle, Director of Finance

3. Lead Director(s)

3.1. Jim Boyle, Director of Finance

4. Situation/Purpose of paper

4.1. To present to the Board for approval the proposed Climate Emergency and Sustainability Strategy, following discussion at the Audit and Risk Committee on 24 April 2024 as well as the Board development session on 18 April 2024. Changes have been made to the Strategy as a result of those discussions. The proposed Strategy and Action Plan are included as appendices to this report.

5. Background and Governance Route to Meeting

5.1. The Audit and Risk Committee has delegated responsibility from the Board for the oversight and scrutiny of NES' activities in meeting the Board's responsibilities towards the NHS Scotland Climate Emergency and Sustainability Policy. The Audit and Risk Committee has received previous detailed updates on progress within the Board on compliance with the national policy in combatting the global climate emergency. The Board has also had updates directly in the area, principally via the Chief Executive's update reports to the Board. This report sets out the proposed draft Strategy for NES, prior to formal Board consideration/approval. The Strategy has also been considered in detail at the Board development session on 18 April 2024.

6. Assessment/Key Issues

- 6.1. The Scottish Government's policy on combatting the climate emergency, as it pertains to the NHS in Scotland was set out in DL (2021)38, and it was published in November 2021, during the COP26 Conference in Glasgow. It was then followed up with the publication of the NHS Scotland Strategy in August 2022. Under the Policy, all Boards were required to appoint an Executive Lead, a Board Champion, and subsequently a requirement was set to appoint a Clinical Lead. Boards are also required to publish a Strategy for Climate Emergency and Sustainability and to report appropriately and periodically on their progress in meeting the aims of the Policy.
- 6.2. The recent announcement by the Scottish Government of the removal of the target of reducing carbon emissions by 75% by 2030 will not have any immediate impact on NHS Boards, and the existing policy and strategy remain in force. It should be noted that the target of becoming carbon-neutral by 2024 remains in place.
- 6.3. Within NES a Climate Emergency and Sustainability Group was established, chaired by the Director of Finance, and with a Clinical Sub Group chaired by the Postgraduate Dean of Dental Education. Those groups have been responsible for the production of the version of the Draft Strategy that is being considered by the Committee today. The report has also been considered by the NES Executive Team.
- 6.4. Although the Strategy has been discussed during the Board Development session on 18 April, the Audit and Risk Committee has also had the opportunity to discuss the Strategy formally, as the responsibility for Climate Emergency and Sustainability has been delegated to the ARC by the NES Board. ARC considered the Strategy on 24 April 2024.
- 6.5. The Strategy sets out the Board's aims under the following headings:
 - Education and training
 - Clinical
 - Transport and Travel
 - Procurement
 - Digital Infrastructure
 - Governance and Policy
 - Waste
 - Capital Projects and Adaptation
 - Greenspace and Biodiversity

6.6. Under each aim, the Strategy sets out the current assessed position for NES and what our commitment is under each aim for improvement over the course of the Strategy period, 2024-2027. The Board should note that this Strategy covers the next three-year period, but it will require to be refreshed thereafter to make sure that the work of NES remains focused and relevant to support the aims of NHS Scotland in achieving progress in combatting this long-term problem. Given the fast-moving nature of this global problem, the future iterations of the Strategy may require significant shifts in the directions of travel for NES and other NHS Scotland Boards.

6.7. Following discussion at the Board Development session and at the Audit and Risk Committee, a reference will be included in the Strategy, under Our Commitment in the Clinical section (Page 11). The proposed wording for this will be:

“One of the main aims of Realistic Medicine is for people using healthcare services and their families to feel empowered to discuss their treatment fully with healthcare professionals. Everyone should feel able to ask their healthcare professional why they’ve suggested a test, treatment or procedure, and all decisions about a person’s care should be made jointly between the individual and their healthcare team. We will work to make sure that NES’ education and training programmes allow healthcare professionals to have discussions with patients that take account not only of the direct clinical impacts and implications, but also of the wider environmental impacts of courses of action. This will allow healthcare professionals and patients to agree treatments that consider the wider impacts of decisions they might make.”

6.8. Subject to Board agreement, this will be inserted into the final clean version of the Strategy that will be published. A reference to Realistic Medicine is also contained in the draft Action Plan (Page 5) at Appendix 2.

Draft Action Plan

6.9. To accompany the Strategy that the Board is asked to approve, the Climate Emergency and Sustainability Group have been producing a Draft Action Plan across each of the thematic areas within the Strategy (set out in paragraph 6.5 above). The Draft Action Plan has still to be considered by the Climate Emergency and Sustainability Group, but it is attached as Appendix 2 for information for the Board.

7. Recommendations

- 7.1. To approve the proposed NES Climate Emergency and Sustainability Strategy at Appendix 1 of this report, including the proposed wording relating to Realistic Medicine contained in paragraph 6.7 above.
- 7.2. To note and comment on the draft Action Plan (Appendix 2) that will be discussed with the NES Climate Emergency and Sustainability Group.

Author to complete **checklist**.

Author to include any narrative by exception in Section 6 of the cover paper.

a) Have Educational implications been considered?

- Yes
 No

b) Is there a budget allocated for this work?

- Yes
 No

c) Alignment with [Our Strategy 2023 – 26 People, Partnerships and Performance](#)

1. People Objectives and Outcomes
 2. Partnership Objectives and Outcomes
 3. Performance Objectives and Outcomes

d) Have key strategic risks and mitigation measures been identified?

- Yes
 No

e) Have Equality, Diversity, Human Rights and health inequality issues been considered as per [Fairer Scotland Duty: Guidance for Public Bodies](#) and [Corporate Parenting](#) as per the [Children and Young People \(Scotland\) Act 2014](#)?

- Yes
 No

f) Has an Equality Impact Assessment (EQIA) been completed or in progress for this piece of work?

- Yes
 No

g) Have you considered Emergency Climate Change and Sustainability implications as per [DL \(2021\) 38](#)?

Yes

No

h) Have you considered a staff and external stakeholder engagement plan?

Yes

No

Author name: Jim Boyle

Date: 16 May 2024

NES

CLIMATE EMERGENCY AND SUSTAINABILITY STRATEGY 2024-2027





Foreword

I am delighted to present the NHS Education for Scotland (NES) Strategy on Climate Emergency and Sustainability for 2024–2027 to support the wider NHS Scotland effort to address the climate emergency. The challenges facing our planet, our country and our healthcare systems because of the effects of the climate emergency are unprecedented and the impacts are already with us. These will only accelerate in future unless we take urgent action. We must act now, to mitigate the harms that will be caused to society which may be irreversible unless we act now.

NHS Scotland is an important partner in the fight against climate change, and the harms caused by the climate emergency will manifest themselves in a greater need for healthcare across the globe. It is essential therefore that our healthcare systems stand ready to support the global response, and for NES to play its part in that response.

In terms of sustainability, we must reduce our impact on natural and physical resources, so they are available in the long term, and that includes the resources that we have to deliver health and social care services, now and for future generations.

Healthcare is responsible for the discharge of over 4% of carbon emissions, which are the greatest cause of global warming. Healthcare systems, including the Health and Social Care system in Scotland, must therefore examine their own activities, and make necessary changes to delivery models, to make sure that they operate in such a way that enables them to reduce their causative effects on the climate emergency.

NES is a key enabler in supporting the wider NHS and Social Care sector in Scotland. As the principal provider of education and training to the workforce, we will influence how awareness of the climate emergency is raised and understood, and how and when changes to clinical practice are developed and embedded into our education and training programmes and technology development.

As part of our broader NES Strategy, we will be focusing on how we mitigate the impact of climate change in the way we use technology and innovation to support the development and delivery of our education and training for the Health and Social Care workforce. We will always seek to deliver education and training in ways that reduce carbon emissions while supporting the need for multi-disciplinary and team learning.

Those living in the most deprived communities in Scotland continue to experience poorer health and wellbeing and life expectancy is falling as a result. Improving population health, tackling health inequalities and action to address the climate emergency are interlinked. The resilience of communities to the impact of climate change and the actions to respond to it are not distributed equally across the population.

NHS Education for Scotland will look for opportunities to align our work on climate change and sustainability with our vision: “Supporting better rights-based quality care and outcomes for every person in Scotland through a skilled, capable and resilient health and social care workforce.”

NES is also working to make changes to how we currently operate to reduce our own direct carbon emissions. How we operate our buildings, deliver our education and training and carry out travel for business activities will all be reviewed, and improvement programmes developed.

Given the importance to the entire planet of tackling this climate emergency with the utmost urgency, I present this Strategy to summarise NHS Education for Scotland’s activity in support of the wider NHS and Social Care response. This Strategy covers the three-year period 2024 to 2027, but this Strategy will be reviewed on a regular basis, as the actions to address the climate emergency will be a long-term project for all of us.

Professor Karen Reid, Chief Executive, NHS Education for Scotland





Introduction

Climate change presents one of the most significant risks to both physical and mental health that we face in the 21st century. The severity of the impact it will have on the health of populations and the planet depends on urgent action taken now, providing us with the opportunity to address both current and future threats with our choices.

The impact will not affect communities equally and principles of equity and the right to the highest attainable standard of health will underpin our approach to our Climate Emergency and Sustainability Strategy.

The Scottish Government has already published its Policy for NHS Scotland on the Climate Emergency and Sustainable Development (DL (2012) 38) in November 2021, followed by the publication of the [NHS Scotland Climate Emergency and Sustainability Strategy](#) in August 2022.

As well as working towards achieving net zero by 2040, or earlier, within its own estate through implementation of robust policies and practices, NHS Education for Scotland (NES) is in a unique position to effect real, long-term positive change through the discharge of its core statutory responsibility - education and training for the NHS and social care workforce.

By teaching and training the NHS Scotland and social care workforce, NES can support the delivery of the national Strategy, including the achievement of net zero NHS by 2040. NES can help to support the implementation of a consistent level of knowledge and best practice, and to embed sustainability throughout the national workforce and thereby contribute to NHS Scotland's overall success in improving both our current position and future outcomes in health and sustainability.



United Nations Sustainable Development Goals

The Sustainable Development Goals identified by the United Nations in their ‘2030 Agenda for Sustainable Development’ (2015) are incorporated into Scotland’s National Performance Framework, shown in the accompanying image.

The Scottish Government and NHS Scotland have committed to pursuing these goals within their own strategies to achieve a sustainable health service, and NES will join all other NHS Scotland Health Boards in contributing to this aim by utilising its unique strengths and position within the service.





Our Aims

Our principal aims are to comply with the Scottish Government Policy for NHS Scotland on the Climate Emergency and Sustainable Development and to support the delivery of the [NHS Scotland Climate Emergency and Sustainability Strategy](#). To that aim we are structuring our efforts in a number of key areas of activity.





Education and Training

We are collaborating with other health Boards and social care organisations to implement meaningful and accessible education and training programmes that actively embed a strong climate emergency and sustainability culture in all areas of our work.

We are focusing on developing education and training that can be delivered in a remote/hybrid manner to reduce travel and minimise the effect on service provision within other NHS health and social care settings.

We are designing and implementing meaningful, data-driven behaviour change campaigns to inform frontline and other staff on best practice for climate emergency and sustainability in their area.



Clinical

We are working with our clinical colleagues to ensure robust, consistent education and training on the specific sustainability requirements related to clinical practice and waste.



Transport and Travel

Work-related travel is minimised to the furthest extent possible, leading with a 'digital first' approach to the delivery of education and training where possible, as well as for day-to-day business requirements.

The health and wellbeing of our staff in terms of travel for work purposes is factored into decisions regarding NES's overall estate and reflected in our travel policies.

We develop resources to assist attendees of training events. Where in-person learning is required, we make informed choices about their travel to the education and training site.



Procurement

We are proactively engaging and complying with all legislation, regulations and other guidance on measures to assess the climate emergency and sustainability credentials of contractors and other partners from whom we commission services to support our own activities.

Our tendering, evaluation and contracting processes pay full regard to the activities that partners carry out to ensure that they, in turn, support the aims of the national Strategy for NHS Scotland. Our tendering documentation explicitly seeks assurance from partners that they are working towards measures to reduce harmful emissions.



Digital Infrastructure

A strategic plan for Infrastructure & Operations will include the rationalisation of all data centres and server rooms, and decommissioning/repurposing of hardware while capturing the reduction in carbon metrics. Scoping of any new data centre requirements will also consider and reflect sustainability requirements in support of significantly reducing our environmental impact.



Governance and Policy

We are developing a robust governance structure to monitor and progress our approach to sustainability within NES, ensuring we stay on track in achieving our goals.



Waste

In our buildings, education and training programmes we prevent and/or reduce unnecessary waste in the first instance, and reuse and/or re-purpose items where possible. Where no further use can be found we prioritise recycling of suitable waste.



Capital Projects and Adaptation

Energy efficiency is considered when making changes to the NES estate, and energy saving measures implemented where practically, and financially, viable.

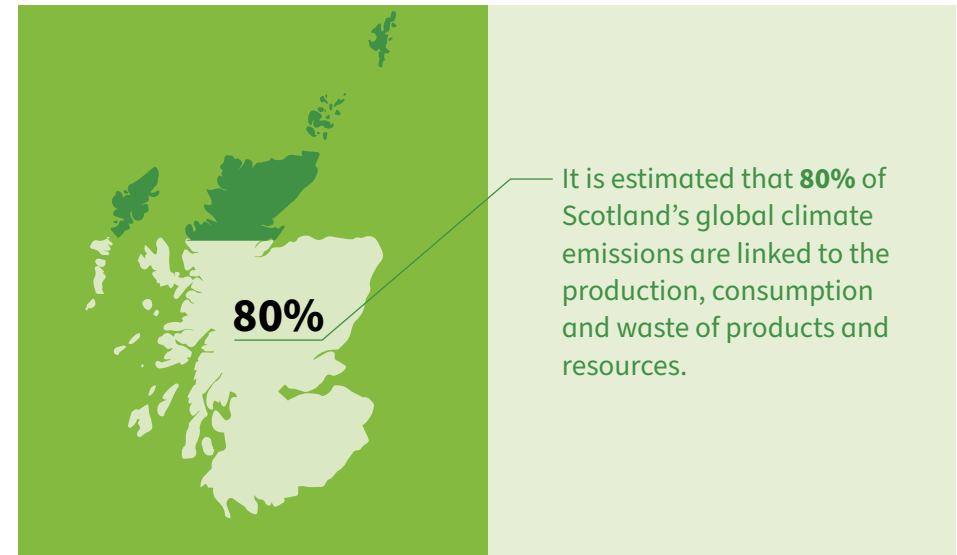
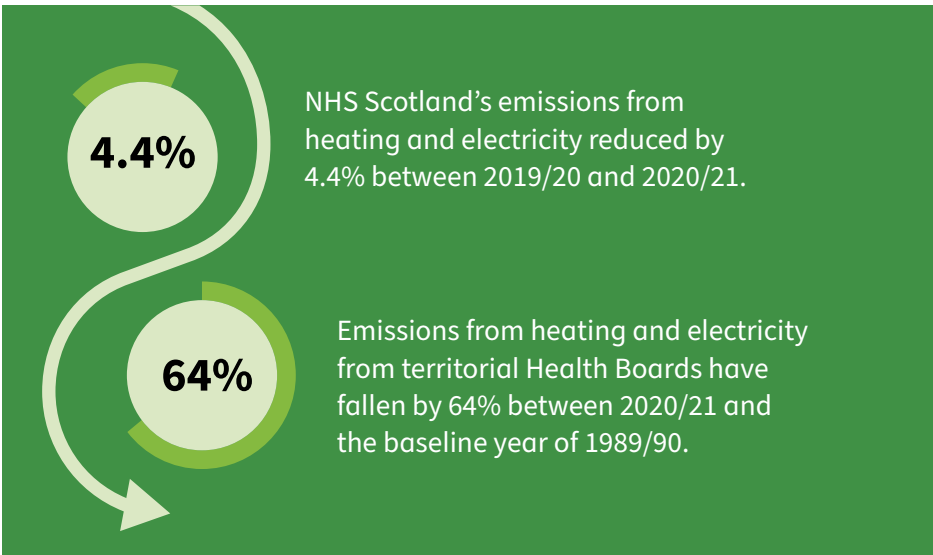
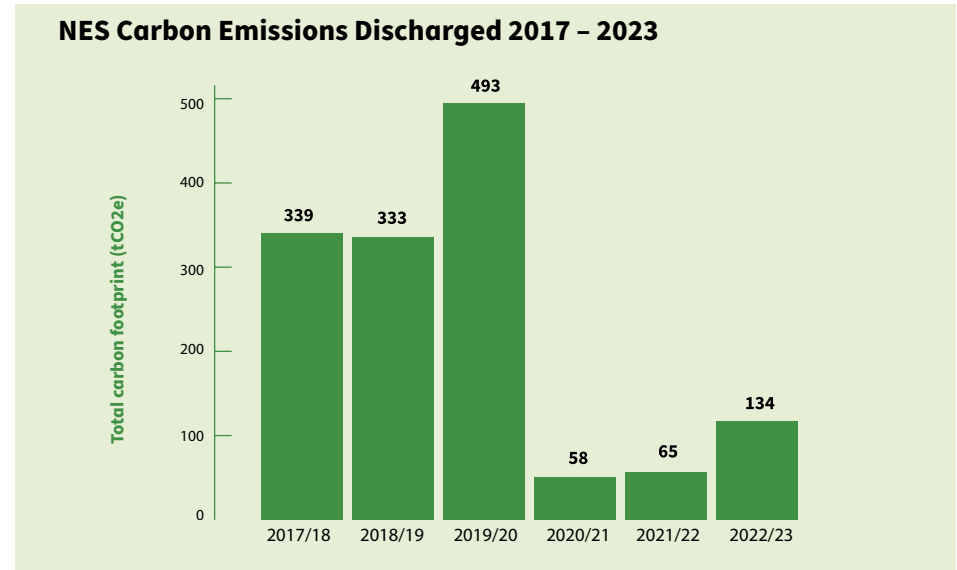


Greenspace and Biodiversity

Where services under NES management have access to greenspace, information and guidance are provided to staff to maximise its utilisation within the service.



Our Impact





Education and Training

People, Partnership, Performance

NHS Education for Scotland (NES) helps people who work in health and social care to get the education and skills they need to provide good quality care for people in Scotland. This puts our Board in a unique position to educate, train and influence the knowledge and behaviour of staff to embed a culture of health equity and sustainability within a broad spectrum of clinical and non-clinical areas of health and social care. Focusing on delivering robust, accessible education and training on sustainability to disseminate consistent information and best practice to health Boards and social care organisations will contribute significantly to meeting environmental targets, and achieving overall sustainability and population health equity aims. NES will collaborate with Public Health Scotland to ensure our education and training on sustainability reflects the link between climate change, population health and equity.

Digital First

NES's 'digital first' approach, both to the work of its own staff and the delivery of training, is influential in informing the Board's direction of travel in terms of sustainability. Not only does this reduce our own emissions, leading to a smaller carbon footprint, but we can help other Boards and social care organisations eliminate needless travel by opting for remote learning where possible.

While we understand that, especially in health and social care settings, in-person learning will always be required for certain areas and specific skills, our aim is to move to a digital model outwith these exceptions. Work to ensure consistency and quality in the delivery of remote training is paramount, and the investment of time by our staff in this will see benefits across NHS Scotland and the wider social care sector.

Collaborative Delivery

Collaboration between health Boards and social care organisations is one of our most important tools in tackling the climate crisis. In 2024 we are embarking on a project with National Services Scotland (NSS) to develop and deliver a suite of eModules providing training on both general aspects and specific topics within sustainability.

Utilising the specialist knowledge of their team, the modules will be developed internally within NSS. Following this, NES will be instrumental in hosting and delivering these to the NHS Scotland workforce, including data tracking for uptake and completion.



Clinical

Where we are—2024

While NES does not carry out direct clinical work, we have various directorates that represent clinical areas and a range of networks that bring clinical staff together to effect change in their area. Our position in centralising the response to education and training needs within the NHS Scotland and social care workforces allows us unique opportunities to influence operational elements throughout health and social care.

Our commitment

NES is committed to continuing to engage both internal and external clinical staff with specialist knowledge of their area and utilise this engagement to develop appropriate approaches to address the sustainability needs within clinical practice. To help achieve this, the NES Climate Emergency and Sustainability Clinical Subgroup was established in 2023 and is working towards formalising their approach throughout 2024 and beyond.





Transport and Travel

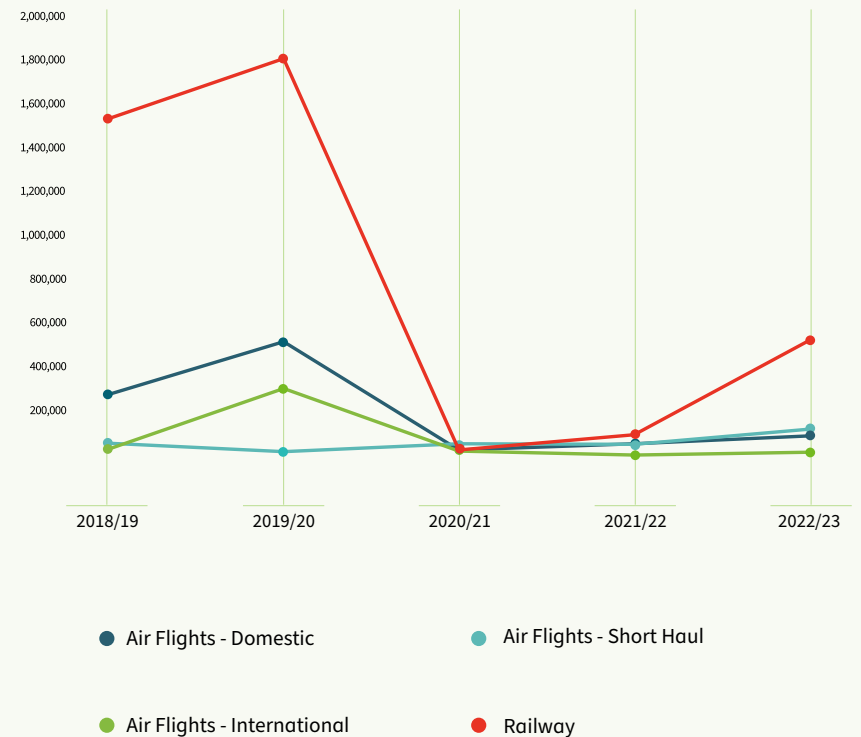
Where We Are—2024

Mirroring the trend seen across many sectors following the COVID-19 pandemic, business travel for NES declined significantly from early 2020 and has remained well below pre-pandemic levels in 2024.

However, where the delivery of in-person education and training is deemed essential and unavoidable, there are implications for travel in terms of NES staff, trainees and external trainers travelling to delivery sites.

As the Board continues with its remote-friendly approach to working and to delivering training and education, new data will be required to accurately measure the environmental impact of the reduction in, as well as residual travel.

NHS Education for Scotland Business Travel by Public Transport



Our Commitment

We are continuing with our approach to supporting remote-friendly working, education and training and to encourage consideration of ‘digital first’ methods of service delivery to further reduce the impact of travel by staff, trainers and attendees. This will ensure that no unnecessary travel is undertaken for meetings, training or events that can be held effectively remotely. It will also establish provision of necessary support for all staff.

Additionally, the NES travel policy will be reviewed and updated to reflect the prioritisation of a digital approach. This will provide information on the ‘travel hierarchy’ and guidance on applicable exceptions.

To ensure the Board’s continued improvement, new metrics for data collection on travel associated with NES’s work will be developed. This will be carried out through cross-department collaboration to consider all elements required in measuring the Board’s impact, and a practical approach to meaningful collation implemented. The ability to benchmark is crucial in NES being able to set and achieve targets.





Procurement

Where we are—2024

NES is uniquely positioned to positively impact the procurement process within NHS Scotland. In support of the Sustainable Procurement Duty we also believe that it would be most effective if NHS Scotland Procurement act as one. There is now an established and formalised steering group (SPSG) reporting to the NHS Scotland Procurement Services Senior Management Team (PS-SMT), who formulate and drive action planning across all procurement teams.

The steering group is chaired by a member of the PS-SMT with a core of procurement professionals on the group, sustainability experts and representation from Scottish Government. It also has links to other sustainability groups such as the National Environmental Sustainability Group and Transport & Logistics Services Experts Group. The role of the SPSG is to provide a core oversight group for sustainable procurement activities across NHS Scotland.

We continue to ensure that there is a focus on Sustainable Procurement training for staff which is critical in addressing the wider issues with sustainable procurement.

While NES's procurement of physical goods is limited in the context of the organisation as a whole, the service providers utilised by the Board are required to give due consideration in relation to their environmental impact.

Our commitment

Our Procurement Strategy is structured to support effective sustainable procurement across NES to ensure that we deliver the NES vision. It allows NES to respond to the changing public-sector Procurement environment whilst encouraging continual improvement and innovation. Our outcomes are aligned to the Sustainable Procurement Duty, which requires us to buy in a way which is:

- > good for businesses and employees
- > good for society
- > good for places and communities
- > open and connected

NES recognise the commitment of the educational institutions we work with in terms of their own sustainability strategies. We will proactively engage with all guidance from the Scottish Government on measures to assess the sustainability of contractors engaged in our procurement process.





Digital Infrastructure

Where we are—2024

The NES Digital Infrastructure very much reflects the pre COVID19 world where supporting a remote-working user base, and delivering remote Digital Services were not the primary considerations they are today.

Typical Hardware lifecycles of three to five years mean that NES has an ideal opportunity over the next few years to reimagine how we better meet our commitments to our staff and service users, with heavy emphasis placed upon delivering on our environmental responsibilities.

Our commitment

We are committed to consolidation and reduction of our on-premises architecture, alongside maintaining and being an exemplar for the 'Cloud-First' approach which is a cornerstone of NES being able to demonstrate our green credentials.

We will ensure that our digital infrastructure and associated supply chains are rationalised, responsible, and resilient, creating environmental and economic benefits by default.

Our decision-making processes will ensure that the climate emergency and sustainability impacts are always considered and we will focus on three key outcomes:

- 1** The reduction of carbon and cost through removal of waste (redundant services, duplication, legacy systems)
- 2** Consolidation of services upon common platforms to ensure efficiencies
- 3** Enterprise Architecture as strategy to facilitate us to meeting all our sustainability and environmental objectives.



Governance and Policy

Where we are—2024

NES’s development of its sustainability governance is ongoing, utilising the knowledge and work of staff throughout different directorates within the organisation.

Our existing policies that impact environmental sustainability, such as the NES travel policy, require updating in line with this Strategy. New policies will come into being based on the aims and targets identified by the Board.

Our commitment

In all our decision-making processes, we will make sure that climate emergency and sustainability impacts are considered, where appropriate. We will create a culture of consistency and accountability in relation to environmental sustainability in how we structure our service delivery.

We will make sure that our policies are updated with evolving best practice in addressing climate emergency and sustainability. We will also continue to build relationships with other stakeholders to advance our compliance with the NHS Scotland agenda, and to support the sharing of knowledge and resources in this area.





Waste

Where we are—2024

The creation of waste happens at all levels of industries, and healthcare generates both universal and specific types of waste that must be reduced (where prevention isn't possible), handled, processed and, if required, disposed of in a way that reduces negative environmental outcomes.

Some of these have already been addressed, such as paper and food waste being actively prevented within NES's office sites, through only printing when justifiably required and the conscious ordering of catering to ensure no food waste is generated. In others areas, especially in clinical settings, efforts to determine the most beneficial approach are ongoing.

Our commitment

NES recognises its role in preventing, reducing and processing waste in both its own estate as well contributing towards how this is carried out in other areas such as clinical settings.

Continued improvement at a Board level to minimise the contribution of NES sites is a priority. We will work towards a comprehensive circular economy approach, adhering to the waste hierarchy by preventing and reducing unnecessary waste in the first instance, reusing/repurposing items where possible, recycling where no further use can be found, and recovering any elements of the waste where practical prior to disposal where unavoidable.

Additionally, waste will remain a focus of development and training for those working in health and social care roles, to ensure staff are informed on how specific waste is reduced and dealt with. Current areas NES staff are involved in include disposal of medication and prescribing of inhalers.





Capital Projects and Adaptation

Where we are—2024

While NES has a relatively small physical estate, this does not diminish our responsibility in contributing to NHS Scotland's attainment of net zero at the earliest opportunity. Work has been carried out over recent years within each site to assess the level of utilisation of office and meeting space to inform decision making in relation to the provision of on-site facilities.

While reductions and consolidations are being identified in this area, opportunities for prudent investment within the retained estate must also be evaluated to increase efficiency and reduce the Board's remaining environmental impact.

Our commitment

Over the coming years, NES will be reviewing its property estate to make sure it is fit for our business needs, but also is no greater than it needs to be. As well as driving out cost efficiencies for the benefit of the wider NHS Scotland, we will also be conducting the review with tackling the climate emergency very much at the forefront of our considerations. Energy efficiency and sustainability will feature very heavily in the decisions we will make, and our overall business model will also be structured in a way that minimises our impact on the environment. Decision taken will be taken with the aim of contributing substantially to NES's progress in achieving its net zero targets in relation to its physical estate.

Within the retained estate, an evaluation of potential changes that can improve the environmental performance of sites will be carried out. These can be implemented during required or routine maintenance, or as standalone projects where the justification exists.

When moving locations or removing sites from the estate, NES is committed to eliminating any unnecessary waste by repurposing, relocating and recycling as much of the obsolete elements of the former site as is practically possible.





Greenspace, Nature and Biodiversity

Where we are—2024

Due to the nature of its physical estate and limited involvement in clinical settings, Greenspace, Nature and Biodiversity is a more limited area for NES. However, there are two distinct areas where we can have a positive impact on behaviour and, therefore, outcomes: sustainable prescribing and the disposal of medication and medical waste, and service access to greenspace.

While NES has no significant greenspace within its estate, other areas related to NES's work, such as childcare facilities and care homes, often do. In our training and education programmes we will raise awareness of the potential to use such spaces for in the provision of health and care services.



Our commitment

In our development and implementation of training throughout the NHS Scotland workforce, our aim is to effect meaningful learning in all areas with the potential to have an impact on the organisation's net zero progress. While many of these can be easy to identify, some can be less obvious. The effects of medication in water supplies and impacts of certain inhalers and medical gases on the environment are pertinent examples of these within a healthcare setting. Robust education and training on prescribing and disposal will contribute to an improved environmental outlook in these areas.

Providing practical, accessible guidance on utilising greenspace, where available in services, to access both the environmental benefits and improved health outcomes will allow NES to positively impact an area where it has reduced opportunities in its own estate. This will inform the development and dissemination of relevant information in collaboration with other health Boards and areas.



CLIMATE EMERGENCY AND SUSTAINABILITY STRATEGY

2024-2027

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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CLIMATE EMERGENCY AND SUSTAINABILITY ACTION PLAN 2024-2027





Introduction

To support NES' ambition, we have developed a detailed Action Plan comprising both short- and long-term actions and goals. The Action Plan includes actions that can be implemented promptly and those that may need a longer lead in time.

The Climate Emergency and Sustainability Action Plan will be reviewed annually and updated to reflect and report on progress with regular reports to the NES Audit and Risk Committee and the NES Board.

We will ensure that our actions complement national such as the National Performance Framework, the Scottish Government's emissions reduction targets and the Scottish Climate Change Adaptation Programme.





Education and Training

Action	Owner	Timescale
<ul style="list-style-type: none"> > We will ensure that Climate Emergency and Sustainability is a key component of how NES delivers education and training. 	<ul style="list-style-type: none"> > Director of NHS Scotland Academy, Learning & Innovation Directorate 	<ul style="list-style-type: none"> > Continuous
<ul style="list-style-type: none"> > Work with NSS to develop an initial eModule for staff training to provide a general overview of the NHS's role in addressing the climate crisis. 	<ul style="list-style-type: none"> > Workforce Directorate 	<ul style="list-style-type: none"> > June 2024
<ul style="list-style-type: none"> > Work with NSS to expand the collection of eModules available to staff to include further information on both broad and specific topics. 	<ul style="list-style-type: none"> > Workforce Directorate 	<ul style="list-style-type: none"> > September 2024
<ul style="list-style-type: none"> > Develop a robust tracking and reporting process in relation to staff participation in the sustainability modules developed by NSS and hosted by NES. 	<ul style="list-style-type: none"> > Workforce Directorate 	<ul style="list-style-type: none"> > August 2024
<ul style="list-style-type: none"> > Amend Dental Vocational Training curriculum to incorporate a learning outcome on sustainability. 	<ul style="list-style-type: none"> > Dental Directorate 	<ul style="list-style-type: none"> > 1 August 2024
<ul style="list-style-type: none"> > Deliver sessions on Climate Emergency and Sustainability in the Dental VT study day programme. 	<ul style="list-style-type: none"> > Dental Directorate 	<ul style="list-style-type: none"> > 31 July 2025



Education and Training (continued)

Action	Owner	Timescale
<ul style="list-style-type: none"> › Identify and promote opportunities to further influence how awareness of the climate emergency is raised and maintained through education and training resources, and how changes to clinical practice are developed and embedded into our programmes. 	<ul style="list-style-type: none"> › All Directorates 	<ul style="list-style-type: none"> › Medium
<ul style="list-style-type: none"> › Incorporate environmental sustainability messages in all new or updated national dental clinical guidance provided by Scottish Dental Clinical Effectiveness Programme (SDCEP). 	<ul style="list-style-type: none"> › Dental Directorate / Doug Stirling 	<ul style="list-style-type: none"> › Medium
<ul style="list-style-type: none"> › Work with Colleges and Faculties to encourage inclusion of sustainability and healthcare implications of climate change in postgraduate curricula. 	<ul style="list-style-type: none"> › Medical Directorate 	<ul style="list-style-type: none"> › 18 to 24 months
<ul style="list-style-type: none"> › Support of Quality Improvement projects in climate change and sustainability with cascading of support via trainers. 	<ul style="list-style-type: none"> › Medical Directorate 	<ul style="list-style-type: none"> › Continuous
<ul style="list-style-type: none"> › Ongoing development of new methods of delivering training and education via online resources and SIM. 	<ul style="list-style-type: none"> › Medical Directorate 	<ul style="list-style-type: none"> › Continuous
<ul style="list-style-type: none"> › Embed principles of sustainability, where relevant, in educational resources and promote relevant educational resources to support sustainable Care. 	<ul style="list-style-type: none"> › Pharmacy Directorate 	<ul style="list-style-type: none"> › Ongoing
<ul style="list-style-type: none"> › Deliver education using a variety of formats to increase awareness of Sustainability across the Health and Social Care workforce 	<ul style="list-style-type: none"> › Pharmacy Directorate 	<ul style="list-style-type: none"> › Ongoing



Clinical

Action	Owner	Timescale
<ul style="list-style-type: none"> > Identify and promote opportunities to embed the NHS Climate Emergency Strategy into all NES education and training resources. 	<ul style="list-style-type: none"> > All Directorates 	<ul style="list-style-type: none"> > Short
<ul style="list-style-type: none"> > Where appropriate, design education and training that can be delivered in remote/hybrid way 	<ul style="list-style-type: none"> > All Directorates 	<ul style="list-style-type: none"> > Short / Medium
<ul style="list-style-type: none"> > We will ensure that pillars of Realistic Medicine feature consideration of Climate Emergency & Sustainability aspects when designing healthcare plans. This will particularly apply to the pillars of shared decision making and reducing harm and waste. 	<ul style="list-style-type: none"> > Medical Directorate 	<ul style="list-style-type: none"> >



Transport and Travel

Action	Owner	Timescale
<ul style="list-style-type: none"> › Evaluation of all face-to-face meetings to ensure added value and if none – default to virtual meetings. 	<ul style="list-style-type: none"> › All Directorates 	<ul style="list-style-type: none"> › Continuous
<ul style="list-style-type: none"> › Virtual recruitment processes for all trainees. 	<ul style="list-style-type: none"> › Medical Directorate 	<ul style="list-style-type: none"> › Continuous
<ul style="list-style-type: none"> › Review of training placements outside of base region to identify what is essential to meet curricular requirements and resources that require development to support reduction in rotation. 	<ul style="list-style-type: none"> › Medical Directorate 	<ul style="list-style-type: none"> › 18 to 24 months
<ul style="list-style-type: none"> › Review potential of move towards longer placements in rotations to minimise travel. 	<ul style="list-style-type: none"> › Medical Directorate 	<ul style="list-style-type: none"> › 18 to 24 months



Procurement

Action	Owner	Timescale
<ul style="list-style-type: none"> Engage critical suppliers to understand their net zero plans, mapping out anticipated scope three emissions. 	<ul style="list-style-type: none"> Finance and Procurement 	<ul style="list-style-type: none"> Q3 2024
<ul style="list-style-type: none"> Promote the use of the NHS Scotland Community Benefits Gateway within the NES supply chain 	<ul style="list-style-type: none"> Finance and Procurement 	<ul style="list-style-type: none"> Continuous
<ul style="list-style-type: none"> Ensure all Procurement staff have been fully trained on the Scottish Government's Sustainable Procurement Tools relating to Climate Literacy and Circular Procurement modules. 	<ul style="list-style-type: none"> Finance and Procurement 	<ul style="list-style-type: none"> Q4 2024



Digital Infrastructure

Action	Owner	Timescale
<p>> Datacentre Consolidation: Work underway to evaluate Microsoft proposal of migrating NHS Scotland VMWare environments into their Azure Cloud. Should NES adopt this solution, this may significantly reduce or remove the requirement for any on-premise Datacentres. This strategic decision must be carefully considered, and as such the evaluation and decision will conclude Q3 2024.</p>	<p>> David Wilson</p>	<p>> Q3 2024</p>
<p>> Carbon Footprint: Produce and disseminate an environmental impact report following removal of redundant hardware from all data centres.</p> <p>Work to remove redundant hardware from all datacentres has been ongoing, and some sites have been cleared entirely. Following completion, an environmental impact report will be produced and disseminated. This work is scheduled to conclude Q3 2024.</p>	<p>> David Wilson</p>	<p>> Q3 2024</p>
<p>> Infrastructure refreshment programme proposals: Much of the NES Infrastructure hardware is approaching end of life and will soon require modernisation in order that it does not fall out of support by the vendors. The hardware encompasses Server, Network, Unified Communications and some Endpoint, and as such there is an opportunity to align the Enterprise Architecture, and to do so in a ‘Cloud First’ context. To this end a comprehensive modernisation proposal with included finance will be completed Q4 2024.</p>	<p>> David Wilson</p>	<p>> Q4 2024</p>



Governance and Policy

Action	Owner	Timescale
<ul style="list-style-type: none"> Climate change and sustainability will be referenced in all new policy and guideline development as a core requirement. 	<ul style="list-style-type: none"> All Directorates 	<ul style="list-style-type: none"> Continuous
<ul style="list-style-type: none"> The Audit and Risk Committee and the NES Board will continue to receive updates from the Executive Lead and the NES Climate Emergency and Sustainability Group and Clinical Sub Group, 	<ul style="list-style-type: none"> Director of Finance 	<ul style="list-style-type: none"> Continuous
<ul style="list-style-type: none"> Nominations will be sought for an employee-focused and maintained sustainability group, to help to further promote awareness of the challenge facing NES as an NHS Scotland Board and to generate additional initiatives for addressing the challenge. 	<ul style="list-style-type: none"> NES Climate Emergency & Sustainability Group 	<ul style="list-style-type: none"> End June 2024



Waste

Action	Owner	Timescale
<ul style="list-style-type: none"> The portfolio of education and training products offered by NES will build in consideration of how the entire NHS Scotland workforce, and those from whom we procure services can play a role in reducing waste and recycling materials where possible. 	<ul style="list-style-type: none"> All Directorates 	<ul style="list-style-type: none"> Continuous
<ul style="list-style-type: none"> Review how NHS Education for Scotland (NES) tracks its waste and create a process for reporting on this. 	<ul style="list-style-type: none"> Property & FM 	<ul style="list-style-type: none"> 6 months



Capital Projects and Adaptation

Action	Owner	Timescale
<ul style="list-style-type: none"> Where changes to the NES property estate are being considered, Climate Emergency and Sustainability considerations will be taken account of in decision making. Funding will also be explored to effect any works or accommodations to deliver Climate Emergency and Sustainability improvements. 	<ul style="list-style-type: none"> Director of Finance 	<ul style="list-style-type: none"> Continuous



Greenspace, Nature and Biodiversity

Action	Owner	Timescale
<ul style="list-style-type: none"> Options will be explored for making sure that interaction with greenspace by NHS and social care staff can be included in our education and training programmes. 	<ul style="list-style-type: none"> All directorates 	<ul style="list-style-type: none"> Continuous



CLIMATE EMERGENCY AND SUSTAINABILITY ACTION PLAN

2024-2027

ALTERNATIVE FORMATS

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NHS Education for Scotland

NES/24/35

Public Board Meeting

Agenda Item: 8b

Date: 23 May 2024

1. Title of Paper

1.1. Draft 2024/25 NES Delivery Plan (as part of draft Three Year Delivery Plan for 2024/27)

2. Author(s) of Paper

2.1. Christina Bichan, Director of Planning & Performance
Alison Shiell, Planning & Corporate Governance Manager

3. Lead Director(s)

3.1. Christina Bichan, Director of Planning & Performance

4. Situation/Purpose of paper

4.1. Following the creation of Medium Term Plans (MTPs) as part of the 2023-24 NHS Scotland (NHSS) planning guidance, all NHSS Health Boards have been asked to develop their MTPs into Three Year Delivery Plans with detailed deliverables for 2024/25 and indicative actions for 2025/26 and 2026/27.

4.2. This paper presents the draft NES Three Year Delivery Plan for 2024/27 to the Board for approval **in principle**. Alongside the information and context provided in the cover paper, the delivery plan consists of an overarching narrative document and a high level overview of our three-year plan (Appendix 1), a set of detailed deliverables for 2024/25 ([Appendix 2](#)) and the NES Medium Term Plan (Appendix 3).

5. Background and Governance Route to Meeting

5.1. The 2023/24 NHSS planning guidance set out the first steps towards a greater level of co-ordination across NHSS after the volatility of the previous three years as a result of the COVID-19 pandemic and a changing operating environment. With a particular focus on the delivery of services based on population, NHSS Boards were

asked to produce an 2023-24 Annual Delivery Plan and Medium Term Plans for 2023-26.

- 5.2. The current NHSS planning framework is shown in Figure 1 and highlights how the component parts of NHSS support Boards and partners in planning and delivering services to meet population needs. Work is continuing across both NHSS and Scottish Government (SG) to establish increased planning coherence at national, regional and local levels.

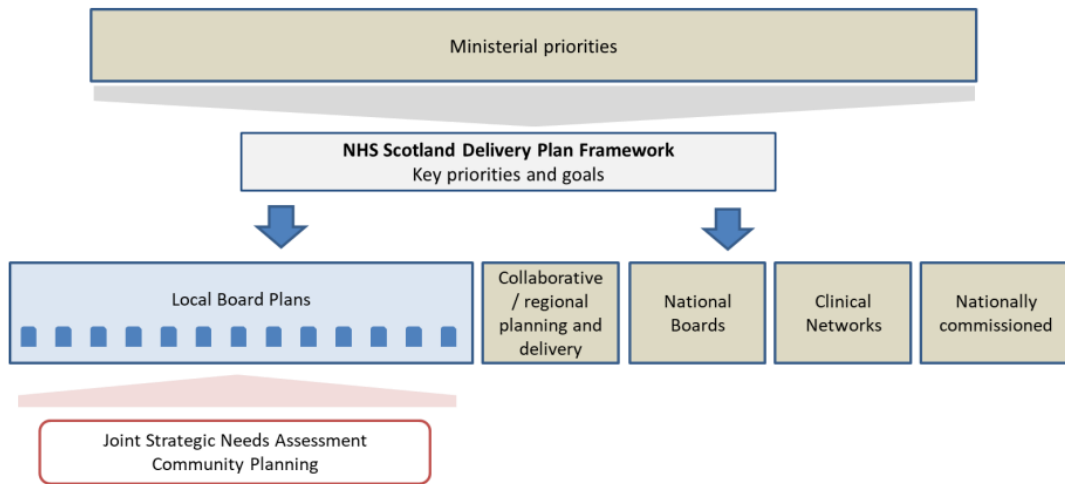


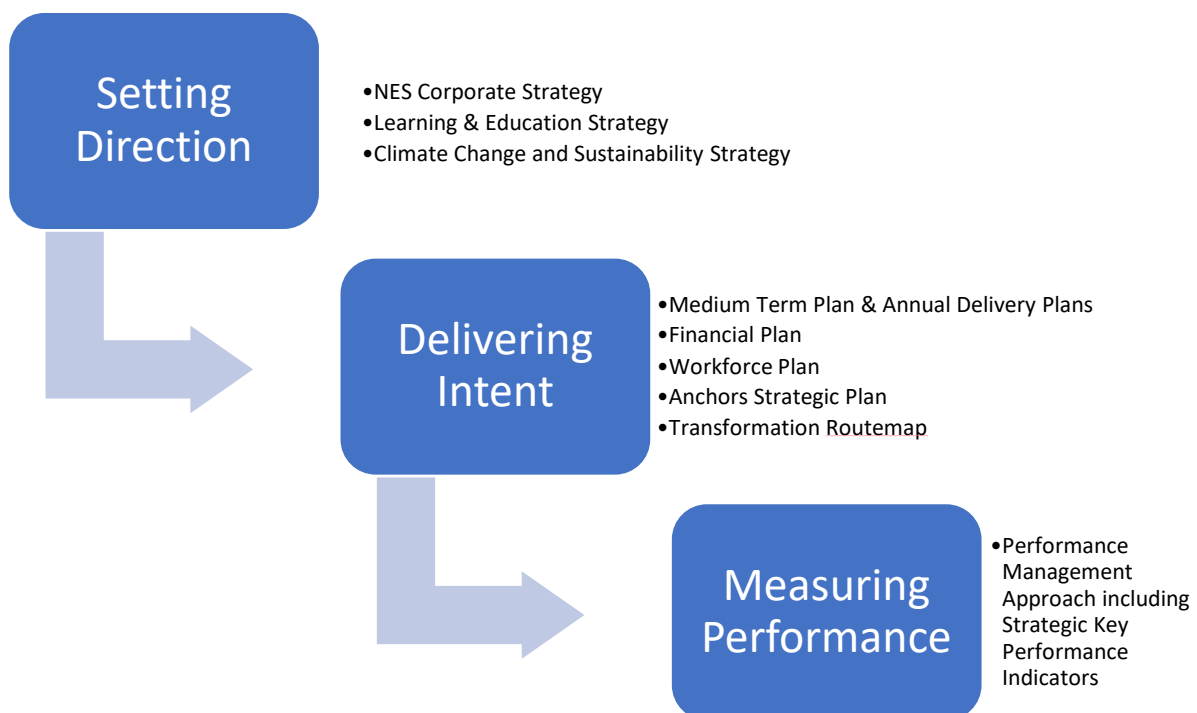
Figure 1

- 5.3. On 4 December 2023 a letter from Richard McCallum (Director of Health and Social Care Finance, Digital and Governance / SG) and John Burns (NHS Scotland Chief Operating Officer) issued to all Boards and set out a joint commissioning approach for 2024/25 financial and delivery plans. Enclosed with the letter, Boards received a set of guidance documentation to support the development of aligned financial and delivery plans.
- 5.4. The strategic context for the 2024/25 planning approach is informed by the former First Minister's [Equality, opportunity, community: New leadership - A fresh start](#) outcomes document, published in April 2023. The document sets out a refreshed strategic context for NHSS whilst remaining consistent with the recovery drivers that framed the 2023/24 planning guidance.
- 5.5. The draft NES Delivery Plan was considered by the Board in private session before submission (in draft form) to SG March 2024. It has since been further developed with input from all NES directorates and updated to reflect the most recent position in respect of our delivery priorities and financial position. Regular discussions with our SG Sponsor Team and verbal feedback received specifically on our draft Delivery Plan, have also supported development of this updated document.

6. Assessment/Key Issues

- 6.1. For 2024/25, Boards have been asked to build on the 2023/24 planning approach and develop their MTPs into Three Year Delivery Plans that are aligned to both their Financial Plans and ministerial priorities. The Three Year Delivery Plan must include detailed deliverables for 2024/25 and indicative actions for 2025/26 and 2026/27.
- 6.2. Whilst delivery plans must link to the high-level priorities contained in the 2024/25 planning guidance, it is intended that Boards also have the flexibility to plan within their own financial and delivery context to ensure plans are both ambitious and achievable.
- 6.3. Building on Figure 1, which demonstrates how the work of all Boards is guided by ministerial priorities and the NHS Scotland Delivery Plan Framework, Figure 2 seeks to set this Delivery Plan in the context of our organisation and demonstrate its position in respect of other key corporate documents.

Figure 2



- 6.4. Approval in principle for this draft delivery plan is being sought at this stage in recognition of the ongoing discussions with SG colleagues which are being facilitated by our Sponsor Team, and the further evolution and amendment which may be necessary as a result. The Board will be kept apprised of these amendments through regular updates, with delivery performance being reported on a quarterly basis in line with the Board's schedule of business.

7. Recommendations

7.1. The Board are asked to approve the 2024/25 NES Delivery Plan **in principle**, noting that this is a dynamic document which will further evolve over the course of the year.

a) Have Educational implications been considered?

- Yes
 No

b) Is there a budget allocated for this work?

- Yes
 No

c) Alignment with [Our Strategy 2023 – 26 People, Partnerships and Performance](#)

1. People Objectives and Outcomes
 2. Partnership Objectives and Outcomes
 3. Performance Objectives and Outcomes

d) Have key strategic risks and mitigation measures been identified?

- Yes
 No

e) Have Equality, Diversity, Human Rights and health inequality issues been considered as per [Fairer Scotland Duty: Guidance for Public Bodies](#) and Corporate Parenting as per the [Children and Young People \(Scotland\) Act 2014](#)?

- Yes
 No

f) Has an Equality Impact Assessment (EQIA) been completed or in progress for this piece of work?

- Yes
 No

g) Have you considered Emergency Climate Change and Sustainability implications as per [DL \(2021\) 38](#)?

- Yes
 No

h) Have you considered a staff and external stakeholder engagement plan?

- Yes
 No

Christina Bichan / Alison Shiell
May 2024
NES



2024/25 DRAFT

Annual Delivery

Plan

Template: ADP1

NHS Board: NHS Education for Scotland

2024/25 Annual Delivery Plan

Introduction

As the education, training, workforce development, data and technology provider for health and social care in Scotland, NHS Education for Scotland (NES) supports people who work in health and social care to get the education, training and skills they need to provide good quality care for people in Scotland.

Our vision and purpose are set out in our [Corporate Strategy 2023-26](#), and through the delivery of our work programmes we are seeking to create a workforce that meets the needs of the health and social care system and the people of Scotland - by working in partnership with our staff, learners and stakeholders.

As an organisation, we are adaptable, creative and responsive to the needs of the workforce and the communities they serve. We work with our learners, educators, partners, stakeholders and people with lived and living experience to continually improve our education and training to support good quality health and social care. We do this by developing learning that has robust academic underpinnings and is informed by research.

We use data and intelligence to help us plan, in partnership for the future, using technology and innovations to support the best clinical and social care practice and education and training.

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 the wellbeing of the people of Scotland.

Our Annual Delivery Plan (ADP) for 2024/25 as set out herewith and in Appendices 1 and 2, outlines our intended areas of focus for the 2024/25 financial year in the context of our NES Strategy 2023-26 and the Medium Term Priorities, agreed with our Scottish Government sponsor team in 2023 as part of developing our Medium Term Plan (Appendix 3). This document sets out our delivery intent aligned to the approved, NES Financial Plan for 2024/25. It is however recognised that this ADP will continue to evolve in line with ongoing dialogue with the Scottish Government Health and Social Care Directorate in respect of priorities and will thus be updated regularly throughout the year.

Section A.1: Recovery Drivers

Our Delivery Plan has been developed in line with NHS Scotland Delivery Plan Guidance issued for 2024/25, taking account of ministerial priorities and ongoing activity to achieve more coherent planning across the health and social care system. The Plan seeks to set out what will be delivered in the coming year in support of the Medium Term Plan which was developed during 2023/24 and thus we have continued to reflect our alignment with the national drivers of recovery. As a national Health Board with a remit for educating and training the health and social care workforce, the work of NES spans and supports all 10 of the recovery drivers, outlined below. Through our work we support better rights-based quality

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care and outcomes for every person in Scotland and play an important part in reducing health inequalities in communities across Scotland.

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
7	Fast track the national adoption of proven innovations which could have a transformative impact on efficiency and patient outcomes
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
10	Climate Emergency and Environment

A high level overview of our deliverables for 2024/25 is set out in Appendix 1, with the alignment to the recovery drivers shown, clearly demonstrating how our priority work areas align with and support the national recovery effort. It should however be noted that in some instances more than one driver would have been appropriate given the nature and breadth of much of our work.

Within Appendix 2 we have articulated 175 deliverables for 2024/25, some of which are dependent on funding that is yet to be confirmed. Quarterly milestones have also been provided to ensure delivery of our plan can be subject to robust performance management and progress reporting.

Deliverables have been aligned to our Medium Term Priorities, strategic themes and our strategic KPIs to build a picture of how the activity carried out throughout 2024/25 will contribute to the achievement of NES's longer term goals and strategic objectives as well as national priorities.

This delivery plan has been developed in line with the general Financial and Delivery Planning guidance provided to all Boards in December 2023. Where appropriate (e.g. NHS Scotland Academy) deliverables have been developed in collaboration with our partner Boards and shared across our Plans.

Through the National Directors of Planning Group, we are supporting and participating in an integrated approach to recovery and delivery planning across NHSScotland. We are also actively participating in the National Boards Collaborative, where we are seeking to maximise the efficiency and effectiveness of arrangements across Boards to enhance existing collaborations and reduce cost. This builds on work outlined in our 2023/24 ADP in respect of forging strategic partnerships which add value such as our work with SAS, NHS24 and the

North Boards on workforce diversification and our partnership with NHS Golden Jubilee through the NHS Scotland Academy.

Section A.2: NES Priorities

Appendix 2 outlines the deliverables in respect of our work priorities for 2024/25 and has been shaped in the context of our 14 Medium-Term Priorities (presented in Table 1 / page 5), Medium-Term Plan (Appendix 3) and the NES Corporate Strategy for 2023-26. It also reflects national priorities in respect of health and social care and the specific commissions received to date from Scottish Government Health and Social Care Directorate for delivery during 2024/25.

An extension of the strategic priorities outlined in the NES Strategy into 2026/27 and beyond has been assumed for planning purposes given the ambitious nature of the direction set, its alignment with national recovery drivers and the significant support expressed to date by our stakeholders.

Table 1: NES Medium Term Priorities

1	<p>Continue to provide leadership for and delivery of high quality education, training and workforce development, including:</p> <ul style="list-style-type: none"> • Advising on the education and training capacity for health and social care disciplines across Scotland to ensure it meets future workforce requirements. • Managing recruitment and progression for many health and social care professions including medical, dental, pharmacy, optometry and health care science. • Refocusing elements of medical education to improve trainee experience in partnership with SG, 4 nations, Boards, GMC, Royal Colleges and other relevant partners. • Delivering education, training and workforce development activity to support continuous professional development, role development and transformation across the range of health and social care disciplines. • Providing a modern, engaging, attractive, digital learning platform/learning management system. • Developing and delivering accelerated training programmes through NHS Scotland Academy
2	<p>Improve the range, quality and granularity of workforce data, through understanding and ensuring we meet user needs with initial focus on official published NHS workforce statistics then extending to all other workforce data including in respect of the unregistered workforce. In addition to understanding and responding to user needs this will also be done through the development, promotion and adoption of coherent systems across partners. Undertake a continuous review of priority areas across health and social care in respect of data gathering and analysis. Linked to this, improve the analysis and reporting of data, providing a holistic understanding of the characteristics of the health and social care workforce including entry routes, career paths, skills mix and attrition.</p>

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3	In service of the Digital Health & Care Strategy, continue to lead on development of the National Digital Platform in support of major programmes of work as prioritised by the Enabling Technology Board, including, but not limited to, NHS recovery, major system replacement, vaccinations, digital prescribing and dispensing, diabetes support, workforce data and identity management and supporting innovation via the ANIA programme. In addition to this, lead on the technical delivery of the Digital Front Door programme and continue to deliver on the Digitally-Enabled Workforce Programme.
4	Phase 1 of the redesign of the Turas platform to provide an accessible, dynamic learning and education platform for Health and Social Care alongside development of a NES prospectus.
5	Work with the Chief Scientist's Office, Scottish Health and Industry Partnership Group, Accelerated National Innovation Adoption (ANIA) Pathway, Innovation Design Authority and HEIs to scope the skills and training required to deliver and implement health care research, development and innovation to inform the learning needs of the health and social care workforce.
.6	Working with partners across the system and Centre for Sustainable Delivery in particular, lead on the identification, assessment and implementation of new workforce models which involve role re-design and transformation to optimise care pathways, complementing wider service reform and transformation activity being driven forward through the Care and Wellbeing Portfolio.
7	Build the capability of the Centre for Workforce Supply to develop resourcing strategies which address workforce supply shortages and assist NES and local boards in articulating the case to overcome said shortages. The Centre will provide centralised co-ordination and recruitment expertise, supporting local Board and Health and Social Care Partnership infrastructure with the implementation of these strategies and acting on evidence to increase response rates to recruitment efforts. The Centre should play a key role in promoting the NHS Scotland Brand identity.
8	Working in conjunction with partners across the social care sector including SSSC, scope, design and deliver a programme of workforce development activity to increase the capacity and capability of the social care workforce . Ahead of any future decision on the training, education and workforce development needs associated with the National Care Service, with appropriate funding, this work should focus on repurposing NES resources for adult social care, reviewing and developing the national induction and CPD frameworks, including the introduction of GIRFE Pathfinders. In addition, scope the options for enhanced international recruitment for social care.
9	In partnership with NHS Golden Jubilee, position the NHS Scotland Academy as the key developer and deliverer of accelerated training underpinned by NES academic governance, in areas of need to support NHS recovery and reform.

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10	As commissioned by the Scottish Government, take forward the development of a National Centre for Remote and Rural Health and Social Care to raise the profile of remote and rural practice as a career choice. In doing so, ensure the needs and circumstances of those communities are considered, support a multi-agency collaborative approach and ensure the priorities remain agile to respond to need.
11	Working in conjunction with senior leaders and partners across the system, build on existing activity, to scope and deliver a range of national leadership and quality improvement programmes and resources for the health, social care and social work workforce, supported by relevant digital infrastructure. Furthermore, provide a range of products that will support the talent management and succession planning process across the system, building networks to share learning and facilitate collaboration.
12	Actively contribute to the national effort around workforce wellbeing through increasing capacity and capability to deliver psychological interventions and therapies to support staff mental health and wellbeing across the Health and Social Care workforce.
13	NES and SG to actively engage with NHS Boards, education providers and wider partners to develop the education, training and tools required to support health and care professionals to practise Realistic Medicine and deliver value based health and care.
14	Identify and adopt actions designed to maximise the efficiency of the organisation , clearly demonstrating best value in its work and ensuring coherence with activity being delivered by partners in order to deliver a more sustainable and affordable Health and Social Care system. In supporting the development and delivery of key priorities, both existing and new, ensure appropriate financial controls and governance is in place, including exploring the financially sustainable delivery of all priorities and embedding continuous quality improvement in all corporate activities.

During 2024/25 we will continue to develop and strengthen our planning and delivery approach by working in an increasingly integrated manner across NES, building on new arrangements introduced in 2023/24 such as our refreshed performance management approach and the introduction of our Corporate Improvement Programme.

Section B: Finance and Sustainability

The financial plans developed prior to the budget announcement on 19 December 2023 were based on the initial Scottish Government (SG) planning assumptions and set out a balanced position for 2024/25. The budget announcement on 19 December confirmed a reduced baseline budget for NES of £550.2m in 2024/25. Further work was undertaken to develop a savings plan of £3.5m to ensure a balanced financial position for 2024/25. The financial plan and the savings were approved by the NES Board at the private Board meeting on 28 March 2024 and submitted to Scottish Government in April 2024.

For future years our position is currently not balanced; it is anticipated that we will need to develop a programme of recurring savings in the medium to long term to ensure financial sustainability.

Section C: Workforce

The [NES Strategic Workforce Plan 2022-2025](#) was developed in partnership with input from stakeholders across NES in order to plan for a flexible and adaptive workforce that can support NES in the successful delivery of our strategic ambitions. The plan was also developed in accordance with Scottish Government guidance and aligned to the Six Steps of Workforce Planning methodology.

Delivery of our Workforce Plan is a strategic priority for NES as set out in our Strategy for 2023-26 and will be at both organisational and directorate levels with the key themes being building future capability, succession planning, attraction and retention. The Workforce Plan is supported by a strategic action plan which continues to be progressed with the aim of delivering effective change to practices and processes to enable having the right people, with the right skills, in the right place, at the right time.

Delivery of the strategic action plan is progressing through a phased approach, linking to the strategic workforce plan actions and involving the use of both quantitative and qualitative data across directorates to monitor progress, reporting via the Staff Governance Committee.

During 2023/24 delivery included launching a succession plan for a senior cohort pilot and supporting directorates to build future capability by identifying and enabling their development requirements.

Looking ahead, we will continue to apply more stringent internal process to our recruitment practices in response to the challenging financial landscape and budgetary constraints and to work collaboratively with partners to identify opportunity for workforce diversification, shared roles and new ways of working which increase our efficiency and effectiveness. In our role as the official provider of workforce statistics, we will also prioritise working closely with Health Board colleagues to support them in addressing issues impacting on the timeliness of workforce data.

Section D: Improvement Programmes

During 2023/24 NES launched a programme of corporate improvement aligned to the delivery of its new Strategy for 2023-26 and published a [Transformation Routemap](#) articulating the significant change activities being progressed across the organisation over the next three years to support and enable delivery of our Strategy and Medium Term Plan, ensuring we are able to meet the needs of our stakeholders both now and into the future. Our corporate improvement activity is referenced in Appendix 2 through our deliverables and associated milestones.

The delivery of strategic priorities, organisational corporate improvement and transformational change is facilitated by our Programme Management Office (PMO) and overseen by a Transformation Group, reporting to the NES Executive Team. The PMO will continue to work with colleagues across all directorates to ensure a cross-directorate approach is taken to delivering organisational priorities.

In the final quarter of 2023/24 NES published its first [Learning and Education Strategy](#), setting out how we will provide high quality learning opportunities, aligned to and informed by the needs of the health and social care system, individuals, and partners to support the delivery of better outcomes for people across Scotland and the sustainability of health and social care services. Learning and education is at the heart of what we do in NES and we will progress in line with the direction, principles and priorities outlined throughout 2024/25 to fulfil our overall purpose and vision as an organisation.

Section E: Risk Management

Within NES we manage risk through an integrated risk management approach. Risks are managed through programme, Directorate and Strategic risk registers supported by escalation and de-escalation processes which ensure good governance.

Our delivery plan as outlined is subject to a number of current risks on the Board's strategic risk register. The relevant risks and their position in respect of adherence to the Board's current risk appetite is shown below. Mitigating actions to address areas outwith appetite are identified and being implemented as far as possible within the organisation's scope of control.

Risk	Title	Position
SR2	Disproportionate amount of non-recurring funding without conversion to recurrent funding.	
SR3	Failure to recruit and retain sufficiently experienced and knowledgeable people.	
SR5	NES does not put in place adequate corporate infrastructure to support the Transformation Routemap.	
SR9	NES does not put sufficient measures in place to address ongoing cost and funding pressures.	
SR10	Failure to adequately anticipate and mitigate the impacts of policy, legislative, economic and societal change.	
SR11	Poor learning outcomes and learning experience for our stakeholders.	
SR12	Insufficient investment in TURAS Learn and other NES learning platforms.	

Management of these risks will continue as part of business as usual processes with quarterly reporting of all strategic risks to the Audit and Risk Committee and NES Board. In addition to the strategic risks outlined above, it should also be noted that ongoing discussions in respect of priorities and funding for 2024/25 and the impacts which may result in respect of resource pose an ongoing operational risk to the delivery of the activities outlined in this draft plan. This will be borne in mind as discussions reach their conclusion and be reflected through risk management arrangements.

Section F: Measuring Impact

The work we do in NES affects everyone who works in and with health and social care services, as well as every person in every community in Scotland. Our NES Corporate Strategy for 2023-26 outlines the difference we want to make, in line with national ambitions for health and social care, and our commitment to preparing and shaping the workforce for the future to deliver quality care and services and improve outcomes for people in Scotland.

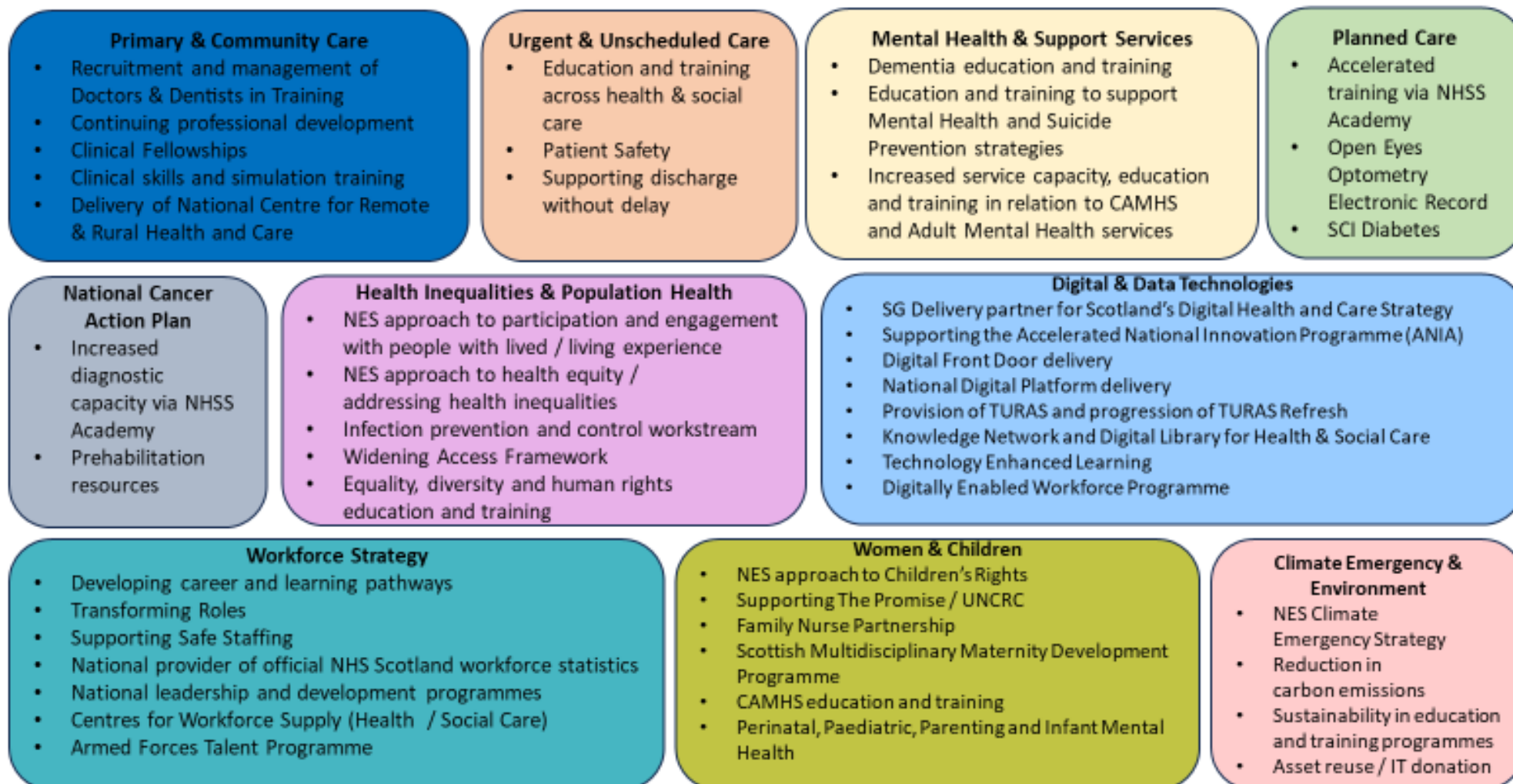
In 2023/24 we introduced a new way of managing performance through the introduction of strategic Key Performance Indicators aligned to our strategic priorities.

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In 2024/25 we will undertake a review of our progress so far and identify areas where we need to further evolve our performance management approach to ensure that we have the data and intelligence to guide our strategic decision making and evidence our impact, as well as delivering on the relevant areas of the national performance framework. We will also seek to operationalise our performance management approach by developing our second tier of performance metrics to aid operational management and ensure all of our activities are aligned with and contributing to the achievement of our priorities and the commitments set out within this document.

Appendix 1: NHS Education for Scotland Delivery Plan – NHS Scotland Recovery Driver Alignment Overview





Medium Term Delivery Plan

NHS Board: NHS Education for Scotland

NES Medium Term Plan



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Our Vision:

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NES Strategic Theme	NES Strategic Objective	Medium Term Priority	Key Performance Indicator(s)	National Recovery Driver(s)	Delivery Activities
People	1. Support NES staff to be the best they can be through developing new career pathways and ways of working, well being initiatives and enabling their professional development.	1, 12 and 14	1, 2, 5.	8. Workforce; 10. Climate	Delivery of the NES Workforce Plan and Organisational Development Plan focusing on workforce wellbeing, capability, training and development including delivery of the senior cohort succession planning pilot.
People	2. Seek to eliminate the gender pay gap across all protected characteristics and engage younger people in the NES Workforce.	14	6	8. Workforce; 6. Health Inequalities	Delivery of NES Action Plan encompassing equality outcomes, equal pay, employment monitoring and our staff equality network. Development and delivery of our approach to Apprenticeships to create entry level roles within NES.
People	3. Support role re-design and transformation to enable early intervention and prevention, optimise care pathways, address workforce shortages and complement wider service reform and transformation activity across the health and social care system.	1,6,7,8,9,10	23, 24, 29	1. Improved access to Primary and Community Care; 2. Urgent & Unscheduled Care; 4. Recovery of Planned Care; 8. Workforce	Supporting the development of the GP, Nursing and broader health and social care workforce to enable the transformation of Primary Care. Supporting the development of Community Glaucoma Services and upskilling the Ophthalmic workforce. Development of resources targeting perioperative, acute and trauma career pathways and workforce pipelines. Supporting expansion of the clinical skills, leadership skills and capacity of SAS Doctors and Dentists in training. Development of the Medical Associate Professions workforce. Supporting development of the Pharmacy First Service, the health scare support worker framework and delivery of the Childsmile programme.
People	4. Scope, design and deliver a programme of workforce development activity to increase the capacity and capability of the social care workforce, working collaboratively with the Scottish Social Services Council (SSSC).	8	9, 10, 11, 18	8. Workforce; 9. Optimising Digital & Data ; 10. Climate	Supporting the development of the National Induction Framework, a CPL framework for social care and the development of an SVQ in Integrated Care, working in partnership with SSSC.
People	5. Increase capacity and capability to deliver psychological interventions and therapies to support the people of Scotland including the health and social care workforce.	12	Tracked through Annual Delivery Plan	1. Improved Access to Primary and Community Care; 2. Urgent and Unscheduled Care; 3. Mental Health; 4. Recovery of Planned Care.	Supporting delivery of the Mental Health Strategy and new Dementia Strategy, by training and development of the Psychology Workforce. Working alongside the Mental Welfare Commission to support workforce development in respect of the Adults with Incapacity Act. Increasing multi disciplinary team capacity to deliver evidence based brief psychological interventions.
People	6. Lead and deliver high-quality education, training and continuous professional development (CPD) across all health and social care disciplines.	1	9, 11, 13, 14, 15, 30	1. Improved access to Primary and Community Care; 8. Workforce	Delivery of a broad range of CPD programmes and activities to meet the needs of the Medical, Nursing, Pharmacy, Optometry, Dental, AHP, Healthcare Science, Social Care and Psychology workforce.
People	7. Develop the education, training and tools required to support health and care professionals in meeting the Health and Social Care standards, practising Realistic Medicine and delivering value-based health and care in a way which is meaningful to their roles and those they support.	13	21	8. Workforce; 10. Climate Emergency	Support the healthcare workforce to practice Realistic Medicine and deliver Value Based Health & Care through the delivery of NES Realistic Medicine and Value Based Health and Care Action Plan..

NES Medium Term Plan



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NES Strategic Theme	NES Strategic Objective	Medium Term Priority	Key Performance Indicator(s)	National Recovery Driver(s)	Delivery Activities
People	8. Support the health and social care workforce including children, young people and justice services to become trauma informed and trauma responsive.	1	Tracked through Annual Delivery Plan	8. Workforce; 3. Mental Health	Delivery of the National Trauma Training Programme.
People	9. Support professionalism in education across health and social care, with a particular focus on digitally enabled learning.	1,3	26, 30	8. Workforce 9. Optimising Digital & Data 10. Climate	Delivery of a national programme to improve the digital capability of the health and social care workforce across Scotland. Delivery of our Education and Learning Strategy and online education and learning prospectus. Developing the NHSSA learning environment to meet the needs of mixed model educational delivery. Achievement of credit awarding body status.
People	10. Deliver the NES Workforce Plan and Organisational Development Plan.	14	Tracked through Annual Delivery Plan	7. Innovation Adoption; 8. Workforce; 10. Climate	Delivery of the NES Workforce Plan and Organisational Development Plan focusing on workforce wellbeing, capability, training and development including delivery of a senior cohort succession planning pilot.
Partnerships	11. Improve the range, quality, detail, analysis, and reporting of workforce data linked to population health and care needs, working in collaboration with partners.	2	25, 28	1. Primary and Community Care; 2. Urgent and Unscheduled; 3. Mental Health; 7. Innovation Adoption; 8. Workforce 9. Optimising Digital and Data	Development and implementation of a workforce planning tool which enables the development and articulation of a national picture of workforce need, informed by the health needs of the population and the future shape of services.
Partnerships	12. Work in partnership to scope the skills and training required to deliver and implement health care research, development and innovation.	5	23	7. Innovation Adoption; 8. Workforce; 9. Optimising Digital and Data ; 10. Climate	Consolidation of our position as a national centre for evidence on the health and social care workforce. Development and delivery of NES Research and Innovation Plans to underpin our Learning and Education Strategy.
Partnerships	13. Build our capability around workforce supply to develop resourcing strategies which address supply shortages and provide centralised co-ordination and recruitment expertise.	7	Tracked through Workforce Plan	1. Primary Care; 3. Urgent and Unscheduled Care; 4. Planned Care; 8. Workforce	Further developing the NES Centre for Workforce Supply, including leading on international recruitment to accelerate recruitment within health and social care. Delivery of the widening access programme and a healthcare pilot qualification for senior phase school students to enhance recruitment and attraction into the health and social care workforce.
Partnerships	14. Develop and deliver accelerated training in areas of need through the NHS Scotland Academy.	9	Tracked through Annual Delivery Plan	4. Planned Care; 7. Innovation; 8. Workforce; 9. Optimising Digital and Data	Delivery of the National Ultrasound, Endoscopy and Bronchoscopy Training Programmes. Research and development activity to support accelerated training and development programmes. Development of technology to support the Accelerated National Innovation Adoption programme.
Partnerships	15. Act as the strategic delivery partner to Scottish Government on activities which target skills development in areas such as leadership, digital and data.	2,3,11	28	8. Workforce; 9. Optimising Digital and Data	Design & delivery of a national programme of development and peer learning opportunities to develop leadership skills, knowledge and behaviour to create a culture of collaborative working. Delivery of the Digitally Enabled Workforce Programme.
Partnerships	16. Scope and develop a National Centre for Remote and Rural Health and Social Care.	10	Tracked through Annual Delivery Plan	1. Primary and Community Care; 8. Workforce; 6. Health Inequalities	Delivery of education and training for the health and social care workforce that improves access in remote, rural and island settings. Development of the National Centre for Remote and Rural Health and Social Care.

NES Medium Term Plan



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NES Strategic Theme	NES Strategic Objective	Medium Term Priority	Key Performance Indicator(s)	National Recovery Driver(s)	Delivery Activities
Partnerships	17. Develop and implement engagement and participation activities in partnership with people with lived experience to inform our work.	14	27	6. Health Inequalities; 9. Optimising Digital and Data; 10. Climate	Development and implementation of an engagement and participation framework for those with lived or living experience as part of broader activity on enhancing our education and learning quality ecosystem within NES.
Partnerships	18. Work with partners and staff to provide high quality and relevant equality and human rights education and learning resources.	1	Tracked through Annual Delivery Plan	8. Workforce; 6. Health Inequalities	Developing education and training resources for the health and social care workforce focussing on Equality, Diversity, Inclusion and Human Rights.
Partnerships	19. Support development of a portable passport of learning – to support professional development, which will be portable across employers and aid career development.	1	Tracked through Annual Delivery Plan (24/25 and beyond)	1. Primary and Community Care; 2. Urgent and Unscheduled; 8. Workforce	Scoping and development of portable passport of learning in partnership with other Boards.
Performance	20. Develop and deliver the National Digital Platform, Digital Front Door and Digitally Enabled Workforce Programme in collaboration with partners such as Scottish Government, COSLA, NHS National Services Scotland and the Digital Health and Care Innovation Centre.	3	22, 40 and tracked through Annual Delivery Plan	2. Urgent and Uncheduled; 8. Workforce; 9. Optimising Digital and Data; 10. Climate	Development and delivery of technology to support the Digital Front Door programme. Continue to deliver on the development of the National Digital Platform including the integration of Openeyes and supporting digital prescribing and dispensing pathways. Support and maintain the Turas Vaccination Management tool to support the national Vaccination Improvement Programme.
Performance	21. Maximise the efficiency of our organisation, clearly demonstrating best value in our work.	14	31, 32, 33	8. Workforce; 9. Optimising Digital and Data; 10. Climate	Delivery of a programme of transformational change across NES (as outlined in our Transformation Routemap) which enables the delivery of our strategic objectives and enhances our effectiveness and efficiency as an organisation and our impact in supporting the wider health and social care system.
Performance	22. Refresh and redesign our learning experience platforms and user interfaces to reduce duplication, promote quality, consistency and best value as well as responding to Board, Health and Social Care Partnership/Third and Independent sector needs.	4	12, 28	7. Innovation and Adoption; 8. Workforce; 9. Digital; 10. Climate	Delivery of the NES Education & Learning Strategy and through our NES corporate improvement programme, delivery of the Turas Refresh project to enhance our educational offering and ensure the learning needs of the health and social care workforce can be met.
Performance	23. Scope and deliver a range of national leadership and quality improvement programmes and resources for the health and social care workforce.	11	Tracked through Annual Delivery Plan	2. Urgent and Uncheduled; 7. Innovation Adoption; 8. Workforce; 9. Optimising Digital and Data; 10. Climate	Development of quality improvement capacity and capability through delivery of national Quality Improvement programmes such as the Scottish Quality and Safety Fellowship and the Scottish Improvement Leader course across the public sector. Delivery of a range of national programmes to support leadership development such as Developing Senior Systems Leaders and Leading to Change.
Performance	24. Develop education and training products that encompass sustainability and climate change to develop the knowledge and skills of the workforce in protecting our environment and tackling the climate emergency.	1	21	8. Workforce; 10. Climate	Embedding of climate change and sustainability in programmes of education and training as part of delivery of the NES Education & Learning Strategy and NES Sustainability and Climate Change Strategy.
Performance	25. Strengthen our organisational focus on sustainability and climate change to achieve carbon efficiency.	14	34, 35	9. Digital; 10. Climate	Development and delivery of the NES Sustainability and Climate Change Strategy.

NES Medium Term Priorities	
1	<p>Continue to provide leadership for and delivery of high quality education, training and workforce development, including:</p> <p>Advising on the education and training capacity for health and social care disciplines across Scotland to ensure it meets future workforce requirements.</p> <p>Managing recruitment and progression for many health and social care professions including medical, dental, pharmacy, healthcare science.</p> <p>Refocusing elements of medical education to improve trainee experience in partnership with SG, 4 nations, Boards, GMC, Royal Colleges and other relevant partners.</p> <p>Delivering education, training and workforce development activity to support continuous professional development, role development and transformation across the range of health and social care disciplines.</p> <p>Providing a modern, engaging, attractive, digital learning platform/learning management system.</p> <p>Developing and delivering accelerated training programmes through NHS Scotland Academy</p>
2	<p>Improve the range, quality and granularity of workforce data, through understanding and ensuring we meet user needs with initial focus on official published NHS workforce statistics then extending to all other workforce data including in respect of the unregistered workforce. In addition to understanding and responding to user needs this will also be done through the development, promotion and adoption of coherent systems across partners. Undertake a continuous review of priority areas across health and social care in respect of data gathering and analysis. Linked to this, improve the analysis and reporting of data, providing a holistic understanding of the characteristics of the health and social care workforce including entry routes, career paths, skills mix and attrition.</p>
3	<p>In service of the Digital Health & Care Strategy, continue to lead on development of the National Digital Platform in support of major programmes of work as prioritised by the Enabling Technology Board, including, but not limited to, alleviating winter pressures, major system replacement, vaccinations, digital prescribing and dispensing, diabetes support, workforce data and identity management and supporting innovation via the ANIA programme. In addition to this, lead on the technical delivery of the Digital Front Door programme and continue to deliver on the Digitally-Enabled Workforce Programme.</p>
4	<p>Redesign of the Turas platform to provide an accessible, dynamic learning and education platform for Health and Social Care alongside development of a NES prospectus (additional funding required).</p>
5	<p>Work with the Chief Scientist's Office, Scottish Health and Industry Partnership Group, Accelerated National Innovation Adoption (ANIA) Pathway, Innovation Design Authority and HEIs to scope the skills and training required to deliver and implement health care research, development and innovation to inform the learning needs of the health and social care workforce.</p>
6	<p>Working with partners across the system and Centre for Sustainable Delivery in particular, lead on the identification, assessment and implementation of new workforce models which involve role re-design and transformation to optimise care pathways, complementing wider service reform and transformation activity being driven forward through the Care and Wellbeing Portfolio.</p>
7	<p>Build the capability of the Centre for Workforce Supply to develop resourcing strategies which address workforce supply shortages and assist NES in articulating the case to overcome said shortages. The Centre will provide centralised co-ordination and recruitment expertise, supporting local Board and Health and Social Care Partnership infrastructure with the implementation of these strategies and acting on evidence to increase response rates to recruitment efforts. The Centre should play a key role in promoting the NHS Scotland Brand identity.</p>
8	<p>Working in conjunction with partners across the social care sector including SSSC, scope, design and deliver a programme of workforce development activity to increase the capacity and capability of the social care workforce. Ahead of any future decision on the training, education and workforce development needs associated with the National Care Service, with appropriate funding, this work should focus on repurposing NES resources for adult social care, reviewing and developing the national induction and CPD frameworks, including the introduction of GIRFE Pathfinders. In addition, scope the options for enhanced international recruitment for social care.</p>
9	<p>In partnership with NHS Golden Jubilee, position the NHS Scotland Academy as the key developer and deliverer of accelerated training in areas of need, including supporting the readiness of a skilled workforce for the National Treatment Centres and begin to explore the commercial opportunities available.</p>
10	<p>As commissioned by the Scottish Government, take forward the scoping and development of a National Centre for Remote and Rural Health and Social Care to raise the profile of remote and rural practice as a career choice. In doing so, ensure the needs and circumstances of those communities are considered, support a multi-agency collaborative approach and ensure the priorities remain agile to respond to need.</p>
11	<p>Working in conjunction with senior leaders and partners across the system, build on existing activity, to scope and deliver a range of national leadership and quality improvement programmes and resources for the health, social care and social work workforce, supported by relevant digital infrastructure. Furthermore, provide a range of products that will support the talent management and succession planning process across the system, building networks to share learning and facilitate collaboration.</p>
12	<p>Actively contribute to the national effort around workforce wellbeing through increasing capacity and capability to deliver psychological interventions and therapies to support staff mental health and wellbeing across the Health and Social Care workforce.</p>
13	<p>NES and SG to actively engage with NHS Boards, education providers and wider partners to develop the education, training and tools required to support health and care professionals to practise Realistic Medicine and deliver value based health and care.</p>
14	<p>Identify and adopt actions designed to maximise the efficiency of the organisation, clearly demonstrating best value in its work and ensuring coherence with activity being delivered by partners in order to deliver a more sustainable and affordable Health and Social Care system. In supporting the development and delivery of key priorities, both existing and new, ensure appropriate financial controls and governance is in place, including exploring the financially sustainable delivery of all priorities and embedding continuous quality improvement in all corporate activities.</p>

NES Strategic Key Performance Indicators

Ref No.	Measure
1	Employee Engagement Index (iMatter)
2	Proportion of staff who report having the time and resources to support their learning and growth (iMatter)
3	Staff retention rate (voluntary leavers)
4	Vacancy Rate
5	Sickness Absence Rate
6	Gender, disability and ethnicity pay equality.
7	% of staff in protected characteristic groups.
8	% of staff who experience NES as an inclusive organisation.
9	Total number of accesses to NES learning products.
10	Number of health and social care staff accessing NES learning products as a % of the health and social care workforce.
11	% of learners that tell us their education and training will improve their practice.
12	% of learners who score their learning experience as 80% or above.
13	Funded trainee placements - Fill rate.
14	Funded trainee placements - Completion rate.
15	Experience of Doctors and Dentists in Training.
16	Quality of clinical training environment.
17	Total accesses of the NHS Scotland Careers Website.
18	Uptake of learning products by sector as % of total reach (10).
19	% of learners and trainees from the 20% most deprived data zones in Scotland (SIMD).
20	% of learners and trainees by protected characteristics as compared to population of Scotland.
21	% of learning products which include a focus on sustainability, climate, Net Zero and value based health and social care.
22	% of stakeholders who rate themselves likely to recommend NES to colleagues and associates.
23	Number of education, research and strategic collaborations.
24	Number of innovation initiatives invested in, including in collaboration with other stakeholder organisations.
25	% of Service Providers who report utilising NES provided workforce data.
26	% of health and social care workforce who report being confident in using digital ways of working.
27	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.
28	% of staff, learner and partner feedback that states technology, data and digital developments meet their needs.
29	Number of young people* participating on a school-based pilot pathway. <i>*Intent to work with partners to identify care experienced individuals participating in school based pilot pathways as part of future measure development.</i>
30	Number of NES programmes of education and training which are credit rated.
31	Achievement of agreed savings % against annual budget.
32	% of adult actions which are completed within agreed timescale.
33	Benefits realisation/ROI from corporate change activities.
34	CO2 emissions (Estates).
35	CO2 emissions (staff and business travel).
36	Projected variance of budgeting within 0.5% at year end.
37	Number of complaints upheld or partially upheld.
38	Availability of NES systems (internal and external).
39	% NIS Audit Compliance Score for Cybersecurity.
40	% of Annual Delivery Plan deliverables not on track and number delayed 0-3 months and 4-6 months.
41	Adverse events: Number of Category 1 Information Governance events of events requiring reporting under RIDDOR.

NHS Education for Scotland

NES/24/34

NES Public Board Meeting

Agenda Item: 08c

Date: 23 May 2024

1. Title of Paper

1.1. Strategic Key Performance Indicators: Review

2. Author(s) of Paper

2.1. Simon Williams, Principal Educator – Planning & Corporate Resources

3. Lead Director(s)

3.1. Christina Bichan, Director of Planning and Performance

4. Situation/Purpose of paper

4.1. This report presents the findings of the review of strategic KPIs commissioned by the Board.

4.2. The Board is asked to review and approve this report.

5. Background and Governance Route to Meeting

5.1. The Strategic KPIs were introduced alongside the new NES strategy at the beginning of 2023-24. A review to be reported to the Board after the first year of implementation was built into development plans. The review took place in the last quarter of 2023-24 through into April 2024.

6. Assessment/Key Issues

6.1. Review of Strategic KPIs - Methods

6.1.1. The review was made up of a number of activities:

- Internal Audit of KPIs and Performance Management
- Feedback from measure owners / Executive Leads focussing on:

- What has worked well
- What could have been better
- How well current measures align to strategic intent
- Recommendations for year 2 of implementation.
- Horizon scanning by KPI Project Team
- Input from Strategic KPI Advisory Group
- Input from Board Development Session (18 April).

6.2. **Review of Strategic KPIs - Results**

The results of the review were positive with some useful recommendations for future improvements being made.

6.2.1. Areas of good practice identified through internal audit include:

- i. Defined roles for the input and approval of KPI data: Responsibility for the input and subsequent approval of Strategic KPI data and narrative is separated through the designated roles of the 'Data Owner' and 'Measure Owner'.
- ii. Delegated ownership of KPIs: Each actively reported Strategic KPI within the suite has a Measure Owner and associated delegated Committee, except for four KPIs which are owned solely by the Board.
- iii. KPI Data input guidance video: A two-part Guidance Video has been produced for Strategic KPI Measure and Data owners, which details the requirements for the input of data and additional narrative into the Reporting template.

6.2.2. Other positive aspects identified during the review include:

- iv. The fact that the development and implementation processes were open and transparent and also standardised, based on clear and standardised templates and guidance. The KPI team and a number of other colleagues were trained in the PuMP methodology.
- v. The iterative / cumulative approach where perfection is not expected immediately. Time was taken for reflection and incremental change.
- vi. The existence of clear leadership and clear roles and responsibilities of all involved (project team, measure owners, data owners, Advisory Group and so on). The fact that the ownership of the KPIs was delegated was also welcomed.
- vii. Measures feel very real world, not abstract, and align well with NES strategy. Work to implement reporting over the course of the year has supported broader corporate change and improvement activity and been supportive in connecting areas of work and conversations in furtherance of our strategic direction.

- viii. Establishing linkage with the Annual Delivery Plan process was also commented on positively.

6.3. Review of Strategic KPIs - Actions and implications for the future

6.3.1. Areas for improvement identified by the auditors include:

- i. Steps should be taken to ensure that performance data is scrutinised by the relevant Standing Committee prior to being presented to the NES Board. This will imply reports being delivered to Board slightly later than has been the case in 2023-24 but will give assurance that KPIs have been reviewed by the appropriate Committee before coming to Board.
- ii. A Performance Management Policy and Procedures should be developed which encapsulates NES's key performance principles and outlines the responsibilities of the Executive Team, relevant Standing Committees and the Board.

Management actions in respect of both of these areas have been developed and will progressed in line with the timescales presented to Audit and Risk Committee.

6.3.2. Other areas for improvement identified during the review include:

- iii. Continue to horizon scan for developments (e.g. National Performance Framework, Anchors metrics). We are already benchmarking some of our measures (e.g. iMatter across NHS Scotland) and will continue to extend this to other measures, linking to the recently developed Blueprint for Good Governance Improvement Plan action to develop benchmarking approaches where these do not exist.
- iv. Continue to work on those measures which have not yet been fully implemented, most of which focus on the quality of the education being offered by NES and have been delegated to the Education and Quality Committee. We will also continue to ensure Board approval is sought for any proposed amendments to measures which arise as a result of our development processes or changes in our operating environment.
- v. In due course, and when appropriate for each measure, we will include further information on trends as part of the "active governance" approach to performance reporting and finally,
- vi. We will consider a more technologically supported reporting structure over the next year to minimise handling and increase the efficiency and effectiveness of our monitoring and reporting processes.

7. Recommendations

- 7.1. The Board is asked to review this report and approve the actions in 6.3.

- a) Have Educational implications been considered?
 Yes
 No
- b) Is there a budget allocated for this work?
 Yes
 No
- c) **Alignment with [Our Strategy 2023 – 26 People, Partnerships and Performance](#)**
 1. People Objectives and Outcomes
 2. Partnership Objectives and Outcomes
 3. Performance Objectives and Outcomes
- d) Have key strategic risks and mitigation measures been identified?
 Yes
 No
- e) Have Equality, Diversity, Human Rights and health inequality issues been considered as per [Fairer Scotland Duty: Guidance for Public Bodies](#) and Corporate Parenting as per the [Children and Young People \(Scotland\) Act 2014](#)?
 Yes
 No
- f) Has an Equality Impact Assessment (EQIA) been completed or in progress for this piece of work?
 Yes
 No
- g) Have you considered Emergency Climate Change and Sustainability implications as per [DL \(2021\) 38](#)?
 Yes
 No
- h) Have you considered a staff and external stakeholder engagement plan?
 Yes
 No

Author: Simon Williams
Date: May 2024
NES

NHS Education for Scotland

NES/24/35

NES Public Board

Agenda Item: 09a

Date: 23 May 2024

1. Title of Paper

- 1.1. Q4 Strategic Risk Report and NES Risk Appetite Proposal

2. Author(s) of Paper

- 2.1. Rob Coward, Principal Educator, Planning & Corporate Resources
Debbie Lewsley, Risk Manager, Planning & Corporate Resources
Jim Boyle, Director of Finance.

3. Lead Director(s)

- 3.1. Jim Boyle, Director of Finance

4. Situation/Purpose of paper

- 4.1. The purpose of this report is to present to the Board the fourth quarterly strategic risk update for 23/24 for review and approval.
- 4.2. At its April meeting, the Audit & Risk Committee approved proposals to NES's Risk Appetite Levels for both the existing and additional categories that have been added to NES's risk profile. This followed the approval and implementation of the revised NES Scoring Definitions and Matrix by the Audit and Risk Committee in January 2024 and the NES Board at their February 2024 meeting.
- 4.3. In addition to reviewing and approving the Q4 strategic risk report, Board members are asked to consider and approve the proposed Risk Appetite Levels as recommended by the Audit and Risk Committee.

5. Background and Governance Route to Meeting

- 5.1. NES has well established risk management processes which are subject to frequent review by the Risk Management Group, Executive Team, the Audit and Risk Committee and NES Board. Our risk management infrastructure is predominantly in place, with established directorate risk leads, risk log format and, following the review of the Board risk appetite, a revised risk Strategy.
- 5.2. Reporting of Strategic Risks that relate to individual Board Governance Committees remitted responsibilities, are presented quarterly for consideration of the degree of assurance provided that the individual risks are being effectively managed by the mitigating controls and planned actions identified.
- 5.3. At the August 2023 NES Board meeting it was agreed that a review of the Board's risk appetite should be conducted to determine if the appetite for individual risk categories was still appropriate. It was recommended at the October 2023 Audit and Risk Committee and approved by the NES Board in November 2023, that prior to considering the appropriateness and proportionality of the Board's appetite scorings, a review of the NES Scoring Definitions and Matrix should be completed. This was undertaken by the Executive Team and the new NES Scoring Matrix (Appendix 4) was approved at the Audit and Risk Committee in January 2024 and the NES Board at their February 2024 meeting.
- 5.4. Following implementation of the approved NES Scoring Matrix, the Executive Team conducted a full review at their April 2024 meeting of the amended Risk Appetite Matrix, which included the additional categories added to NES's risk profile. The proposal (as shown in Appendix 5) was presented to the Audit & Risk Committee at their April 2024 meeting, members discussed, reviewed and approved the proposal, including the Appetite Levels for the additional categories.

6. Assessment/Key Issues

NES Strategic Risk Register

- 6.1. The Strategic Risk Register (summary Appendix 1, detail Appendix 2) has been subject to a recent review by the Executive Team and individual risk owners. Within the last reporting period there has been considerable movement to the scoring of several risks, as shown below, due to the current changing external environment. The Strategic Risk Register will continue to be reviewed quarterly by the Executive Teams, with an ask that risk owners reconsider the frequency of review for each individual risk.
 - 6.1.1. **Strategic Risk 2** – (relating to the disproportionate amount of non-recurrent funding, without conversion to recurrent funding). The gross likelihood rating has been increased from 4 to 5 resulting in the overall gross score increasing from 16 to 20. This reflects that reductions in levels of non-

recurrent funding have not yet been confirmed. The net impact rating has also been increased due to the current fiscal environment, resulting in an increase of the overall net risk rating from 12 to 16. Additional actions have been identified to potentially reduce the net score but are dependent on progress on discussion with Scottish Government.

- 6.1.2. **Strategic Risk 4** - (relating to NES not adequately engaging with its employees). The net risk score has been decreased due to the effectiveness of current control measures in place, including the newly launched Wellbeing Matters Hub and ongoing actions identified. This assessment has resulted in the overall net risk rating being reduced from 9 to 6.
- 6.1.3. **Strategic Risk 5** – (relating to an adequate corporate infrastructure being in place to support the Transformation Route Map) The net risk score has been decreased due to current control measures in place and additional actions identified to further control the risk. This assessment has resulted in the overall net risk rating being reduce from 12 to 9.
- 6.1.4. **Strategic Risk 8** – (relating to NES failing to put sufficient employee training and other operational controls in place to minimise the risk of breaches of Information Governance) The net likelihood rating has been decreased due to the implementation of mandatory training, resulting in a decrease of the net risk rating from 12 to 8. The risk still sits out with the Boards appetite for risks in the “Governance” category but has resulted in a reduction in the gap from 7 to 3.
- 6.1.5. **Strategic Risk 9** - (relating to NES not putting sufficient measures in place to address ongoing cost and funding pressures) The net risk score has been increased with the net likelihood and impact rating being changed from 3 to 4, resulting in an increase of the overall net risk rating from 9 to 16. This is due to the significantly tightening financial outlook for NHS Scotland, and the proposed funding reductions for NES. Additional actions have been identified to help mitigate the risk and support controls. The risk continues to sit out with the Board’s appetite for risks in the “Finance” category, with an increase in the gap from 4 to 11.
- 6.1.6. **Strategic Risk 10** – (relating to failure to adequately anticipate and mitigate the impacts of policy, legislative, economic and societal change) Following a review by the Executive Team it was agreed to include technological change within the scope of the risk. Due to the current fiscal and political environment the net likelihood rating was increased, and the overall net risk rating was increased from 8 to 12. The risk continues to sit within the Boards appetite, but an additional control and action have been identified that relate to the linkage with Strategic Risk 2.
- 6.1.7. **Strategic Risk 13** - (relating to failure to recruit sufficient numbers of appropriately skilled and experienced staff) Following a review by the Executive Team it was agreed to widen the scope of Strategic Risk 13 to cover recruitment within all Directorates not just specifically NES Technology. This resulted in a change of risk owner who has reviewed and

updated the risk to reflect the change within the cause, effect and result and the control and actions. The net risk rating has also been reviewed and increased from 8 to 12, due to the net likelihood of the risk being increased on account of the uncertainty on non-recurrent funding. The risk continues to sit within the agreed Board appetite; however, an additional action has been identified that will help to further control the risk.

- 6.1.8. Table 1 (as shown in Appendix 3) provides a summary of the current Net risk exposure across each of the categories within the Strategic Risk Register, with Table 2 providing the last reported position for reference. Following recommendations from the Audit & Risk Committee chair the tables reflect the number of risks rather than the net risk scores as previously presented. As can be seen there has been an increase in risks exposure to High Level risks and a decrease in risk exposure to Medium Level risks. This is a result of the increase to the net risk ratings to Strategic Risks 9 and 13, that have been impacted by the current fiscal position. Currently 40% of Strategic Risks sit out with the Board's risk appetite, this is attributed to the risks within the Financial and Governance categories. Further controls and actions have been identified to further control the risks where the net score is out with the Board's appetite. Risks outwith the Board's agreed appetite will be the focus of an Executive Team 'Deep Dive' discussion of strategic risks.

NES Board Risk Appetite Proposal

- 6.2. Risk Appetite is the amount and type of risk that NES is willing to seek or accept in the pursuit of its objectives. NES recognise that, to meet its strategic objectives and achieve its vision of Supporting better quality care and outcomes for every person in Scotland, it needs to pursue activities that expose the organisation to a measure of risk.
- 6.3. NES defines its 'risk appetite' as the amount of risk that it is prepared to accept, tolerate or be exposed to at any point in time. Risk appetite is about taking well managed risks where the exposure to threat is justified by the potential returns to NES, and health and care services. The Board's appetite depends on the type of risk and the relative maturity of the workstream being assessed (concept, pilot or business as usual).
- 6.4. The proposed Risk Appetite Matrix with the new scoring matrix implemented (as shown in Appendix 5) must be reviewed and consideration given to the appropriateness and proportionality of the scoring for the existing risk categories, in relation to the changing external demands and fiscal constraints and for the four new risk categories that have been added to the NES risk profile.
- 6.5. Risk Appetite Levels were developed using the UK Government Orange Book Risk Appetite Guidance and tailored to NES for each category (as shown in Appendix 6) to support the review of NES's Risk Appetite.

Staff Communication and Engagement

- 6.6. The Risk Management Group discussed the need for staff engagement to promote awareness of the purpose and importance of risk management at directorate, project and programme level. Risk Management training has been developed, focusing on identifying risks to be managed, escalating risks, risk scoring and using the risk log template. Several training sessions have been delivered to date, including a session at the NES Learning at Work Week 2024, and further sessions are scheduled.

7. Recommendations

The NES Board is invited to:

- 7.1. To review and approve NES Strategic Risk Q4 update and provide any feedback as appropriate.
- 7.2. To review and approve the NES Risk Appetite proposal.

Author to complete **checklist**.

Author to include any narrative by exception in Section 6 of the cover paper.

- a) Have Educational implications been considered?
- Yes
 No
- b) Is there a budget allocated for this work?
- Yes
 No
- c) **Alignment with [Our Strategy 2023 – 26 People, Partnerships and Performance](#)**
1. People Objectives and Outcomes
 2. Partnership Objectives and Outcomes
 3. Performance Objectives and Outcomes
- d) Have key strategic risks and mitigation measures been identified?
- Yes
 No
- e) Have Equality, Diversity, Human Rights and health inequality issues been considered as per [Fairer Scotland Duty: Guidance for Public Bodies](#) and Corporate Parenting as per the [Children and Young People \(Scotland\) Act 2014](#)?
- Yes
 No
- f) Has an Equality Impact Assessment (EQIA) been completed or in progress for this piece of work?
- Yes
 No
- g) Have you considered Emergency Climate Change and Sustainability implications as per [DL \(2021\) 38](#)?
- Yes
 No
- h) Have you considered a staff and external stakeholder engagement plan?
- Yes
 No

Author name: Rob Coward, Debbie Lewsley, Jim Boyle

Date: May 2024

NES

Summary of Risk Log

Risk No.	Risk Title	Risk Date	Date due for next review	Gross Total	Net Total	Risk Category	Risk Appetite	Risk appetite vs net score
SR1	NES Strategic Plan does not align with the needs and expectations of stakeholders	19/04/2023	07/07/2024	15	9	Strategic	12-16	
SR2	Disproportionate amount of non-recurrent funding, without conversion to recurrent funding	19/04/2023	02/06/2024	20	16	Finance	1-5	Gap 11
SR3	Failure to recruit and retain sufficiently experienced and knowledgeable people to the Board, Executive Team and senior management establishment	19/04/2023	07/07/2024	16	8	Operational	12-16	
SR4	NES does not adequately engage with its employees	19/04/2023	06/06/2024	16	6	Operational	12-16	
SR5	NES does not put in place an adequate corporate infrastructure to support the Transformation Route Map.	19/04/2023	07/07/2024	16	9	Operational	12-16	
SR6	Failure to develop and maintain adequate Business Continuity arrangements to deal with the risk of adverse events and threats	19/04/2023	11/06/2024	16	9	Governance	1-5	Gap 4
SR7	Failure to put in place measures to adequately protect against breaches of cyber security	19/04/2023	11/06/2024	20	15	Governance	1-5	Gap 10
SR8	Failure to put sufficient employee training and other operational controls in place to minimise the risk of breaches of Information Governance	19/04/2023	11/06/2024	20	8	Governance	1-5	Gap 3
SR9	NES does not put sufficient measures in place to address ongoing cost and funding pressures	19/04/2023	01/05/2024	25	16	Finance	1-5	Gap 11
SR10	Failure to adequately anticipate and mitigate the impacts of policy, legislative, economic, technological and societal change	19/04/2023	07/07/2024	12	12	Strategic	12-16	
SR11	Poor learning outcomes and learning experience for our stakeholders	19/04/2023	03/06/2024	16	9	Operational	12-16	
SR12	Insufficient investment in TURAS Learn and other NES learning platforms.	19/04/2023	11/06/2024	12	12	Operational	12-16	
SR13	Failure to recruit sufficient number of appropriately skilled and experienced staff within NES.	19/04/2023	07/07/2024	12	12	Operational	12-16	
SR14	Inadequate Board governance, systems, processes and scrutiny of them	19/04/2023	07/07/2024	25	4	Governance	1-5	
SR15	NES is not an evidence based data driven organisation, lacking intelligence and insights from its Information Assets.	14/12/2023	11/06/2024	12	6	Governance	1-5	Gap 1

STRATEGIC RISK 1

Risk no:	SR1					
Risk Short Title:	NES Strategic Plan does not align with the needs and expectations of stakeholders					
Risk Owner:	Karen Reid	Date Added to Register:	19/04/2023			
		Review Date:	07/07/2024			
		Frequency of Review:	Quarterly			
		Committee/Group overseeing	NES Board			
Risk Category(s)	Strategic	Reputational				
Risk impacts on NES Strategy Key Area of Focus :						
Date of Score	Net Score	Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk Movement: (↑,↔,↓)	Board Appetite		Within Board Appetite
19/04/2023	12	High		Open	12-16	
26/09/2023	12	High	↔			
11/12/2023	9	Medium	↓			
08/04/2024	9	Medium	↔			
	-					

Gross Impact (1-5)	Gross Likelihood (1-5)
5	3
Gross Total:	15

Net Impact (1-5)	Net Likelihood (1-5)
3	3
Net Total:	9

Board Risk Appetite v Net Total	
Open	12-16
Medium	9

Existing control rating: Partially controlled

Cause:		Effect:	
NES Strategic Plan does not align with the needs and expectations of stakeholders		This could lead to a failure of the NHS and social care workforce’s ability to respond to the existing and changing health and social care needs of Scotland’s population	
Result:		This could result in high levels of dissatisfaction with the role of NES and loss of credibility as the statutory education, training, workforce development, data and technology provider in health and social care in Scotland. It could also mean that the health and social care workforce do not have the necessary skills and knowledge to meet the needs of the population.	
Control:		Actions:	
1	Revised NES Strategic Plan clearly articulates the importance of education and training to a sustainable workforce and has been widely consulted upon	1	Executive engagement sessions with Territorial Health Boards, Health & Social Care Partnerships, Scottish Government, Social Care Sector and Academia to develop relationships and understanding of needs.
2	Annual Operating Plan, incorporating desired outcomes, forms the baseline for organisational activities	2	ADP 2023/204 submitted to SG - Completed ADP 2024/2025 submitted to SG
3	Development of focused communications to support management of stakeholder expectation in relation to NES capacity to deliver and support new systems development.	3	SG signed off new NES Strategy July 2023 Update Dec 2023 - Action Closed - Strategy now published
4	Work has been undertaken with NHS Boards, statutory education bodies in the four nations, and professional regulators, to mitigate disruption and allow trainees/learners to progress where possible.	4	Ongoing SG engagement and commissions to NES for social care workforce education and training
5	The implications for NES from the Adult Social Care Review and the establishment of the National Care Service are discussed with our Sponsor Directorate and Mental Health & Social Care Directorate to allow for forward Planning	5	

STRATEGIC RISK 2

Risk no:	SR2					
Risk Short Title:	Disproportionate amount of non-recurrent funding, without conversion to recurrent funding					
Risk Owner:	Jim Boyle	Date Added to Register:	19/04/2023			
		Review Date:	02/06/2024			
		Frequency of Review:	Quarterly			
		Committee/Group overseeing	NES Board			
Risk Category(s)	Finance					
Risk impacts on NES Strategy Key Area of Focus :						
Date of Score	Net Score	Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk Movement: (↑,↔,↓)	Board Appetite		Within Board Appetite
19/04/2023	12	High		Averse	1-5	
26/09/2023	12	High	↔			
04/12/2023	12	High	↔			
04/03/2024	16	High	↑			
	-					

Gross Impact (1-5)	Gross Likelihood (1-5)
4	5
Gross Total:	20

Net Impact (1-5)	Net Likelihood (1-5)
4	4
Net Total:	16

Board Risk Appetite v Net Total	
Averse	1-5
High	16

Existing control rating: Partially controlled

Cause:		Effect:	
NES continues to experience a disproportionate amount of non-recurrent funding, without conversion to recurrent funding		We will have to rely on a high number of short-term and fixed-term contracts of employment in NES	
Result:		Result:	
		This will result in continued workforce instability and could also result in failure to adequately deliver the NES Strategic Plan and respond to the commission requirements of Scottish Government. This situation seriously compromises our ability to maintain a workforce that has the right capacity and capability	
Control:		Actions:	
1	NES Exec Team maintain strong engagement with relevant leads at Scottish Government, as well as with the Sponsorship Team	1	Baselining and bundling impact will be assessed when proposals are made available by the Scottish Government, and will be reported to the Board at the earliest opportunity Update Nov 2023 - This is more likely to impact on 2024/25.
2	Maintain clarity in relation to NES's role and influence - through regular engagement with SG sponsor team, and relevant executive director groups, including SAMD, SEND, DoFs and HRDs.	2	Any requests by Scottish Government to decommission any work streams will be fully considered by the Executive Team, considering education and training impacts, as well as staffing and financial implications
3	Executive Team has approved an approach to career development and succession planning. This includes mapping of key roles; a process to identify potential successors; work with potential successors on individual development plans.	3	Further response to SG has been sent, highlighting the policy risks of reducing in-year funding by 5% in 2023/24. Completed - Sent October 2023.
4	Chief Executive and NES Directors to maintain links with other UK organisations	4	NES will be involved in discussions with SG policy teams, the Sponsorship Team and NHS Health Finance to determine what existing non-recurrent funding can be moved to the NES baseline and how outcomes can be shaped to fit with any revised baseline.
5	Executive Team actively and regularly consider risk in extending posts and in converting posts to permanent. Funding is carefully considered as part of these decisions	5	

STRATEGIC RISK 3

Risk no:	SR3					
Risk Short Title:	Failure to recruit and retain sufficiently experienced and knowledgeable people to the Board, Executive Team and senior management establishment					
Risk Owner:	Tracey Ashworth Davies	Date Added to Register:	19/04/2023			
		Review Date:	07/07/2024			
		Frequency of Review:	Quarterly			
		Committee/Group overseeing	Staff Governance Committee			
Risk Category(s)	Operational					
Risk impacts on NES Strategy Key Area of Focus :						
Date of Score	Net Score	Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk Movement: (↑,↔,↓)	Board Appetite		Within Board Appetite
19/04/2023	8	Medium		Open	12-16	
26/09/2023	8	Medium	↔			
11/01/2024	8	Medium	↔			
08/04/2024	8	Medium	↔			
	-					

Gross Impact (1-5)	Gross Likelihood (1-5)
4	4
Gross Total:	16

Net Impact (1-5)	Net Likelihood (1-5)
4	2
Net Total:	8

Board Risk Appetite v Net Total	
Open	12-16
Medium	8

Existing control rating: Controlled

Cause:		Effect:	
NES fails to recruit and retain sufficiently experienced and knowledgeable people to the Board, Executive Team and senior management establishment due to insufficient recruitment and succession planning		This would impact the continuity of effective leadership, management and governance of NES	
Result:		Result:	
		This would result in a deterioration of NES performance and credibility at all levels and would increase the risk of serious failures in governance	
Control:		Actions:	
1	NES has access to a wide pool of nationwide talent in terms of non-executive recruitment and has a robust process and a good track record for attracting high quality candidates when Board vacancies occur.	1	Succession planning exercise covering cohort of executive and senior management roles has resulted in risk rating each role based on identifying potential internal candidates within a 2 year period of being ready for the role. Internal candidates are producing development plans which they and their line manager will regularly review supported by ODLL. A second cohort of senior management roles has been identified and a further succession planning exercise will take place by June 2024.
2	NES recruits executives and senior managers from across the public and private sectors to ensure a wide spread of skills and experience in its senior leadership.	2	
3	A programme of executive and senior manager development is in place to make sure that those in post are given the opportunity to develop in the role, and to acquire new professional skills and experience.	3	
4	Senior leaders are encouraged to participate in a wide range of national professional networking groups to make sure they have access to best practice across the sector.	4	
5		5	

STRATEGIC RISK 4

Risk no:	SR4					
Risk Short Title:	NES does not adequately engage with its employees					
Risk Owner:	Tracey Ashworth Davies	Date Added to Register:	19/04/2023			
		Review Date:	06/06/2024			
		Frequency of Review:	Quarterly			
		Committee/Group overseeing	Staff Governance Committee			
Risk Category(s)	Operational					
Risk impacts on NES Strategy Key Area of Focus :						
Date of Score	Net Score	Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk Movement: (↑,↔,↓)	Board Appetite		Within Board Appetite
19/04/2023	9	Medium		Open	12-16	
26/09/2023	9	Medium	↔			
11/01/2024	9	Medium	↔			
08/03/2024	6	Medium	↓			
	-					

Gross Impact (1-5)	Gross Likelihood (1-5)
4	4
Gross Total:	16

Net Impact (1-5)	Net Likelihood (1-5)
3	2
Net Total:	6

Board Risk Appetite v Net Total	
Open	12-16
Medium	6

Existing control rating: Controlled

Cause:		Effect:	
NES does not adequately engage with its employees, including the wellbeing and pastoral care of staff and trainees for whom we have responsibility.		There could be a breakdown in understanding of the roles that employees play and the contributions that are expected of them in the delivery of the Strategic Plan and the individual Directorate Operational Plans	
Result:		That could result in a significant deterioration in NES' ability to deliver on those plans	
Control:		Actions:	
1	1 - Strong partnership working arrangements in place and maintained through regular contact with the Employee Director and via the Change Management Programme Board.	1	iMatter action plans by iMatter Teams are completed and submitted annually.
2	2 - Communication plan to be a key focus on all organisational change projects.	2	Continue to increase attendance at monthly directorate townhalls.
3	3 - Strong focus on communication and visibility, both at a corporate and directorate level through, for example, monthly directorate townhalls and executive led webinars enabling 2 way participation.	3	Rollout OD Plan (Phase 1) launched in Oct 2023 supported by a communications and engagement plan. The aim is to engage and involve our workforce in each step of the journey so that the outcomes are owned and embedded in how NES works. Update March 23024 - Phase 1 completed - Action Closed
4	4 - Strong focus on support to line managers through the line managers network.	4	Increase all staff communications via intranet.
5	5 - Organisational priority to complete team action plans resulting from annual iMatter NHS Scotland employee survey exercise. 6 - Wellbeing Matters Hub launched on 22 March 2024. This is a one-stop shop for health and wellbeing. The Hub is hosted on TURAS and provides resources offering information, practical tools, and top tips around the four pillars of wellbeing: healthy work, healthy mind, healthy life, and healthy body	5	

STRATEGIC RISK 5

Risk no:	SR5					
Risk Short Title:	NES does not put in place an adequate corporate infrastructure to support the Transformation Route Map.					
Risk Owner:	Tracey Ashworth Davies	Date Added to Register:	19/04/2023			
		Review Date:	07/07/2024			
		Frequency of Review:	Quarterly			
		Committee/Group overseeing	Staff Governance Committee			
Risk Category(s)	Operational	Reputational				
Risk impacts on NES Strategy Key Area of Focus :						
Date of Score	Net Score	Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk Movement: (↑,↔,↓)	Board Appetite		Within Board Appetite
19/04/2023	12	High		Open	12-16	
26/09/2023	12	High	↔			
11/01/2024	9	Medium	↓			
08/04/2024	9	Medium	↔			
	-					

Gross Impact (1-5)	Gross Likelihood (1-5)
4	4
Gross Total:	16

Net Impact (1-5)	Net Likelihood (1-5)
3	3
Net Total:	9

Board Risk Appetite v Net Total	
Open	12-16
Medium	9

Existing control rating: Partially controlled

Cause:		Effect:	
NES does not have in place a corporate infrastructure to support business processes in relation to the improvement programme including HR, Finance and the PMO. This includes not having the the right number of people, suitably skilled, as well as having the right systems and other resources to drive improvements in transformation and best value.		The Board might not adequately deliver the aims of its own Strategic Plan or the external commissions agreed with the Scottish Government	
Result:		Result:	
		This could result in NES having insufficient corporate infrastructure staff to support delivery of the AOP, Transformation Activity and potential efficiency savings. Resulting in reputational damage and impact on stakeholder engagement.	
Control:		Actions:	
1	Workforce Planning takes place alongside AOP processes so that resourcing can be aligned on an annual basis.	1	Development of Business Process Transformation Project as part of Corporate Improvement Programme to drive efficiency and effectiveness in business operations. Update Jan 2024 PID completed and approved.
2	In year changes to resourcing are made in alignment with in year consideration of new projects through the Corporate Radar process.	2	Implementation of Business Process Transformation Project - Completing Phase 1 delivery in Quarter 1 2024/25
3	Via the Post prioritisation process we identify issues associated with funding posts required to deliver the AOP and/or Corporate Radar approved projects and loop back to considering the impact on committed deliverables.	3	
4	Recruitment authorisation and other recruitment processes are being reviewed with the aim of achieving a more efficient, risk-based approach reducing time across NES and, all things being equal, reducing the time to recruit new staff. This could include how to bundle recruitment into groups of authorised roles, rather than recruiting to each post individually, etc.	4	
5	Discussions on the implications of continued non-recurrent funding have been and will continue to be held with the Scottish Government, although no significant movement in the Scottish Government's position has been achieved at this point. Corporate process to ensure centralised view of commissions and impact on infrastructure in place by Dec 22.	5	

STRATEGIC RISK 6

Risk no:	SR6					
Risk Short Title:	Failure to develop and maintain adequate Business Continuity arrangements to deal with the risk of adverse events and threats					
Risk Owner:	Christopher Wroath	Date Added to Register:	19/04/2023			
		Review Date:	11/06/2024			
		Frequency of Review:	Quarterly			
		Committee/Group overseeing	Technology & Information Committee			
Risk Category(s)	Governance	Operational				
Risk impacts on NES Strategy Key Area of Focus :						
Date of Score	Net Score	Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk Movement: (↑,↔,↓)	Board Appetite		Within Board Appetite
19/04/2023	9	Medium		Averse	1-5	
26/09/2023	9	Medium	↔			
13/12/2023	9	Medium	↔			
13/03/2024	9	Medium	↔			
	-					

Gross Impact (1-5)	Gross Likelihood (1-5)
4	4
Gross Total:	16

Net Impact (1-5)	Net Likelihood (1-5)
3	3
Net Total:	9

Board Risk Appetite v Net Total	
Averse	1-5
Medium	9

Existing control rating: Partially controlled

Cause:		Effect:	
NES does not put in place and maintain adequate Business Continuity arrangements to deal with the risk of adverse events and threats, both internal and external threats, e.g. national or global pandemics, power supply outages, and other events		There may be an inability to deliver normal levels of service, or even an inability to deliver services at all in extreme circumstances.	
Result:			
This could result in failure to achieve strategic outcomes.			
Control:		Actions:	
1	Disaster Recovery Plan and Business Continuity Plans have been approved by the Executive Team.	1	Outside contractors been engaged to complete and close all relveant KMG Audit actions to an agreed timetable with CEO.
2	The plans were robustly tested in a desktop exercise and recommendations were considered by the ET and incorporated into the current version of the plans.	2	
3		3	
4		4	
5		5	

STRATEGIC RISK 7

Risk no:	SR7				
Risk Short Title:	Failure to put in place measures to adequately protect against breaches of cyber security				
Risk Owner:	Christopher Wroath	Date Added to Register:	19/04/2023		
		Review Date:	11/06/2024		
		Frequency of Review:	Quarterly		
		Committee/Group overseeing	Technology & Information Committee		
Risk Category(s)	Governance	Operational			
Risk impacts on NES Strategy Key Area of Focus :					
Date of Score	Net Score	Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk Movement: (↑,↔,↓)	Board Appetite	Within Board Appetite
19/04/2023	15	High		Averse	1-5
26/09/2023	15	High	↔		
13/12/2023	15	High	↔		
13/03/2024	15	High	↔		
	-				

Gross Impact (1-5)	Gross Likelihood (1-5)
5	4
Gross Total:	20

Net Impact (1-5)	Net Likelihood (1-5)
5	3
Net Total:	15

Board Risk Appetite v Net Total	
Averse	1-5
High	15

Existing control rating: Partially controlled

Cause:		Effect:	
NES does not put in place measures to adequately protect itself against breaches of cyber security		This could lead to unauthorised access to NES digital systems and data	
Result:		This could significantly affect our ability to continue normal business operations and would risk reputational damage and the imposition of punitive financial fines by regulatory authorities	
Control:		Actions:	
1	Digital team ensures firewall logs, including changes to the firewall rule base, are added to the (Security Information and Event Management) SIEM tool in use and continue to be monitored frequently	1	Continue to use the NIS Audit framework to manage and build on NES' cyber security posture.
2	Senior Management and Executive level involvement and oversight of Cyber security related risk through updates in the Technology and Information Committee and Audit & Risk Committee meetings and through the NES Assurance Group.	2	Review our early adoptor status for the NHSS Security Operations Centre (Dundee).
3	Staff awareness of Cyber security matters is raised through information security webinars provided by the Information Security Manager, which includes phishing emails and security regarding the use of public Wi-fi, reporting security breaches and determining key NES contacts, password guidance, information / data management under GDPR as well as analysing key current trends in Cybercrime.	3	Identifying capacity for Band 7 Cyber Security support post to join the Infrastructure and Operations Group within NTS.
4		4	
5		5	

STRATEGIC RISK 8

Risk no:	SR8					
Risk Short Title:	Failure to put sufficient employee training and other operational controls in place to minimise the risk of breaches of Information Governance					
Risk Owner:	Christopher Wroath	Date Added to Register:	19/04/2023			
		Review Date:	11/06/2024			
		Frequency of Review:	Quarterly			
		Committee/Group overseeing	Technology & Information Committee			
Risk Category(s)	Governance	Reputational				
Risk impacts on NES Strategy Key Area of Focus :						
Date of Score	Net Score	Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk Movement: (↑,↔,↓)	Board Appetite		Within Board Appetite
19/04/2023	12	High		Averse	1-5	
26/09/2023	12	High	↔			
13/12/2023	12	High	↔			
13/03/2024	8	Medium	↓			
	-					

Gross Impact (1-5)	Gross Likelihood (1-5)
4	5
Gross Total:	20

Net Impact (1-5)	Net Likelihood (1-5)
4	2
Net Total:	8

Board Risk Appetite v Net Total	
Averse	1-5
Medium	8

Existing control rating: Partially controlled

Cause:		Effect:	
NES does not put sufficient employee training and other operational controls in place to minimise the risk of breaches of Information Governance		There could be instances of significant loss of data	
Result:		This could result in serious reputational damage and the imposition of punitive financial fines by regulatory authorities.	
Control:		Actions:	
1	Statutory and relevant data security processes in place, with specific reference to the new General Data Protection Regulations.	1	NES' Executive Team to increase all IG/IT security training to mandatory. Update March 2024 - Action Closed Mandatory Training implemented.
2	Specific additional policies, procedures and practices (based on ISO27001) have been put in place to ensure robust security applies to the TURAS platform and the being developed National Digital Platform.	2	
3	Whistleblowing arrangements are in place with information and resources available to staff via the Intranet including Whistleblowing standards, policy and process. These resources include reference to whistleblowing in relation to loss or misuse of data and are part of the essential learning programme for all NES employees.	3	
4	Safe Information Handling features as an element of the NES essential learning programme, and the Executive Team regularly review compliance	4	
5		5	

STRATEGIC RISK 9

Risk no:	SR9					
Risk Short Title:	NES does not put sufficient measures in place to address ongoing cost and funding pressures					
Risk Owner:	Jim Boyle	Date Added to Register:	19/04/2023			
		Review Date:	01/05/2024			
		Frequency of Review:	Quarterly			
		Committee/Group overseeing	NES Board			
Risk Category(s)	Finance					
Risk impacts on NES Strategy Key Area of Focus :						
Date of Score	Net Score	Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk Movement: (↑,↔,↓)	Board Appetite		Within Board Appetite
19/04/2023	9	Medium		Averse	1-5	
26/09/2023	9	Medium	↔			
04/12/2023	9	Medium	↔			
01/02/2024	16	High	↑			
	-					

Gross Impact (1-5)	Gross Likelihood (1-5)
5	5
Gross Total:	25

Net Impact (1-5)	Net Likelihood (1-5)
4	4
Net Total:	16

Board Risk Appetite v Net Total	
Averse	1-5
High	16

Existing control rating: Partially controlled

Cause:		Effect:	
NES does not put sufficient measures in place to address ongoing cost and funding pressures as well as a high level of non-recurrent funding from SG		The Board will experience financial constraints and will risk the inability to set sustainable financial plans and to take remedial actions necessary to remain in financial balance	
Result:		Result:	
		This could then result in failure to meet the aspirations set out in the Strategic Plan as well as having an increased risk of not being able to control the finances of NES	
Control:		Actions:	
1	The Annual Operational Planning process within NES gives Directorates indicative budgets to plan their own activities and expenditure and identifies cost pressures and potential savings across NES.	1	The financial implications of any requests to decommission specific activities, or to reduce funding generally will be fully explored, with the financial, staffing and service impacts fully set out
2	The Senior Operational Leadership Group, chaired by the Director of Planning reviews budget submissions from across NES to ensure congruence, no duplication and identify opportunities for collaboration and efficiency savings.	2	The Operational Planning process for 2024/25 will have a significantly sharpened focus on the achievement of savings, as required by the SG's Sustainability & Value programme, and with the increasing likelihood of reductions to baseline funding
3	This process enables decisions to be taken by the ET on prioritisation measures needed to deliver a balanced budget to the Board to be based on the impact of the planned activities.	3	NES are working with SG to identify how baseline and additional commission activity can be modelled to match reduced funding availability.
4	NES Board considers measures and makes approvals to balance the annual budget, including the measures suggested by the ET to reach a balanced position.	4	Implications and risks of reducing activity will be set out for SG to allow decisions to be taken in the full knowledge of their impact to the wider NHS in Scotland
5	Close working with SG to address the underlying deficit resulting from the expansion of TGs and uplifts that have been less than cost pressures in this area. SG have agreed to underwrite the in-year deficit position on MTG's.	5	

STRATEGIC RISK 10

Risk no:	SR10					
Risk Short Title:	Failure to adequately anticipate and mitigate the impacts of policy, legislative, economic, technological and societal change					
Risk Owner:	Karen Reid	Date Added to Register:	19/04/2023			
		Review Date:	07/07/2024			
		Frequency of Review:	Quarterly			
		Committee/Group overseeing	NES Board			
Risk Category(s)	Strategic					
Risk impacts on NES Strategy Key Area of Focus :						
Date of Score	Net Score	Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk Movement: (↑,↔,↓)	Board Appetite		Within Board Appetite
19/04/2023	8	Medium		Open	12-16	
26/09/2023	8	Medium	↔			
11/12/2023	8	Medium	↔			
08/04/2024	12	High	↑			
	-					

Gross Impact (1-5)	Gross Likelihood (1-5)
4	3
Gross Total:	12

Net Impact (1-5)	Net Likelihood (1-5)
4	3
Net Total:	12

Board Risk Appetite v Net Total	
Open	12-16
High	12

Existing control rating: Controlled

Cause:		Effect:	
NES is not able to adequately anticipate and mitigate the impacts of policy, legislative, economic, technological and societal change		We may be unable to attract, educate and train sufficient workforce supply, across the health and social care workforce, and in particular trainees and employees in specialist professional disciplines	
Result:		This could result in a compromise in our ability to deliver on our Strategic Plan or significant parts of it, or to deliver Directorate Operational Plans	
Control:		Actions:	
1	There are many regular engagements with a wide range of stakeholders - governmental, professional, peer Boards - to ensure that NES is aware of changes to policy, demographic trends, technological change, which will feed into the NES Strategic Plan	1	Significant Engagement with Health Boards, Health & Social Care Partnerships, Scottish Government, Social Care Sector and Academia.
2	Scottish Government Priorities are fully discussed with the NES/SG Sponsorship Team and are then incorporated into the Annual Delivery Plans that drive the core activity of the Board	2	Ongoing SG discussions on fiscal impact on NES ADP.
3	Monitoring of Strategic Risk 2 in relation to funding in current fiscal and political environment.	3	Policy Parliamentary Team within NES meets regularly with Scottish Government.
4		4	Strengthening financial reporting to be implemented.
5		5	

STRATEGIC RISK 11

Risk no:	SR11					
Risk Short Title:	Poor learning outcomes and learning experience for our stakeholders					
Risk Owner:	Karen Wilson	Date Added to Register:	19/04/2023			
		Review Date:	03/06/2024			
		Frequency of Review:	Quarterly			
		Committee/Group overseeing	Education & Quality Committee			
Risk Category(s)	Operational	Reputational				
Risk impacts on NES Strategy Key Area of Focus :						
Date of Score	Net Score	Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk Movement: (↑,↔,↓)	Board Appetite		Within Board Appetite
19/04/2023	9	Medium		Open	12-16	
26/09/2023	9	Medium	↔			
12/12/2023	9	Medium	↔			
05/03/2024	9	Medium	↔			
	-					

Gross Impact (1-5)	Gross Likelihood (1-5)
4	4
Gross Total:	16

Net Impact (1-5)	Net Likelihood (1-5)
3	3
Net Total:	9

Board Risk Appetite v Net Total	
Open	12-16
Medium	9

Existing control rating: Controlled

Cause:		Effect:	
NES delivers poor learning outcomes or a poor quality learning experience to our stakeholders, or if we are inflexible in evolving the methods of delivery of training and education		This could lead to the Health and Social Care workforce not having the necessary knowledge and skills to deliver good quality care	
Result:		Result:	
		This could result in NES becoming disconnected from the needs of the wider workforce and failing to meet the needs of staff, trainees, learners and stakeholders, leading to serious reputational damage and reassessment of the Board's role in delivering education and training	
Control:		Actions:	
1	Chief Executive and/or NES Directors maintain open and collaborative relationships/arrangements with counterparts in partner organisations	1	Development of a Learning & Education Strategy. Update March 2024 - Learning & Education Strategy approved by February 2024 Board - moving into implementation.
2	Ensure Chair is well briefed to manage relationships with other Board/organisational Chairs	2	Development of a strategy and resources for coproduction & engagement. Update March 2024 - Strategy renamed to Involving Peoples & Community Framework - Draft version gone to ELG 29.02.204.
3	Parliamentary monitoring service provides daily briefing to NES Executives and senior managers. Board papers and minutes made available on NES corporate website. Discussions about pressures and national developments at ET are communicated to staff through regular staff video and Intranet updates	3	Learning and Education Framework being developed.
4	Widespread evaluation of education programmes, including the use of feedback from learners to effect improvement.	4	Implement a corporate improvement programme to support high quality learning and education provision through the Learning & Education Quality System (LEQS). Update March 2024 - All groups progressing within project timelines.
5	Education Governance arrangements in place to ensure quality and performance is monitored and improved where necessary.	5	

STRATEGIC RISK 12

Risk no:	SR12					
Risk Short Title:	Insufficient investment in TURAS Learn and other NES learning platforms.					
Risk Owner:	Christopher Wroath	Date Added to Register:	19/04/2023			
		Review Date:	11/06/2024			
		Frequency of Review:	Quarterly			
		Committee/Group overseeing	Technology & Information / Education & Quality Committee			
Risk Category(s)	Operational	Reputational				
Risk impacts on NES Strategy Key Area of Focus :						
Date of Score	Net Score	Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk Movement: (↑,↔,↓)	Board Appetite		Within Board Appetite
19/04/2023	12	High		Open	12-16	
26/09/2023	12	High	↔			
13/12/2023	12	High	↔			
13/03/2024	12	High	↔			
	-					

Gross Impact (1-5)	Gross Likelihood (1-5)
4	3
Gross Total:	12

Net Impact (1-5)	Net Likelihood (1-5)
4	3
Net Total:	12

Board Risk Appetite v Net Total	
Open	12-16
High	12

Existing control rating: Uncontrolled

Cause:		Effect:	
NES do not sufficiently invest in technology that supports learning outcomes including the TURAS learning platform as well as other learning platforms provided by NES.		This would lead to the Board being unable to meet the learning needs and expectations of all stakeholders	
Result:		Result:	
		This could result in NES becoming disconnected from the needs of the wider workforce and failing to meet the needs of staff, trainees, learners and stakeholders, leading to serious reputational damage and reassessment of the Board's role in delivering education and training	
Control:		Actions:	
1	A significant amount of time and resource is invested to establish the learning needs of a very wide stakeholder group	1	Turas Refresh Programme Outline Business Case to be presented to Scottish Government. Update April 2024 - OBC currently going through governance groups prior to submission to Scottish Government.
2	Strategic case for investment has been prepared for discussion with the Scottish Government	2	
3	Turas Refresh Programme as part of Transformation Programme.	3	
4		4	
5		5	

STRATEGIC RISK 13

Risk no:	SR13					
Risk Short Title:	Failure to recruit sufficient number of appropriately skilled and experienced staff within NES.					
Risk Owner:	Tracey Ashworth Davies	Date Added to Register:	19/04/2023			
		Review Date:	07/07/2024			
		Frequency of Review:	Quarterly			
		Committee/Group overseeing	Staff Governance Committee			
Risk Category(s)	Operational					
Risk impacts on NES Strategy Key Area of Focus :						
Date of Score	Net Score	Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk Movement: (↑,↔,↓)	Board Appetite		Within Board Appetite
19/04/2023	8	Medium		Open	12-16	
26/09/2023	8	Medium	↔			
11/01/2024	8	Medium	↔			
08/04/2024	12	High	↑			
	-					

Gross Impact (1-5)	Gross Likelihood (1-5)
4	3
Gross Total:	12

Net Impact (1-5)	Net Likelihood (1-5)
4	3
Net Total:	12

Board Risk Appetite v Net Total	
Open	12-16
High	12

Existing control rating: Controlled

Cause:		Effect:	
Failure to recruit sufficient number of appropriately skilled and experienced staff within NES.		NES having insufficient staff to support delivery of the AOP, Transformation Route Map and Strategic Plan	
Result:		This could result in reputational damage and impact on stakeholder engagement.	
Control:		Actions:	
1	Monitoring and continuously improving job packs to ensure they attract an appropriate number of high quality candidates.	1	Work with Higher/Further Education establishments in Scotland, in addition to targeted Third Sector and related bodies to support greater apprenticeship opportunities and related early career routes.
2	Monitoring and continuously improving recruitment routes eg career sites, social media to ensure they attract an appropriate number of high quality candidates.	2	The Armed Forces Talent Programme (AFTP) team will continue to engage, influence and deliver in support of the territorial and national board efforts to attract more talent from the Armed Forces Community (AFC).
3	Monitoring and continuously improving our Equality and Diversity Practices in order to ensure they attract and retain underrepresented staff groups.	3	The NES Equality & Human Rights Team continue to off online anti-racism training for NES Line Managers which will enable our line managers to better understand key actions they can take to support NES as an inclusive organisation.
4	Monitor and report on the composition of the NES workforce and sex/gender/ethnicity/disability pay gaps to the Board.	4	Development of Talent Attraction Strategy.
5	Risk based decisions regarding termination of temporary staff in the event of uncertainty of funding.	5	Finance/HR and Planning to advise the CEO on risk based decisions needed.

STRATEGIC RISK 14

Risk no:	SR14					
Risk Short Title:	Inadequate Board governance, systems, processes and scrutiny of them					
Risk Owner:	Karen Reid	Date Added to Register:	19/04/2023			
		Review Date:	07/07/2024			
		Frequency of Review:	Quarterly			
		Committee/Group overseeing	NES Board			
Risk Category(s)	Governance					
Risk impacts on NES Strategy Key Area of Focus :						
Date of Score	Net Score	Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk Movement: (↑,↔,↓)	Board Appetite		Within Board Appetite
19/04/2023	4	Low		Averse	1-5	
26/09/2023	4	Low	↔			
11/12/2023	4	Low	↔			
08/04/2024	4	Low	↔			
	-					

Gross Impact (1-5)	Gross Likelihood (1-5)
5	5
Gross Total:	25

Net Impact (1-5)	Net Likelihood (1-5)
2	2
Net Total:	4

Board Risk Appetite v Net Total	
Averse	1-5
Low	4

Existing control rating: Partially controlled

Cause:		Effect:	
NES does not put sufficient arrangements in place in relation to Board governance, systems, processes and scrutiny of them		This could lead to corporate non-compliance and failure to comply with statutory, legislative and climate emergency/sustainability requirements	
Result:		This could result in a loss of credibility towards the Board, from the Scottish Government as well as a range of audit and scrutiny bodies, which could pose a threat to the general credibility and future of NES	
Control:		Actions:	
1	Standing committees responsible for each governance domain supported by Executive Groups.	1	New refreshed Board and committee Assurance Framework has been developed and discussed with the Board at a development session. This will be further developed before final implementation.
2	Each committee provides an annual report to Audit Committee detailing how it has discharged its remit.	2	ET review outstanding Audit actions - quarterly
3	Comprehensive programme of internal audit	3	Scottish Government sign off of ADP - completed 2023/24
4	An Assurance framework has been developed in line with the 'Blue Print for Governance' and the Assurance and Audit Committee Handbook	4	Board Governance Training at Board Development Events
5	Ensure corporate awareness of relevant statutory regulatory oversight, and maintain close working with relevant professional and other regulatory bodies	5	Development of Blueprint Action Plan to strengthen governance.

STRATEGIC RISK 15

Risk no:	SR15					
Risk Short Title:	NES is not an evidence based data driven organisation, lacking intelligence and insights from its Information Assets.					
Risk Owner:	Christopher Wroath	Date Added to Register:	14/12/2023			
		Review Date:	11/06/2024			
		Frequency of Review:	Quarterly			
		Committee/Group overseeing	Technology & Information Committee			
Risk Category(s)	Governance					
Risk impacts on NES Strategy Key Area of Focus :						
Date of Score	Net Score	Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk Movement: (↑,↔,↓)	Board Appetite		Within Board Appetite
14/12/2023	6	Medium		Averse	1-5	
13/03/2024	6	Medium	↔			
	-					
	-					
	-					

Gross Impact (1-5)	Gross Likelihood (1-5)
3	4
Gross Total:	12

Net Impact (1-5)	Net Likelihood (1-5)
2	3
Net Total:	6

Board Risk Appetite v Net Total	
Averse	1-5
Medium	6

Existing control rating: Partially controlled

Cause:		Effect:	
Lack of strategic application of data quality standards. Lack of outcome focussed in our information gathering and structures.		Inefficiency and waste of resources in all aspects of NESs work in support of our strategic outcomes.	
Result:		This could result in a loss of credibility towards the Board, from the Scottish Government and scrutiny bodies, which could pose a threat to the general credibility and future of NES	
Control:		Actions:	
1	Transformation Programme is now operational. There is a specific focus from the Corporate Improvement Programme on efficiency and effectiveness of data collection, storage and management.	1	Development of an overt data plan as part of the Corporate Improvement Plan.
2	Plans for automation and preparation for artificial intelligence will drive new and improved data collection, storage and management.	2	
3	Development of the Implementation Plan for the M365 Viva Suite of applications will drive new and improved data collection, storage and management.	3	
4	Planned pilot of M365 Copilot Application will drive intelligence and knowledge on required improvements and restructuring of all NES data and information.	4	
5		5	

Summary of Strategic Risks Exposure

Table 1 - Current Position - May 2024

Current Risk Exposure						
(Total Score)	Very High	High	Medium	Low	Total	% of Total
Strategic		1	1		2	13.3%
Operational		2	4		6	40.0%
Finance		2			2	13.3%
Reputational					0	0.0%
Governance		1	3	1	5	33.3%
Technology					0	0.0%
TOTAL EXPOSURE		6	8	1	15	100.0%
% of Total	0.0%	40.0%	53.3%	6.7%		

Table 2 - Last Reported Position - February 2024

Current Risk Exposure						
(Total Score)	Very High	High	Medium	Low	Total	% of Total
Strategic			2		2	13.3%
Operational		1	5		6	40.0%
Finance		2			2	13.3%
Reputational					0	0.0%
Governance		2	2	1	5	33.3%
Technology					0	0.0%
TOTAL EXPOSURE		5	9	1	15	100.0%
% of Total	0.0%	33.3%	60.0%	6.7%		

NES Risk Matrix, Scoring and Risk Categories

APPENDIX 4

Risk Matrix and Score –

Risk Level	
Very High	20 - 25
High	12 - 16
Medium	6 - 10
Low	1 - 5

	Impact / Consequences				
Likelihood	Negligible	Minor	Moderate	Major	Extreme
Almost Certain	Low (5)	Medium (10)	High (15)	Very High (20)	Very High (25)
Likely	Low (4)	Medium (8)	High (12)	High (16)	Very High (20)
Possible	Low (3)	Medium (6)	Medium (9)	High (12)	High (15)
Unlikely	Low (2)	Low (4)	Medium (6)	Medium (8)	Medium (10)
Rare	Low (1)	Low (2)	Low (3)	Low (4)	Low (5)

NES Scoring Definitions – Likelihood -

Descriptor	Rare	Unlikely	Possible	Likely	Almost Certain
Likelihood	Cannot believe this event would happen – will only happen in exceptional circumstances. Risk will not materialise more regularly than every 10 years.	Not expected to happen, but definite potential exists – unlikely to occur. Risk will materialise on average once every 5 – 10 years.	May occur occasionally, has happened before on occasions – reasonable chance of occurring. Risk will materialise on average once every 3 – 5 years.	Strong possibility that this could occur – likely to occur. Risk will materialise on average once within each year.	This is expected to occur frequently/in most circumstances – more likely to occur than not. Risk will materialise within 6 months.

NES Scoring Definitions – Impact/Consequence –

Types of Risk	Negligible (1)	Minor (2)	Moderate (3)	Major (4)	Extreme (5)
Strategic <i>(Risk could impact on achievement of strategic objectives)</i>	<ul style="list-style-type: none"> Negligible impact on achievement of strategic objectives. No loss of confidence from key stakeholders. Negligible impact on services. 	<ul style="list-style-type: none"> Minor impact on achievement of limited number of strategic objectives. Minor loss of confidence from some key stakeholders. Reduced ability to support some services. 	<ul style="list-style-type: none"> Some strategic objectives will not be achieved. Loss of confidence from key stakeholders in specific areas. Inability to support specific services. 	<ul style="list-style-type: none"> Significant proportion of strategic objectives will not be achieved. Loss of confidence from key stakeholders in several areas. Inability to support several services. 	<ul style="list-style-type: none"> Inability to deliver on strategic objectives. Loss of confidence from key stakeholders including Scottish Government. Inability to support service.
Financial <i>(Risk could impact on financial position)</i>	<ul style="list-style-type: none"> Some adverse financial impact but not sufficient to affect the ability of the service/department to operate within its annual budget (up to £100k). 	<ul style="list-style-type: none"> Adverse financial impact affecting the ability of one or more services/ departments to operate within their annual budget (£100k – 250k). 	<ul style="list-style-type: none"> Significant adverse financial impact affecting the ability of one or more directorates to operate within their annual budget (£250k - £500k). 	<ul style="list-style-type: none"> Significant adverse financial impact affecting the ability of the organisation to achieve its annual financial control total (£100k-1m). 	<ul style="list-style-type: none"> Significant aggregated financial impact affecting the long-term financial sustainability of the organisation (£>1m).
Governance <i>(Risk could impact on the governance of the organisation and services)</i>	<ul style="list-style-type: none"> Small number of potential issues affecting minor quality improvement issues. Minor non-compliance with governance requirements 	<ul style="list-style-type: none"> Potential issues which can be addressed by low level of management action. Isolated failures to meet internal standards or follow protocols. 	<ul style="list-style-type: none"> Challenging issues that can be addressed with appropriate action plan. Repeated failures to meet internal standards or follow protocols. 	<ul style="list-style-type: none"> Mandatory improvement required to address major issues. High level action plan is necessary. Major failure to meet legal requirements or governance standards. 	<ul style="list-style-type: none"> Major governance issues leading to the threat of prosecution. Board level action plan required. Systematic failure to meet legal or governance standards.
Reputational <i>(Risk could impact on public/stakeholder trust and confidence, and affect organisation's reputation)</i>	<ul style="list-style-type: none"> Adverse comments/feedback, no media coverage. Little effect on staff morale. 	<ul style="list-style-type: none"> Adverse local media coverage – short term. Some public embarrassment. Minor impact on staff morale and public/political perception and confidence in the organisation 	<ul style="list-style-type: none"> Adverse local or social media coverage – long-term adverse publicity. Significant effect on staff morale and public/political perception of the organisation 	<ul style="list-style-type: none"> Adverse national media coverage, less than 3 days. Public/political confidence in the organisation undermined. Use of services affected 	<ul style="list-style-type: none"> Adverse coverage in national/International media - more than 3 days. MSP/MP concern (Questions in Parliament). Court Enforcement. Public Enquiry
Operational <i>(Risk could impact on the NES operations and delivery of products and services)</i>	<ul style="list-style-type: none"> Interruption in a service which does not impact on the ability to continue to provide service. 	<ul style="list-style-type: none"> Short term disruption to service with minor impact on quality-of-service provision. 	<ul style="list-style-type: none"> Some disruption in service with unacceptable impact on service provision. Temporary loss of ability to provide service. 	<ul style="list-style-type: none"> Sustained loss of service which has serious impact on delivery of services. Major Contingency Plans invoked. 	<ul style="list-style-type: none"> Permanent loss of core service or facility. Disruption to facility leading to significant “knock on” effect.
Technology <i>(Risk could impact on delivery of services due to technological systems/processes/development and resilience)</i>	<ul style="list-style-type: none"> Negligible impact on delivery of services due to inadequate or deficient system/process development and performance or inadequate resilience. 	<ul style="list-style-type: none"> Minor impact on delivery of services due to inadequate or deficient system/process development and performance or inadequate resilience. 	<ul style="list-style-type: none"> Late delivery of services due to inadequate or deficient system/process development and performance or inadequate resilience. 	<ul style="list-style-type: none"> Failure to deliver services due to inadequate or deficient system/process development and performance or inadequate resilience. 	<ul style="list-style-type: none"> Non delivery of services due to inadequate or deficient system/process development and performance or inadequate resilience.
Workforce <i>(Risk could impact on staff wellbeing, staffing levels and competency)</i>	<ul style="list-style-type: none"> Short term staffing issues temporarily reduces service provision and quality. Short term staffing issues, where there is no disruption to service quality. 	<ul style="list-style-type: none"> Ongoing staffing issues reduce service quality. Minor errors due to ineffective training / implementation of training. 	<ul style="list-style-type: none"> Late delivery of a key objective / service due to staffing issues Moderate error due to ineffective training / implementation of training. 	<ul style="list-style-type: none"> Failure to meet key objective / service due to staffing issues. Major error due to ineffective training/implementation of training. 	<ul style="list-style-type: none"> Non delivery of key objectives/service due to staffing issues Loss of key/high volumes of staff. Critical error due to ineffective training / implementation of training.
Health and Safety <i>(Risk could impact on staff/public/volunteer, or a patient out with delivery of care)</i>	<ul style="list-style-type: none"> Adverse event leading to minor injury not requiring first aid. Temporary, local disruption to operations due to health and safety issues No staff absence 	<ul style="list-style-type: none"> Minor injury or illness, first aid treatment required. Up to 3 days staff absence Local disruption of operations for up to one week due to health and safety concerns 	<ul style="list-style-type: none"> Agency reportable, e.g., Police (violent and aggressive acts) Significant injury requiring medical treatment and/or counselling. RIDDOR over 7- day absence due to injury/dangerous occurrences Local disruption to operations for a period of more than one week due to health and safety concerns. 	<ul style="list-style-type: none"> Major injuries/long term incapacity /disability (e.g., loss of limb), requiring, medical treatment and/or counselling. RIDDOR over 7- day absence due to major injury/dangerous occurrences. Widespread disruption to operations for a period of up to one week due to health and safety concerns. 	<ul style="list-style-type: none"> Incident leading to death(s) or major permanent incapacity. RIDDOR Reportable/FAI Widespread disruption to operations for an extended period due to health and safety concerns
Environmental Sustainability / Climate Change <i>(Risk could impact on environment, ability to comply with legislation/targets or environmentally sustainable care)</i>	<ul style="list-style-type: none"> Limited damage to environment, to a minimal area of low significance. Negligible impact on ability to comply with climate legislation/targets or ability to reach net zero. 	<ul style="list-style-type: none"> Minor effects on biological or physical environment. Minor impact on ability to comply with climate legislation/targets or ability to reach net zero. 	<ul style="list-style-type: none"> Moderate short-term effects but not affecting eco-system. Moderate impact on ability to comply with climate legislation/targets or ability to reach net zero. 	<ul style="list-style-type: none"> Serious medium term environmental effects. Serious impact on ability to comply with climate legislation/targets or ability to reach net zero. 	<ul style="list-style-type: none"> Very serious long term environmental impairment of eco-system. Critical non-compliance with climate legislation/targets or ability to reach net zero.
Transformation/Innovation <i>(Risk could impact on an operational/technology risk)</i>	<ul style="list-style-type: none"> Barely noticeable reduction in scope/quality/ schedule. Negligible impact on achievement of intended benefits. 	<ul style="list-style-type: none"> Minor reduction in scope/quality/ schedule. Minor impact on achievement of intended benefits. 	<ul style="list-style-type: none"> Reduction in scope/quality/project/programme objectives or schedule. Some intended benefits will not be achieved. 	<ul style="list-style-type: none"> Significant project/programme over-run. Significant proportion of intended benefits will not be achieved. 	<ul style="list-style-type: none"> Inability to deliver project/programme objectives. Inability to achieve sustainable transformation.

NES Risk Categories –

- | | |
|---|---|
| Strategic | - Risks arising from the achievement of NES's Strategy due to failure in supporting the delivery of commitments, plans or objectives due to a changing macro-environment. |
| Finance | - Risks arising from not managing finances in accordance with requirements and financial constraints resulting in poor returns from investments, failure to manage assets/liabilities or to obtain value for money from the resources deployed, and/or non-compliant financial reporting. |
| Governance | - Risks arising from unclear plans, priorities, authorities and accountabilities, and/or ineffective or disproportionate oversight of decision-making and/or performance. |
| Reputational | - Risks arising from adverse events, including ethical violations, a lack of sustainability, systemic or repeated failures or poor quality or a lack of innovation, leading to damages to reputation and or destruction of trust and relations. |
| Operational | - Risks arising from inadequate, poorly designed or ineffective/inefficient internal processes resulting in fraud, error, impaired customer service (quality and/or quantity of service), non-compliance and/or poor value for money. |
| Technology | - Risk arising from technology not delivering the expected services due to inadequate or deficient system/process development and performance or inadequate resilience. |
| People/Workforce | - Risks arising from ineffective leadership and engagement, suboptimal culture, inappropriate behaviours, the unavailability of sufficient capacity and capability, industrial action and/or non-compliance with relevant employment legislation/HR policies resulting in negative impact on performance. |
| Health & Safety | - Risks arising from inefficient safety management resulting in non-compliance and/or harm and suffering to employees, contractors, service users or the public. |
| Environmental Sustainability/ Climate Change | - Risk arising from ineffective management of natural resources resulting in harm to the environment and non-compliance with climate legislation/targets or ability to reach net zero. |
| Transformation / Innovation | Risk arising from major transformation projects and innovations resulting in inability to achieve planned changes and reduced effectiveness of delivering on objectives. |

Type of Risk	Risk Appetite		
	Concept (Net Risk)	Pilot /Test of Change (Net Risk)	Business as Usual (Net Risk)
Existing Risk Categories -			
Strategic/Policy Risks	Hungry (20 – 25)	Hungry (20 – 25)	Open (12 – 16)
Finance Risks	Cautious (6 – 10)	Cautious (6 – 10)	Averse (1 – 5)
Governance/Accountability Risks	Cautious (6 – 10)	Cautious (6 – 10)	Averse (1 – 5)
Reputational/Credibility Risks	Open (12 – 16)	Cautious (6 – 10)	Cautious (6 – 10)
Operational/Service Delivery Risks	Hungry (20 – 25)	Hungry (20 – 25)	Open (12 – 16)
Technology Risks	Hungry (20 – 25)	Hungry (20 – 25)	Open (12 – 16)
New Risk Categories -			
People/Workforce Risks	Hungry (20 – 25)	Hungry (20 – 25)	Open (12 – 16)
Health & Safety Risks	Averse (1 – 5)	Averse (1 – 5)	Averse (1 – 5)
Environmental Sustainability/ Climate Change Risks	Hungry (20 – 25)	Hungry (20 – 25)	Open (12 – 16)
Transformation/Innovation Risks	Hungry (20 – 25)	Hungry (20 – 25)	Open (12 – 16)

NES Board Risk Appetite – Classification with New Risk Scoring

Classification	Description	Residual Score Range: Likelihood x Impact
Averse	Avoidance of risk and uncertainty is a key organisational objective.	1 – 5 (Low)
Cautious	Preference for safe options where the inherent risk has relatively low impact/ likelihood and there is limited potential for reward.	6 - 10 (Medium)
Open	Willing to consider all options and choose the one that is most likely to result in success, despite a relatively high level of risk.	12 – 16 (High)
Hungry	Eager to be innovative and to choose options offering the highest potential rewards or transformation, despite a high level of residual risk.	20 – 25 (Very High)

Risk Appetite Levels Defined by Risk Categories –

		Risk Appetite Level Definition			
		Averse	Cautious	Open	Hungry
Strategic	Guiding principles or rules in place that limit risk in organisational actions and the pursuit of priorities. Organisational strategy is refreshed at 5+ year intervals.	Guiding principles or rules in place that allow minimal/considered risk taking in organisational actions and the pursuit of priorities. Organisational strategy is refreshed at 3-4 year intervals.	Guiding principles or rules in place that are receptive to considered risk taking in organisational actions and the pursuit of priorities. Organisational strategy is refreshed at 2-3 year intervals.	Guiding principles or rules in place that welcome considered risk taking in organisational actions and the pursuit of priorities. Organisational strategy is refreshed at 1-2 year intervals.	
	Avoidance of any financial impact or loss, is a key objective.	Seek safe delivery options with little/limited residual financial loss only if it could yield upside opportunities.	Prepared to invest for benefit and to minimise the possibility of financial loss by managing the risks to tolerable levels.	Prepared to invest for best possible benefit and accept possibility of financial loss (controls must be in place).	
Finance	Avoid actions with associated risk. No decisions are taken outside of processes and oversight / monitoring arrangements. Organisational controls minimise risk of fraud, with significant levels of resource focused on detection and prevention.	Willing to consider actions where benefits outweigh risks. Processes, and oversight / monitoring arrangements enable cautious/limited risk taking. Controls enable fraud prevention, detection and deterrence by maintaining appropriate controls and sanctions.	Receptive to taking difficult decisions when benefits outweigh risks. Processes, and oversight / monitoring arrangements enable considered risk taking. Levels of fraud controls are varied to reflect scale of risks with costs.	Ready to take difficult decisions when benefits outweigh risks. Processes, and oversight / monitoring arrangements support informed risk taking. Levels of fraud controls are varied to reflect scale of risk with costs.	
	Zero appetite for any decisions with high chance of repercussion for organisations' reputation.	Appetite for risk taking limited to those events where there is little or no chance of any significant repercussion for the organisation.	Appetite to take decisions with potential to expose organisation to additional scrutiny, but only where appropriate steps are taken to minimise exposure.	Appetite to take decisions which are likely to bring additional Governmental / organisational scrutiny only where potential benefits outweigh risks.	
Governance	Defensive approach to operational delivery - aim to maintain/protect, rather than create or innovate. Priority for close management controls and oversight with limited devolved authority.	Tendency to stick to the status quo, innovations generally avoided unless necessary. Decision making authority generally held by senior management. Management through leading indicators.	Innovation supported, with clear demonstration of benefit / improvement in management control. Responsibility for non-critical decisions may be devolved.	Innovation pursued – working practices are optimal to deliver desired outcomes. High levels of devolved authority – management by trust / lagging indicators rather than close control.	
	General avoidance of systems / technology developments.	Consideration given to adoption of established / mature systems and technology improvements. Agile principles are considered.	Systems / technology developments considered to enable improved delivery. Agile principles may be followed.	New technologies viewed as a key enabler of operational delivery. Agile principles are embraced.	
Operational	Priority to maintain close management control & oversight. Limited devolved authority. Limited flexibility in relation to working practices. Development investment in standard practices only	Seek safe and standard people policy. Decision making authority generally held by senior management.	Prepared to invest in our people to create innovative mix of skills environment. Responsibility for noncritical decisions may be devolved.	Innovation pursued – working practices are optimal to deliver desired outcomes. High levels of devolved authority – management by trust rather than close control.	
Technology					
People/Workforce					

Health & Safety	Zero appetite for any decisions with high chance of compromising the Health and Safety of staff, visitors and public and noncompliance with Health & Safety obligations.	Appetite for risk taking limited to those events where there is little or no chance of any significant compromise of the Health and Safety of staff, visitors and public and noncompliance with Health & Safety obligations.	Appetite to take decisions with potential to expose organisation to additional scrutiny, but only where appropriate steps are taken to minimise exposure.	Appetite to take decisions which are likely to bring additional Governmental / organisational scrutiny only where potential benefits outweigh risks.
Environmental/Climate Change	Defensive approach to delivery of sustainability- aim to maintain/protect, rather than create or innovate. Priority for close management controls and oversight with limited devolved authority.	Tendency to stick to the status quo, innovations generally avoided unless necessary. Decision making authority generally held by senior management. Management through leading indicators.	Innovation supported, with clear demonstration of benefit / improvement in value and sustainability. Responsibility for non-critical decisions may be devolved.	Innovation pursued – working practices are optimal to deliver desired outcomes. High levels of devolved authority – management by trust / lagging indicators rather than close control.
Transformation	Defensive approach to transformational activity - aim to maintain/protect, rather than create or innovate. Priority for close management controls and oversight with limited devolved authority. Benefits led plans fully aligned with strategic priorities, functional standards.	Tendency to stick to the status quo, innovations generally avoided unless necessary. Decision making authority generally held by senior management. Plans aligned with strategic priorities, functional standards.	Innovation supported, with demonstration of commensurate improvements in management control. Responsibility for noncritical decisions may be devolved. Plans aligned with functional standards and organisational governance.	Innovation pursued – working practices are optimal to deliver desired outcomes. High levels of devolved authority – management by trust rather than close control. Plans aligned with organisational governance.

NHS Education for Scotland

NES/24/36

Public Board Meeting

Agenda Item: 9b

Date of meeting: 23 May 2024

1. Title of Paper

1.1. Quarter 4 Strategic Key Performance Indicator (SKPI) Report

2. Author(s) of Paper

2.1. Simon Williams, Principal Educator – Planning & Corporate Resources

3. Lead Director(s)

3.1. Christina Bichan, Director of Planning and Performance

4. Situation/Purpose of paper

4.1. This fourth quarterly performance report to the Board for 23/24 presents the data available at the end of year one of implementation of the Board's new balanced scorecard approach, which can be found at Appendix 1.

4.2. The Board is asked to review and approve this report.

5. Background and Governance Route to Meeting

5.1. This paper represents the fourth time the Board has received a report on performance against the strategic KPIs, which were approved alongside the NES Corporate Strategy in May 2023. Performance Reports will continue to be presented to the Board on a quarterly basis.

5.2. Extension of reporting to governance committees has continued, with all Committees having received their performance reports in this first year. Sequencing to ensure consideration prior by Committee prior to Board is being taken forward for 24/25.

5.3. This paper has been reviewed by the Executive Team ahead of presentation to Board.

6. Assessment/Key Issues

6.1. Amendments to measures previously reported to the Board

6.1.1. There are no amendments to report in this quarter.

6.2. Measures due to be first reported at the end of Q4 2023-34

6.2.1. At the outset of introducing strategic KPIs as a refreshed approach to performance management within NES, a number of strategic KPIs were scheduled to be first reported to the Board at the end of Quarter 4. In addition, as the year has progressed some KPIs which were due to be first reported in earlier quarters experienced delays and were postponed into the Quarter 4 reporting period.

6.2.2. As a result 14 KPIs were timetabled for initial reporting in May 2024. These are presented in Table 1 below along with an update on reporting progress.

6.2.3. **Table 1:** SKPIs scheduled for first reporting in Quarter 4 - progress update

SKPI Number	Measure Name	Progress Update
SKPI04	Vacancy Rate	Reported in Quarter 4
SKPI08	% of staff who experience NES as an inclusive organisation	Reporting to commence Quarter 1 of 24/25
SKPI09	Total number of accesses to NES learning products	Initial data will be reported in Quarter 2 of 24/25
SKPI10	Number of health and social care staff accessing NES learning products as a % of the health and social care workforce	Reporting timescale to be confirmed – linked to delivery of Turas Refresh Programme
SKPI11	% of learners that tell us their education and training will improve their practice	Partial data will be reported in Quarter 2 of 24/25
SKPI12	% of learners who score their experience as 80% or above	Partial data will be reported in Quarter 2 of 24/25
SKPI16	Clinical Training Environment	Development continuing
SKPI18	Uptake of learning products by sector as % of total reach (SKPI10)	Reporting timescale to be confirmed – linked to delivery of Turas Refresh Programme

SKPI Number	Measure Name	Progress Update
SKPI19	% of learners and trainees from the 20% most deprived data zones in Scotland (SIMD)	Requires significant changes to the way we collect data on learners and the technology to support this. Timescale to be confirmed.
SKPI20	% of learners and trainees by protected characteristics as compared to population of Scotland	Requires significant changes to the way we collect data on learners and the technology to support this. Timescale to be confirmed.
SKPI21	% of learning products which includes sustainability and value-based health and social care	To be built into standardised information collected for new content development. Timescale for reporting to be confirmed.
SKPI23	Number of education, research and strategic collaborations	Initial data to be reported in Quarter 2 of 24/25
SKPI26	% of health and social care workforce who report being confident in using digital ways of working	Reporting to commence Quarter 2 of 24/25
SKPI27	Number of NES programmes that can demonstrate active engagement of people with lived or living experience in the development of education resources designed to support interaction with those who use health and social care services.	To be built into standardised information collected for new content development. Timescale for reporting to be confirmed.

6.3. Overall findings

6.3.1. This 2023/24 Quarter 4 performance report gives data on 36 strategic KPIs. A summary of RAG status is presented in Table 2.

6.3.2. **Table 2:** RAG Status Summary – All reported KPIs, Q4 23/24

Green	Amber	Red	RAG Parameters to be set
22 (62%)	4 (11%)	3 (8%)	7 (19%)

6.3.3. Tables 3 and 4 provide an overview of the KPIs reporting a Red or Amber status at Quarter end. Further detail on improvement plans and mitigating actions is provided in the KPI data report.

6.3.4. **Table 3:** KPIs reporting as Red status, Q4 23/24

SKPI	Description	Comment
SKPI07a	% of disabled staff	We believe there is under-reporting on disability in the workforce and have plans to encourage staff to update their details in the coming months, following national changes to equality monitoring categories on eESS and JobTrain. 24% of the working-age population in Scotland have a disability. The NES workforce data is substantially below this at 3.7% and NHS Scotland overall lower still at 1.2%.
SKPI13b	Dental Funded trainee placements - Fill rate	100 places are available for Pre-registration Dental Nurse Training, annually. Uptake is very much demand led so gauging likely uptake for planning purposes is difficult. There are a number of other providers of pre-registration dental nurse training. Some deliver training in evenings and weekends which may be more attractive to some dental practices. Uptake is also linked to the number of Modern Apprenticeships available, which in this case is 65. These are applied for annually and there is no guarantee of how many NES will be awarded.
SKPI22	Net Promoter Score	We are undertaking our wider stakeholder survey in Quarter 1 of 24/25 which will give us a greater understanding of our stakeholder needs and satisfaction with NES.

6.3.5. **Table 4:** KPIs reporting as Amber status, Q4 23/24

SKPI	Description	Comment
SKPI04	Vacancy rate	The focus of this metric is staff wellbeing, and in the reporting period, there were 33 open vacancies. The amber range for this metric is between 30 and 100 vacancies. The assumption is that a higher number of vacancies suggests that all roles are not filled, which may impact staff wellbeing. This is the first time this metric has been reported, and the RAG status ranges were set based on trend data. The SGC will continue to monitor this metric and adjust the RAG status ranges if required.
SKPI06c	Ethnicity pay equality	The latest estimates on the ethnicity pay gap in Scotland is 10.3% (2019). NES's ethnicity

SKPI	Description	Comment
		pay gap is above this at 11.1% and this is higher in some groups of staff e.g. Agenda for Change and lower in other groups e.g. Doctors and Dentists in Training. This may be due to an increase in staff joining NES on entry-level pay banding. We continue to monitor this.
SKPI14c	Dental Funded trainee placements - Completion rate (Core Training)	There are a number of vacancies in Core Training. Recruitment is undertaken on a UK basis and some posts are not as attractive to applicants. Some reconfiguring of posts to address this has improved the fill rate from previous performance.
SKPI29	School-based pilot pathway	The amber rating is based on the number of learners still involved in the pilot, which is currently approximately 30. Learners have withdrawn due to factors beyond NES or Academy team's control: satisfaction with the teaching and learning of the qualification, pressure of work from other subjects and personal reasons.

7. Recommendations

7.1. The Board is asked to review and approve this report.

Author to complete checklist.

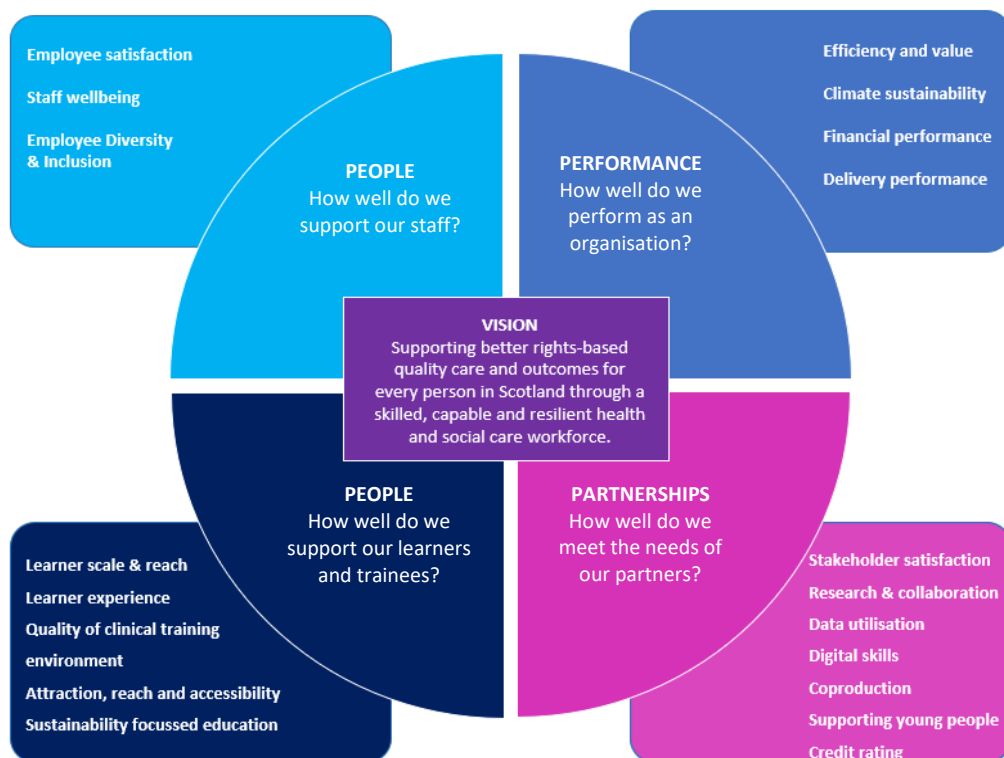
- a) Have Educational implications been considered?
- Yes
 No
- b) Is there a budget allocated for this work?
- Yes
 No
- c) **Alignment with [Our Strategy 2023 – 26 People, Partnerships and Performance](#)**
1. People Objectives and Outcomes
 2. Partnership Objectives and Outcomes
 3. Performance Objectives and Outcomes
- d) Have key strategic risks and mitigation measures been identified?
- Yes
 No
- e) Have Equality, Diversity, Human Rights and health inequality issues been considered as per [Fairer Scotland Duty: Guidance for Public Bodies](#) and Corporate Parenting as per the [Children and Young People \(Scotland\) Act 2014](#)?
- Yes
 No
- f) Has an Equality Impact Assessment (EQIA) been completed or in progress for this piece of work?
- Yes
 No
- g) Have you considered Emergency Climate Change and Sustainability implications as per [DL \(2021\) 38](#)?
- Yes
 No
- h) Have you considered a staff and external stakeholder engagement plan?
- Yes
 No

Author name: Simon Williams

Date: May 2024

NES

NHS EDUCATION FOR SCOTLAND - BALANCED BUSINESS SCORECARD



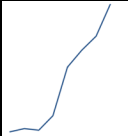
Quarterly Progress		
Highlights	Key challenges	Actions for next quarter
<p>* More KPIs have been reported for the first time in Q4.</p> <p>* A review of the KPI process and the KPIs themselves has been carried out (see separate report) and the results are positive.</p> <p>* A Board development session took place on 18 April.</p>	<p>* Some measures originally scheduled to be reported in Quarter 4 have not been reported. Information is available in the data narrative for each individual KPI.</p>	<p>* Continue to develop measures, and data collection and analysis methods, for KPIs which have not yet been reported.</p> <p>* Following the April Board Development session and the May Board meeting, make relevant improvements based on findings of review.</p>

PEOPLE - KEY PERFORMANCE INDICATORS

Measure ID	Measure Name	Most recent performance	Previous reported performance	Most recent reported period	Trend Line	Desired Direction	Frequency	Data Narrative	Insights and Action	Governance Committee	Responsible Director/Lead	RAG Scores		
SKPI01	Employee Engagement Index	85	85	Qtr 4 - 2022/23		↔	Annually	The overall iMatter survey Employee Engagement Index in 2023 was 85 (unchanged from 2022)	The unchanged, year on year, score is in the context of hybrid working arrangements. Support to line managers, in particular, is a key focus in supporting this type of working. NES has the highest employee engagement index in Scotland and the highest compliance with iMatter action planning. NES has a significant amount of transformational change planned over the next 2 yrs. The aim is to maintain the EEI score at a similar level during the change journey.	Staff Governance Committee	Tracey Ashworth Davies	<75%	75-81%	82%+
SKPI02	Proportion of staff who report having the time and resources to support their learning and growth	83%	82%	Qtr 4 - 2022/23		↑	Annually	The proportion of staff reporting sufficient time and resources for their learning and growth improved in the iMatter 2023 survey to 83% (vs 82% in 2022)	This is an annual measure extracted from the iMatter survey. All staff have a personal objective to complete their essential learning and all managers have a personal objective to ensure the essential learning of their staff is complete. In addition, development opportunities for staff are regularly communicated and they have the opportunity to apply for funding from the Workforce Development Fund.	Staff Governance Committee	Tracey Ashworth Davies	<70%	70-79%	80%+
SKPI03	Staff retention rate (voluntary leavers)	93.3%	91.7%	Qtr 4 - 2023/24		↔	Quarterly	The staff retention rate data shows a positive trend, with the most recent performance at 93.3% (as at Q4 2023/24), higher than the last reported performance of 91.7% (as at Q3 2023/24). This data excludes Fixed Term contracts.	Year to date voluntary leavers exit questionnaires cite main reasons for leaving NES as external new post; retirement; and new post within NHS. The positive trend in staff retention rates for Q4 is encouraging.	Staff Governance Committee	Tracey Ashworth Davies	<80%	80-84%	85%+
SKPI04	Vacancy Rate	33	86	Qtr 4 - 2023/24		↓	Quarterly	This metric provides the number of vacancies advertised in the period. In Q4 2023/24, 33 vacancies were advertised compared to 86 during Q3 2023/24.	The data provided illustrates the number of vacancies advertised each quarter from June 2022 to March 2024. There is a noticeable trend of fluctuations in the number of vacancies over time. From June 2022 to March 2023, there is a general pattern of oscillation with peaks and troughs. In March 2024, where the number of vacancies falls to 33, indicating a sharp decline. This drop aligns with the funding uncertainties, suggesting a correlation between funding stability and the number of advertised vacancies.	Staff Governance Committee	Tracey Ashworth Davies	>100	100-30	<30
SKPI05	Sickness Absence Rate	2.6%	3.6%	Qtr 4 - 2023/24		↔	Quarterly	The sickness absence rate data indicates a decrease in the sickness absence rate to 2.57% (as at Q4 2023/24) compared to 3.62% (as at Q3 2023/24).	In Q4, the top three reasons for absences were recorded as anxiety/stress/depression; other known causes; and cold, cough, flu. NHS Scotland comparator boards such as NSS, HIS and PHS have an average sickness absence rate of 3.94%, higher than the NES rate. NES sickness absence will continue to be monitored, with managers encouraged to record absences.	Staff Governance Committee	Tracey Ashworth Davies	>4.0%	3.1-4.0%	<=3%
SKPI06a	Gender pay equality	2.7%	5.4%	Qtr 4 - 2022/23		↓	Annually	The updated pay gap calculations include all NES staff, including Core Staff and Doctors and Dentists in training, as of March 2023: - The gender pay gap as was 2.7%, lower than last reported performance of 5.4%. - The pay gap for disabled staff was 9.2%, higher than the last reported performance of 8.3%. - The pay gap for minority ethnic staff was 11.1%, higher than the last reported performance of 10.4%	The gender pay gap data demonstrates a notable reduction in disparity between male and female employees' earnings when looking at all NES Staff. In November 2023, the Board approved NES's employment equality monitoring report for the period April 2022 to March 2023. This provided further context to the pay gap data. 2024 data will be presented with Equalities monitoring report by August 2024.	Staff Governance Committee	Tracey Ashworth Davies/Karen Wilson	>10%	5-10%	<5%
SKPI06b	Disability pay equality	9.2%	8.3%	Qtr 4 - 2022/23		↓				Staff Governance Committee	Tracey Ashworth Davies/Karen Wilson	>16%	10-16%	<10%
SKPI06c	Ethnicity pay equality	11.1%	10.4%	Qtr 4 - 2022/23		↓				Staff Governance Committee	Tracey Ashworth Davies/Karen Wilson	>12%	10-12%	<10%
SKPI07a	% of disabled staff	3.7%	3.2%	Qtr 4 - 2022/23		↑	Annually	The percentage of staff in the NES core workforce with a disability disclosed, who are from a Black and Minority Ethnicity and who are LGB has increased from 2022 data.	The percentage in all 3 categories has increased since 2022. Staff will be asked to update their equality and diversity information in 2024 but are waiting on the national system being amended to allow individuals to amend their personal details. Jobtrain will be updated in April 2024 with eESS shortly, thereafter, with national communications currently being developed. Data up to end of March 2024 will be presented with Equalities monitoring report by August 2024.	Staff Governance Committee	Tracey Ashworth Davies	<5%	5-10%	>10%
SKPI07b	% of Minority Ethnic staff	5.4%	4.8%	Qtr 4 - 2022/23		↑				Staff Governance Committee	Tracey Ashworth Davies	<2%	2-4%	>4%
SKPI07c	% of LGBQ staff	4.6%	3.9%	Qtr 4 - 2022/23		<->				Staff Governance Committee	Tracey Ashworth Davies	<2%	2-3%	>3%
SKPI08	% of staff who experience NES as an inclusive organisation	No Data	No Data			↑	Biannually	Given the current fiscal situation and implications on the workforce, we have decided to issue the staff survey on inclusion later in April. Data will be presented to the Board at the end of Quarter 1.		Staff Governance Committee	Tracey Ashworth Davies			

LEARNERS / TRAINEES - KEY PERFORMANCE INDICATORS









Measure ID	Measure Name	Most recent performance	Previous reported performance	Most recent reported period	Trend Line	Desired Direction	Frequency	Data Narrative	Insights and Action	Governance Committee	Responsible Director/Lead	RAG Scores		
SKPI09	Total number of accesses to NES learning products	No Data	No Data			-		No metric currently available across all NES products.	It is proposed that initial data collection focuses only on use and completion of eLearning modules, F2F and hybrid programme registration, professional programme/training registration. Initial data will be reported in Q2 24/25 based on currently available metrics. Insights on accesses to other web resources will be provided in data narrative until data quality is understood/improved.	Education & Quality Committee	Kevin Kelman			
SKPI10	Number of health and social care staff accessing NES learning products as a % of the health and social care workforce	No Data	No Data			-		Data on unique learners using products and their employment status/job family/role within H&SC is currently not routinely recorded.	This metric will require changes to the way we collect data on learners and the development of the technology to do the same in a consistent way across NES. The creation of a centralised learner record as part of Turas Refresh Programme will support reporting.	Education & Quality Committee	Kevin Kelman			
SKPI11	% of learners that tell us their education & training will improve their practice	No Data	No Data			-		No central Once-for-NES repository of evaluation responses is currently available.	A consistent approach to evaluation is being planned and will require supporting systems to be developed. An interim approach will be put in place to collect partial data from existing sources. Initial (partial) data will be reported in Q2 24/25.	Education & Quality Committee	Kevin Kelman			
SKPI12	% of learners who score their learning experience as 80% or above	No Data	No Data			-		No central Once-for-NES repository of evaluation responses is currently available.	A consistent approach to evaluation is being planned and will require supporting systems to be developed. An interim approach will be put in place to collect partial data from existing sources. Initial (partial) data will be reported in Q2 24/25.	Education & Quality Committee	Karen Wilson			
SKPI13a	Medical Funded trainee placements - Fill rate	5%	21%	Qtr 4 - 2023/24		↓	Quarterly	Percentage of programmes which have a fill rate of below 85%. The data for this quarter is only for round 1 recruitment which has 21 programmes within it. Round 2 recruitment closes on the 25th of April. Only 1 of round 1 programmes has filled below 85%. This programme is oral and maxillo-facial surgery.	We will report the combined round 1 and round 2 fill rates in the next quarter as all recruitment for August 2024 will have closed.	Education & Quality Committee	Emma Watson	>20	10 - 20	< 10
SKPI13b	Dental Funded trainee placements - Fill rate	26%	32%	Qtr 4 - 2023/24		↔	Quarterly	Pre-registration dental nurses is the only programme filled less than 85%.	Continue to monitor	Education & Quality Committee	David Felix	>20	10 - 20	< 10
SKPI14a	Medical Funded trainee placements - Completion rate	4.9%	No Data	Qtr 1 - 2023/24		↓	Annually	Annual data. First presented Q1 2023-24. Number of developmental outcomes by region and specialty	Continue to monitor	Education & Quality Committee	Emma Watson	>10	5 - 10	< 5
SKPI14b	Dental Funded trainee placements - Completion rate (Vocational Training)	2.0%	No Data	Qtr 4 - 2023/24		↔	Annually	Percentage of developmental outcomes or lack of completion.	Continue to monitor	Education & Quality Committee	David Felix	>10	5 - 10	< 5
SKPI14c	Dental Funded trainee placements - Completion rate (Core Training)	9.0%	9.0%	Qtr 4 - 2023/24		↔	Annually	Percentage of developmental outcomes or lack of completion.	Continue to monitor	Education & Quality Committee	David Felix	>10	5 - 10	< 5
SKPI15a	Employee Engagement Index – Doctors in Training	79%	No Data	Qtr 1 - 2023/24		↑	Annually	Annual data. First presented Q1 2023-24. Overall satisfaction of Doctors in Training as measured by GMC NTS data	NES Collaboration with Health Boards to improve overall experience of training for trainees	Education & Quality Committee	Emma Watson	<60	60 - 70	> 70
SKPI15b	Employee Engagement Index - Dentists in Training	90%	No Data	Qtr 3 - 2023/24		↔	Annually	Reporting on Vocational Training and Core/Speciality Training.	Investigate possibility of reporting other cohorts.	Education & Quality Committee	David Felix	<60	60 - 70	> 70
SKPI16	Clinical Training Environment	No Data	No Data			-		A fuller understanding of current approaches to monitoring and evaluating practice-learning environments is being developed as part of Practice-Learning Environment workstream with LEQS programme.	Continue development.	Education & Quality Committee	Karen Wilson			

SKPI17	Total accesses of the NHS Scotland Careers Website	163306	131536	Qtr 4 - 2023/24		↑	Quarterly	In Q4 2023/24 the number of engaged sessions increased to 163306.	Excluding the website home page, the next top 3 pages visited were "Explore careers", "International recruitment" landing page and the application process blog post.	Staff Governance Committee	Tracey Ashworth Davies	<60,000	60-80,000	>80,000
SKPI18	Uptake of learning products by sector as % of total reach (10)?	No Data	No Data			-		No metric currently available across all NES products.	This metric will require changes to the way we collect data on learners and the development of the technology to do the same in a consistent way across NES. The creation of a centralised learner record as part of Turas Refresh Programme will support reporting.	Education & Quality Committee	Karen Wilson			
SKPI19	% of learners and trainees from the 20% most deprived data zones in Scotland (SIMD)	No Data	No Data			-		Reliant on learner profiles and registration data.	Need to balance NES's requirement for measuring inclusivity, equality and diversity against privacy, data protection and information governance considerations. This metric will require changes to the way we collect data on learners and the development of the technology to do the same in a consistent way across NES.	Education & Quality Committee	Karen Wilson			
SKPI20	% of learners and trainees by protected characteristics as compared to population of Scotland	No Data	No Data			-		Within NES there is currently no standardised approach to collecting or analysing protected characteristics data. Reliable protected characteristics data at a national (Scotland-wide) level is difficult to access.	This metric will require changes to the way we collect data on learners and the development of the technology to do the same in a consistent way across NES.	Education & Quality Committee	Karen Wilson			
SKPI21	% of learning products which includes sustainability and value based health and social care	No Data	No Data			-		Propose to divide into 2 measures to cover 2 factors separately.	Complete data will require all curricular content to be reviewed and inclusion of these areas to be recorded systematically. This will become information that is recorded as we standardise business processes for new content development.	Education & Quality Committee	Karen Wilson			

PARTNERSHIPS - KEY PERFORMANCE INDICATORS

Measure ID	Measure Name	Most recent performance	Previous reported performance	Most recent reporting period	Trend Line	Desired Direction	Frequency	Data Narrative	Insights and Action	Governance Committee	Responsible Director/Lead	RAG Scores		
SKPI22	Net Promoter Score for stakeholders who rate themselves likely to recommend NES to colleagues and associates	-10	6	Qtr 3 - 2023/24		↑	6 monthly	The survey received 38 responses. 28 from the NHS, 6 from social care and 6 from 'other'. The majority of those surveyed had experience of working with NMAHP and Psychology.	The low response rate limits the insights we can gain. However, we will review feedback and explore ways to increase the reach of the next NPS survey.	Board	Karen Reid	<5	5 - 7	>=8
SKPI23	Number of education, research and strategic collaborations	No Data	No Data			-		Proposal to divide into sub measures (education & research)	Initial data to be reported in Q2 24/25	Education & Quality Committee	Karen Wilson	<5	5 - 7	>=8
SKPI24	Number of innovation initiatives invested in, including in collaboration with other stakeholder organisations	11	9	Qtr 4 - 2023/24		-	Quarterly	Increase represents collaboration on Horizon EU bid 'Assessing and strengthening the complementarity between new technologies and human skills' engagement with West of Scotland Oral Maxillo Facial Surgical services regards enhanced workforce/service capacity	Cumulative activity increasing understanding of NES function/potential with key partners, growing collaboration and partnership activity; Specific foresighting activity with ambulance service and National Manufacturing Institute Scotland (NMIS); continue development of the NES Innovation Plan	Education & Quality Committee	Kevin Kelman	<5	5 - 7	>=8
SKPI25	% of Service Providers who report utilising NES provided workforce data	100%	100%	Qtr 4 - 2023/24		-	Quarterly	Workforce planning tool (SG commission) showcased to all regional workforce planning groups incl. NHS Board workforce planners. Number and retention of International Recruits continues to be monitored for all NHS Boards. Published Official Statistics in Development for the National Treatment Centres. Published 3 GP workforce reports.	Continue to develop workforce planning tool, monitor number of international recruits and other statistics to develop evidence base for health and social care workforce planning in Scotland.	Staff Governance Committee	Tracey Ashworth Davies	<=80	81 - 90	>=91
SKPI26	% of health and social care workforce who report being confident in using digital ways of working	No Data	No Data			-		Data available in 2024-25 Q2		Technology and Information	Tracey Ashworth Davies	<=80	81 - 90	>=91
SKPI27	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	No Data	No Data			↑		No metric currently available across all NES products.	Complete data will require all curricular content to be reviewed and involvement of people and communities to be recorded systematically. This will become information that is recorded as we standardise business processes for new content/product development.	Education & Quality Committee	Gordon Paterson	<=80	81 - 90	>=91
SKPI28	% of technology, data and digital developments which are shaped by staff, learner and partners feedback	100%	No Data	Qtr 4 - 2023/24		-		The deployment of Agile methodology in all aspects of NTS' developments means user and stakeholder co-design is inherent in all deliverables.	The deployment of Agile methodology in all aspects of NTS' developments means user and stakeholder co-design is inherent in all deliverables.	Technology and Information Committee	Christopher Wroath	<=80	81 - 90	>=91
SKPI29	Number of young people participating on a school-based pilot pathway	35	45	Qtr 4 - 2023/24		↔	Quarterly	Some learners have withdrawn due to pressures of other school work and/or been withdrawn following poor attendance.	Via huddle groups, continue to help ensure completers have support to progress into work/study. Continuing to support work in Fife - and potentially other areas - to deliver the qualification during 2024-25 school year.	Education & Quality Committee	Kevin Kelman	<21	21-40	>=41
SKPI30	Number of NES programmes of education and training which are SCQF credit rated	10	10	Qtr 3 - 2023/24		↑	Quarterly	Programmes 3 rd party credit rated and 'owned' by NES; not those externally owned and credit rated but delivered by NES.	Aim to bring back a broader set of measures regarding NES-delivered programmes going forward.	Education & Quality Committee	Kevin Kelman	<21	21-40	>=41

PERFORMANCE - KEY PERFORMANCE INDICATORS

Measure ID	Measure Name	Most recent performance	Previous reported performance	Most recent reporting period	Trend Line	Desired Direction	Frequency	Data Narrative	Insights and Action	Governance Committee	Responsible Director/Lead	RAG Scores		
SKPI31	Achievement of agreed savings % against annual budget	194%	145%	Qtr 4 - 2023/24		-	Quarterly	Target exceeded at year end as vacancy lag £1.1m above op plan target and £2.1m of additional savings made from stopping discretionary spend at request of SG.	Boards were instructed to stop discretionary spend in final months of financial year to assist with overall NHS Health & Social Care financial position.	Audit & Risk Committee	Jim Boyle	Red	Yellow	Green
SKPI32	% of audit actions which are completed within agreed timescale	70%	71%	Qtr 4 - 2023/24		-	Quarterly	The two overdue internal audit actions are substantially complete and the timescales have been revised to March 24	Continue to monitor	Audit & Risk Committee	Jim Boyle	Red	Yellow	Green
SKPI33	Benefits realisation/ ROI from corporate change activities	75%	No Data	Qtr 4 - 2023/24		↑	Quarterly	Three programmes in delivery during reporting period. All programmes reporting as Green for Budget adherence, Schedule Adherence and Benefits management adherence.	Adherence in all criteria gives confidence that programmes are progressing to plan. Further work ongoing to gather data on Stakeholder satisfaction measure.	Board	Tracey Ashworth Davies	<50%	51-74%	>=75%
SKPI34	CO2 emissions (estates)	5.74	No Data	Qtr 2 - 2023/24		-	6-monthly	Q2 data for Westport office only 5.74 tCO2e	Work is ongoing to collect data from other sites.	Audit & Risk Committee	Jim Boyle	Red	Yellow	Green
SKPI35	CO2 emissions (staff and business travel)	13.04	31.63	Qtr 4 - 2023/24		-	Quarterly	Air 6.44 tCO2e; Rail 3.13 tCO2e; Hotel 3.47 tCO2e	Continue to monitor	Audit & Risk Committee	Jim Boyle	Red	Yellow	Green
SKPI36	Projected variance of budgeting within 0.5% at year end	0.05%	0.29%	Qtr 4 - 2023/24		-	Quarterly	Regularly updated in line with SG funding decisions and NES spending commitments	Engagement with SG to agree final allocation draw down that meets NES year end outturn expectations	Board	Jim Boyle	>1.0%	0.6-1.0%	<=0.5%
SKPI37	Number of complaints or concerns upheld and partially upheld	0	1	Qtr 4 - 2023/24		↔	Quarterly	Over the last 8 quarters, the number of (partially) upheld Stage 2 complaints has remained stable between 0 and 2	Performance remains in line with previous quarters. Continue to monitor.	Education & Quality Committee	Christina Bichan	3+	2	0 - 1
SKPI38	Number of unplanned outages to NES systems (internal and external)	0	0	Qtr 4 - 2023/24		↓	Quarterly	Minimal outage times, no impact on delivery of service	In line with previous reporting to IS governance groups	Technology and Information Committee	Christopher Wroath	3+	2	0 - 1
SKPI39	% NIS Audit Compliance Score for Cybersecurity	85%	85%	Qtr 4 - 2023/24		↔	Quarterly	Target of 60% set by Scottish Government	NES is performing well in this area. Continue to monitor.	Technology and Information Committee	Christopher Wroath	<60	60-69	>=70
SKPI40	% RAG status for delivery against Annual Delivery Plan	16%	18%	Qtr 4 - 2023/24		↓	Quarterly	% of deliverables which are delayed at Quarter end (% Red and Amber).	NES 2023/24 delivery has concluded at 84% completed / on track (in comparison to 87% delivery achieved at 2022/23 year-end). An overview will be provided via the 2023/24 Annual Report to the Board and the Q4 Delivery Report. Red / Amber deliverables will be reviewed and carried forward into 2024/25 as appropriate. The 2024/25 ADP will be updated accordingly and directorates advised.	Board	Christina Bichan	31+	21-30	<=20
SKPI41	Adverse events: Number of Category 1 Information Governance events and events requiring reporting under RIDDOR	0	0	Qtr 4 - 2023/24		↓	Quarterly	As defined by SG InfoSecurity impact level descriptors	As per previous reporting to IS governance groups	Board / Technology and Information Committee	Tracey Ashworth Davies	3+	2	0 - 1

ID	Measure Name	Definitions	Inclusion/Exclusion
SKPI01	Employee Engagement Index	Number of responses for each point on scale (Strongly Agree to Strongly Disagree) multiplied by its number value (6 to 1). Scores added together and divided by overall number of responses	Staff Only
SKPI02	Proportion of staff who report having the time and resources to support their learning and growth	% score of I am given the time and resources to support my learning growth	All staff who complete iMatter question
SKPI03	Staff retention rate (voluntary leavers)	Number of permanent staff at the start of the period / Number of permanent staff at end of the period with 12 months service x 100	Includes only permanent staff
SKPI04	Vacancy Rate	Total number of vacancies advertised in the quarter	Includes only NES core vacancies
SKPI05	Sickness Absence Rate	Hours Lost / Total contracted hours x 100	
SKPI06a	Gender pay equality	Average Hourly Rate Male - Average Hourly Rate Female / Average Hourly Rate Male x 100	
SKPI06b	Disability pay equality	Average Hourly Rate Not Disabled Staff - Average Hourly Rate Disabled Staff / Average Hourly Rate Not Disabled Staff x 100	
SKPI06c	Ethnicity pay equality	Average Hourly Rate Non-BAME Staff - Average Hourly Rate BAME Staff / Average Hourly Rate Non-BAME Staff x 100	
SKPI07a	% of disabled staff	The percentage of staff in the NES core workforce with a disability disclosed	
SKPI07b	% of Minority Ethnic staff	The percentage of staff in the NES core workforce who are from a Minority Ethnic background	
SKPI07c	% of LGBQ staff	The percentage of staff in the NES core workforce who are LGB	
SKPI08	% of staff who experience NES as an inclusive organisation		
SKPI09	Total number of accesses to NES learning products		

SKPI10	Number of health and social care staff accessing NES learning products as a % of the health and social care workforce		
SKPI11	% of learners that tell us their education & training will improve their practice		
SKPI12	% of learners who score their learning experience as 80% or above		
SKPI13a	Medical Funded trainee placements - Fill rate	Percentage of programmes which have a fill rate of below 85%	
SKPI13b	Dental Funded trainee placements - Fill rate	Percentage of programmes which have a fill rate of below 85%	
SKPI14a	Medical Funded trainee placements - Completion rate	Number of developmental outcomes by region and specialty	
SKPI14b	Dental Funded trainee placements - Completion rate (Vocational Training)	Percentage of developmental outcomes or lack of completion - Vocational Training.	Vocational Training and Core Training included. Dental nurses excluded.
SKPI14c	Dental Funded trainee placements - Completion rate (Core Training)	Percentage of developmental outcomes or lack of completion - Core Training.	
SKPI15a	Employee Engagement Index – Doctors in Training	Overall satisfaction of Doctors in Training as measured by GMC NTS data	
SKPI15b	Employee Engagement Index - Dentists in Training	Vocational Training data from the end of year VT survey, Core/Speciality Training data from the National trainee survey.	Vocational Training and Core/Speciality Training included. Other cohorts excluded.
SKPI16	Clinical Training Environment		
SKPI17	Total accesses of the NHS Scotland Careers Website	Number of 'engaged sessions' (sessions lasting longer than 10 seconds, or having a conversion event, or having 2 or more page or screen views)	
SKPI18	Uptake of learning products by sector as % of total reach (10)?		

SKPI19	% of learners and trainees from the 20% most deprived data zones in Scotland (SIMD)		
SKPI20	% of learners and trainees by protected characteristics as compared to population of Scotland		
SKPI21	% of learning products which includes sustainability and value based health and social care		
SKPI22	Net Promoter Score for stakeholders who rate themselves likely to recommend NES to colleagues and associates	Net Promoter Score from -100 to +100 of people who would recommend NES to a colleague	Defined list from stakeholder survey
SKPI23	Number of education, research and strategic collaborations		
SKPI24	Number of innovation initiatives invested in, including in collaboration with other stakeholder organisations	Delivery of a baseline report including number of innovation workstream activities developed or in development categorised by <ul style="list-style-type: none"> • Innovation partnership activity (eg ANIA/CSO/CEP) 	
SKPI25	% of Service Providers who report utilising NES provided workforce data	"% of Service Providers utilising NES workforce analysis services" "Service providers" defined as: NHS Boards plus Public Health Scotland plus Scottish Government. "NES workforce analysis services" defined as: <ul style="list-style-type: none"> • The decomposition of turnover in the Official Statistics; • The workforce planning tool; the dental workforce report and Dental Student Intake Reference Group; • An assessment of the impact of TERS (Targeted Enhanced Recruitment Scheme); • Responding to Fols (Freedom of Information requests), IRS (Information requests) and PQs (Parliamentary Questions); • The Nursing and Midwifery Student Intake Reference Group; the performance management of pre-registration nursing and midwifery providers; • The allocation of Allied Health Professional students between NHS Boards; • The number of International Recruits and their retention in NHS Scotland. 	
SKPI26	% of health and social care workforce who report being confident in using digital ways of working		
SKPI27	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	Initial, baseline report, on numbers of educational programmes in development or developed, where people with lived experience have supported the design or delivery of programme content. The intention would then be to report cumulatively, building on this number and ultimately to look at more qualitative measures relating to	
SKPI28	% of technology, data and digital developments which are shaped by staff, learner and partners feedback		

SKPI29	Number of young people participating on a school-based pilot pathway	Number of young people participating on a school-based pilot pathway	
SKPI30	Number of NES programmes of education and training which are SCQF credit rated	Number of programmes which are delivered by NES and are SCQF credit rated	Excluding: programmes funded by NES but developed and delivered by other organisations
SKPI31	Achievement of agreed savings % against annual budget	Value of savings that are generated through agreed schemes	Excluding: Non realisable procurement savings
SKPI32	% of audit actions which are completed within agreed timescale	% of audit actions arising from internal audits which are completed within the timescale agreed with the Audit and Risk Committee	
SKPI33	Benefits realisation/ ROI from corporate change activities	Total amount of savings achieved vs total amount of savings in financial plan	
SKPI34	CO2 emissions (estates)	tons of CO2 produced by NES estates	
SKPI35	CO2 emissions (staff and business travel)	tons of CO2 produced by NES staff during travel by air and rail	Excluding: trainees, car travel
SKPI36	Projected variance of budgeting within 0.5% at year end	Value of year end under/overspend as a percentage of anticipated total core revenue funding	Only includes core revenue
SKPI37	Number of complaints or concerns upheld and partially upheld	Stage 2 complaints - those reported to and investigated by the corporate complaints team.	Excluding whistleblowing concerns and Stage 1 complaints investigated at the front line.
SKPI38	Number of unplanned outages to NES systems (internal and external)	Number of unplanned outages as defined in NIS Audit report	systems not delivered or supported by NES
SKPI39	% NIS Audit Compliance Score for Cybersecurity	as defined in NIS Audit report	
SKPI40	% RAG status for delivery against Annual Delivery Plan	Of the total number of deliverables within the NES Annual Delivery Plan for the year of reporting, the % that are delayed, demonstrated by having a red or amber status at the time of reporting.	Excluding: deliverables with a green or blue status.
SKPI41	Adverse events: Number of Category 1 Information Governance events and events requiring reporting under RIDDOR	Number of Category 1 Information Governance events and RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) events.	Category 2 etc. IG events

NHS Education for Scotland

NES/24/37

Public Board

Agenda Item: 09c

Meeting Date: 23 May 2024

1. Title of Paper

2023/24 Quarter 4 Delivery Report

2. Author(s) of Paper

Alison Shiell, Planning & Corporate Governance Manager

3. Lead Director(s)

Christina Bichan, Director of Planning & Performance

4. Situation / Purpose of paper

4.1 This report provides the Board with a Quarter 4 update on NES's delivery performance against the deliverables and milestones set out in the 2023/24 NES Annual Delivery Plan (ADP). The report uses (B)RAG exception reporting to evidence progress and completion status.

4.2 The report comprises an overall 2023/24 Quarter 4 summary position (Appendix 1) and a full 2023/24 Quarter 1, Quarter 2, Quarter 3 and Quarter 4 update (Appendix 2).

4.3 The Board are asked to review and approve this report.

5. Background and Governance Route to Meeting

5.1 This report has been prepared for the Board's review and approval and has been considered by the NES Executive Team in advance of the 23 May 2024 Board meeting.

5.2 The 2023/24 NES ADP was approved by the NES Board in September 2023 and Scottish Government in October 2023. The 2023/24 NES ADP is published on the [Corporate Publications](#) page of the NES website.

6. Assessment / Key Issues

2023/24 Quarter 4 – Delivery Performance Overview

6.1 For Quarters 1 and 2, the NES 2023/24 ADP comprised 141 deliverables. At Quarter 3, the overall number of deliverables decreased to 140 as one deliverable was closed for the remainder of 2023/24. During Quarter 4, the number of deliverables has increased back up to 141 as a new deliverable has been added. Further detail is provided within paragraph 6.10.

Delivery performance at the end of 2023/24 Quarter 4 is summarised in Table 1.

Table 1: Summary of deliverable status – 2023/24 Quarter 4

Deliverable Status	Number	Percentage
Blue – complete	54	38%
Red – significant delay	3	2%
Amber – minor delay	18	13%
Green – on track	66	47%
Total	141	

6.2 Appendix 1 provides an overview of 2023/24 delivery (B)RAG status. In relation to 2023/24 overall, NES delivery has concluded at **85%** of deliverables either categorised as completed or on track. This is in comparison to 87% delivery achieved at 2022/23 year-end. Between Quarter 3 (Q3) and Quarter 4 (Q4), an additional 50 deliverables have been marked as completed for 2023/24. The total number of deliverables identified as either Blue or Green status at Q4 is 120 out of 141 deliverables.

6.3 In relation to 2023/24 Q4 delivery specifically, there has been a small reduction in the number of red and amber deliverables since Q3. The number of red deliverables has reduced from four to three and amber deliverables have reduced from 23 to 18. Two deliverables categorised as Red at Q3 (5407 and 5497 / Psychology) have transitioned to an overall Amber position at Q4.

2023/24 Quarter 4 – Red & Amber Deliverables

6.4 Three deliverables have been reported as Red (experiencing significant delay) at Q4. Two of the red deliverables were identified as red at Q3 (Psychology and NMAHP (Nursing, Midwifery & Allied Health Professions)). The new Red deliverable identified at Q4 sits within the NES Technology Service (NTS). Further detail is presented in Table 2.

- 6.5 18 deliverables have been reported as Amber (minor delay) in Q4. The majority of amber deliverables are due to short-term delays, including staff / faculty capacity (sickness or absence), lower than expected numbers participating in educational programmes (as a result of frontline service pressures) and ongoing delays to original project plans and timelines. As reported at Q3 a small number of deliverables continue to be in transition as current and future delivery priorities are agreed with Scottish Government (SG).
- 6.6 As part of the finalisation of the 2024/25 ADP, all 2023/24 Red and Amber deliverables have been reviewed in consultation with directorates and either closed or carried forward into 2024/25 as appropriate. Tables 2 and 3 summarise the Red and Amber deliverables identified at Q4. For each deliverable, information is provided to set out next steps to ensure completion during 2024/25 or whether the deliverable will be closed.

Table 2: 2023/24 Overall position – Red deliverables

2023/24 Quarter 4 – Red Deliverables	
Deliverable	Summary of 2023/24 overall position and next steps
5461 Psychology	<p>During 2023/24, delivery of trauma skilled workshops has been severely impacted by unfilled posts and absence issues within the network of Transforming Psychological Trauma Implementation Co-ordinators (TPTICs). This deliverable has been marked Red at Q4 as the planned delivery of training session targets have not been met. Reduced staffing capacity within the Psychology directorate as a result of non-recurrent SG funding has also had an impact on resource and delivery of training.</p> <p>For the Board’s information, this deliverable is now closed for 2023/24. A new set of delivery targets for this area of work is included as a deliverable in the 2024/25 ADP.</p>
5517 NMAHP	<p>This deliverable comprises the development and maintenance of the separate Nursing & Midwifery (N&M) and Allied Health Professions (AHPs) quality management systems and online learning environments.</p> <p>The deliverable has been categorised as red at Q4, specifically in relation to the development of a Quality Management System (QMS) for AHPs. Whilst the quality and further enhancement of the N&M learning environment has been maintained via the NES QMPLE (Quality Management of the Practice Learning Environment) system during 2023/24, work on the AHP QMS has not been progressed due to internal systems being unable to support AHP requirements. During Q4, work to review the functionality of external systems has been undertaken and a report will be available by Quarter 1 of 2024/25 setting out progress to date and specific recommendations.</p> <p>For the Board’s information, the AHP part of this deliverable will be taken forward into 2024/25 to ensure continued oversight of the development of an AHP QMS. A new deliverable has been added to the 2024/25 ADP.</p>

2023/24 Quarter 4 – Red Deliverables	
Deliverable	Summary of 2023/24 overall position and next steps
5863 NTS	<p>This deliverable relates to the provision of user support and maintenance for the TURAS Care Management application (safety huddle tool) which is used by all Older People and Adult Care Homes across Scotland to capture staffing information. The tool provides Health & Social Care Partnerships and SG with data in order to provide support to care homes and inform policy decisions in this area.</p> <p>This deliverable has been categorised as Red at the end of 2023/24 as there have been ongoing discussions with SG in relation to the longer term future of this work and there is no dedicated NTS resource for this product. As of 2023/24 Q4, funding is yet to be confirmed. NES has delivered the majority of the work requested as a result of some short-term funding received from SG and assistance from other NTS teams however this is not a sustainable long-term position.</p> <p>For the Board’s information, the Q4 narrative for this deliverable states that NTS have had conversations with SG about additional funding to support future TURAS Care Management application work during 2024/25. If funding and priorities for 2024/25 are agreed then the Board will receive quarterly updates via a deliverable within the NES 2024/25 ADP that covers all aspects of NES’s delivery within the SG Health and Social Care domain.</p>

Table 3: 2023/24 Overall position – Amber deliverables

2023/24 Quarter 4 – Amber Deliverables	
Deliverable	Summary of 2023/24 Overall position and next steps
5868 5839 NTS	<p>Within the NES Technology Service (NTS) there are ongoing delays to digital work including support to the vaccination improvement programme via the maintenance of the TURAS vaccination management tool, development of Individual Care Summary information and digital dermatology referrals. This continues to be as a result of awaiting further clarity from SG regarding the longer-term future direction and funding of these programmes of work.</p> <p>If confirmation of funding is received from SG then these areas of work will be included in the 2024/25 NES ADP. A further update will be provided to the Board in the 2024/25 Quarter 1 delivery report.</p>
5866 NTS	<p>Rollout of the OpenEyes electronic patient record application to NHS Golden Jubilee (NHS GJ) to support the Cataract pathway has been delayed until June 2024 as there is a need for NHS GJ to upgrade to a new system (Trakcare) as part of the overall OpenEyes integration.</p> <p>NES and NHS GJ continue to have good engagement in relation to this issue and governance preparation is underway to allow technical work by NES to be delivered once the Trakcare upgrade is complete. A final</p>

2023/24 Quarter 4 – Amber Deliverables	
Deliverable	Summary of 2023/24 Overall position and next steps
	update will be provided to the Board in the 2024/25 Quarter 1 delivery report.
5867 NTS	The impact of delays within the Community Health Index (CHI) digital programme has meant that the integration of the OpenEyes electronic patient record application into the National Digital Platform (NDP) has been delayed by approximately two months. A final update will be provided to the Board in the 2024/25 Quarter 1 delivery report.
5857 NTS	A delay in the receipt of confirmed multi-year funding and associated resourcing and capacity issues have affected NTS's support of the NHS Scotland Digital Prescribing and Dispensing Pathways Programme (DPDP). Outstanding 2023/24 DPDP work will be carried into 2024/25 and monitored via a new deliverable in the 2024/25 NES ADP.
5862 5870 NTS	<p>These two deliverables relate to NES's support of the TURAS Family Nurse Partnership (FNP) products in NHS Scotland (5862) and NHS England (5870) respectively. The deliverables have been marked Amber at 2023/24 Q4 as a result of staffing issues. Two of the three-person team resigned during Q4 so recruitment activity is now underway alongside a review of the staffing skillset required for these roles.</p> <p>Support for the TURAS FNP products will continue throughout 2024/25. The Board will receive quarterly updates via a deliverable within the NES 2024/25 ADP that covers all aspects of NES's delivery within the SG Health and Social Care domain.</p>
5713 NHSSA, L & I	The development of a Technology Enabled Learning (TEL) support plan with NHS Scotland Health Boards in 2023/24 Q4 has been affected by resource constraints. This has impacted the extent of NES's engagement with Health Boards in relation to their TEL support needs e.g. a proposal for a national TEL network has not yet progressed. Further updates on TEL-related work will be provided via the NES Education and Quality Committee.
5658 NHSSA, Learning & Innovation	The redesigned Knowledge Network launched slightly later than planned during 2024/25 Quarter 1 (rather than 2023/24 Quarter 4). The deliverable has been marked Amber for 2023/24 Q4 as confirmation of funding in relation to future work (including the national tender of subscriptions content) is currently awaited. The ongoing design and development of resources hosted on the Knowledge Network will continue throughout 2024/25 and a deliverable is included in the 2024/25 NES ADP.
5884 NHSSA, Learning & Innovation	Lower than expected number of learners participated in a Healthcare Pathway pilot qualification during 2023/24 as part of the NHSS Youth Academy. Skills Development Scotland funded the 2023/24 pilot and have confirmed that they will not run the programme again during 2024/25 however some schools are keeping recruitment to the pathway

2023/24 Quarter 4 – Amber Deliverables	
Deliverable	Summary of 2023/24 Overall position and next steps
	<p>open and may offer their own more intense and immersive delivery during 2024/25.</p> <p>A new NHSS Youth Academy deliverable has been included in the 2024/25 NES ADP. A new Healthcare Pathway pilot will be run subject to receipt of confirmed funding.</p>
5532 NMAHP	<p>This deliverable has been marked Amber as delays to the overall development timeline of the pilot Graduate Apprenticeship for Operating Department Practitioners (ODPs) may impact Health Board recruitment to the pilot programme. It is hoped that the pilot will be ready for delivery by September 2024. The launch and delivery of the Graduate Apprenticeships for ODPs is included within a 2024/25 NES ADP deliverable, therefore the Board will receive further quarterly updates via that route.</p>
5763 NMAHP	<p>This deliverable relates to NES's role in supporting Boards to develop a high quality, skilled, sustainable and diverse NMAHP and Medical Associate Professions (MAP) workforce. The deliverable has been categorised as Amber at the 2023/24 Q4 as the SG National Workforce Innovation Programme (NWIP), which was due to deliver impact studies for two MAPs roles, has been paused. These studies will be prioritised as soon as revised delivery timescales are known. For the Board's information, oversight of MAPs work will be progressed by the NHSSA, Learning & Innovation directorate going forward. Quarterly updates will be provided by a deliverable in the 2024/25 ADP.</p>
5510 NMAHP	<p>This deliverable relates to NES's delivery of Compassionate Communication (CC) training and Care Experience Improvement Model (CEIM) leaders training. Due to staffing issues, three out of four CC training cohorts were delivered. Initial work in relation to a 'train the trainers' model has begun however further exploratory work is required. The CC work is dependent on a single member of staff's expertise which is a risk to this programme going forward. NES continues to liaise with SG policy leads in relation to Alternative Augmentative Communication (AAC) as no funding was received during 2023/24 to support the development of new resources. The CC programme work will continue in 2024/25 via new deliverable in the 2024/25 ADP.</p>
5424 Medical	<p>Education and training that enhances health and social care workforce preparedness in relation to death, dying and bereavement care has been delivered during 2023/24 however confirmation of funding is awaited in relation to the continuation of individual educator posts supporting this work. This work will continue in 2024/25 subject to the confirmation of future funding from Scottish Government and will be monitored via the 2024/25 ADP if funding is received.</p>
5439 Medical	<p>Internal staff capacity issues delayed the rollout of continuing professional development (CPD) courses for postgraduate (PG) medical trainers during 2023/24. Recruitment to business support posts has been</p>

2023/24 Quarter 4 – Amber Deliverables	
Deliverable	Summary of 2023/24 Overall position and next steps
	successfully completed during 2023/24 Q4 and course delivery is now beginning to increase. This deliverable is now closed as there is a new deliverable focusing on CPD for PG medical trainers included in the 2024/25 ADP.
5407 Psychology	Internal and external workforce pressures during 2023/24 (mainly due to competing pressures and staff capacity) has impacted the completion of NES / SG Matrix evidence tables to support the evidence-based psychological therapies and interventions programme of work. Progress has been made during 2023/24 Q4 as this deliverable was rated Red at Q3 however the overall total of published matrix tables is less than originally planned.
5497 Psychology	Workforce availability to attend training (as a result of frontline service pressures) significantly impacted the delivery of programmes to support improved health and wellbeing outcomes for people living with dementia, their families and carers during 2023/24. Capacity issues within NES as a result of staffing changes also affected the delivery of these programmes. This work is funded by SG on a non-recurrent basis and NES continues to engage with SG policy colleagues in relation to funding and capacity issues. The future delivery of this programme is at risk until a confirmation of future funding is received. A further update will be provided to the Board in the 2024/25 Quarter 1 delivery report.
5539 Workforce	The development of the NES Human Resources (HR) proposition model has progressed during 2023/24 however staffing capacity issues and delays to internal delivery timelines and process reviews have meant that the overall delivery plan has been rebaselined. The HR model proposition work will continue throughout 2024/25 and a deliverable is included in the 2024/25 NES ADP.

Key Achievements during Quarter 4

6.7 There have been a number of significant achievements during Quarter 4 that support the delivery of the [NES 2023-26 Strategy](#) and align directly with our strategic themes ([People, Partnerships and Performance](#)). Within our education and training remit (People), the NES Board approved NES's new [Learning & Education Strategy](#) which sets out how we will deliver education and training across the health and social care workforce and within NES to support our own staff. We have reached almost 19,000 e-Learning completions within Pharmacy which is nearly 9,000 more than the intended 2023/24 target. A total of 34,000 Pharmacy e-Learning completions were achieved across all health professions in support of the NHS Pharmacy First Scotland service, part of which aims to enhance the number of active independent prescribers in all sectors. We have also achieved a 100% success rate in relation to provision of access for up to eight Dental Care Professionals (DCPs) to upskill and be registered as Orthodontic Therapists and support high quality frontline care and delivered a

wide range of CPD to General Practice staff including over 420 peer support sessions delivered to Practice Managers.

- 6.8 To support the delivery of our Partnerships strategic theme objectives, a new NHS Scotland Workforce Planning tool is now available for use via TURAS Learn to support better workforce planning, identification of priorities and targeted support. We have achieved increased education and training delivery within the National Ultrasound Training Programme (supporting increased ultrasound capacity in NHS Scotland) as part of the NHS Scotland Academy which is a joint partnership with NHS Golden Jubilee. We have also provided support to the Accelerated National Innovation Adoption (ANIA) programme (as part of the Centre for Sustainable Delivery) via the provision of a workforce model for a national diabetes remission team and developed an anti-racism training module into a digital learning resource which will shortly be made available to all health and social care staff via TURAS Learn.
- 6.9 In relation to our Performance strategic theme, we launched a Digital and Data Skills Hub pilot to support the health, social care and housing workforce as part of the Digitally Enabled Workforce programme which is a national programme work focusing on improving the digital capability of the health and social care workforce. We have also completed the roll out of the OpenEyes electronic patient record application in NHS Greater Glasgow & Clyde to support cataract, glaucoma and general ophthalmology pathways in line with Scottish Government priorities.

2023/24 ADP Amendments during Quarter 4

- 6.10 As per previous 2023/24 Delivery Reports, the Board will wish to note changes and refinements to the 2023/24 ADP as a result of ongoing changes within our operating environment and the fluid nature of certain aspects of our work. The following amendments have been made to the 2023/24 ADP during Quarter 4 and have been reviewed and approved by the NES Executive Team:

2023/24 ADP Deliverable	Amendment Detail
5907 (New)	Following discussions with Jim Boyle as Executive Lead and the NES Climate Emergency & Sustainability Group, it has been agreed that it would be helpful to have a 2023/24 deliverable and Quarter 4 milestone introducing the development of the NES Climate Emergency and Sustainability Strategy. This is in advance of the strategy being submitted for Board approval during 2024/25 Quarter 1 and then initial implementation during the remainder of 2024/25.

5893	The Q4 milestone for deliverable 5893 has been amended to reflect the Q3 narrative update which advised that the timescales for the development of a NES Research & Innovation Strategy have changed. On a related note, the Board will wish to note that the Q4 narrative update for this deliverable confirms that the strategy has now been reframed as an Innovation Plan that will complement the NES Learning & Education Strategy .
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Risk Management

- 6.11 The three red deliverables reported at 2023/24 Quarter 4 have been reviewed against the NES Corporate Risk Register and do not demonstrate a significant corporate risk at this time. Mitigating actions continue to be in place to address current issues as much as possible.
- 6.12 For the Board's information, whilst an EQIA (Equality Impact Assessment) has not been undertaken for the NES 2023/24 ADP, EQIAs have been completed for individual NES programmes of education and training activity as appropriate.

7. Recommendations

- 7.1 The Board is asked to approve the Quarter 4 Delivery Report and note the amendments made to the 2023/24 NES ADP.
-

- a) **Have Educational implications been considered?**
 Yes
 No
- b) **Is there a budget allocated for this work?**
 Yes
 No
- c) **Alignment with [Our Strategy 2023 – 26 People, Partnerships and Performance](#)**
 1. People Objectives and Outcomes
 2. Partnership Objectives and Outcomes
 3. Performance Objectives and Outcomes
- d) **Have key strategic risks and mitigation measures been identified?**
 Yes
 No
- e) **Have Equality, Diversity, Human Rights and health inequality issues been considered as per [Fairer Scotland Duty: Guidance for Public Bodies](#) and Corporate Parenting as per the [Children and Young People \(Scotland\) Act 2014](#)?**
 Yes
 No
- f) **Has an Equality Impact Assessment (EQIA) been completed or in progress for this piece of work?**
 Yes
 No
- g) **Have you considered Emergency Climate Change and Sustainability implications as per [DL \(2021\) 38](#)?**
 Yes
 No
- h) **Have you considered a staff and external stakeholder engagement plan?**
 Yes
 No

AS
May 2024
NES

Annual Delivery Plan (ADP) Summary Progress Report (Quarter 4, 2023/24)

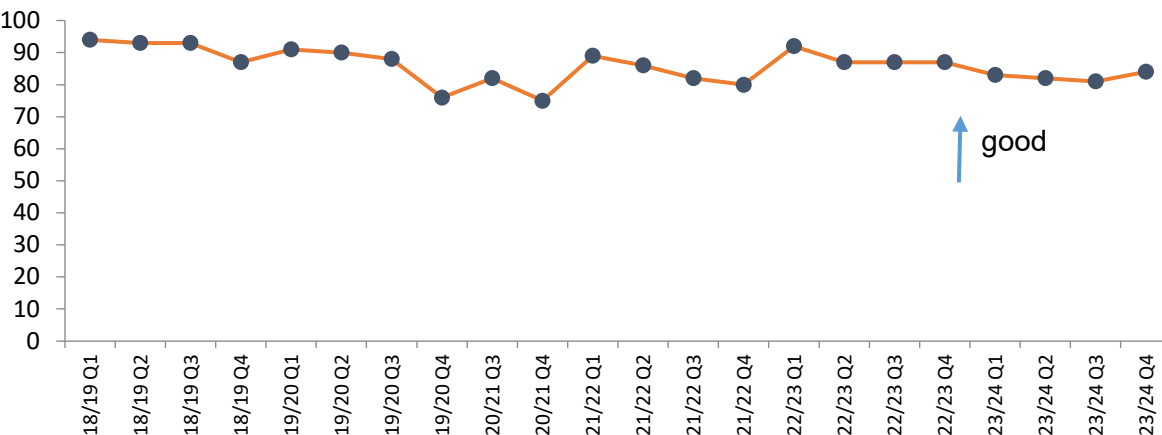
Aim: To provide an overview of progress and highlight key achievements, delays and risks in relation to delivery of the 2023/24 NES ADP.

Delivery Status at 31 March 2024 (Quarter 4)

- NES 2023/24 delivery has concluded at **85% of deliverables completed or on track** in line with ADP milestones at the end of Quarter 4 (in comparison to 87% delivery achieved at 2022-23 year-end)
- 3% of deliverables** are experiencing significant delay at 2023/24 year-end. Next steps have been agreed and directorates will continue to report on these deliverables during 2024/25 as appropriate.

Status:	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24
Complete	2	2	4	54
On Track	114	116	109	66
Minor Delay	25	22	23	18
Significant Delay	0	1	4	3
Closed - no further action	0	0	1	0
Total Deliverables	141	141	141 (140)	141

% of on target / completed deliverables, by Quarter, 2018/19 – 2023/24



Key Achievements (Individual ADP milestone references shown in brackets)

- 100% success rate in relation to provision of access for up to 8 Dental Care Professionals (DCPs) to upskill and be registered as Orthodontic Therapists. (Ref **5598**)
- Wide range of CPD delivered to General Practice staff including over 420 peer support sessions delivered to Practice Managers. (Refs **5409 / 5414**)
- Increased delivery achieved within the National Ultrasound Training Programme during Quarter 4 to support increased ultrasound capacity in NHS Scotland. (Ref **5886**)
- Workforce model for national diabetes remission team approved as part of NES's work to support Accelerated National Innovation Adoption (ANIA) programme. (Ref **5859**)
- NES Learning & Education Strategy approved. (Ref **5892**)
- End of year Pharmacy e-learning completions at almost 19,000 (10,000 above original target) and over 34,000 completions across all healthcare professions. (Ref **5373**)
- NHS Scotland Workforce Planning tool signed off and in use in Health Boards. (Ref **5543**)
- NES anti-racism training module developed into digital learning resource and will be made available via TURAS Learn to all health and social care staff in 2024/25 Quarter 1. (Ref **5544**)
- Digital and Data Skills Hub pilot launched via TURAS Learn to support the health, social care and housing workforce. (Ref **5550**)
- Delivery of Scottish Multiprofessional Maternity Development Programme courses exceeded during 2023/24 – 151 courses delivered (original target = 100). (Ref **5535**)

Delays and associated impact

Of the 3 red and 18 amber deliverables identified at 2023/24 Q4, consideration has been given to next steps. Deliverables will either be completed during the early part of 2024/25, carried forward into the 2024/25 ADP for ongoing quarterly reporting throughout the year or closed.

Corporate Risks Affecting Delivery

At the end of Quarter 4 there are 3 deliverables reporting significant delay. There are no impacts highlighted at present which align to the NES Corporate Risk Register.

NES 2023/24 Annual Delivery Plan - Quarter 1, Quarter 2, Quarter 3 and Quarter 4 Update Position

Recovery Driver	SG AOP Reference	NHS Board Reference	NES Directorate	Deliverable Summary	Q1 Milestones	Q2 Milestones	Q3 Milestones	Q4 Milestones	Q1 RAG Status	Progress in Q1	Q2 RAG Status	Progress in Q2	Q3 RAG Status	Progress in Q3	Q4 RAG Status	Progress in Q4
1. Primary and Community Care	1.1	5409	Medicine	Delivery of Continuing Professional Development (CPD) Connect educational activities for General Practice to improve patient care in the NHS Scotland, increasing the variety of educational resources and activities available to include a wider range in the programme and piloting of new skills based education programme by March 2024 including evaluation of the impact on learner behaviours.	Pilot of in-situ sim and review of learning. Development and engagement of faculty to support delivery. Planning programme of events for 23-24 based on learning needs of General Practice (multidisciplinary team) MDT, face to face, online and elearning.	Begin delivery of programme of events. Subject to funding, begin review of impact of resources for General Practice Nurses (GPN). Development of elearning resources.	Development of elearning resources. Delivery of programme of education.	Deliver CPD Connect educational activities to General Practice and embed new skills based programme. Review of impact of learning of GPN will be completed subject to funding.	Green	3 simulation-based learning sessions held with 25 delegates total. Planning underway for a Day in the Life of a Busy General Practice webinar series to begin autumn 23. 11 topics have been advertised and 300 GP/General Practice Nurse (GPN) delegates registered so far (plus some Pharmacy). Wider planning activity for GP CPD underway, including a collaborative course on risk with the Practice Managers, and courses on MSK (Musculoskeletal) Joint Injections. Practice Based Small Group Learning (PBSGL) Module in Type 2 Diabetes published June 23, with others imminent. 2,841 active PBSGL members and 42 new facilitators trained. Paediatric Asthma elearning module development has passed awaiting new guidelines in July 2024. New GP Facebook page was launched 22-5/24 and has grown to 212 members.	Green	5 simulation-based learning sessions held with 24 delegates total (various courses). A Day in the Life of a Busy General Practice webinar series began at end of September 2023. 11 topics have been advertised and 300 GP/General Practice Nurse (GPN) delegates registered so far (plus some Pharmacy). Wider planning activity for GP CPD underway, including a collaborative course on risk with the Practice Managers, and courses on MSK (Musculoskeletal) Joint Injections. Practice Based Small Group Learning (PBSGL) Module in Type 2 Diabetes published June 23, with others imminent. 2,841 active PBSGL members and 42 new facilitators trained. Paediatric Asthma elearning module development has passed awaiting new guidelines in July 2024. New GP Facebook page was launched 22-5/24 and has grown to 212 members.	Green	Seven simulation-based learning sessions held with 44 delegates total (various courses). A Day in the Life of a Busy General Practice webinar series began at end of September 2023. 11 topics have been advertised and 300 GP/General Practice Nurse (GPN) delegates registered so far (plus some Pharmacy delegates). Wider planning activity for GP CPD (Continuing Professional Development) underway, including a collaborative course on risk with the Practice Managers which is now ready for advert, as well as discussions around the future plans for MSK (Musculoskeletal) Joint Injections.	Blue	A further four simulation-based learning sessions held with 32 delegates total (various courses). A Day in the Life of a Busy General Practice webinar series began at end of September 2023. 9 out of 11 topics have now run and 1144 GP / GPN delegates registered so far (plus some Pharmacy delegates). Collaborative course for GPs and Practice Managers took place in March 2024 with 32 delegates in attendance. 18 GPs attended an introduction to leadership course. 41 GPs attended a pilot series of Paediatric webinars.
1. Primary and Community Care	1.1	5345	Pharmacy	Deliver 9 weeks of Experiential Learning (EL) for all student pharmacists in the 2 Scottish schools of Pharmacy to achieve 11 weeks of EL by 2024/25 across 14 territorial Boards/2 national Boards and approx. 500 community pharmacies in Scotland. Concurrently deliver at least 10 Preparation for Experiential Learning (PEL) training events to new Pharmacy Experiential Learning (EL) facilitators for approved EL sites.	Final activity of Experiential Learning (EL) from academic year 2022/23. Up to 4 Preparation for Experiential Learning (PEL) sessions scheduled.	Up to 3 Preparation for Experiential Learning (PEL) sessions scheduled.	Experiential learning for academic year 2023/24 starts W/C 02/10. Up to 3 Preparation for Experiential Learning (PEL) sessions scheduled. 44% of planned EL activity scheduled for this quarter.	Deliver 9 weeks of Experiential Learning for all student pharmacists and 10 Preparation for EL learning events (up to 56% of planned EL activity scheduled for this quarter).	Green	Q1 achieved as expected. Catch up EL for 2022-23 academic year and 4 Preparation for Experiential Learning (PEL) sessions completed. National Co-ordinated 2023-24 outcomes distributed to EL providers.	Green	Three Preparation for Experiential Learning (EL) sessions completed. Preparations for commencement of EL in October on track.	Green	A further two Preparation for Experiential Learning (EL) sessions completed. National co-ordination outcomes for all first year students communicated to community pharmacy EL providers for activity in Semester 2 (Quarter 4). 44% of planned EL activity completed in line with expectation.	Blue	Final Experiential Learning (EL) activities undertaken in February / March 2024 completing theme weeks of EL required. One additional Preparation for Experiential Learning (PEL) session completed fulfilling the required 10 sessions.
1. Primary and Community Care	1.1	5362	Pharmacy	Provide qualified Pharmacists for workforce of NHS & Community Practice in Scotland, via attraction, recruitment and direct delivery of 1-year Foundation Training Year (FTY) and quality assurance of the programme. Recruiting a minimum of 200 Trainees and monitoring and supporting new and existing trainees of approx 200 per annum.	Delivery of FTY attraction approaches including social media campaign, involvement at up to 5 University Careers events, participation in Royal Pharmaceutical Society (RPS) joint webinar for GP recruitment and delivery of four Scotland FTY Recruitment webinars.	Start delivery of FTY online recruitment assessments in conjunction with Health Education England (HEE) and Health Education & Improvement Wales (HEIW) - testing window 21st Sept to 5th Oct.	Completion of delivery FTY online assessments in conjunction with HEE and HEIW - testing window 21st Sept to 5th Oct - via Person View. Matching process undertaken via Orii and a minimum of 200 offers accepted in round 1 matching.	Recruit a minimum of 200 Trainee Pharmacists.	Green	2023-23 cohort - 236 trainees currently 'in training', 209 eligible to sit June GPhC common Registration Assessment. Results expected during Q2. 2023-24 cohort - 226 trainees expected to commence FTY training in this cohort. 2024-25 cohort - Applications for FTY received via Orii in June 23 for this cohort was 548 (15% increase on last year applications)	Green	2023-23 cohort - 172 trainees have completed training and passed GPhC Registration assessment and are now eligible to register as pharmacists. 63 are eligible to sit Autumn GPhC Registration Assessment. Three further trainees remain in training. 2023-24 cohort - 200 trainees have commenced FTY training and a further 25 expected to commence in Quarter 3. 2024-25 cohort - 541 applicants were invited to sit the FTY assessment at Pearson Vue test centres during September / October 2023 to proceed with application process.	Green	2023-23 cohort - 209 trainees have completed workplace based training and passed the General Pharmaceutical Council (GPhC) Registration assessment and eligible to register as pharmacists. 24 are eligible to sit Summer 2024 GPhC Registration Assessment. One further trainee remains in training. 2023-24 cohort - 216 NES funded trainees commenced FTY training. 215 remain in training. 2024-25 cohort - 220 applicants have successfully matched to a NES funded FTY post. This is an 100% fill rate on post numbers set by SG.	Blue	2023-23 cohort - 209 trainees have completed workplace based training and passed the General Pharmaceutical Council (GPhC) Registration assessment and eligible to register as pharmacists. 24 are eligible to sit Summer 2024 GPhC Registration Assessment. 1 further trainee remains in training. 2023-24 cohort - 216 NES funded trainees commenced FTY training. 215 remain in training. 2024-25 cohort - 220 applicants have successfully matched to a NES funded FTY post. This is an 100% fill rate on post numbers set by Scottish Government (SG).
1. Primary and Community Care	1.1	5364	Pharmacy	Provide qualified Pharmacy Technicians for workforce of NHS and Community Pharmacy via the commissioning and support of the SG funded pre-Registration Pharmacy Technician Scheme.	102 Trainees progressing with full work based assessor support in place. Ongoing discussions regarding Technical Apprenticeship funding from Skills Development Scotland (SDS).	102 Trainees progressing with full work based assessor support in place. Ongoing discussions regarding Technical Apprenticeship funding from SDS.	102 Trainees progressing with full work based assessor support in place. Confirmation of Technical Apprenticeship funding for service (maintaining up to 100 Trainees)	Commission and support the SG funded pre-registration Pharmacy Technician scheme (maintaining up to 100 Trainees)	Green	98 Trainees progressing (4 have left since target update) with full work based assessor support in place. Confirmation of Technical Apprenticeship funding for service (maintaining up to 100 Trainees)	Green	93 Trainees continue to progress (4 have left and one is on maternity leave since target update) with full work based assessor support.	Green	91 Trainees continue to progress with full work based assessor support (since the Quarter 2 update, one trainee has left and one is on maternity leave). A bid has been submitted to Skills Development Scotland (SDS) in conjunction with NES Dental colleagues for potential Modern and Technical Apprenticeship funding for 2024/25.	Blue	85 Trainees continuing to progress across Cohorts 1 and 2, with 1 completed early (1 on maternity leave and 2 passed). This is in line with expected dates for 2023/24 for this 2-year programme, with completions due between April and September 2024 (under 2024/25 plans).
1. Primary and Community Care	1.1	5367	Pharmacy	Deliver ongoing post registration programme to support development of newly qualified pharmacy technicians to ensure the skills of the pharmacy workforce are optimised to contribute to improved patient care in all sectors with up to 40 new technicians and 40 ongoing with up to 15 expected completions during 23/24. Evaluation of pilot and review of the National Training Programme for Pharmacy Technicians also to be completed in year.	Ongoing delivery to 40 pharmacy technicians and enrolment of up to 40 new practitioners to the programme.	Ongoing delivery to 40 pharmacy technicians and enrolment/delivery up to 40 new practitioners to the programme. Assessment under way for completing group.	Ongoing delivery to 40 pharmacy technicians and enrolment/delivery up to 40 new practitioners to the programme. Assessment under way for completing group.	Deliver post-registration programme to 40 post-registration pharmacy technicians, with up to an additional 40 recruited to the ongoing programme.	Green	Delivery of post-registration programme to 88 post registration Pharmacy Technicians, 11 of whom were inducted in Q1. NES induction period due in Q3.	Green	Ongoing delivery to 92 registered Pharmacy Technicians and enrolment/delivery of up to an additional 70 Pharmacy Technicians within next cohort (Quarter 4).	Green	Ongoing delivery to 91 Post Registration Pharmacy Technicians with an additional 43 pending induction in January 2024.	Blue	Ongoing delivery to 86 Post Registration Pharmacy Technicians. Reassessment now complete. New online induction programme developed. 40 learners on induction. This completes the 2023/24 stages.
1. Primary and Community Care	1.1	5369	Pharmacy	Deliver a programme of independent prescribing (IP) and clinical skills training for pharmacists in Scotland by commissioning and monitoring delivery of IP training for up to 250 new IP trainees and commissioning a collaborative of experts in clinical skills training to deliver the required clinical skills courses and report on completion.	Clear scoping of capacity and funding resource to meet demand/requirements to meet prescribing commitments.	Rolling cycle of IP places filled and all Clinical Skills places identified (tendered contract in place)	New commissioning commenced to ensure maximum capacity for independent prescribing and Clinical Skills training for up to 250 pharmacists across sectors.	Commission and monitor programmes of independent prescribing (IP) and clinical skills training for up to 250 pharmacists.	Green	Development of designated prescribing practitioner resources and planned webinar to encourage pharmacists to take on supervisor role for trainee IP. Delay to SG funding caused operational issues but not impacting on overall progression at this point.	Green	Confirmed independent Prescribing (IP) places for 115 community pharmacists. Health Boards contacted for prioritisation. Designated Prescribing Practitioner (DPP) webinar delivered in August 2023 with 80 attendees and recordings available on TuRAS Learn. Updated DPP resources and IP application resources hosted on TuRAS Learn.	Green	Following scoping and agreed increase, up to 993 independent Prescribing (IP) places commissioned (inclusive of an additional 115 Community Pharmacy Scotland places. Total number inclusive of legacy IP places. Additional clinical skills places provided for those requiring to meet requirements of Pharmacy First Plus delivery. Duxford clinical skills collaborative (tendered partner) commissioned and adjusting delivery in relation to IP courses. Progressing extension to contract for clinical skills delivery by Duxford clinical skills collaborative until March 2025.	Blue	383 independent Prescribing (IP) places commissioned including the additional 115 community pharmacy IP places commissioned on courses starting January to March 2024. On track to fill 383 places as per the expected stages for 2023/24 plan. Contract extension issued to University of Dundee (tendered delivery for Pharmacy Clinical Skills). Clinical Skills delivery commencing in March 2024. Increased number of module 3 deliveries in line with Pharmacy First Plus requirements.
1. Primary and Community Care	1.1	5373	Pharmacy	Delivery of Education and Training to support Primary Care Pharmacy Workforce across Scotland to meet SG vision for Primary Care Transformation by delivering a post-registration learning pathway for up to 140 Pharmacy Technicians, a learning pathway for up to 70 new Advanced Practice Pharmacists, and assessing up to 60 Pharmacists working in GP practices, against the NES GP Clinical Pharmacists (GCP) Competency Framework.	Current cohorts progressing as expected. Preparation for new registrations in place.	Current cohorts progressing as expected. Preparation for new registrations in place/under way.	Current cohorts progressing as expected. Preparation for new registrations in place/under way.	Deliver learning pathways to: up to 140 pharmacy technicians; 70 new Advanced Practice Pharmacists; and assessing up to 60 pharmacists working in GP practices.	Green	20 GPCP candidates expected for credentialing Aug 2023. Created 3 new GPCP advanced practice sessions to 30 GPCPs and delivered each for session to 30 candidates. Collected feedback to review and revise programme for next cohort started Sept 23.	Green	16 GPCPs submitted for credentialing in August 2023 - two at advanced level 2. Applications for Cohort 1 GPCP Pathway to advanced practice attracted 25 participants. Completion of Cohort 11 GPCP Pathway to advanced practice to 30 participants per session. Cohort 5 of General Practice Learning Pathway (GPLP) for Pharmacy Technicians underway delivering to a further 76 Pharmacy Technicians.	Green	12 GPCPs credentialled at Advanced Level 1. Provision of three sessions to 25 participants on pathway to advanced practice cohort 12. GPCP (General Practice Learning Pathway for Pharmacy Technicians) - Cohort 5 currently progressing. Delivering to 75 Post Registration Pharmacy Technicians.	Blue	During March 2024, 4 GPCPs credentialled at Advanced level 2 and 21 GPCPs at Advanced level 1. Provision of 3 sessions to 25 participants on pathway to advanced practice cohort 12. GPLP Cohort 5 almost complete. Currently delivering module 6 of 6 to 140 Pharmacy Technicians.
1. Primary and Community Care	1.1	5413	Medicine	Support the development of a competent and assured General Practice Nurse Workforce by delivery of the General Practice Nurse Education Pathway across 2 cohorts in 2023-24 (starting March 23 and Sept 23), using a blended learning approach for a minimum of 80 learners, using reflections and feedback on the first 6 months of the pilot cohort to shape delivery going forward. Linking with the Continuing Professional Development (CPD) Connect team to conduct further research into the impact on patient care as a result of the General Practice Nurse (GPN) Education Pathway, by using the data from the quality improvement projects submitted and analysing the outcomes.	Progression of Cohort 1 and full review	Implementation of review findings and recruitment of learners for Cohort 2	Finalising Cohort 1 and Progression of Cohort 2	Deliver General practice Nurse education pathway to at least 80 learners over 2 cohorts.	Green	Cohort 1 delivery is well underway, with extension to this cohort to Nov 23 implemented based on initial pilot feedback. Cohort 2 delayed to October 23 in order to ensure that full review could be undertaken and implemented.	Green	Cohort 2 delivery is well underway and unit 3 has commenced, ended November 2023. Cohort 2 due to commence end of October 2023 with faculty and learners being recruited/inducted. Full review of cohort 1 is underway.	Green	Cohort 1 delivery completed in November 2023. Cohort 2 commenced in October 2023 with a further 40 learners.	Blue	Cohort 2 of the Pathway is now in unit two of three. There are 37 learners currently engaged with cohort 2.
1. Primary and Community Care	1.1	5414	Medicine	Delivery of the Practice Managers Vocational Training Scheme (PMVTS) across 2 cohorts in 2023-24, using a blended learning approach for a minimum of 40 new and aspiring General Practice Managers and virtually across 2 cohorts in 2023-24, for a minimum of 40 aspiring General Practice Managers. Delivery of a minimum of 8 virtual learning events for Practice Managers, as well as a virtual Practice Managers conference in April 2023. Delivery of 15 Sessions per month of peer and educational support to local Practice Managers across all territorial boards in Scotland.	Deliver Practice Managers conference and 105 sessions of peer support for Practice Managers.	Deliver 105 sessions of peer support for Practice Managers.	Deliver 105 sessions of peer support for Practice Managers.	Deliver Practice Managers Vocational Training Scheme to 40 learners; 8 virtual learning events to practice managers; 105 sessions of peer support for Practice Managers.	Green	Practice Managers Conference delivered as part of the SMEC in April 2023. Cohort 18 of PMVTS is underway with 20 learners, 3 learners have subsequently completed this programme. Local Coordinators have provided in excess of 105 sessions of peer support between April and June. 4 Virtual learning events held for Practice Managers.	Green	Supervisory Management in General Practice (SMGP) - Two new cohorts of the SMGP course have commenced in September 2023 with a total number of 65 students undertaking this training. PMVTS Cohort 18 has submitted their Work Based Projects for marking. Recruitment and interviews for Cohort 19 of the PMVTS course have been carried out and we will be offering places to 20 and a reserve list of four. There have been two days of GPST3 tutorials given at the Golden Jubilee explaining the 'Role of the Practice Manager' to 200 GPST3s. The Core Competency Framework was launched on 11 September 2023 by the Cabinet Secretary for Health. Learning at Work week ran from 11 - 15 September 2023 covering 15 hour long presentations with approximately 75 - 150 people registering for each session. The Local Co-ordinators continue to provide peer support and networking opportunities within their local Health Board areas. Two new Programme Officers and a new administrator have joined the team. Customer Care workshop delivered. A New Practice Managers Event was also held in September 2023.	Green	Delivered 18 workshops / sessions for Practice Managers to date covering a variety of topics. Cohort 18 of the Practice Managers Vocational Training Scheme (PMVTS) has completed (20 learners commenced on this programme with Cohort 19 due to commence in January 2024 with 21 learners. Local Coordinators continue to deliver peer support to Practice Managers across Scotland with over 315 sessions provided.	Blue	Delivered 18 workshops/sessions for practice managers to date covering a variety of topics. Cohort 18 of the PMVTS has completed (20 learners commenced on this programme) and Cohort 19 commenced in January with 21 learners. Local Coordinators continue to deliver peer support to Practice Managers across Scotland with over 420 sessions provided.
1. Primary and Community Care	1.1	5536	NM&HP	To deliver the Core Family Nurse Partnership (FNP) Education Programme for a minimum of 60 Family Nurses and/or Supervisors and the Continuing Professional Development (CPD) Programme for a minimum of 210 by March 2026. Year 1 - a minimum of 30 participants in the core education programme and a minimum of 70 participants for CPD. The Professional Diploma in Family Nursing, as approved by the Scottish Qualifications Authority, will be offered twice.	Deliver education to 54 family nurses and 18 supervisors as part of the core and supervisor education programme during quarter 1. The CPD programme will be offered to 31 family nurses and supervisors. The Professional Diploma will be offered during quarter 2.	Deliver education to 40 family nurses and 5 supervisors as part of the core and supervisor education programme during quarter 3. The CPD programme will be offered to 25 family nurses and supervisors. The Professional Diploma will be offered during quarter 2.	By March 2024, deliver a minimum of 30 participants in the core education programme and a minimum of 70 participants for CPD. The Professional Diploma in Family Nursing will be offered twice - once in quarter 2 and once in quarter 4.	Supervisor Education Programme: In Q1, 88 family nurses, within five cohorts, are progressing through the education programme. Since Quarter 2, 13 nurses have Flourished and 19 new family nurses have started Foundations in Family Nurse Partnership (FNP) practice. Family nurses from Scotland and Northern Ireland continue to be represented in the cohort numbers. Currently there are 36 candidates undertaking the Professional Diploma in Family Nursing. Supervisor Education Programme: In Q1 there have been 15 FNP supervisors from Scotland and Northern Ireland, progressing through the education and mentoring programme. SC18 will commence in August 23 and two new supervisors are expected. CPD: In Q1 we welcomed 49 family nurses and supervisors to the CPD programme where there is the opportunity to undertake the different CPD options.	Green	Family Nurse Education Programme: In Q1, 88 family nurses, within five cohorts, are progressing through the education programme. Since Quarter 2, 13 nurses have Flourished and 19 new family nurses have started Foundations in Family Nurse Partnership (FNP) practice. Family nurses from Scotland and Northern Ireland continue to be represented in the cohort numbers. Currently there are 36 candidates undertaking the Professional Diploma in Family Nursing. Supervisor Education Programme: In Q1 there have been 15 FNP supervisors from Scotland and Northern Ireland, progressing through the education and mentoring programme. SC18 will commence in August 23 and two new supervisors are expected. CPD: In Q1 we welcomed 49 family nurses and supervisors to the CPD programme where there is the opportunity to undertake the different CPD options.	Green	Family Nurse education: In Quarter 2, 85 family nurses across four cohorts are progressing through the education programme. Since Quarter 2, 13 nurses have Flourished and 19 new family nurses have started Foundations in Family Nurse Partnership (FNP) practice. Family nurses from Scotland and Northern Ireland continue to be represented in the cohort numbers. Currently there are 34 candidates undertaking the Professional Diploma in Family Nursing. Supervisor Education Programme: In Quarter 2 there are five Supervisors from Scotland and Northern Ireland progressing through the education and mentoring programme. Scottish Cohort 19 will commence in March 2024 and Boards are currently scoping their requirement for places on the education programme.	Green	Family Nurse education: In Quarter 3, 87 family nurses across four cohorts are progressing through the education programme. Since Quarter 2, 13 nurses have Flourished (completed). Family nurses from Scotland and Northern Ireland continue to be represented in the cohort numbers. Currently there are 34 candidates undertaking the Professional Diploma in Family Nursing. Supervisor Education Programme: In Quarter 3 there are five Supervisors from Scotland and Northern Ireland progressing through the education and mentoring programme. Scottish Cohort 19 will commence in March 2024 and Boards are currently scoping their requirement for places on the education programme with anticipated request for a total of 23 education places.	Blue	The Core Family Nurse Partnership Programme is currently provided to 4 cohorts with 81 family nurses and 20 supervisors, which is 18 new family nurses who commenced their education in quarter 4. 29 have completed the programme this year. The Professional Diploma in Family Nursing was offered twice as planned and there are currently 42 candidates undertaking the award. Continuing Professional Development (CPD) sessions were accessed during quarter 4 by 42 family nurses and 11 supervisors, which totals 231 participating in CPD during this year.
1. Primary and Community Care	1.1	5870	Optometry	To deliver Continuing Professional Development (CPD) resources to support the Community Glaucoma Service, specifically 1 Online CPD events amounting to 5 hours delivery by end of quarter 4. 2. A Skills Workshop by end of quarter 4 - clinical simulation. 3. Deliver a strategy for mandatory CPD, with required costs, and submit to Scottish Government (SG) by end of quarter 4.	Have delivered 1 x online CPD events	Have delivered an additional 2 x online CPD events and planned for delivery of 1 x skills workshop	Have delivered a total of min 5 x online CPD events, a skills workshop, and to have submitted to SG a mandatory CPD proposal with cost implications.	Q1 has allowed for CGS support planning and steps are underway to achieve Q2 and Q3 milestones. However, long term sick leave in NESGAT delivery has required sharing of workload into this team, reducing capacity. Further, a head tutor has also had to add additional support to general CPD delivery and more specifically to Mandatory Training, as a result of continued delayed recruitment to tutor posts. NESGAT maternity leave due to start end of July - an internal appointment has been made to cover, however this further reduces Professional Development Team, again impacting ability to deliver around Community Glaucoma Service Support. Delivery is being adjusted to have realistic delivery expectation. Additionally business support to be lost at end of July.	Green	The team successfully delivered two journal club meetings, four peer discussion events, a glaucoma topic webinar, and a specialist drop in session. We also provided Scottish Government with a positive quarterly update.	Green	2 webinars in Quarter 3, the team made the following available to book: -2 Peer Discussions -1 Specialist drop-in session -1 Journal Club	Green	Quarter 4 delivery focused on an in person glaucoma conference, offering multiple CPD events to the audience of CGS practitioners (attendance 40) across Scotland. Learning and evaluation taken to support 2024/25 planning.		
1. Primary and Community Care	1.1	5693	Optometry	Deliver mandatory training to minimum 90% of all General Ophthalmic Services (GOS) Optometrists/Ophthalmic Medical Practitioners (OMP) practising within Scotland.	Advertise and collate feedback to identify barriers to completion	Advertise and collate feedback to identify barriers to completion	Advertise and collate feedback to completion, with additional actions as indicated by current completion numbers.	Have delivered mandatory training to 90% of all general ophthalmic services practitioners in Scotland by end of January 2024.	Amber	160 practitioners have fully completed the training, with a further "100 in progress". Frequent calls with the profession to advertise the training - via Mailchimp, email to relevant registered practitioners, advertisement via Optometry Scotland and use of social media. Amber due to workforce shortages to ensure 2024 module delivery and loss of business support on MT workstream, with no backfill recruited yet. Also digital tutor has been on significant sick leave in 23/24 already impacting on digital capacity.	Green	Completion figures for 2023 on track, and the module for 2024 has been positively externally reviewed and now through digital testing, ready to host on Turas for 2024 publication.	Blue	We have achieved completion of the 2023 mandatory training exercise by 1536 General Ophthalmic Services (GOS) Optometrists / Ophthalmic Medical Practitioners (OMP). This allows us to sign off as achieved the goal of 90% completion, being nearer to 100% completion.	N/A	N/A - Deliverable completed in Q3
1. Primary and Community Care	1.1	5581	Dental	Up to 90 Dental Core and up to 40 Specialty post Certificate of Completion of Specialist Training (CCST) trainees achieving the training outcomes of the relevant curricula to the GDC (General Dental Council) standards per annum.	Undertake Review of Competence Progression (RCP) for all current Dental Core Trainees (DCTs) and Specialty Trainees and issue appropriate outcomes to trainees for 2022/2023 training year. Undertake national and local recruitment for posts commencing in September 2023.	Monitor progress of all trainees and review and monitor any the outcome of recruitment processes to try and fill any vacancies.	No formal reviews for Dental Core Trainees will take place. Continue with RCPs for Specialty Trainees.	Deliver up to 90 dental core and up to 40 specialty certificates of completion to dental trainees.	Green	Dates are arranged for DCT RCPs on 27-28 July. Specialty RCPs continue with Paediatric Dentistry having been undertaken in Q1. Trainees on the whole are making good progress. All specialty training posts for 2023-24 are filled. DCT recruitment is ongoing with a number of vacancies currently. Further local recruitment in July 2023 is planned in an attempt to fill these.	Amber	91% of DCTs achieved a satisfactory outcome at the end of dental core training with 100% of DCTs achieving a pass or having been in good for sufficient time. 7 Dental Specialty Training Programmes were reviewed in Quarter 2 with two trainees completing training in the period with all trainees making satisfactory progress. 80 DCTs (87% filled) commenced post in September 2023. One unfilled 58 Orthodontic post at 344 remained unfilled and will be progressed at an additional recruitment round nationally. All other 568 posts were filled.	Amber	Four Dental Specialty Training Programmes were reviewed in Quarter 3 with one trainee completing training in the period and others making satisfactory progress. Recruitment to one ST14 post being progressed with other posts currently filled. Current 2023/24 Dental Core Trainees (DCTs) will have mid year reviews in February 2024. Recruitment to DCT posts via National UK wide recruitment for 2024/25 will open in January 2024.	Green	97.5% of Dental Core Trainees (DCTs) received a satisfactory outcome at RCPs in Q4 and will have final reviews in August 2024. There were 91% of DCTs achieving a satisfactory outcome in 2022/23 training year. 87% of DCT posts were filled at National recruitment and commenced in September 2023. National recruitment for 2024/25 has commenced with interviews taking place in May 2024 for commencement of posts in September 2024. Two specialty trainees (ST1) received their CCST in Q4 and one has already commenced in a Senior Clinical Lecturer/Honorary Consultant post in Scotland. This makes a total of 57% completing training in 2023/24. 100% of ST posts were filled in January 2024 after a second round of Orthodontic recruitment. National and local recruitment to ST posts has commenced for September 2024 intakes with 5 specialties being recruited to.

NES 2023/24 Annual Delivery Plan - Quarter 1, Quarter 2, Quarter 3 and Quarter 4 Update Position

Recovery Driver	SG AOP Action Reference	NHS Board Deliverable Reference	NES Director	Deliverable Summary	Q1 Milestones	Q2 Milestones	Q3 Milestones	Q4 Milestones	Q1 RAG Status	Progress in Q1	Q2 RAG Status	Progress in Q2	Q3 RAG Status	Progress in Q3	Q4 RAG Status	Progress in Q4		
1. Primary and Community Care	1.1	5543	Dental	Delivery of Childsmile 6 module courses and 2 module updates to meet demand from Health Boards. Provide 2 Special Smiles sessions for up to 20 learners. Provide a range of development sessions to meet the training needs of Childsmile staff in Health Boards including Health Board Coordinators to support oral health programmes and reduce health inequalities.	Deliver 2 cohorts of the 6 module Childsmile course, 3 cohorts of 2 module update.	Deliver 2 cohorts of the 6 module Childsmile course, 1 cohort of 2 module update and 1 development session.	Deliver 2 cohorts of the 6 module Childsmile course, 2 cohorts of the 2 module update, 1 cohort of Special Smiles Training and 3 development sessions.	Deliver: 8 cohorts of Childsmile 6 module courses, 8 cohorts of the 2 module updates, 3 Special Smiles training and 6 development sessions.	Green	2 cohorts of Childsmile 6 module course delivered with 23 attending (15 Dental Nurses and 8 Dental Health Support Workers). Two fluoride varnish practical sessions were delivered with a total of 19 dental nurses attending. 4 2-day update course was provided with 10 Dental Nurses and four Dental Health Support Workers attending. 3 cohorts of the Fluoride Varnish training have also taken place with a total of 17 Dental Nurses attending.	Green	Two cohorts of the 6-module course were delivered with 22 dental nurses and eight dental health support workers attending. Two fluoride varnish practical sessions were delivered with a total of 19 dental nurses attending. 4 2-day update course was provided with 10 Dental Nurses and four Dental Health Support Workers attending.	Amber	During Quarter 3, two cohorts of the 6-module course were delivered with 22 Dental Nurses and 16 Dental Health Support Workers attending. Four Fluoride Varnish Sessions took place with 25 Dental Nurses attending. Two 2-day updates took place with 13 Dental Nurses and 16 Dental Health Support Workers attending. One Royal Environmental Health Institute of Scotland Elementary Food and Nutrition development session took place with 17 DNs and 44 DSHW attending. 3 Special Smiles training sessions took place in Q4 making a total of 3 sessions with 14 DNs and 21 DSHW attending in 2023-24. Staffing capacity delays the updates required for the in-person delivery of the Royal Environmental Health Institute of Scotland Elementary Food and Nutrition development session with only one being delivered as a result. Dates have been arranged in Quarter 4 for the Special Smiles Training.	Green	Two cohorts of Childsmile 6 module courses were delivered with 24 Dental Nurses (DN) and 5 Dental Health Support Workers (DHSW) completing in Q4 making a total of 8 cohorts of 83 DN and 217 DSHW attending. The Q4 development sessions makes a total of 5 development sessions being delivered in 2023-24. In addition 33 learners completed open badges in Q4 as part of personal development with a total of 73 completing during 2023-24.		
1. Primary and Community Care	1.1	5500	Dental	Recruitment to Dental Vocational Training in Scotland to at least match Scottish Dental School output for 2023.	Recruited Trainees to more than match the Scottish Dental School output. Visitation and match to posts will take place May-June 2023.	Invite applications from Dental Students and others for the 2024-25 training.	Open trainer applications to recruit sufficient trainers for the 2024-25 Scottish Dental School training output.	Recruit to Dental Vocational Training in Scotland to match Scottish Dental school output. Trainer review and recruitment for 2024-25 cohort.	Green	All Scottish students who wished to undertake VT have been able to secure a post. We have a small number of posts remaining unfilled and opened these posts to EU (Batch 2 applicants)	Green	Applications opened on 13 September 2023 from Dental School students to apply for the 2024-25 training year with these closing on 18 October 2023.	Green	Trainer applications opened on 16 October 2023 with new trainer applications closing on 8 December 2023. Existing trainer applications will close on 29 January 2024. 78 new trainer applications were received by 1 December and as at 31 December 2023 a total of 68 current or returning trainer applications have been received. A further 32 current/returning trainer applications are in progress. Applications are likely to exceed the target of 174 training places available for 2024/25.	Green	Trainer applications exceeded the Scottish Dental School output for 2024. 170 training places will be available to Scottish graduates who have feedback positively on their 1st round 3 appointments. There are also a number of late and unsuccessful applicants that have been placed in round 2 and will be called on if required to meet the target. For 2023/24 training year 151 training places were available which again matched the Scottish Dental School output.		
1. Primary and Community Care	1.1	5583	Dental	Deliver ongoing support to primary care dentists, in the form of: NEST (New to Scotland Education Support Training) programme, including mandatory training; support & mentoring to allow dentists to safely return to work after a career break; and support the portal to enable submission of Quality Improvement (QI) projects and then review this work using a robust and consistent process.	Deliver 1 of 4 Mandatory Training (MT) courses	Deliver 2 of 4 MT courses	Deliver 3 of 4 MT courses	Deliver: NEST programme, mandatory training; return to work for dentists; QI portal.	Green	MT programme May 2023 42 participants trained and through MT. Registrants continuing to be supported by mentors.	Green	Mandatory Training (MT) programme August 2023. 38 participants trained and through MT. Registrants continuing to be supported by mentors.	Green	Mandatory Training (MT) programme November 2023. 23 participants trained and through MT. Registrants continuing to be supported by mentors.	Green	Mandatory Training (MT) programme February 2024. 56 participants trained and through MT. Registrants continuing to be supported by mentors.		
1. Primary and Community Care	1.1	5609	Dentistry	Support enhanced service delivery by developing an undergraduate training programme for optometry, with potential for independent prescribing status as outcome, in partnership with the Scottish Higher Education Institutes (HEI).	Continue high level strategic comms & engagement with national lead organisations/Scottish Government, moving to formal Memorandum of Understanding (MOU) with HEIs when possible. Develop new Foundation Training Year workstream, including onboarding of core team.	Continue high level strategic comms & engagement with national lead organisations/Scottish Government, moving to formal MOU with HEIs when possible.	Continue high level strategic comms & engagement with national lead organisations/Scottish Government, moving to formal MOU with HEIs when possible.	By March 2024 and in response to Scottish Government drivers and HEI requirements, respond to requirements within formal MOU. Designing and developing a new foundation training year for optometrists in Scotland, maintaining strong communication with stakeholders.	Amber	Initiation of development of MOU and partnership agreements with HEIs. Recruitment for FT yearworkstream negatively impacted by failure of recruitment to issue offer of job, and hence new start delayed by 4 weeks. Investigating risk of similar with specialist lead role. Ongoing business support within team not able to pick up capacity to cover delay to new band 6, as they will already be covering the loss of our 1FTE band 5 tutor.	Green	Memorandum of Understanding (MOU) signed by Scottish Government (SG), NES and Higher Education Institutes (HEI). Comms from SG to support this. Fully recruited into team. Stakeholder engagement started to be reengaged.	Green	100% of the 2022-23 cohort successfully passed the Royal College of Surgeons (RCSd) summative assessment in Quarter 3 and have therefore achieved the RCSd Diploma in Orthodontic Therapy (OT). They will now progress to their registration category with the General Dental Council (GDC) to practice as a Orthodontic Therapist. 37 applications received for the 2024-25 OT programme. 15 candidates shortlisted.	Green	Memorandum of Understandings in progress with Higher Education Institutes (HEI). Ongoing development with stakeholders. A paper is currently being prepared to go to SG with costings for NES to be the employer of the trainees.		
1. Primary and Community Care	1.1	5694	Dentistry	Support enhanced service delivery through the delivery of NES glaucoma award training (NESGAT) cohort 3 (34 students identified and funded by SG)	By end of June 2023 enrol on to course as students identified by SG to commence in cohort 3.	Maintain students on course, delivering online and face to face outcomes.	Maintain students on course, delivering online and face to face outcomes, along with assessment points as scheduled.	Complete final assessments by end quarter 4 of those maintain enrolment - target met 2/3 completing	Amber	30 out of 32 students enrolled on SQA Connect. Awaiting paperwork to be returned from the 2 outstanding students. Both have been contacted and have advised they will return completed paperwork once they have watched the induction recording and returned from annual leave. Amber due to workforce shortages due to sick leave and maternity cover - which together has resulted in complete change of support at critical stage of start of course. Compounded by loss of business support who holds knowledge of course delivery and is in charge of digital delivery elements.	Green	Good comms with SG, who are aware of student drop out for extenuating circumstances - cohort now 29 learners. Cohort progressing well with all placement deliveries now secured and running. Educational supervisors reporting positive progression in all but two students - these students will be getting a request to meet with course leads.	Green	Positive actions continue to be delivered to support students maintaining their studies. We are now supporting 21 students, and they are well progressed with coursework requirements. Report on those that have deferred or pulled out now sent to SG. Preparations for assessment period in 2023/24 Quarter 4 on track, with adequate external examiners recruited.	Green	Remaining 21 students have all completed NESGAT, through examination board, and of the assessment rating all achieved good, very good or excellent. NPCCD (National Primary Care Clinician Database) status updated. Completion of 2023/24 target achieved. 22 below the target number but SG have supported us around management of higher than expected drop out rate - range of reasons out with NES control and significant number linked to the mechanism for onboarding. NES have offered improvement ideas to SG service lead, for moving forward after evaluation of those leaving.		
1. Primary and Community Care	1.1	5700	Dentistry	To support a minimum of 50 Optometrists through the Ocular Therapeutics course at Glasgow Caledonian University (GCU) beginning in Q2. Measured by enrolment in September 2023 Module 1 and continuing support to complete Modules 2 and 3 by Q4.				Support 50 optometrists through Ocular Therapeutics training.	Green	No risk to delivery anticipated.	Green	50 Optometrists commenced Module 1 IP training at Glasgow Caledonian University.	Green	50 Optometrists continue to progress through training at GCU.	Green	50 Optometrists continue to progress through training at GCU.		
1. Primary and Community Care	1.3	5543	Workforce	Improve the utilisation of workforce data to enable better workforce planning, identification of priorities and inform interventions / target support.	A draft workforce planning tool developed beyond proof of concept stage to be used in national and local workforce planning and policy - expanded beyond nursing to other job families. A clear purpose and implementation plan agreed with SG.	Workforce planning tool engagement plan underway and implementation plan underway; second iteration of the tool.	Finalised tool developed and workshops with key stakeholders to facilitate use and adoption.	Workforce planning tool signed off and adopted.	Green	Over Q1 we have continued to develop a workforce planning tool with NES data group, socialising this with key stakeholders and are developing, in collaboration with SG, a plan to utilise it across NHS Scotland as part of the national who process (managed by SG).	Amber	The tool is now in the near final stages of development covering all sub job families. One third of regional engagement sessions have been undertaken, with two more in the diary. Training workshops are being planned and an approach to integrating the use of the tool into the SG 3 year workforce planning process is in discussion. SG expectations around the tool and how it can be integrated into the Workforce Planning (WFP) process they manage need to be carefully managed from a technical, resource and timing perspective.	Amber	From October - December 2023, the Centre for Workforce Supply (CWS) and the NES Data Group delivered 11/3 regional engagement sessions in collaboration with Scottish Government (SG). Feedback on the tool was positive, with the suggestion of future amendments. There is still a lack of clarity around how the tool might support the national workforce planning process (which is currently being revised by SG) and if used in this way, how it would fit with local planning processes / governance as well. NES and SG are meeting in the new year to discuss further. 100% of the tool is currently ready to use and training materials have been developed to support, however communication around this has been paused until there is greater clarity around how the tool should be used in relation to the national workforce planning process. In the meantime updates will be made using the latest official statistics and the tool will be used to inform other CWS workstream priorities. Conversations have started about how to integrate population health data into this data workstream as well.	Green	The Workforce Planning tool and associated guidance has now been completed by NES and is available for NHS Scotland staff to use on TURAS. Some Board's workforce planners are using it in their modelling and have feedback positively on its contribution. It has also been updated using the most recent NHS official statistics. The tool is also being used in NES internally to underpin programmes of work with a clear evidence base.		
1. Primary and Community Care	1.3	5879	Workforce	Support the identification, development and implementation of workforce initiatives including International Recruitment (IR), which tackle workforce challenges.	Support agreement, implementation and monitoring of 23/24 IR targets and the scope of funding. Data gathering exercise (and associated report) completed with each Health Board to establish their needs, ascertaining where there are service and training gaps across all grades of doctor, all specialties, and the reasons for these gaps.	Nationally accelerate and coordinate delivery against targets through new data collection app, data quality report, production of best practice guidance and tools incl. IR survey where needed and continuation of operational meetings. Student visa conversion pathway identified and facilitated. Medical IR engagement workshops to identify barriers to current initiatives.	Analysis of IR survey results and action plan launched to support pastoral care / retention of IRs. IR ambassadors or engagement group. Second iteration of the Hub. Medical IR action plan developed outlining the suitable solutions.	Medical IR action plan implemented: Nursing, Allied Health Professional (AHP) and midwifery IR targets met.	Green	Over Q1 we have successfully delivered our planned support for NMAMP IR via 3 IR ops leads meetings and associated outputs, including the monthly data collection. We also launched the IR hub. SG funding has been agreed for 23-24 NMAMP IR. The medical workstream has started with the addition of a new member of the CWS team to lead it. The project plan and wider CWS PID for 23-24 was agreed with SG.	Green	Successfully continued support to Boards around IR NMAMP in line with 2023/24 SG target; this includes additional content (e.g. case studies) on the IR hub, resources including the IR experience survey piloted with three boards prior to roll out next quarter; and the co design of a Pastoral Care quality award. Student visa conversion pathway identified and facilitated via resources being launched in Oct. Successfully launched CWS IR Medical Network, learning sessions planned between new and March 2024 (1 undertaken); induction scoping paper delivered to SG; 11/15 a Medical insight meetings with Boards scheduled (undertaken by mid October 2023); feeding into revised grant agreement between SG and bridges programme to clarify roles and responsibilities of NES and to support better outcomes / reporting.	Green	Successfully continued support to Boards around International Recruitment (IR) NMAMP in line with 2023/24 SG target, this includes: successful delivery of the IR experience survey (analysis of results due in Jan), commissioning of the 17 Seconds Ward Managers training materials to support with preparedness to receive IRs (from a cultural / Equality, Diversity & Inclusion (EDI) perspective), launch of the IR NMAMP Pastoral Care Quality Award pilot (roll launch in March 2024), two case studies now on the IR hub. Student visa conversion resource published. NHS continue IR visa undertake with CWS team member and IR pipeline data process refined with improved outputs including a report for Boards to use. 3 x international medical learning sessions delivered; over 80 members of Centre for Workforce Supply (CWS) medical network now in place; 15/15 a Medical insight meetings with Boards undertaken and report in draft; psychiatry deep dive underway.	Green	Medical action plan has been developed through significant support work and data analysis include 15 a individual Board insight meetings including data and medical colleagues across NES, SG and Boards. This action plan was incorporated into a wider paper demonstrating the findings from these meetings which has now been signed off by NES and SG. Elements of the action plan are underway with the rest forming the Centre for Workforce Supply (CWS) workplan for 2024/25. Nursing, Allied Health Professional (AHP) and midwifery International Recruitment targets have almost been met with further recruits expected to trickle in between now and June (given the time it takes to internationally recruit).		
1. Primary and Community Care	1.3	5548	Workforce	Increase attraction to the NHS Scotland workforce through raising awareness of the opportunities and benefits.	Draft workplan and outputs for this agreed.	Refer to SG outlining how to develop approach to NHS Scotland careers promotion and recruitment. This includes suggestion on how to go about: contributing an NHS Scotland recruitment message post research and consultation and associated assets e.g. comms toolkit. Ongoing development of IR hub and additional content e.g. case studies and promotional videos. Promotional resources and materials for IR leads where needed e.g. templates for communications. Developing a model for an NHS Scotland approach to events. Marketing and campaign support including: oAHP educators marketing campaign (AHP educator capacity a key barrier to IR) oResources to support international student conversion. oNHS Scotland presence at select agreed events (RCN, RCN, Psychiatry, Prider, RCM and) oNHS map / Board Bios	See Q2	See Q2	Green	The 23-24 CWS marketing workstream (or workplan) has been discussed and agreed with SG colleagues over Q1 with positive feedback from SG on work to date. The work is being aligned with wider plans within NES to manage and prioritise careers promotion work via regular 2 weekly meetings including colleagues across NES with SG. CWS is contributing to the Anchors strategic group delivery through attendance, suggestion of speakers and review of NES wide actions. CWS also supported a successful NHS Scotland wide completion.	Green	Coordinated an NHS Scotland presence at RCN in Leeds to raise awareness and interest in pursuing a career in Scotland. Developed a submitted a paper to SG outlining what a strategic approach to careers promotion work via regular 2 weekly meetings would look like as part of the NMAMP Taskforce Attraction Sub Group. Commented the reinstatement of the Future Nurse initiative for Schools with NHS Youth Academy as part of the NMAMP Taskforce Attraction Sub Group. Developed a Student Visa Conversion Resource for Boards and Students - due to be rolled out in next month.	Green	Progress towards this objective is going well; including: publication of student conversion resource; coordinated NHS Scotland presence at Royal College of Midwifery (RCM) event in November 2023 generating c. 25 leads; refresh of Nursing & Midwifery (N&M) image library underway with NMAMP directorate; staff bank recruitment materials now working under way; Higher Education Institutes (HEI) undergraduate nursing and midwifery promotional support scoping commenced; plan for NHS Scotland Careers digital channels in place; New Marketing Officer hired to support this growing workstream.	Green	All intended milestones outlined in Q2 of this document have been met with the exception of the NES map and Board Biographies (which have been de-prioritised due to funding). A plan with deliverables / milestones for 2024/25 has been developed and about to be signed off with SG. A marketing officer was recruited to the centre for Workforce Supply in Autumn 2023 to support capacity which has led to the reinstatement of the NHS Scotland Careers social media channels, a key vehicle for the delivery of this promotional work.		
2. Urgent and Unscheduled Care	2.1	5365	Pharmacy	Delivery of the Training programme for Newly Qualified Pharmacists for up to 400 new registrants, across all 3 sectors of Pharmacy (Hospital, Primary Care and Community) by end of March 2024. This programme includes completion of an independent Prescribing qualification and runs for a minimum 2 years.	We continue with the new programme while completing those on the legacy (pre-2021) programme.	We continue with the new programme while completing those on the legacy (pre-2021) programme, with ongoing assessments completing. New cohort registration now active.	We continue with the new programme while completing those on the legacy (pre-2021) programme, with ongoing assessments completing. New cohort registration now active.	Delivery of the Training programme for Newly Qualified Pharmacists for up to 400 registrants, across all 3 sectors of Pharmacy. Concurrent, delivery of the pre-2021 programme to support ongoing learners with up to 80 expected completions	Green	Currently we are delivering the new programme for 270 Foundation pharmacists (Post-2021 programme) includes: Community, 113 Hospital, 110 Primary care, 27 cross sector) 69 have commenced an IP course. The Pre-Sept 2021 programme (winding down) has 56 in training.	Green	The new programme has now registered 134 learners to start training this Autumn. This totals 404 in training (182 Community, 153 Hospital, 42 Primary care, 27 cross sector). 69 have commenced an IP course. The Pre-Sept 2021 programme (winding down) has 56 in training.	Green	There are 409 learners in training (179 - community, 183 - hospital, 48-Primary Care). 40 have finished an IP course. So need to exit in April 2024. There are 14 who have delayed progression (approx 12 months). Of the 183 that started in Sept 2021, 78 have exited of which 65 were from community pharmacy. Pre Sept 2021 programme: Now left on programme after Oct 2023 assessment. Anticipate last assessment due April 2024 before closure.	Blue	22 further Foundation Pharmacists (FPs) registered in Feb 24. There are 424 learners in training (183 community, 161 hospital, 52 Primary care and 27 in cross sector hospital/primary care rotations). In cohort 1 there are still 129 in training (1 withdraw from the programme). Four FPs have submitted for Royal Pharmaceutical Society (RPS) assessment with 6 exited in January 2024.		
2. Urgent and Unscheduled Care	2.1	5416	Medicine	Delivery of clinical skills and simulation training, including non-technical skills contributing to better and safer person centred care through continuing to provide standard, relevant clinical skills and simulation training in line with the Scottish Skills and Simulation Strategy 2021-26, including delivery of 70 remote and rural courses, 3 online emergency care programmes, surgical skills training for 125 multi-professional trainees, and support for 50 simulation based educational training courses. The Mobile Skills Unit (MSU) will visit 20 remote and rural locations and train 1000 multi-professional participants. Two new resources will be developed using innovative online learning method and working closely with the NHS Academy we will continue to develop Regional Collaboratives.	Deliver 18 remote and rural courses; provide 30 spaces for surgical skills training and support 12 simulation based educational training courses. Visit by MSU to 3 venues training with 400 participants	Deliver 18 remote and rural courses; provide an education event for a minimum of 90 remote and rural responders; provide 30 spaces for surgical skills training and support 12 simulation based educational training courses. Visit by MSU to 6 venues training with 300 participants. Publication and evaluation of a VR resource	Deliver 18 remote and rural courses; provide 30 spaces for surgical skills training and support 13 simulation based educational training courses. Visit by MSU to 3 venues training with 150 participants. Publication of a clinical skills online learning resources	Deliver clinical skills and simulation training: 20 remote & rural courses; 3 online emergency care programmes; surgical skills for 125 learners; and 50 simulation based education courses.	Green	MSU visited 9 venues and trained approx 110 participants. 12 simulation training courses supported. 20 spaces for surgical courses. 15 remote and rural courses	Green	17 R&R courses; Training event on 8-9 September attended by over 100 faculty. 32 trainees attended 2 surgical skills courses; 12 simulation courses at the Scottish Centre for Simulation and Clinical Human Factors (SCSCHF) run including faculty development courses. The MSU visited 7 venues, 55 trainee sessions delivered (numbers of participants still to be confirmed) VR resource training event run and evaluated by 65 participants.	Green	Delivered 18 remote and rural courses; provided 41 spaces for surgical skills training (16 Endoscopy spaces and 25 Ear, Nose and Throat (ENT) spaces) and supported 22 simulation based educational training courses; Visit by Mobile Skills Unit (MSU) to five venues covering four health boards (NHS Western Isles, Shetland, Dumfries & Galloway and Highland) plus a Faculty Development course at NHS Forth Valley, and a visit to Forth Valley College supporting Adult Social Care recruitment; Training by Ministry of Defence medicals at Leuchars Station, Fife. Also supported Supporting Scottish Rugby, IR in Health Scotland, Scottish Brain Sciences and sportscotland with their concussion in sport campaign by delivering player welfare training at Murrayfield via the MSU. Training 380 participants and engaging with over 200 students.	Blue	Delivery of 20 remote & rural courses; 3 online emergency care programmes; surgical skills for 125 learners; and 50 simulation based education courses. Training on the Mobile Skills Unit on an additional 145 participants including NHS and emergency services.		
8. Workforce	2.1	5417	Medicine	Support expansion of the clinical skills, leadership skills and capacity of SAS doctors and dentists by delivering a SAS (Specialist and Associate Specialist) Development Programme to peers across all pertinent NHS Scotland (NHS) Health Boards, including: oDelivery of at least 8 regional educational events and 1 national conference for SAS-grade doctors and dentists in NHS Scotland, with at least 250 attending in total. oDelivery of at least 10 national skills training workshops and bootcamps tailored for SAS-grade doctors and dentists, with at least 250 attending in total. oFunding of at least 30 individual development activities as applied for by individual SAS-grade doctors and dentists, including qualifications, bespoke training secondments, and specialty-specific courses. oFunding of at least 20 SAS-grade doctors and dentists on short courses for generic skills. oSupport for regional SAS Education Advisor teams to cover all NHS Health Boards that employ SAS grades. oMaintenance of SAS Development webpages to provide tailored guidance on upcoming events, funding, and career development resources including Certificate of Eligibility for Specialist Registrar (CESR). oOffering support as first point of contact for many SAS across Scotland regarding career development, wellbeing, etc.	Run first SAS Programme Board meeting to assign funding for development activity. Facilitate approximately 120% of regional educational events over this period. Publication of report on our SAS Wellbeing in the Workplace 2022 survey results.	Run second SAS Programme Board meeting to assign funding for development activity. Facilitate approximately 25% of regional educational events over this period. Facilitate approximately 15% of regional educational events and this period. Publication of a national conference over this period.	Run third SAS Programme Board meeting to assign funding for development activity. Facilitate approximately 25% of regional educational events over this period.	Run fourth and final SAS Programme Board meeting to assign funding for development activity. Facilitate approximately 25% of regional educational events over this period.	Green	Three local SAS events run in DUMFRIES, GILCHRIST and Lanarkshire (so progressed further towards our annual target than planned); one Education Advisor development event held; one national training workshop run; 16 SAS Development Fund apps were submitted, of which 15 were approved for funding; 17 short app forms received and approved; Wellbeing in the Workplace survey report approved and published.	Green	2 local SAS events run in Borders and Lanarkshire. 3 national training workshops run (Communication Challenges, Active Bystander, Clinical Leadership). 14 SAS Development Fund apps were submitted, of which 13 were approved for funding; 10 short app forms received and approved.	Green	2 local SAS events run in Borders and Lanarkshire. 3 national training workshops run (Communication Challenges, Active Bystander, Clinical Leadership). 14 SAS Development Fund apps were submitted, of which 13 were approved for funding; 10 short app forms received and approved.	Green	2 local SAS events delivered (NHS Greater Glasgow & Clyde / Golden Jubilee, Tayside and two in Dumfries & Galloway), with total of 71 attendees. Five national SAS courses and workshops have been run (General Medical Council (GMC) Portfolio Pathway workshop, GMC Decision Making & Consent workshop, Underpinning & Refining workshop, Communication Challenges workshop, Surgical bootcamps) with 132 total attendees. 65 SAS Development Fund applications were submitted of which all were approved for funding; 10 short course applications were received and approved.	Blue	Overall 2022/24 position: oDelivery of at least 8 regional educational events and 1 national conference for SAS-grade doctors and dentists in NHS Scotland, with at least 250 attending in total. - 11 regional events & 1 conference, total attendance 431. oDelivery of at least 10 national skills training workshops and bootcamps tailored for SAS-grade doctors and dentists, with at least 250 attending in total. - 13 workshops & bootcamps, total attendance 341. oFunding of at least 30 individual development activities as applied for by individual SAS-grade doctors and dentists, including qualifications, bespoke training secondments, and specialty-specific courses - 36 full app approvals (including repeat apps) oFunding of at least 20 SAS-grade doctors and dentists on short courses for generic skills - 43 short course approvals. oSupport for regional SAS Education Advisor (EA) team to cover all NHS Health Boards that employ SAS grades. Full EA roster. oMaintenance of SAS Development webpages to provide tailored guidance on upcoming events, funding, and career development resources including Certificate of Eligibility for Specialist Registrar (CESR). CESR renamed Portfolio - reflected in our website updates. oOffering support as first point of contact for many SAS across Scotland regarding career development, wellbeing, etc. Complete.

NES 2023/24 Annual Delivery Plan - Quarter 1, Quarter 2, Quarter 3 and Quarter 4 Update Position

Recovery Driver	SG ADP Action Reference	NHS Board Deliverable Reference	NES Directorate	Deliverable Summary	Q1 Milestones	Q2 Milestones	Q3 Milestones	Q4 Milestones	Q1 RAG Status	Progress in Q1	Q2 RAG Status	Progress in Q2	Q3 RAG Status	Progress in Q3	Q4 RAG Status	Progress in Q4	
2. Urgent and Unscheduled Care	2.1	5373	Pharmacy	Delivery of education to support pharmacists to deliver core pharmaceutical services in line with the Scottish Government policy (i.e. in relation to NHS Pharmacy First Scotland service in which pharmacy is the first port of call for all minor illnesses and specific common clinical conditions, and to enhance the number of active independent prescribers in all sectors).	Up to 2500 Pharmacy e-learning completions. Average webinar attendance - 50 delegates	Up to 2500 Pharmacy e-learning completions. Average webinar attendance - 50 delegates	Up to 2500 Pharmacy e-learning completions. Average webinar attendance - 50 delegates	Anticipated reach of no fewer than 50 participants per live webinar, greater than 10000 e-learning completions in the year.	Green	Q1 Pharmacy e-learning completions are 5397. Pharmacy PD webinar programme being developed and delivered from September 2023 onwards	Green	Quarter 2 Pharmacy e-learning completions are 7,985. Pharmacy PD webinar started with 3 webinars pre-December 2023 with over 50 registered delegates on each webinar.	Green	Quarter 3 Pharmacy e-learning completions are 12,150. Pharmacy Professional Development (PD) webinars started with three webinars pre-December 2023. There were over 50 registered delegates on each webinar with 353 delegates overall.	Blue	End of Year Pharmacy e-learning completions are 18,912 and 34,009 completion across all Healthcare professions. Pharmacy Professional Development webinars ran 6 webinars with over 50 registered delegates on each webinar with 353 delegates overall.	
2. Urgent and Unscheduled Care	2.2	580	Workforce	We will provide leadership to the newly established Centre for Workforce (CWS) supply for social care. With partners this will support and accelerate international recruitment into adult social care roles in Scotland.	CWS Social Care Programme team hired and all post / successful handover of pilot development to new Head of Programme. Programme Board set up. Providers selected to take part	International Recruitment (IR) leads in place / trained, IR commences.	R. Underway, mid-year report delivered.	Proof of concept delivered along with final report of learnings and recommendations for taking this work forward.	Green	Over Q1 CWS has successfully supported the hiring of a new CWS Social Care Team (CWS Social) to run the international recruitment into adult social care pilot as agreed (and funded by) SG. This team started in early June, the project has been kept on track thanks to CWS and Social Care Directorate colleagues working together to manage the project plan delivery and the bring / induction of the new team. Providers to take part in the pilot have been selected and a paper to agree their funding is being drafted for final sign off.	Green	All deliverables set out for Quarter 2 have been achieved.	Green	All milestones achieved. Including additional milestones of developing and launching a TURAS learning resource for all those interested in undertaking international recruitment into adult social care.	Green	Evaluation report drafted and legacy plan developed. Project continues to support operational leads to prepare for candidates to transition to Scotland.	
2. Urgent and Unscheduled Care	2.3	586	NES Technology Service	By the end of March 2024 rollout the OpenEyes to NHS Golden Jubilee to support the Cataract pathway.	Focus for Q1 for OpenEyes is rollout of 4 pathways of v6 to NHS Greater Glasgow & Clyde (NHGGCC), this will act as a pathfinder for national rollout of rounded national Minimum Viable Product.	Focus for Q2 will be on consolidating the learning from NHGGCC rollout and refining the deployment process to allow for more efficient deployments into other boards.	Rollout Cataract pathway in GGC, and integrate OpenEyes outputs with Board core systems (Clinical Portal and GP/Docman)	To be determined based on outcomes of Q1/2/3	Green	V6 rollout to all sites in NHGGCC successful, feedback positive. Delivery plan for FY23/24 developed and shared with programme. Funding for FY23/24 confirmed by SG.	Green	Preparation for the Cataract pathway is complete. Biometry machines are integrated, cataract pathways are configured, inpatient admission clinic lists have been integrated, list of community optometry contacts has been updated. Cataract is ready to pilot at NHS Greater Glasgow & Clyde.	Amber	Rollout to NHS Golden Jubilee (NHGJ) has been delayed until June 2024 as there is a dependency on the Board upgrading the Tricare system which is a key integration - this is NHGJ decision, not a NES one. Engagement has been good and the governance preparation is underway to allow technical work to be completed in a timely fashion once the Tricare upgrade is completed by InterSystems (software company).	Amber	Rollout to NHS Golden Jubilee has been delayed until June 2024 as there is a dependency on the Board upgrading the Tricare system which is a key integration for the OpenEyes application. This is an NHS decision rather than a NES one. Engagement has been good and the governance preparation is underway to allow technical work to be completed in a timely fashion once the Tricare upgrade is completed by InterSystems (software company).	
2. Urgent and Unscheduled Care	2.3	5865	NES Technology Service	Work with NES Optometry to support the rollout of educational resources and Optometry EPR (O-EPR) to support the NES Glaucoma Award Training (NESGAT) programme for the Clinical Glaucoma Service (CGS)	Enhance provision of learning materials for NESGAT cohorts on Turas Learn. Develop the CGS pathway in OpenEyes	Support NHS Lanarkshire in the adoption of O-EPR for CGS rollout.	Support of O-EPR for CGS rollout.	To be determined based on outcomes of Q1/2/3	Green	GGC rollout of CGS pathway to OpenEyes successful. Increased engagement between NTS and NES Optometry to enhance the delivery of national learning material.	Green	NHS Lanarkshire is ready to start with CGS training provided, users onboarded. NHS Western Isles project commenced. Initial conversations with NHS Highland.	Green	NHS Lanarkshire Clinical Glaucoma Service went live in November 2023.	Green	Community Glaucoma Service is live in three boards with go live scheduled for NHS Dumfries and Galloway, Tayside and Western Isles in Q1/2 of 2025. Other board rollouts dependent on sufficient numbers of NESGAT qualified staff; close working continues with the SG team to align training and delivery for optimum coverage across Scotland.	
2. Urgent and Unscheduled Care	2.3	582	NHS Scotland Academy, Learning & Innovation	Peroperative Workforce Programme The three programmes developed in 2022/23 will run with two cohorts each in 2023/24. Foundations in Peroperative Practice Programme: 2 cohorts of 8-12 learners (at band 5). Surgical First Assistant Programme: 2 cohorts of 8-12 learners (at band 5). Anaesthetic Practitioner Programme: 2 cohorts of 8-12 learners (at band 5). A new programme for an Assistant Peroperative Practitioner will be developed and will run with one of possibly two cohorts (at band 2-3, to move into a band 4 role). A role to co-ordinate decontamination training within local settings will be established in 2023/24.	Surgical First Assistant Programme: Cohort 1 continues. Anaesthetic Practitioner Programme: Cohort 3 continues. Foundations of Peri Operative Practice Programme: Cohort 5 continues, cohort 6 starts. National Assistant Peroperative Practitioner Programme: Cohort 1 starts.	Surgical First Assistant Programme: Cohort 1 continues. Anaesthetic Practitioner Programme: Cohort 3 and 4 continue. Foundations of Peri Operative Practice Programme: Cohort 6 continues and cohort 7 starts. National Assistant Peroperative Practitioner Programme: Cohort 1 continues and cohort 2 starts.	Surgical First Assistant Programme: Cohort 1 completes and cohort 2 starts. Anaesthetic Practitioner Programme: Cohort 3 and 4 continue. Foundations of Peri Operative Practice Programme: Cohort 6 continues and cohort 7 continues. National Assistant Peroperative Practitioner Programme: Recruitment will open for cohort one which is due to start in Q2 or Q3 2023.	Green	On track with delivery as planned in Q1.	Green	On track with delivery as planned in Quarter 2.	Green	On track with delivery as planned in Quarter 3.	Green	On track with delivery as planned in Quarter 4.	Green	On track with delivery as planned in Q4.
2. Urgent and Unscheduled Care	2.3	584	NES Technology Service	By the end of March 2024 rollout OpenEyes Optometry Electronic Patient Record in Acute and Community settings in NHS Boards to support Cataract, Glaucoma and Medical Retina and General Ophthalmology pathways in line with Scottish Government priorities.	Focus for Q1 for OpenEyes is rollout of 4 pathways of v6 to NHS Greater Glasgow & Clyde, this will act as a pathfinder for national rollout of rounded national MVP.	Focus for Q2 will be on consolidating the learning from NHGGCC rollout and refining the deployment process to allow for more efficient deployments into other boards.	To be determined based on outcomes of Q1/2/3	To be determined based on outcomes of Q1/2/3	Green	V6 rollout to all sites in NHGGCC successful, feedback positive. Delivery plan for FY23/24 developed and shared with programme. Funding for FY23/24 confirmed by SG.	Green	Preparation for the Cataract pathway is complete. Biometry machines are integrated, cataract pathways are configured, inpatient admission clinic lists have been integrated, list of community optometry contacts has been updated. Cataract is ready to pilot in GGC.	Green	Cataract pathway user acceptance testing underway in NHS Greater Glasgow & Clyde, feedback positive.	Green	All four Hospital Eye Service pathways and Community Glaucoma Service now live in NHS Greater Glasgow and Clyde.	
2. Urgent and Unscheduled Care	2.4	5763	NMAHP	We will support Boards in the development of a high quality, skilled, sustainable and diverse NMAHP and Medical Associate Professions (MAP) workforce with education and training aligned to pending regulatory needs and workforce requirements, to meet service need with data informed and evidence-based approaches to medical and population needs. (Aka 7.1)	Continue high level strategic consult and engagement with national lead organisations/Scottish Government. Develop and deliver NES response to UK government/DHSC consultation to the Anaesthesia Associates/Physician Associate Draft Order (Regulating PA and AA).	Scope and plan development of a pan-Scotland supervising and assessing network for Anaesthesia Associate training/trainees. Further develop examples of application resources on Turas to inform clinical/service teams' consideration of MAP roles in workforce plans. Progress executive board engagement on regional and national business cases through established governance evidence sharing. Initiate programme plan from Scottish Government feedback on MAPs response to commission.	Initiate procurement and delivery of learning needs analysis for identified roles/function. Inhibit and develop structure/governance/underpinning of a pan Scotland supervising and assessing network for Anaesthesia Associate training/trainees. Consolidate engagement regarding diversification of the workforce, informing options for change and greater application of MAP roles in Boards. Develop plan for review and potential adoption of UK Initiatives wide MAPs career development framework. Anticipate outcome of Directorate of Health & Social Care consultation, incorporating key actions into programme plan and readiness for regulation. PA and AA role. To deliver MAPs event - workforce diversification.	Complete and publish impact studies for 2 MAP roles. Develop and deliver communications plan sharing findings from impact studies for workforce planning. Consolidate engagement regarding diversification of the workforce, informing options for change and greater application of MAP roles in Boards. Develop plan for review and potential adoption of UK Initiatives wide MAPs career development framework.	MAPs Report is with Scottish Government, await feedback. Continue to populate & publicise new updates for MAPs via Turas & stakeholder comms. NES response to DHSC consultation on Anaesthesia Associates/Physician Associate Draft Order (Regulating PA and AA) delivered before closing date 16.09.23. NES MAPs has extended invitation to meet 1:1 with Exec teams in all 14 Territorial Boards, has met with 9 and several other Boards continuing to consider offer to meet. Pan UK task & finish group meeting schedule proceeding at pace, NISE WTE timeline remains on track.	Green	MAPs and Advanced Critical Care Practitioners (ACCP) programme plan is in development following response from Scottish Gov received late August.	Green	MAPs and Advanced Critical Care Practitioners (ACCP) programme plan is in development following response from Scottish Gov received late August.	Green	Quality impact studies - progressing via Medical Associate Professions (MAPs) implementation workstream Project 2 / Scottish Government National Workforce Innovation Programme Development of networks for MAP workforce cohort (including Anaesthesia Associates/AA) progressing via MAPs implementation Project 1. Await funding decision. Regulation of Physicians Associate (PA) / AA by GMC progress - Statutory Instrument (the Anaesthesia Associates and Physician Associates Order) laid before UK and Scottish Parliaments on 13 December 2023 signalling progress to Affirmative Process in Scotland.	Amber	Impact Studies to be delivered via the SG National Workforce Innovation Programme (NWIP). NWIP activity currently paused, anticipate the MAPs impact studies will be prioritised at earliest opportunity. Communication plan will proceed at a point when impact studies findings are available. NES Medical Associate Professions national event delivered on 26 March 2024 aimed at strategic leads and focuses on culture change and greater application of MAP roles in service. Draft of the Career Development Framework subject to public consultation in January 2024, analysis of responses is ongoing and next stage will follow when this is complete.
2. Urgent and Unscheduled Care	2.4	582	NHS Scotland Academy, Learning & Innovation	Research and development of programmes	Take scoping papers, SBARs (Situation, Background, Assessment, Recommendation) and business cases through established governance processes when each stage of research is complete.	Take scoping papers, SBARs and business cases through established governance processes when each stage of research is complete.	Take scoping papers, SBARs and business cases through established governance processes when each stage of research is complete.	Take scoping papers, SBARs and business cases through established governance processes when each stage of research is complete.	Green	On track with development processes ongoing.	Green	On track with development processes ongoing.	Green	On track with development processes ongoing. Support for high volume cataract surgery, accelerated support for biomedical scientists to complete registration portfolio, and decontamination projects are all in delivery stages. Milestones will be included in the 2024-25 Annual Delivery Plan.	Green	On track with development processes ongoing. Support for high volume cataract surgery, accelerated support for biomedical scientists to complete registration portfolio, and decontamination projects are all in delivery stages and milestones have been included in the 2024-25 ADP.	
2. Urgent and Unscheduled Care	2.4	584	NHS Scotland Academy, Learning & Innovation	NHS Scotland Youth Academy	Recruit to the healthcare pathway pilot 20 students in each of 5 pilot areas. Begin delivery to 100 students	Complete recruitment to the healthcare pathway pilot - 20 students in each of 5 pilot areas. Begin delivery to 100 students	Continue delivery of the healthcare pathway pilot to 100 students	Continue delivery of the healthcare pathway pilot to 100 students	Green	On track with development as planned in Q1, with 77 young people confirmed on the pathway before the school summer holidays (Note - the milestone for this has been revised from 100 to 70 recruited).	Amber	All on track for planned delivery except the numbers - we aimed to recruit 100 learners but the programme is underway with only 42 learners, despite 77 signing up.	Amber	All on track for planned delivery except the numbers - we aimed to recruit 100 learners however at Quarter 3 the programme is underway with around 55 learners by December 2023, despite 77 signing up.	Amber	On track for planned delivery except we aimed to recruit 100 learners and we only have participation of around 30 learners.	
3. Mental Health	3.1	5743	NMAHP	We will work jointly with the Mental Health Welfare Commission to enable the development and delivery of a range of education and training opportunities to support workforce understanding of legislation aimed at protecting rights and application of the Adults with Incapacity (Scotland) Act (2000) in health, social care and social work practice across Scotland through the development and delivery of educational resources	Established Stakeholder AWI Group and first meeting undertaken. Scoping exercise commenced around learning needs with the workforce. AWI Once For Scotland TURAS page launched. Commencement of AWI Advanced Nurse Practitioner (ANP) programme in collaboration with NES Post-registration Programme/team.	Gathering and commencing analysis of data from learning needs analysis. Ongoing preparation for Masterclass series. Commencement of development of AWI education and workforce resources. Ongoing engagement with Stakeholder group. Preparing to include ANP/Advanced Nurse Practitioner (ANP) programme in the AWI Once for Scotland TURAS page. Ongoing engagement with Stakeholder group. Ongoing support to ANP programme/learners.	Delivery of Masterclasses. Utilisation of learning needs analysis to further inform the development of education and workforce resources. Ongoing engagement with Stakeholder group. Preparing to include ANP/Advanced Nurse Practitioner (ANP) programme in the AWI Once for Scotland TURAS page. Ongoing engagement with Stakeholder group. Ongoing support to ANP programme/learners.	Final development of education and workforce resources. Commence preparation of final outputs from project and prepare final project report. Establish paths to support AWI programme. Ongoing engagement with Stakeholder group. NES post-project conclusion.	Green	Stakeholder group commenced and first meeting undertaken in Q1. Scoping exercise/training need analysis in progress and will conclude early in Q2. Once for Scotland Multi-disciplinary AWI Turas Learn page launched. In collaboration with NES Post-reg programme/Team ANP programme (cohort 2) commenced in early May 2023 - 60 participants. Educational resources in development. Second masterclass being planned for Q2 - over 800 registrations currently. Mid-way meeting with MNC/GH/ANI Policy Lead planned for progress report/planning.	Green	Learning needs analysis completed - 520 responses from across the health, social work, social care workforce. Second masterclass delivered. In total over 5000 registrations to date for the masterclass series. Masterclass 3 planned for Quarter 1. AWI Once for Scotland Turas page launched in June 2023 over 4500 views to date. Introductory clearing module build complete, testing underway for 'go live' in Quarter 4. Project completion date February 2024 and remains on cohort - due to conclude November 2023. Learning resources in development due to complete for testing in Q3.	Green	Third masterclass delivered November 2023, significant engagement across masterclass series with over 2500 registrations in total. Webinar open to all with a focus on Power of Attorney and Guardianship planned for February 2024. Learning needs data analysis completed and to be incorporated into final project report delivered in Quarter 4. Introductory clearing module build complete, testing underway for 'go live' in Quarter 4. Project completion date February 2024 and remains on cohort - due to conclude November 2023. Learning resources in development due to complete for testing in Q3.	Blue	The Final webinar delivered in February 2024 with a focus on Power of Attorney and Guardianship, with 822 registrations received. The e-learning module testing was completed and launched successfully in mid February 2024. The final stakeholder group meeting was undertaken in late January 2024. All project targets were completed as per project objectives. A final report is being compiled for the project sponsors. Still awaiting feedback on the business case submitted in December 2023 to determine if a phase 2 of the project will be undertaken.	
3. Mental Health	3.1	5446	Psychology	Work with key stakeholders and leads for Psychological Therapy services to deliver the SQA (Scottish Qualifications Authority) accredited Enhanced Psychological Practice (EPP) programme by commissioning and recruiting up to 100 trainees across child and adult mental health services which will equip staff with the competencies to provide brief enhanced psychological interventions.	Launch recruitment campaign for up to 25 EPP learners to commence in November 2023 - shortlisting to be complete by 30th June.	Interviews conducted in early August, and offers sent to preferred candidates. Onboarding to NHS Scotland Health Boards commences in early September.	EPP learners to commence posts in local services with Assistant Psychologist (or similar) roles, enabling their place on the NES EPP Programme.	EPP learners continue to progress on programme, with a view to completing in April 2024 (at which point a new intake will commence).	Green	Recruitment campaign for up to 25 EPP learners to commence in November 2023 launched - shortlisting complete.	Green	Interviews for November 2023 complete. Offers issued to 22 candidates and pre-employment checks and onboarding commenced in Health Boards in September 2023.	Green	13 learners commencing in post 6 November 2023. (1 deferred from April 2022 intake). All learners are progressing on the education programme with aims to complete April 2024.	Blue	23 EPP learners who started in November 2023 continue to progress on the programme. Recruitment for the April 2024 intake is in final stages with minimum of 17 places on offer. Successful candidates will commence 22nd April 2024.	
3. Mental Health	3.1	5441	Psychology	In response to NHS Scotland workforce needs and guided by workforce planning, commission, recruit and support: 80 clinical psychology trainees to complete pre registration training by the end of March 2024; 49 MSc trainees for psychological therapies in primary care; 36 MSc trainees in applied psychology for children and young people; and 4 trainee health psychologists to complete training by end of March 2024.	17 clinical psychology trainees, 1 MSc APCYP (Applied Psychology for Children & Young People) trainee to complete pre registration training by the end of June 2023.	73 clinical psychology trainees, 2 MSc APCYP trainees to complete pre registration training by the end of September 2023. New cohort of up to 87 clinical psychology trainees to commence training	79 clinical psychology trainees, 2 MSc APCYP trainees to complete pre registration training by the end of September 2023. New cohort of up to 87 clinical psychology trainees to commence training	80 pre-registration clinical psychology trainees; 48 MSc trainees for psychological therapies in primary care; 36 MSc in applied psychology for children and young people; and 4 trainee health psychologists to commence training.	Green	15 clinical psychology trainees completed the programme. 1 PTPC and 1 APCYP trainees completed their respective programmes. 85 DChPsych trainees recruited during the interview space. Trainees will undergo HR pre-employment checks in Q2 second cohort training in Q3.	Amber	64 clinical psychology trainees, 2 MSc Applied Psychology for Children and Young People trainees and 1 Psychological Therapist in Primary Care trainee completed pre registration training by the end of September 2023. Recruitment took place in Quarter 3 for new cohorts of MSc APCYP and MSc PTPC trainees. Onboarding is progressing and trainees are due to commence in Quarter 4. Applications for Trainee Health Psychologist posts opened in December 2023.	Green	73 clinical psychology trainees, 1 MSc PTPC (Psychological Therapy in Primary Care) and 2 MSc APCYP (Applied Psychology for Children & Young People) trainees completed pre registration training by the end of December 2023. Recruitment took place in Quarter 3 for new cohorts of MSc APCYP and MSc PTPC trainees. Onboarding is progressing and trainees are due to commence in Quarter 4. Applications for Trainee Health Psychologist posts opened in December 2023.	Blue	71 clinical psychology trainees, 46 MSc PTPC (Psychological Therapy in Primary Care) and 36 MSc APCYP (Applied Psychology for Children & Young People) trainees completed pre registration training by the end of March 2024. 37 MSc APCYP and 50 MSc PTPC trainees commenced in Q4. Onboarding is underway for 4 trainee Health Psychologists, due to commence in Spring 2024.	
3. Mental Health	3.1	5450	Psychology	Coordinate and quality assure 588 applied psychology placements, complete 779 placement visits and complete 605 end of placement reviews taking with local tutors (organisers of placements) in each health board area to ensure training surpasses regulatory standards (HCPC - Health & Care Professions Council) and professional accreditation standards (British Psychological Society).	Complete 97 placement visits and complete 203 end of placement reviews taking with local tutors (organisers of placements) in each health board area to ensure training surpasses regulatory standards (HCPC) and professional accreditation standards (BPS).	Complete 408 placement visits and complete 355 end of placement reviews taking with local tutors (organisers of placements) in each health board area to ensure training surpasses regulatory standards (HCPC) and professional accreditation standards (BPS).	Complete 456 end of placement reviews taking with local tutors (organisers of placements) in each health board area to ensure training surpasses regulatory standards (HCPC) and professional accreditation standards (BPS).	Coordinate and quality assure 588 applied psychology placements and complete 605 end of placement reviews.	Green	Placement visits: n= 145 End of Placement: n=187	Green	Placement visits: n= 438 End of Placement: n=272	Green	Placement Visits: n= 188 (total = 576) End of Placement: n=177 (total = 448)	Blue	At the end of Q4, 614 placement visits and 830 end of placement reviews had been carried out across the financial year, therefore meeting the deliverable.	
3. Mental Health	3.1	5451	Psychology	Ensure provision of qualified applied psychologists fit for employment in NHS Scotland by continuing to improve quality assurance and training experiences through the accreditation and training of appropriately qualified supervisors to regulatory standards (HCPC - Health & Care Professions Council) & professional accreditation standards (British Psychological Society) and delivery of introductory training to 75 new supervisors; supervision and CPD (Continuing Professional Development) training to 90 experienced supervisors; CBT (Cognitive Behavioural Therapy) supervisor skills training to 15 clinical psychologists; competence awareness sessions to 4 health psychology supervisors and development of online Health Psychology supervisor training module by March 2024.	Delivery of introductory training to 40 new supervisors; supervision and CPD training to 45 experienced supervisors.	Delivery of introductory training to 40 new supervisors; supervision and CPD training to 45 experienced supervisors.	Delivery of introductory training to 40 new supervisors; supervision and CPD training to 45 experienced supervisors.	Delivery of introductory training to 75 new supervisors; supervision and CPD training to 90 experienced supervisors; CBT supervision skills to 15 clinical psychologists; competence awareness to 4 health psychology supervisors; and an online training module.	Green	Supervision CPD delivered to 23 experienced supervisors. CBT supervision skills training delivered to 13 Clinical Psychologists	Green	Introductory training to 47 new psychology supervisors in Quarter 2; supervision & CPD training to 50 experienced supervisors in Quarter 2 (running total 33); CBT supervision skills to 8 clinical psychologists in Quarter 2 (running total 23).	Green	Introductory training delivered to 25 new psychology supervisors in Quarter 3 (running total 72); supervision and CPD training to 19 experienced supervisors in Quarter 3 (running total 42); CBT supervision skills to 0 clinical psychologists in Quarter 3 (running total 23). Short Life Working Group (SWLG) for supervisor training review has continued to meet, now moving in to phase 2. Content Development.	Blue	Delivered introductory training to 14 new psychology supervisors in Q4; supervision & CPD training to 33 experienced supervisors in Q4. CBT supervision skills to 0 clinical psychologists in Q4. SWLG for supervisor training review has continued to meet - moving into phase 2, content development.	
3. Mental Health	3.1	5453	Psychology	Support NHS Boards and Partnership areas to maintain adequate supervisory capacity for psychological interventions and therapies through ongoing support for the delivery of the Generic Supervision Competences (GSC) for Psychological Therapies and interventions training course (GSC) and specialist Cognitive Behavioural Therapy supervisory competencies in their staff members enabling NHS Boards to train 75 supervisors in the GSC training course and 20 Non-Clinical Psychology supervisors in the CBT (Cognitive Behavioural Therapy) supervision skills training course by March 2024. Consider new models of supervision training and explore the feasibility of a train the trainer model in Boards for some of our specialist advanced practice supervision workshops.	GSC delivery for up to 25 supervisors, and 20 non-clinical supervisors. Delivery of CTSP (Cognitive Therapy Scale Revised) training.	CBT Supervision delivery for up to 25 supervisors, and 20 non-clinical supervisors. Delivery of CTSP training.	Deliver Generic Supervision competencies for Psychological Therapies training to 75 supervisors and 20 non-clinical supervisors.	Green	On target in this Quarter 1 to achieve our annual and 3 yearly targets, due to 15 staff trained in GSC, 11 Non-Clinical Psychology staff trained in the CBT Supervision (Adult Based Services) course, and 27 staff trained in the Restorative Supervision course over 2 NHS Boards using a fully new TT model. We have also maintained our aim of supporting the EPP Programme by funding an external trainer to teach supervision skills on the EPP course to EPP learners. We have been successful in planning for the Group Supervision workshop, as well as considering the option of running this course as a Train the Trainer for 2 pilot NHS Boards later in the year. We also have scheduled in further Restorative Supervision training, and there has been more demand for this to be rolled out within the TT model.	Green	GSC has been running as planned, feedback has continued to be positive. 60 staff were trained in the GSC in Quarter 2. Five wider workforce (who includes Clinical Psychologists who are reported elsewhere) were trained in CBT Supervision (Adult Services) in Quarter 2.	Green	40 (approx) staff trained in the GSC (Generic Supervision Competences) in Quarter 3. CBT NESST (Cognitive Behavioural Therapy NES Specialist Supervision Training) 12 Non-Clinical Psychology staff trained in the GSC in Quarter 3. 26 staff were trained in total in Q4 (comprising of 11 Clinical Psychologists and 22 Non-Clinical Psychologists). Staff trained in Q1-Q4 in the CBT NESST = 84 (comprising of 34 Clinical Psychologists and 50 Non-Clinical Psychologists). Restorative Supervision Masterclasses: 11 staff trained in Q4 from NHS Ayrshire and Arran. Total Q1-Q4 staff trained: 107	Blue	Generic Supervision Competences (GSC) - 0 staff trained, however 4 staff were trained in the GSC Train the Trainer (TTT) model. Staff trained in Q1-Q4 in the GSC = 140. CBT NESST (Cognitive Behavioural Therapy NES Specialist Supervision Training) - 26 staff were trained in total in Q4 (comprising of 11 Clinical Psychologists and 22 Non-Clinical Psychologists). Staff trained in Q1-Q4 in the CBT NESST = 84 (comprising of 34 Clinical Psychologists and 50 Non-Clinical Psychologists). Restorative Supervision Masterclasses: 11 staff trained in Q4 from NHS Ayrshire and Arran. Total Q1-Q4 staff trained: 107		

NES 2023/24 Annual Delivery Plan - Quarter 1, Quarter 2, Quarter 3 and Quarter 4 Update Position

Recovery Driver	SG AOP Action Reference	NHS Board Deliverable Reference	NES Directorate	Deliverable Summary	Q1 Milestones	Q2 Milestones	Q3 Milestones	Q4 Milestones	Q1 RAG Status	Progress in Q1	Q2 RAG Status	Progress in Q2	Q3 RAG Status	Progress in Q3	Q4 RAG Status	Progress in Q4
3. Mental Health	3.1	5482	Psychology	Improve social, emotional, and behavioural outcomes for adults with mental health problems by increasing existing multidisciplinary workforce capacity to deliver evidence-based brief psychological interventions within a stepped care service model. This will be achieved through the provision of implementation support to stakeholders, including consultation, provision of data and reports, development and delivery of resources and training, and overseeing and contributing to key stakeholder networks.	Provide implementation support to stakeholders; provide data & reports; and deliver training and resources to increase workforce capacity in the delivery of psychological therapies.	Provide implementation support to stakeholders; provide data & reports; and deliver training and resources to increase workforce capacity in the delivery of psychological therapies.	Provide implementation support to stakeholders; provide data & reports; and deliver training and resources to increase workforce capacity in the delivery of psychological therapies.	Provide implementation support to stakeholders; provide data & reports; and deliver training and resources to increase workforce capacity in the delivery of psychological therapies.	Green	On track to deliver a national training programme for multidisciplinary staff and the EPP programme (40 trainees) simultaneously. 217 training places (CBT-A, TAT BA for depression, MI & Core Skills for working with substance misuse, CBT for Low Self-Esteem, CBT for SP) have been provided for multidisciplinary staff in the national training programme. TAT Facilitating Learning is being revised to fit with NES TEL Adult Learning resources. Work continues with NMAP to develop evidence based training programme for suicide prevention (CBT-SP / P/ for SP) at enhanced practice level for multidisciplinary staff. Substance misuse & trauma Taurus Learn site redesigned to support the implementation of MAT standards, the national coping exercise is underway with the local board PTTCs to identify nominated staff to be supported to undertake the PG Certificate / Diploma in CBT. Meetings with national networks for MBT and MBCT have taken place and training plans agreed to 24. Within the EPP programme, the PITAMH team is currently supporting 38 learners across 3 cohorts.	Green	The Psychological Therapies and Intervention Team for Adult Mental Health (PITAMH) Team is on track to deliver a national training programme for multidisciplinary staff and the EPP programme (40 trainees) simultaneously. 218 training places (CBT-A, TAT BA for depression, MI & Core Skills for working with substance misuse, CBT for Low Self-Esteem, CBT for SP) have been provided for multidisciplinary staff in the national training programme. TAT Facilitating Learning is being revised to fit with NES TEL Adult Learning resources. Work continues with NMAP to develop evidence based training programme for suicide prevention (CBT-SP / P/ for SP) at enhanced practice level for multidisciplinary staff. Substance misuse & trauma Taurus Learn site redesigned to support the implementation of MAT standards, the national coping exercise is underway with the local board PTTCs to identify nominated staff to be supported to undertake the PG Certificate / Diploma in CBT. Meetings with national networks for MBT and MBCT have taken place and training plans agreed to 23-24. Within the EPP programme, the PITAMH team is currently supporting 38 learners across 3 cohorts.	Green	Between September - December 2023, the PITAMH (Psychological Therapies and Intervention Team for Adult Mental Health) Team has delivered the national training programme - psychological therapies and interventions for multidisciplinary staff and the EPP (Enhanced Psychological Practice) programme (40 trainees) simultaneously. 546 training places (CBT-A, TAT BA for depression, MI & Core Skills for working with substance misuse, CBT for Low Self-Esteem, CBT for SP) have been provided for multidisciplinary staff in the national training programme. TAT Facilitating Learning is being revised to fit with NES Technology Enhanced Learning (TEL) Adult Learning resources. Work continues with NMAP to develop evidence based training programme for suicide prevention (CBT-SP / P/ for SP) at enhanced practice level for multidisciplinary staff. During Quarter 3, the national CBT / PPI (Interpersonal Therapy) scoring exercise is complete. 13 staff nominated for 9 IPT places, names have been provided to GJ. 53 staff have been nominated to undertake CBT: 29 Postgraduate Certificate (PG Cert) and 24 Diploma. 26 MBT (Mentalisation-Based Treatment) Basic and 11 MBT Practitioner training places have been delivered. Liaison continues with the Scottish Mindfulness Network re supervision and training.	Blue	Overall, the PITAMH (Psychological Therapies and Intervention Team for Adult Mental Health) team has delivered the national training programme for multidisciplinary staff and the EPP programme simultaneously. 546 training places (CBT-A, TAT BA for depression, MI & Core Skills for working with substance misuse, CBT for Low Self-Esteem, CBT for SP) have been provided for multidisciplinary staff, of which 609 places were targeted at substance use & trauma workforce. Psychology of Suicide - learning module launched. Essentials of EPP content complete. Work continues to develop evidence-based training programme for suicide prevention (CBT-SP / P/ for SP) and CBT. Overall, the PITAMH team has supported staff within the boards to undertake NES commissioned education programmes in psychological therapies: Cognitive Behavioural Therapy (CBT) Post-Graduate Certificate places and Diploma places - with attached backfill contributions total 516 places. Mindfulness based CBT - 4 x CDO places for MBCT therapists (and network support). Mentalisation Based Therapy (MBT) - 37 places (and network support).
3. Mental Health	3.2	5735	Psychology	Over the next three years, increase service capacity in adult mental health by continuing to improve supervision, training and coaching provision at a local NHS Scotland Health board level. This will in turn support the improved performance of NHS Boards on Psychological Therapies waiting times access standard. MSc graduate posts will deliver PIs within Primary Care services and the Clinical Psychologists will grow capacity within a tiered care model for delivering PIs to populations of Older People.	Continue to monitor funding utilisation by HB partners for posts to supervision, training and coaching provision	Continue to monitor funding utilisation by HB partners for posts to supervision, training and coaching provision	Continue to monitor funding utilisation by HB partners for posts to supervision, training and coaching provision. Report to SG on utilisation of funding.	Continue to monitor funding utilisation by HB partners for posts to supervision, training and coaching provision. Report to SG on utilisation of funding.	Green	Continued to monitor funding utilisation by HB partners for posts to supervision, training and coaching provision.	Green	Continued to monitor funding utilisation by Health Board partners for posts to supervision, training and coaching provision.	Green	Continued to monitor funding utilisation by Health Board partners for posts to supervision, training and coaching provision.	Blue	Continued to monitor funding utilisation by Health Board partners for posts to supervision, training and coaching provision.
3. Mental Health	3.2	5736	Psychology	In response to NHS Scotland workforce needs and guided by workforce planning, commission, recruit and support appropriate numbers of child and adolescent psychotherapy trainees, between 2023 and 2026, to ensure the NHS is provided with suitably trained professionals fit for purpose.	Support the current cohort of 5 trainee Child & Adolescent Psychotherapist (CAPTs)	Support the current cohort of 5 trainee CAPTs	Support the current cohort of 5 trainee CAPTs	Support the current cohort of 5 trainee CAPTs. Liaison with educational provider HSC (Human Development Scotland) meeting to discuss trainee progress.	Green	Current cohort progressing through training as expected.	Green	Current cohort progressing through training as expected.	Green	Current cohort progressing through training as expected.	Blue	Current cohort progressing through training as expected.
3. Mental Health	3.2	5407	Psychology	To support the ambition of increased access to evidence based psychological therapies and interventions, the NESiG Matrix provides accessible guidance to service planners, clinicians and members of the public on what is likely to be the most effective treatment and how this can be safely and efficiently delivered. During 23/24 initial delivery of 25 evidence tables and 45 intervention templates with relevant implementation guidance will be available in a searchable, accessible website and used by 1000 unique users.	Delivery of 8 evidence tables and 10 intervention tables. Resource to be launched.	Delivery of 16 evidence tables and 20 intervention tables. Resource accessed by 200 unique users.	Delivery of 20 evidence tables and 30 intervention tables. Resource accessed by 500 unique users.	Delivery of 25 evidence tables, 45 intervention tables, accessed by 1000 unique users.	Amber	To date five evidence tables have been published with a further five nearing completion. Nine interventions have been published. The resource has been soft launched for feedback.	Amber	Site launched via the Scottish Government National Specification publication on 29 September. Formal Ministerial launch planned for 1 November 2023. 30 evidence reviews have been completed and uploaded or being prepared for uploading. Four further are nearly complete and a further four are in progress. 12 intervention templates have been published to date. In Quarter 2 there has been 1712 new users to the website.	Red	13 tables have been completed and uploaded in but these include 12 tables focused on children and young people, 11 adult, and 5 additional guidance. In 2023/24 20 full intervention templates have been uploaded although these include 23 reviews specific to adult populations and 16 specific to children and young people, meaning a subtotal of 39 within the 20 published. There has been 2,928 unique users across 2023/24.	Amber	18 topic areas tables have been completed and uploaded in but these include 12 tables focused on children and young people, 11 adult, and 5 additional guidance. In 2023/24 20 full intervention templates have been uploaded although these include 23 reviews specific to adult populations and 16 specific to children and young people, meaning a subtotal of 39 within the 20 published. There has been 2,928 unique users across 2023/24.
3. Mental Health	3.2	5461	Psychology	Continue to increase engagement across the Scottish workforce with the work under aims of the National Trauma Training Programme and Trauma Informed Care, including delivery of or use of trauma informed and trauma skilled training resources to at least 15,000 users. This includes: 1. 500 downloads of the 'e-IPD' introduction to the NTR resources; 2. 10,000 views of the trauma informed practice animations 'Opening Doors' and 'Sowing Seeds'; 3. 500 users of the 'Opening Doors and Sowing Seeds' taking a Trauma Informed Lens' workshops; 4. 1000 completions of developing your trauma skilled practice modules 5. Subject to SG funding, delivery of trauma skilled workshops by a network of trainers to at least 300 participants	Delivery of enhanced trauma training to at least 100 practitioners and specialist training to at least 15 practitioners.	Delivery of enhanced trauma training to at least 200 practitioners and specialist training to at least 30 practitioners.	Delivery of enhanced trauma training to at least 300 practitioners and specialist training to at least 45 practitioners.	Delivery of enhanced trauma training to at least 500 practitioners and specialist training to at least 60 practitioners.	Amber	15 reported participants in enhanced training and 0 participants in specialist training. Delivery of two enhanced training for trainers sessions, creating seven new Survive and Thrive trainers and 18 new Safety and Stabilisation trainers. Delivery of awareness raising webinar to 600 participants. Low numbers due to lack of reporting by local networks - anticipate this will rise as local networks enter their data.	Green	Delivered 288 Enhanced places and 33 Specialist places to date.	Red	In Quarter 3 - Delivered 12 Enhanced places and 0 Specialist places. Total across Quarter 1, 2 and 3 - delivery of 300 enhanced places and 33 specialist places	Red	In Q4 there has been delivery of enhanced training to 110 participants and specialist training to 0 participants. This leads to a cumulative annual total of 431 at enhanced and 33 specialist.
3. Mental Health	3.2	5463	Psychology	Support leaders, experts by experience of trauma, and experts by profession and training in trauma across the nation to work together to identify and create the trauma informed systems, organisations and structures that can recognise and address barriers and inequalities and improve life chances for people affected by trauma. Continue to support the wider network champions and implementation coordinators across health, policing, education and local authorities to create and maintain trauma informed change within and across organisations and services through delivery of 400 direct and indirect training and consultation places in trauma informed leadership by March 2024.	Deliver 100 direct and indirect training places in trauma informed leadership.	Deliver 200 direct and indirect training places in trauma informed leadership.	Deliver 300 direct and indirect training places in trauma informed leadership.	Deliver 400 direct and indirect training places in trauma informed leadership.	Green	Anticipated 142 places in training and consultation to support trauma informed organisational change. Anticipate (June 29th) delivery of trauma informed leaders training to 200 leaders. Low consultation numbers due to lack of reporting by local network. Anticipate this will rise as local networks enter their data.	Green	834 places on leadership training and consultation delivered by Transforming Psychological Trauma Implementation Coordinators (TPIC) network, and 225 places on trauma informed leaders webinar provided by central team.	Green	In Quarter 3 there were 288 places on leadership training and consultation delivered by TPIC (Transforming Psychological Trauma Implementation Co-ordinators) network, including 200 places on trauma informed leaders webinar provided by central team. Total across Quarter 1, 2 and 3 = 1,093 places	Blue	In Q4 there have been 251 training and consultation places in trauma informed leadership delivered by the National Trauma Training Programme (NTRTP) network. The annual total for 2023/24 is 1,516 training and consultation places
3. Mental Health	3.2	5472	Psychology	Delivery of a programme of education and training to improve awareness and detection of Perinatal and Infant Mental Health problems in Scotland with completion of the final train the trainer cohort of Perinatal Champions which will bring the total to 236 across Scotland by March 2024. Perinatal Champions will be supported to deliver training to a further 130 local health visitor, midwifery and MDT colleagues by end of March 2024.	Support champions to deliver training to 32 learners.	Support champions to deliver training to 66 learners.	Support champions to deliver training to 99 learners. Deliver training to final cohort of 20 Perinatal Champions	Support champions to deliver training to 130 learners. Deliver training to final cohort of 20 Perinatal Champions	Green	Champions delivered 7 cascade training events with a total of 37 attendees.	Green	Champions delivered 10 cascade training events with a total of 65 attendees.	Amber	Champions delivered 10 cascade training events with a total of 77 attendees.	Blue	Champions delivered 6 cascade events to 59 attendees. Total 238 during 2023/24.
3. Mental Health	3.2	5457	Psychology	To improve health, care and partner organisation staff's knowledge, skills and confidence in supporting the adults they care for to make changes to their behaviour which can improve their physical and mental health and wellbeing by delivery of training and developing and expanding the national network of MAP Trainers in territorial boards, Health and Social Care Partnerships, Local Authorities, and other Partner Organisations who deliver the Core MAP (Motivation, Action, Prompts) of Health Behaviour Change Learning Programme at a local level.	150 people complete E-learning module, 1 CORE Workshop delivered, 1 TAT sessions delivered, 1 network event for trainers delivered, 1 Newsletter	150 people complete E-learning module, 1 CORE Workshop delivered, 1 healthy beginnings MAP workshop, 1 TAT sessions delivered, 1 CORE Coaching Workshops, 1 Newsletter	150 people complete E-learning module, 1 CORE Workshop delivered, 1 healthy beginnings MAP workshop, 1 TAT sessions delivered, 1 CORE Coaching Workshops, 1 MMAP Trainer Coaching Support Workshops, 1 Newsletter	150 people complete E-learning module, 1 CORE Workshop delivered, 1 healthy beginnings MAP workshop, 1 TAT sessions delivered, 1 CORE Coaching Workshops, 1 MMAP Trainer Coaching Support Workshops, 1 Newsletter	Green	E-learning module completed: 243. CORE Workshop delivered: 4 (50 participants); TAT delivered: 1 (21 participants); Network events delivered: 1 (11 participants); Newsletters produced: 1	Amber	E-learning module completed: 614. CORE Workshop delivered: 4 (27 participants); TAT delivered: 0; Network events delivered: 0. Newsletters produced: 0	Amber	E-learning module completed: 432. CORE Workshop delivered: 6 (58 participants); HB MAP (Healthy Beginnings) MAP of Health Behaviour Change Learning Programme Workshops delivered: 2 (5 participants); TAT delivered: 2 (2 participants); Coaching Workshops delivered: 1 (5 participants); Newsletters produced: 1	Blue	E-learning module completed = 530; CORE Workshops delivered = 9 (75 participants); HB MAP Workshops delivered = 2 (2 participants); TAT delivered = 2 (2 participants); Coaching Workshops delivered = 1 (5 participants); Trainer Network update session = 1 (10 participants); Newsletter produced = 1
3. Mental Health	3.2	5476	Psychology	Improve care for children and young people with long-term physical health conditions by building psychological capacity, capability and confidence for all paediatric health care, social care and other agency staff working with children and young people with physical health conditions, through a programme of training offers aimed at the informed and skilled practice levels including offering a minimum of 15 training events across all of our training offers both nationally and locally to all paediatric healthcare staff in Scotland.	Deliver a minimum for 5 training events, either face-to-face (F2F) or online, relating to children and young people with long-term physical health conditions.	Deliver a minimum for 8 training events, either F2F or online, relating to children and young people with long-term physical health conditions.	Deliver a minimum for 11 training events, either F2F or online, relating to children and young people with long-term physical health conditions.	Deliver a minimum of 15 training events relating to children and young people with long-term physical health conditions.	Green	7 Training events in total were delivered in Q1, including 4 bite size modules, 2 core modules and 1 advanced module. All events were local events (4 in NHS GGC, 2 in IV and 1 in Grampian), one in Lothian and one in Fife). Communication with our trainer network has continued and our programme has been promoted through the NES Psychology Newsletter, contribution to Tweets and at a seminar session at the NES conference.	Green	6 Training events in total were delivered in Quarter 2, including one bite size module, two core modules and three advanced modules (three in NHS GGC, one in Grampian, one in Lothian and one in Fife). Communication with our trainer network has continued and our programme has been promoted through agreeing to offer a session at the NES Bereavement Conference.	Green	Four training events in total were delivered in Quarter 3, including three bite size modules and one advanced module. All events were local events (one in NHS Ayrshire & Arran and three in NHS Fife). In total, 20 training events have been offered by the end of Quarter 3, including three that were cancelled. Communications with our trainer network continued with two train the trainer events, including one for new trainers who are now able to roll out our training. A session promoting the TIPS PI (Training in Psychological Skills - Paediatric Healthcare) programme was presented at the NES Bereavement conference and cross workstream and cross directorate work continued with regular joint meetings between Paediatrics, Physical Health and Health Improvement and through the work of both the Long Covid Steering group and the health and education training network.	Blue	6 bite size training events were delivered in Q4. All events were local events (1 in Glasgow; 2 in Borders; 2 in Lothian and 2 in Fife). 1 event was cancelled in Fife (Day 2 of Promoting Engagement in Healthcare for Children and Young People) and has been rescheduled. It has not been possible to offer any national events due to the workstream currently being under capacity. In total, 20 training events have been offered by the end of Q4 - target exceeded. Communication with our trainer network continued with a Newsletter and attendance at the SPPM meeting. A CDP event for our paediatric psychology trainer network was held in Q4. The content of two new resources have been developed and await transformation into an accessible format. Our course overview booklet was disseminated.
3. Mental Health	3.2	5497	Psychology	By the end of March 2024, improve health and wellbeing outcomes for people living with dementia, their families, and carers through the provision of educational initiatives at DEMENTIA SKILLS+ levels of PPI that increase workforce and family based caregiver capacity to utilise evidence informed psychological approaches and interventions to support adjustment to diagnosis, maximise cognitive function, independence, and quality of life; prevent and respond to distressed behaviour; and support wellbeing and quality of life for carers. This work will include delivery of four core training programmes, two of which offer a 'Training for Trainers' workshop and associated implementation coaching masterclasses to increase access to high quality training delivery and sustainable support for implementation in local areas of Scotland. It will also include delivery of masterclass programmes, which aims to address areas of workforce need relating to specific areas of psychological practice in keeping with the vision of the 4th National Dementia Strategy and the Dementia SIGN Guideline. Other work will include updating the digital estate including updating an i-Moodle for staff working in acute care settings, and continuing to promote access to digital learning resources. The Psychological Therapies Matrix dementia tables will be updated this year to provide the most up to date information about evidence based psychological interventions for people living with dementia and their carers.	Sourcing external contributors to support delivery of this year's educational programme. Planning and advertising training events. Content for Essentials in Psychological Care - Dementia updated to support ongoing delivery and content development for Essentials in Skilled Practice in Dementia Care Programme. Filming and content development for a Behaviour Monitoring in Dementia Digital Learning Resource.	Complete update of Stress and Distress Learning Module for staff working in Acute Care. Creation of a Behaviour Monitoring in Dementia Care digital learning resource. Essentials in Psychological Care - Dementia TTT Delivery for up to 20 staff from across HSC. Psychological Interventions in Response to Stress and Distress in Dementia TTT Delivery for up to 20 staff from across HSC. Cognitive Simulation Therapy Delivery for up to 25 staff from across HSC PLUS follow up implementation coaching session. Level 2 CST coaching session delivery for up to 12 existing Enhanced Practitioners. Update Matrix Tables.	Cognitive Simulation Therapy Delivery for up to 25 staff from across HSC PLUS follow up implementation coaching session. Cognitive Rehabilitation in Dementia Delivery for up to 20 staff from across HSC PLUS follow up implementation coaching session. Essentials in Psychological Care - Dementia TTT Delivery for up to 20 staff from across HSC. Psychological Interventions in Response to Stress and Distress in Dementia TTT Delivery for up to 20 staff from across HSC. Cognitive Simulation Therapy Delivery for up to 25 staff from across HSC PLUS follow up implementation coaching session. Level 2 CST coaching session delivery for up to 12 existing Enhanced Practitioners. Update Matrix Tables.	Essentials in Psychological Care - Dementia TTT Delivery for up to 20 staff from across HSC. Psychological Interventions in Response to Stress and Distress in Dementia Delivery for up to 20 staff from across HSC PLUS follow up implementation coaching session. Cognitive Rehabilitation in Dementia Delivery for up to 20 staff from across HSC PLUS follow up implementation coaching session. Essentials in Psychological Care - Dementia TTT Delivery for up to 20 staff from across HSC PLUS follow up implementation coaching session. Level 2 CST coaching session delivery for up to 20 staff from across HSC PLUS follow up implementation coaching sessions. Implementing CST workshop delivery for up to 20 or Managers and Leaders from across HSC. Sexuality in Dementia Care Masterclass Delivery (remote) for up to 20 HSC Practitioners. Frontotemporal dementia masterclasses delivery for up to 200 staff across HSC.	Green	Dates for all core training programmes agreed. Flyers distributed through a range of networks to promote training across the workforce. Redesign of application forms, supporting documentation, and application screening process to simplify and improve effectiveness of training application processes. Rewrite and update of Stress and Distress Acute digital learning resource 90% complete. All filming and content delivery for Behaviour Monitoring in Dementia Digital Workshop complete and a new with digital colleagues who will build the product. Update of Essentials in Psychological Care - Dementia programme content complete and consultation feedback received. The workstream has supported delivery of EPP training relating to other people and adapting psychological interventions, including for cognitive impairment as well as supporting the application screening process for new cohorts. Work is underway to update the Dementia Matrix tables.	Amber	Update of Acute Care module is complete and will be relaunched. Behaviour monitoring Digital Learning Resource on track and is now in the build phase. Essentials in Psychological Care TTT delivery complete. CQ rehab delivery 1 complete. CST delivery 1 complete. Focus group activity undertaken to drive future developments and priorities. Work on updating Matrix tables underway. Contents over future delivery this year due to capacity issues.	Red	28 workers completed CST (Cognitive Simulation Therapy) Level 1 practitioner programme. 18 workers attended CST Level 1 Implementation Coaching programme. 10 workers completed implementing CST for Leaders and Managers programme. 10 completed CST Enhanced Practice training (Level 2) and 11 completed the associated coaching programme. Trauma in Dementia educational event and launch of new learning products attended by over 500 workers from across health, social care, and third sector organisations.	Amber	Psychological interventions TTT delivery merged with planned delivery in Quarter 4 due to capacity issues. Sexuality in dementia masterclass did not go ahead due to capacity issues.
3. Mental Health	3.2	5899	Psychology	Improve social, emotional, and behavioural outcomes for children and young people by increasing workforce capacity to deliver evidence-based parent-child relationship focused interventions and approaches aimed at strengthening and empowering families, and promoting nurturing and responsive parenting. This will be achieved through the provision of implementation support to stakeholders, including consultation, provision of data and reports, development and delivery of resources and training, and overseeing and contributing to key stakeholder networks, and is in keeping with the requirements of the Mental Health Strategy.	Deliver 5 training events in various subjects such as (Incredible Years) Preschool, Teen Accreditation and CwPM (Connecting with Parents Motivation) train the trainers.	Deliver 8 training events in various subjects such as Preschool, Teen Accreditation, Experts in Action, and CwPM train the trainers.		During 2023/24, deliver 14 core trainings and 3 practice support sessions in evidence based parent-child relationship and 3 practice support sessions in evidence based attachment focused parents-child relationship interventions and approaches for 150 practitioners and 1 Train the Trainer training for 12 practitioners by March 2024.	Green	On track. Delivered 1 core trainings in evidence based parent-child relationship interventions to 25 practitioners in total, and 63 practitioners in total attend 3 practice support sessions. Over Q1 & 6 Solihull Approach Foundation Level Training was delivered to 55 practitioners. 1 Solihull Approach TTT trainings have been delivered to 13 practitioners in total. Continue to support Triple P Online which has been accessed by 187 families in total and 27 families since April 2023 and Solihull Approach online which has 17,422 registered learners overall; 536 since 1st April.	Green	On track. Summer months so less training. 31 practitioners in total attended three practice support sessions. Over Quarter, Six Solihull Approach Foundation Level Training was delivered to 74 practitioners. Triple P Online which has been accessed by 219 families in total and 18 families since July 2023 and Solihull Approach online which has 17,393 registered learners overall; 452 since 1st July. 2 CwPM training delivered to 55 participants.	Green	Eight trainings and / or practice support sessions have been delivered to 140 practitioners in total in Quarter 3 (including four Triple P (Positive Parenting Programme) and Incredible Years practice support sessions delivered to 59 practitioners, 12 Solihull Approach Foundation level trainings delivered to 114 practitioners, 1 Solihull Approach TTT (Train the Trainer) training have been delivered to 12 practitioners in total and five (Connecting with Parents) Motivations trainings delivered to 59 practitioners).	Blue	Delivered 4 core training to 216 practitioners (20 practitioners for Ingroup 4 Triple P training, 72 practitioners for 7x Solihull Approach Foundation level training and 25 practitioners for 1x Solihull Approach TTT, 5 connecting with parents motivation trainings for 109 practitioners). Also 1 pilot training to 15 practitioners (AS&L) and 6 practice support sessions for 95 practitioners in total in Q4. Continue to support the implementation of the Triple P Online intervention (which has been delivered to a total of 335 families, 4 new families in Q3) and Solihull Approach Online (which has been accessed by 19,159 learners in total; 838 learners in Q3).

NES 2023/24 Annual Delivery Plan - Quarter 1, Quarter 2, Quarter 3 and Quarter 4 Update Position

Recovery Driver	SG AOP Action Reference	NHS Board Deliverable	NES Directorate	Deliverable Summary	Q1 Milestones	Q2 Milestones	Q3 Milestones	Q4 Milestones	Q1 RAG Status	Progress in Q1	Q2 RAG Status	Progress in Q2	Q3 RAG Status	Progress in Q3	Q4 RAG Status	Progress in Q4		
3. Mental Health	3.2	590	Psychology	Improve infant mental health outcomes for very young children by increasing workforce knowledge and skills around Infant Mental Health (IMH) and increasing workforce capacity to deliver evidence-based infant-parent relationship interventions. This will be achieved through the provision of implementation support to stakeholders including consultation, development and delivery of resources and training, and overseeing and contributing to key stakeholder networks, and is in keeping with the requirements of the Mental Health Strategy.	Convene one national (Family Nurse Partnership) FNP Psychologists network meeting. Support the ongoing training of up to 8 infant mental health practitioners undertaking the MSC in Psychoanalytic observation and reflective practice.	Contribute to one FNP teaching session. Deliver training in an IMH intervention to 5 practitioners by Sept 2023.	Provide IMH Online training to 20 practitioners by December 2023. Provide training and/or supervision for an additional 20 practitioners in an evidence based Infant Mental Health intervention by December 2023.	Provide Infant Mental Health online training to 40 practitioners by March 2024, provide training and/or supervision for an additional 20 practitioners in an evidence based Infant Mental Health intervention by December 2023 and support the ongoing training of up to 8 infant mental health practitioners undertaking the MSC in Psychoanalytic observation and reflective practice by September 2023. Continued support for FNP through contribution to FNP teaching sessions and coordinating the FNP Psychologist network.	Green	16 assessors have been recruited from across health and social care. All have attended training and are awaiting learning tasks to assess.	Green	28 learners enrolled in the Infant Mental Health online training during this quarter (September 2023). Trained an additional 11 practitioners in an evidence based IMH intervention (VIG) (totaling 20 trained this year to date) and 7 in NBO during Quarter 2 (totaling 15 since April 2023). 1 further training in CPWR-IMH delivered to 4 participants. FNP teaching and 1 x network meeting took place within Q2. 7 practitioners completed their Psychoanalytic Observation and Reflective Practice training at MSC level 2 at PGCC and 1 at PGCC totalling 10 completing learners on this training commitment.	Green	The second of the intended cohorts of Infant Mental Health (IMH) online training is scheduled to commence in Quarter 4. An additional 24 practitioners were trained in an evidence based IMH intervention in Quarter 2 (8 taught in Video Interaction Guidance and 16 in Circle of Security Parenting). Five practitioners commenced their Postgraduate Diploma in Psychoanalytic Observation and Reflective Practice training.	Blue	Provided Infant Mental Health online training to 56 practitioners enrolled by March 2024. Provided training to an additional 64 practitioners in an evidence based Infant Mental Health intervention by December 2023 (28 trained in Video Interaction Guidance, 15 in Newborn Behavioural Observation and 16 in Circle of Security Parenting, 5 in Child Parent Psychotherapy). Supervision in an evidence based Infant Mental Health intervention was provided to 65 practitioners by March 2024. Supported the completion of training of up to 10 infant mental health practitioners undertaking the MSC in Psychoanalytic Observation and Reflective practice by September 2023 (7 were awarded the qualification at MSC level 2 and PG Diploma level and 1 at PG Certified level). 5 further practitioners were supported to commence their Postgraduate Diploma in Psychoanalytic Observation and Reflective Practice in Autumn 2023 for completion by August 2024. FNP was supported through contribution to FNP teaching sessions and coordinating the FNP Psychologist network, including convening one national network meeting by December 2023.		
3. Mental Health	3.2	590	Psychology	In order to help meet the needs of children and young people, have increased the number of CAMHS (Children & Adolescent Mental Health Services) clinicians qualified to deliver evidence based psychological therapies and to have increased the numbers of supervisors who can support implementation of the therapies, via one year courses in CBT (Cognitive Behavioural Therapy), IPT (Interpersonal Therapy), FBT (Family Based Treatment) and FFT (Family Therapy). Deliver a 1 year development programme to help sustain and develop the current workforce, aimed at nursing and AHP new to CAMHS staff whose core generic training means that there is a requirement for additional specific training in child mental health topics in order that they have the necessary knowledge and skills for work in this field. Provide short courses at the enhanced to specialist level for experienced clinicians which would include supervision training, train the trainer courses and specialist bka on trainings.	Commencement of Cohort 7 of One Year Development Plan (1909) (an expanded cohort of 35 to meet needs), nomination/backfill arrangements set up for long courses.	Completion of Cohort 6 of 1YDP, and nomination of Cohort 8. Nominations/backfill arrangements set up for long courses.	Commencement of Cohort 8 1YDP. Commencement of long courses and completion of previous cohorts.	15 clinicians on track to complete long Therapies courses by August 2024. The 1 year development plan offered to 2 cohorts per year with a minimum of 25 places in 2024 with a minimum of 30 per year over the following two years. Clinicians will be trained in essential CAMHS along with training in parenting, trauma, learning disabilities, positive behavioural support, behavioural activation and physical health monitoring. Training elements will be delivered to clinicians by new trained trainers in boards or directly by new staff.	Green	Cohort 7 of 1YDP has commenced with 35 trainees. Nominations process for long courses for August 2024 has been completed. Meetings with individual CLCs completed in April 23 and training return forms completed by all boards by June 23 for cbt, ipt and family therapy training. A list of nominated clinicians and reserve clinicians has been created for each board.	Green	Recruitment to Cohort 8 of 1 year development plan (36 clinicians) completed for commencement in Quarter 3. September 2023 cohort of new Cognitive Behavioural Therapy (CBT/N-24), Interpersonal Therapy (IPT/N-6) and Family therapy (N-8) trainees successfully recruited to and started courses.	Green	Commencement of Cohort 8 of 1 year development plan as scheduled (35 Clinicians). Long therapy courses commenced in September 2023 (Quarter 2). Further details in cells P9 and in K2). 1 completer of Family Based Treatment for Eating Disorders (FBT) this quarter.	Blue	Continuation of cohort 8 of 1 year development plan. Nomination process for cohort 9 underway. Continuation of clinicians doing long therapy courses (CBT, IPT, FT, FBT) No 57 ongoing.		
3. Mental Health	3.2	590	Psychology	Improve mental health and wellbeing outcomes for children and young people by increasing workforce capacity to deliver early, evidence-based interventions and approaches to address mental health difficulties that would not meet criteria for tier three CAMHS, early in the problem cycle. This will be achieved through the provision of implementation support to NES-funded Psychology staff, including quarterly national meetings, collection and analyses of data and reports, development and delivery of resources and training materials, training for trainer events, and overseeing and contributing to key stakeholder networks, and is in keeping with the requirements of the Mental Health Strategy.	MSC Trainers LAM Let's Introduce Anxiety Management) Training – June 3rd 2023; Brief Behavioural Action (BA) Training for Trainers (TAT) – June 8th 2023 to 12 NES-funded psychology staff; Complete Coaching Training materials including generic training slides plus LAM Coaching Handbook 11th May 2023; Deliver new coaches training and support sessions to NES-funded psychology staff – 7th June 2023; National Meeting of TIPS-EC (Training in Psychological Skills - Early Intervention for Children) NES-funded staff 17th May 2023 25 NES-funded psychology staff signed up so far; Multiagency DLM (Digital Learning Map) Stakeholder Group meeting to explain mapping process and prepare to begin mapping process – June 2023; Train and coach 40 additional multi-agency staff to deliver LAM / brief BA interventions; Train 100 multi-agency staff in Trauma Modules; Provide mentoring and coaching as required to multi-agency staff / NES-funded psychology staff in health boards; Complete training resources for cCBT	Train and coach 40 additional multi-agency staff to deliver LAM / brief BA interventions; National Meeting of TIPS-EC NES-funded staff; Quality assure and map 20 training packages to the DLM; Adapt LAM materials for ND (neurodiversity) / LD (learning disabilities) children and young people; National Meeting of TIPS-EC NES-funded staff; Continue to promote and support JOB resources; Provide mentoring and coaching as required to multi-agency staff / NES-funded psychology staff in Hb; Train 100 multi-agency staff in Trauma Modules	Train and coach 40 additional multi-agency staff to deliver LAM / brief BA interventions; National Meeting of TIPS-EC NES-funded staff; Quality assure and map 20 training packages to the DLM; Continue to promote and support JOB resources; Provide mentoring and coaching as required to multi-agency staff / NES-funded psychology staff in Hb; Train 100 multi-agency staff in Trauma Modules	Green	Ongoing engagement with key data networks across NHS Boards and within the Scottish Government. Maintenance SLA is now in place with NES/PHS to ensure ongoing access and updates to NES databases housed within NES/PHS are made as required. We informed OSE (Office of Statistics Regulation), Scottish Government, and key stakeholders at the time and have a permanent note on the trends data that the March 2020 data was not the usual standard due to the impact of Covid on our data providers in the boards.	Green	2023: TIPS-EC National Meeting August 23 rd=20 staff attended plus further Silvercloud implementation meeting the same day to 10 staff. Delivered new coaches training and support session to 10 NES-funded psychology staff – 4 August 2023. Provided mentoring and coaching to multi-agency staff / NES-funded psychology staff in health boards; DLM Professional Learning Logs agreed with NES Design colleagues / Mapping of all NES CYP offers ongoing / OGA-ID case studies 6/14/24 editing policy section / NES Design to progress for mid January Training delivered by NES-funded TIPS-EC staff to multi-agency staff this quarter x 597 (LAM = 253, bBA=78, Risk Management=72, Trauma=194)	Green	155 multi-agency staff trained in bBA (Brief Behavioural Action), LAM (Let's Introduce Anxiety Management), Trauma, One Good Adult Implementation Wrap first draft completed with Design, TIPS-EC (Training in psychological skills - early intervention for children) face to face (and remote options) meeting on 20 December 2023 with around 20 staff signed up to attend in person. 40 training offers quality assured, mapped, and uploaded to Digital Learning Map.	Blue	Trained and coached 135 additional multi-agency staff to deliver LAM / brief BA interventions; National Meeting of TIPS-EC NES-funded staff held in person in December with 25 psychology staff attending. Quality assured and mapped 20 training packages to the DLM. Continued to promote and support JOB resources. Provide mentoring and coaching as required to multi-agency staff / NES-funded psychology staff in Hb; Train 122 multi-agency staff in Trauma Modules plus 52 in Psychological Skills modules.			
4. Planned Care	4.2	588	NHS Scotland Academy, Learning & Innovation	Deliver the National Endoscopy Training Programme (NETP) Further develop elements of the AIG (Joint Advisory Group) accredited training programme for medical endoscopists, non-medical endoscopists and health care support workers. NHS Scotland Academy (NHS SA) is enhancing diagnostic capability and capacity through the NETP programme, particularly for Colonoscopy and Upper Gastrointestinal (GI) scopes. The programme includes upskilling courses, Train the Trainer courses, Endoscopy Non Technical Skills (ENTS) Training, basic skills courses, and an accredited Assistant Endoscopy Practitioner Programme, along with the provision of immersive skills training. Courses are scheduled to run at locations throughout Scotland over the year. More courses are being added as faculty become available.	Expand the National Faculty – All Boards have completed Service Level Agreements (SLAs) for round one of recruitment, and appointments have been made for round two, with SLAs being in place for all Boards but NHS Greater Glasgow & Clyde, who have asked for a different approach.	Complete expansion of the National Faculty – and this will enable the scheduling of additional courses including basic skills courses.	Deliver upskilling for colonoscopy courses, basic skills courses, upskilling in upper GI courses and Train the Colonoscopy Trainer Courses. Deliver Immersion Training with New Consultants and Trainers closest to CCT being prioritised. Deliver ENTS (Endoscopy Non Technical Skills) Training courses.	Commission NETP at Golden Jubilee. Deliver upskilling for colonoscopy courses, basic skills courses, upskilling in upper GI courses and Train the Colonoscopy Trainer Courses. Deliver Immersion Training with New Consultants and Trainers closest to CCT being prioritised. Deliver ENTS (Endoscopy Non Technical Skills) Training courses.	Green	All but two Consultants joining the Faculty now have SLAs with their employing Boards in place. Upskilling courses and immersion training and ENTS courses have been delivered as planned. The nursing team forum is progressing well, as is the Assistant Practitioner Programme.	Amber	Upskilling courses and immersion training and ENTS (Endoscopy Non Technical Skills) courses have been delivered as planned. The nursing team forum is progressing well, as is the Assistant Practitioner Programme.	Green	On track with delivery as planned in Quarter 3.	Green	Upskilling courses for colonoscopy, upper GI, immersion training and ENTS courses have been delivered as planned. The nursing team forum is progressing well, as is the Assistant Practitioner Programme. The Phase 2 build, incorporating the endoscopy rooms is currently still on track to be delivered at the end of Quarter 4.	Green	Most delivery as planned for Q4 but some changes to meet needs identified in Q3. Upskilling courses for colonoscopy, upper GI, immersion training and ENTS courses have been delivered as planned. The nursing team forum is progressing well, as is the Assistant Practitioner Programme which has also been joined by RNs.
5. Cancer Care	5.1	586	NHS Scotland Academy, Learning & Innovation	Increase Ultrasound capacity in NHS Scotland by supporting Boards to train ultrasonographers through a hub and spoke approach and use of dedicated practice educators, in partnership with Glasgow Caledonian University (GCU). In 2023-24 the National Ultrasound Training Programme will continue with current delivery leveraging 120-200 US procedures per week through the training lists, and will expand to offer immersive experience to medical trainees. Two cohorts will run in 2023/24 with some of the 11 from cohort one returning for specialist training. Cohort two numbers are dependant on GCU recruitment but 9 boards have indicated they plan to use NUTP in 23/24.	Continue immersion training to cohort 1, reduce waiting lists by delivering 120-200 procedures a week. Move into new purpose-built training rooms at the end of Q1.	Settle into new training rooms. Continue immersion training to cohort 1, reduce waiting lists by delivering 120-200 procedures a week. Start to include medical trainees in immersion programme.	Start delivery of immersion training to cohort 2, reduce waiting lists by delivering 120-200 procedures a week. Continue to include medical trainees in immersion programme.	Green	On track with delivery as planned in Q1 - the new rooms will be slightly later than planned, but this has not affected delivery of the programme.	Green	On track with delivery as planned in Q2 - the new rooms were completed later than planned, but they are now in use and this has not affected delivery of the programme.	Green	On track with delivery as planned in Quarter 3.	Green	On track with delivery as planned in Q4. Additional delivery has been possible with training delivered to people in ST1-6 in a number of training programmes. Further plans for progression of up to 60 learners. Training sessions have been run, with this activity replacing capacity that can't be delivered until the new training room is commissioned as part of the phase 2 build.	Green	On track with delivery as planned in Q4. Additional delivery has been possible with training delivered to people in ST1-6 in a number of training programmes. Further plans for progression of up to 60 learners. Training sessions have been run, with this activity replacing capacity that can't be delivered until the new training room is commissioned as part of the phase 2 build. The nursing team forum is progressing well, as is the Assistant Practitioner Programme which has also been joined by RNs.	
5. Cancer Care	5.1	587	NHS Scotland Academy, Learning & Innovation	National Bronchospasm Training Programme (NBTP) To improve lung cancer outcomes, NHS SA will develop curricula, and deliver training in basic bronchospasm, and in endobronchial ultrasound (EBUS) and transbronchial needle aspiration (TBNA) of mediastinal lymph nodes over a two-year period (2023/24 and 2024/25). We will train 45 respiratory trainees in basic bronchospasm and 36-48 senior trainees/SAS grades/Consultants in EBUS and TBNA.	Appoint leads and faculty	Faculty attend Train the Trainer day, develop online education resources	Support learners using online resources, enable bronchospasm skills practice on local simulators - basic to advanced	Amber	The faculty have been through the appointment process and have started work, but the SLAs are not in place.	Red	The SLAs with NHS GGC are still not in place, and communications are not receiving responses.	Green	The Service Level Agreement (SLA) with NHS Greater Glasgow & Clyde is now in place, with the full faculty across all Boards having had their job plans adjusted. Work has progressed on developing course content. The project will now be delivered over a longer timeframe due to the delayed start (24 months from now).	Green	Work has progressed on developing course content and the first EBUS course has been delivered.			
6. Health Inequalities	6.1	542	Medicine	Design and delivery of a range of education and training programmes that improve access to high quality education and training for the health and social care workforce providing service in remote, rural and island settings across Scotland	Identify and award remote & rural Practitioner Mic at advanced level for 12 staff; establish Remote & Rural (RRR) supervisor hub and network; deliver 6 rural team education programmes; design and deliver new learning resources.	Identify and award remote & rural Practitioner Mic at advanced level for 12 staff; establish Remote & Rural (RRR) supervisor hub and network; deliver 6 rural team education programmes; design and deliver new learning resources.	Identify and award remote & rural Practitioner Mic at advanced level for 12 staff; establish Remote & Rural (RRR) supervisor hub and network; deliver 6 rural team education programmes; design and deliver new learning resources.	Green	Rural Credential progressing RAP programme applications open and funding requested from NES, to support 12 places on cohort 1 and establish RAP supervisory hub. New rural MDT team education programmes in design phase.	Green	Rural Credential progressing to development of resources programme of work. RAP programme underway and 35 places funded from NES to be trained on cohort 1. RAP supervisory hub nearing completion and ready to be tested. New rural MDT team education programmes in design phase. New National Centre Remote & Rural Health & Social Care online and operational.	Green	National Centre for Remote & Rural Health and Social Care (National Centre) (4-6 month and 24 month targets established and work implementing each initiated. International Remote & Rural Healthcare Symposium hosted and led by National Centre team for some 100 colleagues. Recruitment for National Centre staffing being progressed. RRHSA (remote and rural healthcare educational alliance) co-established and NES team transformed into National Centre staffing.	Blue	All 0-6 months targets achieved and delivered across 4 pillars of national centre for remote and rural recruitment & retention. Leadership of Good Practice, Research and Evaluation, Education and Training First cohort of 15 rural practitioners funded for new Mic Rural Practice. Rural Supervisory Hub and network established. 12 Remote and Rural series of learning events delivered for 75 practitioners.			
6. Health Inequalities	6.1	584	MMANP	Development and review of educational resources and opportunities to support the vaccination programmes. Comply with governance processes	Development of resources to support the 6 month to 1 year, children at risk, COVID-19 vaccination programme.	Delivery of resources required for the Flu Vaccine and Covid Vaccine (PVCV) Autumn programme.	Continue to liaise with colleagues to support maternity staff in relation to vaccination including broadening focus of current Pregnancy, breastfeeding, and reproductive health resources to include further vaccines.	Green	Six month to four year, children at risk, COVID-19 vaccination programme. National webinar delivered to stakeholders with expert panel supporting a question and answer session. Over 300 attendees. Vaccine specific resources delivered and published including slide sets, posters and updated proficiency resource.	Green	Educational Resources winter programme for flu and covid are all delivered and available on Turis Learn. Webinar also held attended by 200 people and available on Turis Learn over 1000 views of webinar recording to date.	Green	Work continues to engage with the maternity workforce and with the Health Visiting workforce in relation to their vaccination learning needs.	Green	The HCSW vaccinator education programme was reviewed, the website pages and guidance documents were updated to reflect current practice and to enhance the experience of users. Promoting Effective Immunisation Practice (PEIP) for both HCSWs and registered healthcare practitioners has had a content review and update using normal governance processes. Simultaneously the content has been transferred to a more interactive and accessible digital platform with the support of NES Technology Service colleagues.			
6. Health Inequalities	6.1	576	MMANP	Develop a Transgender Care Knowledge and Skills Framework which will be accessible for the Health and Social Care workforce in Scotland with relevant training resources to support best care of trans people accessing services in the NHS.	Establish Development Group and Reference Group. Arrange a Development Day for all stakeholders. Undertake a literature review.	Develop draft content and begin scoping existing relevant education and training.	Consult on draft Transgender Care Knowledge and Skills Framework with wider stakeholder involvement. Map existing education and training to framework and undertake an education needs analysis to identify needs of staff and gaps in provision.	Green	First development group meeting 22nd June 2023. Reference Group is in place and development day arranged for 20th July. Literature review completed.	Green	Stakeholder meetings 28 August / 25 September 2023. Draft content for KSF has been created and is in process of internal review. Two specific sections (Essential and Skills) scheduled for external stakeholder approval during Quarter 2.	Amber	Draft transgender Care KSF (Knowledge & Skills) framework finalised and distributed to over 100 organisations or individuals for review and comment. To date, over 385 separate comments have been received, logged and reviewed by stakeholder group. Consultation period extended to February 2024 based on Scottish Government requirement. Impact on deadline for design work in Quarter 4 being considered. Mapping of existing educational and training to framework in planning for Quarter 4.	Green	Wide range of feedback received from stakeholders although much later than originally expected. Key feedback from one organisation received at start of March 2024. Regular project team meetings have enabled progression of all comments and finalised copy of framework ready for design.	Green	Decision taken to move final product from a PDF to Lincroco web resource on the basis that it will be possible to update future updates.	
6. Health Inequalities	6.1	542	Medicine	Enhance health and social care professionals' preparedness for effective communication and practice aligned to death, dying and bereavement care through development and delivery of a toolkit of educational resources including e-modules, animations, the Support around Death website and Turis learn pages, hosting learning events and an annual conference. Ensure accuracy of existing resources by reviewing annually	Aim to deliver resources to support the health and social care workforce around body donation and bereavement in the workplace	Development of an e-learning resource and programme of education	Primary Care- scoping requirements to help support this cohort of staff	Amber	Developing a new e-learning module. Training team member to use Articulate. Scoping another 3 e-learning modules. Planning annual conference. Working with the Death Certification Review Service to create new learning resources. Completed e-learning module and delivered an annual conference.	Amber	Trained team member to use Articulate and using this acquired skill to enhance e-learning package development. Programme finalised for annual bereavement conference. Registration approaching 300. Webinar hosted to launch new Body Donation education resources. Supplementary resource to it alongside recently developed film on the death of a colleague. Filming underway for eight case study based films to support Health and Social Care workforce around dealing with the death of a colleague. The team have been accepted to deliver a workshop at DEMEC (Developing Excellence in Medical Education Conference) in December.	Amber	Delivered annual conference. Over 12,000 delegates registered. Post conference satisfaction rating from delegates scored 4.71 out of 5 (equivalent to over 84%). Over 60 delegates attended the DEMEC (Developing Excellence in Medical Education) workshop. COPEMC (Conference Of Postgraduate Medical Doctors) sudden death of a doctor or dentist in training scheduled for launch in December.	Amber	Wellbeing webinar hosted. Death certification webinar in planning for Spring with the Death Certification Review Service. Primary care approach to bereavement podcast launched. 2 new podcasts recorded and being edited. Fatal Accident Inquiry Guidance document signed off and submitted for design. New animation (expressing the death of a colleague) launched with associated additional resources. Virtual learning session delivered to colleagues in NW Denney in England re COPMEC commissioned sudden death of a doctor in training education resource. Scoping for death certification in build of 2 e-modules. Collaborative work with NES ODLE re bereavement content for the NES Wellbeing Framework. Eight actor based film clips launched mostly focusing on bereavement in the workplace. Annual conference planning underway.			

NES 2023/24 Annual Delivery Plan - Quarter 1, Quarter 2, Quarter 3 and Quarter 4 Update Position

Recovery Driver	SG AOP Reference	NHS Board Deliverable	NES Directorate	Deliverable Summary	Q1 Milestones	Q2 Milestones	Q3 Milestones	Q4 Milestones	Q1 RAG Status	Progress in Q1	Q2 RAG Status	Progress in Q2	Q3 RAG Status	Progress in Q3	Q4 RAG Status	Progress in Q4		
6. Health Inequalities	6.1	5492	Psychology	Provision of education, training and coaching to improve equity of access across the lifespan to assessment and diagnosis consistent with a neurodevelopmental (ND) approach which enables practitioners to identify a range of neurodevelopmental conditions. Minimise waiting times for assessment, formulation and diagnosis across Scotland and deliver on the aspirations of the ND Service Specification. Improve access to psychological interventions for people with ND conditions with the goal to improve mental health and wellbeing, as part of cross agency supports and interventions. Engagement with key stakeholder groups, including those with lived experience, to ensure the training offer is a good fit for the workforce.	Scope and prepare procurement processes to train up to 30 clinicians across adult and child settings in ADOS-2, and up to 25 clinicians in ADOS-2 assessment in adult services. Develop and deliver webinars of interest to practitioners across the lifespan, to cover topics such as ND affirming practice, comorbidity and ADHD recognition. Plan training for up to 40 child and 40 adult practitioners related to psychological interventions for comorbid mental health conditions.	Plan and liaise with boards around cohorts 1 (a) and 2(a) of ADOS-2 training. Develop and deliver webinars of interest to practitioners across the lifespan, to cover topics such as ND affirming practice, comorbidity and ADHD recognition. Deliver training for up to 40 child and 40 adult practitioners related to psychological interventions for comorbid mental health conditions.	Deliver cohort 1 of ADOS-2 training for up to 15 practitioners across child and adult. Develop and deliver webinars of interest to practitioners across the lifespan, to cover topics such as ND affirming practice, comorbidity and ADHD recognition. Deliver training for up to 40 child and 40 adult practitioners related to psychological interventions for comorbid mental health conditions.	Deliver cohort 2 of ADOS-2 training. Develop and deliver webinars of interest to practitioners across the lifespan, to cover topics such as ND affirming practice, comorbidity and ADHD recognition. Add sensory needs and physical activity content to Essentials of LD learning pathway resource. Access for at least 50 practitioners across boards. Provide 1 cohort of up to 40 practitioners for trauma skilled face to face learning resource, plan T4T resources for piloting in Q3 24-25.	Green	Procurement for ADOS-2 training is progressing with NES procurement colleagues. Process is progressing to identify provider of large scale training across Scotland for adult diagnosis assessment	Green	ADOS-2 training procurement almost finalised, on track to provide two cohorts of 11 staff by end of Quarter 4. ADHD medication webinar at scoping phase. Neurodiversity affirming Practice Webinar in development - working closely with Health Visitor staff to clarify training needs using this webinar as a starting point followed by a reflective practice groups arranged for Quarter 1. Good Practice Guide for MATRX drafted and out for review. Adapted LHM training materials in preparation. Admitted CBT for CYP for 50 staff for delivery in Quarter 3 and 4 in procurement. All training offers on the T4TAS page submitted for mapping to the Digital Learning Map - this will help us raise awareness and access for staff to these offers.	Green	ADOS-2 (Autism Diagnostic Observation Schedule) procurement complete and dates for two cohorts have been finalised. 24 places will be available - this is fewer than previously hoped due to procurement processes. ADHD diagnostic assessment training for adults was in January 2024 to 65 practitioners. Webinar series was delivered over Q4 with five webinars on a range of topics, generally across the lifespan. All at least 300 in attendance for a range of topics, generally across the lifespan. One was capped to 100. Autism & ND Good Practice Guide for MATRX in final stage of consultation and will be published asap. We continue to scope and support pilots of pre and post diagnosis support / psychoeducational groups in CAMHS IACT based group for young people in CAMHS & Embracing Difference group for parents of children and young people in the pre-diagnostic stage). We have delivered reflective practice groups to 40 Health Visitor staff in NHS Greater Glasgow and Clyde (GG&C) to scope learning needs and committed to work with GG&C and Tayside to create a two day basic training package for HV staff and piloted this across 4 Health Visitor teams in GG&C and signposted to parent webinars in NHS Tayside and Highland. Webinar series delivered to 1502 attendees across 7 webinars. All Resources on T4TAS site mapped and uploaded to the Digital Learning Map.	Blue	ADOS-2: 24 places offered during Q4, this is fewer than previously hoped due to procurement processes. ADHD diagnostic assessment training for adults was in January 2024 to 65 practitioners. Webinar series was delivered over Q4 with five webinars on a range of topics, generally across the lifespan. All at least 300 in attendance for a range of topics, generally across the lifespan. One was capped to 100. Autism & ND Good Practice Guide for MATRX in final stage of consultation and will be published asap. We continue to scope and support pilots of pre and post diagnosis support / psychoeducational groups in CAMHS IACT based group for young people in CAMHS & Embracing Difference group for parents of children and young people in the pre-diagnostic stage). We have delivered reflective practice groups to 40 Health Visitor staff in NHS Greater Glasgow and Clyde (GG&C) to scope learning needs and committed to work with GG&C and Tayside to create a two day basic training package for HV staff and piloted this across 4 Health Visitor teams in GG&C and signposted to parent webinars in NHS Tayside and Highland. Webinar series delivered to 1502 attendees across 7 webinars. All Resources on T4TAS site mapped and uploaded to the Digital Learning Map.		
6. Health Inequalities	6.1	5493	Psychology	Develop a national programme of education and training to staff working with adults with learning disabilities across health and social care settings with the goal to improve health inequalities and social, emotional and behavioural outcomes including supporting implementation of the Coming Home Implementation report. This work will include development and piloting of a cascade training resource for 25 PMS practitioners to support practice leadership across teams and organisations in health and social care in collaboration with partners such as PMS (Positive Behaviour Support) Community of Practice (CoP).	Develop 25 bite size modules around 5 topics, to form core 'Essentials of LD' learning pathway resource. Plan for additional module development to cover sensory needs and physical activity. Deliver system level event in PMS for up to 20 CEOs and senior leaders. Deliver 2 cohorts of LD S&S for up to 40 practitioners across boards, one event in Q2 and one in Q3. Plan for continued delivery of training to 30 CAAP and 30 EPP colleagues to increase access to psychological therapies for people with LD. Deliver learning programme and coaching event for at least 16 staff across Scotland to access to support implementation of Beat It	Pilot 25 bite size modules around 5 topics, to form core 'Essentials of LD' learning pathway resource. Plan for additional module development to cover sensory needs and physical activity. Deliver system level event in PMS for up to 20 CEOs and senior leaders. Deliver 2 cohorts of LD S&S for up to 40 practitioners across boards, one event in Q2 and one in Q3. Plan for continued delivery of training to 30 CAAP and 30 EPP colleagues to increase access to psychological therapies for people with LD. Deliver learning programme and coaching event for at least 16 staff across Scotland to access to support implementation of Beat It	Complete core 'Essentials of LD' learning pathway resource. Pilot module development to cover sensory needs and physical activity. Deliver further system level event in PMS for up to 20 CEOs and senior leaders. Deliver 2 cohorts of LD S&S for up to 40 practitioners across boards, one event in Q2 and one in Q3. Plan for continued delivery of training to 30 CAAP and 30 EPP colleagues to increase access to psychological therapies for people with LD. Deliver learning programme and coaching event for at least 16 staff across Scotland to access to support implementation of Beat It	Add sensory needs and physical activity content to Essentials of LD learning pathway resource. Access for at least 50 practitioners across boards. Provide 1 cohort of up to 40 practitioners for trauma skilled face to face learning resource, plan T4T resources for piloting in Q3 24-25. Plan for continued delivery of training to 30 CAAP and 30 EPP colleagues to increase access to psychological therapies for people with LD. Plan for continued delivery of training to 30 CAAP and 30 EPP colleagues to increase access to psychological therapies for people with LD. Deliver learning programme and coaching event for at least 16 staff across Scotland to access to support implementation of Beat It	Green	16 assessors have been recruited from across health and social care. All have attended training and are awaiting learning tasks to assess.	Green	All 25 bite size modules underway around five topics, to form core 'Essentials of LD' learning pathway resource. At various stages of development - initial modules sent to digital to construct e-learning, some out for external review, some finalising internal review. Additional modules to cover sensory needs and physical activity have been developed and under internal review. System level event in PMS Practice Leadership was delivered in partnership with the PMS Community of Practice for 18 CEOs and senior leaders. Planning and applications have been received for 2 cohorts of LD S&S for up to 40 practitioners across boards, both scheduled to take place in Quarter 3. 30 CAAP/Clinical Associate in Applied Psychology) colleagues received training in adapting psychological interventions. 18 EPP colleagues received training to increase access to psychological therapies for people with LD. Planning for continued delivery of this training to 20 CAAP colleagues scheduled to take place in Quarter 3. Coaching and implementation event in Beat It was planned and offered for up to 20 staff across Scotland, but was cancelled due to low uptake (4 applicants).	Green	All 25 bite size modules underway around five topics, to form core 'Essentials of LD' learning pathway resource. At various stages of development - initial modules sent to digital to construct e-learning, some out for external review, some finalising internal review. Additional modules to cover sensory needs and physical activity have been created, reviewed further and built in Quarter 4. One cohort of LD S&S was delivered for 18 participants. One additional cohort was cancelled due to sickness. This will be rescheduled in Quarter 1 2024-25. Trauma skilled e-module and face to face learning resource - still under development. 30 CAAP/Clinical Associate in Applied Psychology) colleagues received training in adapting psychological interventions. 18 EPP colleagues received training to increase access to psychological therapies for people with LD. Planning for continued delivery of this training to 20 CAAP colleagues scheduled to take place in Quarter 3. Coaching and implementation event in Beat It was planned and offered for up to 20 staff across Scotland, but was cancelled due to low uptake (4 applicants).	Blue	18 bite sized modules are now complete and are built by digital colleagues, including those relating to sensory processing and physical activity. These are due to be launched during Learning Disabilities week in May, Q1 2024-25. Trauma skilled e-module still under development, this has been delayed due to staff absence issues. One cohort of CAAP colleagues and one cohort of EPPs have received training relating to adapting therapies for people with intellectual disabilities in this quarter.		
7. Innovation Adoption	7.1	5888	NHS Scotland Academy, Learning & Innovation	Support for Nursing & Midwifery Council (NMC) OSCE (Objective Structured Clinical Exam) Preparation. NHSQA supports Boards who have recruited nurses from outside the UK, by helping the new nurses and their supervisors with preparation for NMC OSCEs. This helps the nurses to gain registration so they can practice independently as quickly as possible. Digital support for learning is provided for each of the 10 stations in the OSCE. Resources in Adult Nursing were released in Q2 2023/24 and for MH Nurses and Midwives in Q4 2023/24. A further resource for cultural humility resources is being met, with resources being developed to be launched in Q3 2023/24.	Resources to be actively used by nurses and the educators supporting them, for nurses new to the UK in areas of adult nursing (expected 750 in year), MH nursing (expected 15-20 in year) and Midwifery (expected 15-20 in year). Resources to be updated each time the NMC make changes to the stations.	Resources to be actively used by nurses and the educators supporting them, for nurses new to the UK in areas of adult nursing (expected 750 in year), MH nursing (expected 15-20 in year) and Midwifery (expected 15-20 in year). Resources to be updated each time the NMC make changes to the stations.	Resources to be actively used by nurses and the educators supporting them, for nurses new to the UK in areas of adult nursing (expected 750 in year), MH nursing (expected 15-20 in year) and Midwifery (expected 15-20 in year). Resources to be updated each time the NMC make changes to the stations.	Resources to be actively used by nurses and the educators supporting them, for nurses new to the UK in areas of adult nursing (expected 750 in year), MH nursing (expected 15-20 in year) and Midwifery (expected 15-20 in year). Resources to be updated each time the NMC make changes to the stations.	Green	On track with delivery as planned in Q1.	Green	On track with delivery as planned in Quarter 2.	Green	On track with delivery as planned in Quarter 3. The Cultural Humility resource has been warmly received, with over 400 users in the first month since publication.	Green	On track with delivery as planned in Q4. The Cultural Humility resource has been warmly received, with over 740 users since publication in Q3.	Green	On track with delivery as planned in Q4. The Cultural Humility resource has been warmly received, with over 740 users since publication in Q3.
7. Innovation Adoption	7.1	5889	NHS Scotland Academy, Learning & Innovation	Preparation for work in health and social care in Scotland. NHSQA has supported Boards and Social Care providers since winter 2021, by providing a digital resource that enables people new to roles in health and social care to be well-prepared. The resource is suitable to be used after interview but before starting work, whilst HR processes are underway, and it is a stop-gap resource whilst the national commission on induction for Healthcare support workers (HSCW) is ongoing. This digital learning programme remains in use with positive feedback and an average of 200 new learners each month (and over 3,600 in total). An annual evaluation report has been completed and requested developments will be delivered in 2023/24.	Add additional quizzes for learners to check progress (requested by learners' feedback). 200 new learners to use resource.	200 new learners to use resource.	Develop and publish additional modules. 200 new learners to use resource.	200 new learners to use resource.	Green	On track with delivery as planned in Q1.	Green	On track with delivery as planned in Quarter 2.	Green	On track with delivery as planned in Quarter 3. Additional delivery has been possible with training delivered to learners in ST1-6 in a number of training programmes. Further plans have been developed (and funded by the Centre for Sustainable Delivery) to assist with Head and Neck cancer waiting times in Quarter 4 by delivering training lists for ENT (Ear, Nose and Throat) ultrasound with biopsy.	Green	On track with delivery as planned in Q4.		
7. Innovation Adoption	7.1	5825 (Main Tier 1 PMO Project)	NHS Scotland Academy, Learning & Innovation	NES will successfully obtain SCLIP (Scottish Credit Qualifications Framework) credit-rating status by summer 2024 and will credit rate its first own brand awards. In year 1, we will obtain credit-rating body status and will use these powers to credit-rate NES programmes; in year 2 we will further develop our credit-rating capacity, processes and practice, successfully meeting the SCLIP Partner's monitoring requirements, and credit rating a wider range of programmes. In year 3 we will continue to credit-rate our programmes and complete a progress review. We will also make a strategic decision on NES becoming a third-party credit-rating body.				Preparation work will continue throughout 2024 to support application submission by end of 2024.	Green	Alignment and sequencing in relation to Corporate Improvement Projects has been agreed and timescales established. Application will be made at the end of 2024 with decision 9-9 months thereafter.	Green	Relevant Corporate Improvement Projects are underway and currently on track. Delivery of a new approach to educational quality assurance and quality management) being a prerequisite to achieving S&S (i.e. NES submitting an application for SCLIP credit-rating status). Deliverable 5906 is actively progressing during 2023/24 and progress is reported via the corporate quarterly reporting process and the NES Programme Management Office as it is a Tier 1 Project within the NES Corporate Improvement Programme. The NES Executive Team has agreed that deliverable 5625 is closed for the remainder of 2023/24 and a refreshed / revised version is included within the 2024/25 NES operational plan.	N/A	This deliverable (5625) has been closed for the remainder of 2023/24 as there is no direct progress anticipated in Quarter 3 or Quarter 4. NES This is due to deliverable 5906 (Development of a new approach to educational quality assurance and quality management) being a prerequisite to achieving S&S (i.e. NES submitting an application for SCLIP credit-rating status). Deliverable 5906 is actively progressing during 2023/24 and progress is reported via the corporate quarterly reporting process and the NES Programme Management Office as it is a Tier 1 Project within the NES Corporate Improvement Programme. The NES Executive Team has agreed that deliverable 5625 is closed for the remainder of 2023/24 and a refreshed / revised version is included within the 2024/25 NES operational plan.	N/A	This deliverable was closed during 2023/24 Quarter 3. Please see the Quarter 3 narrative update column Y1 for further detail.		
7. Innovation Adoption	7.2	5819	NHS Scotland Academy, Learning & Innovation	Delivery of support to the Accelerated National Innovation Adoption (ANIA) programme.	To recruit to full capacity within roles specific to ANIA workforce. To assimilate activity within establishing new directorate structure. To contribute to developing collaborative process across ANIA partners.	To host and deliver a workforce and education workshop for ANIA partners project and programme teams. To plan and deliver an ANIA partners collaborative event, with a focus on forward planning and next steps.	TBC	Technology will support the Accelerated National Innovation Adoption (ANIA) programme.	Green	Digital product manager and ANIA senior officer now in place. Structures evolving pertinent to ANIA in new directorate. NES component of ANIA collaborative planning workforce and education specific workshop to ANIA project and programme teams. Maintaining high profile regarding NES key stakeholder representing workforce and education needs.	Green	Workforce workshop delivered with positive feedback and outputs to be integrated into ways of working. Planning commenced for ANIA partner event in November. Continued input to workforce components of value case and implementation planning with increasing effort, for example, workforce and ANIA diabetes programmes. Funding commitment now confirmed from Scottish Government. Negotiation commencing regarding ongoing NES requirements now starting.	Green	NES continue to inform workforce considerations with increased structure to preparatory planning. ANIA Digital Dermatology is now live with project managers in place. NES successfully led the Quarter 3 ANIA partners meeting with a focus on communication to enhance activity for adoption in territorial boards. NES are supporting the next ANIA partners meeting that will take place during Quarter 4. Agreement in principle has been shared by Scottish Government (SG) regarding continuation funding into the next business year. SG have shared that final confirmation will not be available until January 2024.	Blue	Workforce and education checklist capturing baseline skills, skills gaps and education needs now embedded for consistent application in ANIA programmes. Workforce model for national diabetes remission team approved as part of value case, including components of diversification of roles and skill development. This work is becoming part of a wider diabetes prevention programme. NES Psychology sighted on the Heart Failure and Stroke Genomics ANIA programmes continue to work towards value case submission. NES inputting to workforce models and related education needs. Considerations for Point of Care Testing (POCT) now underway at pace. Working closely with project managers, clinical leads and NES NHS digital colleagues, contributing to momentum of implementation of Digital Dermatology and Diabetes Type 1 Closed Loop Systems. Whilst ANIA partners base line funding is now confirmed, as a development in progress each ANIA potential programme will be individually assessed and evaluated via IDA.		
7. Innovation Adoption	7.2	5620 (Main Tier 1 PMO Project)	NHS Scotland Academy, Learning & Innovation	Build Quality Improvement (QI) capacity and capability across public sector services by delivery of Scottish Improvement Leadership Programme (SILP), Scottish Coaching & Leading for Improvement Programme (SCLIP) and testing of a QI leadership programme for operational managers; delivery of the Access QI programme; and delivery of the Scottish Quality & Safety Fellowship (SQSF).	Access QI delivery complete; recruitment to SQSF Cohort 15, commencement of SCLIP cohorts 23 and 34 and SCLIP cohort 45, recruitment to SCLIP cohorts	Development of Operational Managers test programme, Recruitment to two SCLIP cohorts	completion of Scottish Quality & Safety Fellowship (SQSF) cohort 14 completely; commencement SCLIP cohort 15; commencement test of operational managers group; Commence SCLIP cohorts 35 and 36 and SCLIP cohort 46	Commence SCLIP 47, evaluation of operational managers test programme and Scottish Quality and Safety Fellowship. .	Green	Two of the four commissioned cohorts of SCLIP have commenced as planned. Final two cohorts have been recruited to SCLIP cohort 45 has commenced as planned. Access QI completed as planned. Recruitment to the 15th cohort of SQSF on track. The 14th cohort of SQSF continues and is on track.	Green	Two of the four commissioned cohorts of SCLIP continue to be delivered as planned. Final two cohorts have been recruited to and will commence in Quarter 3.	Green	Two of the four commissioned cohorts of SCLIP (Scottish Coaching and Leading for Improvement programme) complete, and final two cohorts have commenced as planned. Recruitment to final two cohorts continues and commenced in December 2023 as planned. 15th cohort of SQSF (Scottish Quality & Safety Fellowship) commenced as planned.	Blue	Three out of the four SCLIP cohorts now complete, and the 4th is still on track. Recruitment to cohorts planned in 2024/25 complete. SCLIP cohorts 45, 46 and 47 continue to be delivered as planned. 15th cohort of SQSF being delivered as planned and recruitment closing this quarter for the 16th cohort planned for 2024/25. Test cohort of Operational Managers programme continues as planned and recruitment complete in this quarter for two cohorts planned for 2024/25.		
8. Workforce	8.1	5752	NMAHP	We will utilise reporting dashboards to collate data and report on performance management of NMAHP commissioned education programmes to facilitate a sustainable NMAHP workforce where evidence based education and training is aligned to workforce requirements.	Test dashboards available for all universities and user access tested to ensure data governance in place. Development of stakeholder feedback process	Test dashboards made available to all universities to test and provide feedback on data presentation and user experience	Feedback from user testing received and collated. Agreed required updates integrated and functionality for individual university comparison national datasets developed	Retesting of university access / national data. Engagement sessions with 12 universities to prepare for 2024 performance management process	Green	The test performance management dashboard is available internally and has been utilised to support data presentations for nursing and midwifery performance management reviews in relation to first and second destination data. Work is ongoing to develop specific university access. Appropriate paramedic science performance enhancement process remains a work in progress.	Green	Test dashboard used to enhance data reporting as part of performance management processes to provide field specific data. Work ongoing to develop university access role. Paramedic programmes included in 2023 process and will be evaluated.	Green	As per Quarter 2, test Performance Management (PM) dashboard is in development - test dashboard used to report new student intake numbers for Nursing & Midwifery (N&M) programmes in September 2023. Indenting activity is now live and the team are ongoing to develop specific university access. Appropriate paramedic science performance enhancement process remains a work in progress. Meeting being planned for January 2024 to consider how other AHP learners could be added to the system. Work ongoing to develop university individual access.	Green	New indenting dashboard is now available internally. Work is ongoing to develop reporting functions. The Performance Management (PM) dashboard is also available internally and development work is ongoing to offer access and create user roles for Higher Education Institutions (HEIs). This work will continue in 2024-25.		
8. Workforce	8.1	5510	NMAHP	We will deliver 4 cohorts of compassionate communication training, 2 cohorts of Care Experience Improvement Model (CEIM) leaders training and 2 online webinars. We will evaluate the impact of training and explore a train the trainer approach for future delivery of compassionate communications. We will commission education for Alternative Augmentative Communication (AAC) as recommended by the National AAC Advisory Group.	To deliver 5th cohort of compassionate communication training	To deliver 2 cohorts of compassionate communication training and commence planning for train trainer model and CEIM leaders training host webinar	To develop and commission AAC education resources, refresh existing person centred care online resources and host listening events with service users regarding person centred care	To develop train the trainers compassionate communication training, host CEIM leaders training, and publish refreshed person centred care resources	Amber	5th cohort successfully recruited but postponed due to staff sickness.	Amber	Compassionate Communications work remains postponed due to staff sickness. The 2nd cohort of Care Experience Improvement Model leaders in social care went ahead with the collaboration of Healthcare Improvement Scotland, Care Inspectorate, Scottish Social Services Council (SSSC) colleagues and article produced for NES comm to celebrate the graduation. AAC work continues to be focused on refreshing existing learning rather than commissioning any new material as no funding allocated. National AAC advisory group has identified training as top three priority issue to be addressed to further conversations anticipated with SG colleagues.	Green	No funding received for Alternative Augmentative Communication (AAC) resources so alternatively we are reviewing existing resources to ensure they are contemporary. In terms of person-centred care resources we have commissioned a review of Duty of Candour and feedback and complaints educational resources. We have also commissioned and are working collaboratively with the Alliance in relation to engagement with service users around person-centred resources.	Amber	The paused cohort of Compassionate Communications training was delivered along with an additional cohort so we achieved 3 of the 4 cohorts intended. An early start to exploring the train the trainer model has been made but further exploratory work is required. We have also contributed to the Scottish Government led deep dive review of AAC education needs across Scotland education, social care and health staff.		
8. Workforce	8.1	5512	NMAHP	We will deliver 4 events and 3 Personal Outcomes Network (PON) workshops. We will co-produce 3 educational resources, commission 3 educational developments in order to identify needs specific to the health and social care workforce to enable them to support unpaid carers.	Host one of the planned personal outcomes network events	Pilot a tailored Values Based Reflective Practice session for Carers Centre Staff and explore the potential for Carer Centre Training Officers to become Facilitators of Values Based Reflective Practice sessions	Host 2 webinars to coincide with the above collaboration of carers in collaboration with carer organisations, third sector organisations and unpaid carers.	Increase health and social care workforce knowledge - develop an educational resource showcasing the variety and possibilities of short breaks for unpaid carers	Green	1 Personal Outcomes Network online workshop was held in June.	Green	Personal Outcomes Network event held in Perth with focus on reporting impact of using personal outcomes approach in unpaid carers settings. Approx 45 participants in PON event. V&RP pilot for carer centre staff - Q&A and faster sessions have been held and a face to face pilot session is scheduled for Quarter 3.	Green	Following feedback the three modules were revised and there will now be four delivered. These are currently being tested prior to launch at a webinar on 23 January 2024. Due to staff sickness the 2nd webinar input was cancelled and their intended presentation converted to a learning resource for wider distribution.	Green	Short breaks conference event hosted by NES with successful engagement from carer organisations, carers and multiple stakeholders. Hosted final Personal Outcomes Networks (PON) event with full attendance and successfully transferred the coordination role to the Alliance.		
8. Workforce	8.1	5517	NMAHP	Year 1 - Subject to funding, the quality of the NMAHP (Nursing, Midwifery & Allied Health Professionals) practice learning environment will be developed and maintained by the PEF (Practice Education Facilitators)/CHE (Care Home Education Facilitators)/PEL (Practice Education Leads)/PE (Practice Educators) infrastructure. Evidence-based improvements will be made to provide quality assurance of the NMAHP practice learning experience for NMAHP students/professionals.	NM (Nursing & Midwifery): Annual maintenance and Quality Management of the Practice Learning Environment (QMPLE) (Nursing & Midwifery) system improvements are agreed and sprint work is planned. An action plan has been developed to increase student feedback via the QMPLE system on the quality of their learning experience. NMAHP: A review of the Practice Education Landscape is underway which will focus on identifying barriers, enablers & facilitators to providing a quality learning environment, and the PEF/CHE/PEL infrastructure. AHP: To continue to provide quality supervision to PELs within network	NMAHP: To have a snapshot of the current practice education landscape and the infrastructure in place to support it. To produce a report with any recommendations based on findings. To use an increase in student feedback rates via the QMPLE system from 34% to at least 50%.	Actions related to student feedback rates will be dependent on outcome of work in Q2. Dependent on outcomes of Q1 and 2 work	To have maintained and further enhanced the quality of the learning environment.	Green	The Practice Education Landscape review is underway. A scoping review of the NM learning environment is complete and data analysis is in progress with a further review now in progress. The NM senior education team are implementing the action plan to improve student feedback rates nationally. This involves collaborative working with Placement providers. AHP Infrastructure is being maintained and continues to be supported via robust support mechanisms. Initiatives underway include: AHP consultation underway regarding how AHPs will meaningful contribute to the practice learning environment review. SG agreed funding to support the development of an AHP quality management system and the business case has been submitted; plan to undertake the QSP, auto this year; request into Digital for NMAHP; development of audit tool for sections 3 and 4. AHP PRBL Stakeholder Group working to agree process that sees equitable distribution of placement week requirements for all professions across NHS Scotland's health board with NES playing a key role in determining appointment of placement weeks. Work under way to refresh and resign the AHP PRBL Partnership agreements between NHS Scotland health boards and HEs delivering AHP programmes in Scotland.	Green	The Practice Education landscape review for NM is now complete and the report is in draft. Student feedback rates via QMPLE are now 36.8% which is an increase of 2.8% since Quarter 1. As per Calum M work continues to improve student feedback rates in collaboration with placement providers. AHP work progressing supervision and links with forthcoming HCPC preceptorship guidance. Work underway to develop quality management system requirements for AHP practice educators. Refresh of AHP practice based learning agreements also progressing aiming to link paramedic agreements into overarching AHP agreements.	Red	The Practice Education landscape review is now complete and the report has been approved by the National Strategic Group for Practice Learning pending a couple of minor amendments following feedback from the Scottish Government Chief Nursing Officer (Directorate (CNO)). CNO feedback has been reviewed and actions proposed. Internal NES meeting in early January 2024 then re-submission to CNO for final approval before wider circulation. Part 2 of the infrastructure report is a complete draft and ready for internal NES review in January 2024 before submission to CNO. Despite ongoing efforts to promote student engagement with QMPLE system (Quality Management of the Practice Learning Environment), student feedback rates continue to sit above 30%, though one board is at 59%. This continues to be work in progress. AHP Supervision remains a priority. Work continues to progress quality management system (QMS) requirements for AHP. Refresh of AHP practice based learning agreements will be complete in Quarter 4 with view to resigning of agreement in 2024/25. Completing methodology of AHP Practice Education landscape review which will commence in Quarter 1 2024/25.	Red	For nursing & midwifery, the quality and further enhancement of the learning environment has been maintained through the QMPLE system maintenance and development. This work will continue into 2024. User engagement with the QMPLE system is encouraged and supported by the PEF/CHE/PEL as per previous quarter updates. Student feedback rates have been maintained above 30% in most board regions however a couple of regions have increased rates to above 60%. The PEF/CHE/PEL team that cover the region have shared their learning with the national PEF/CHE/PEL network on how this feedback rate is being achieved. Recommendations from the Practice Educators landscape review will now inform actions for the NSG in 2024 and inform the PEF/CHE/PEL priorities commencing April 2024. From a NM perspective this BRAG status is Green to reflect achievement but ongoing activity as this is part of our core business. AHP Supervision remains a priority. Work on AHP quality management system (QMS) has been unable to progress due to internal system being unable to support AHP requirements. Work has been progressed to review functionality of external systems. Report will be available end of Q4 highlighting progress to date and specific recommendations. Refresh of AHP practice based learning agreements is complete and with CIO for advice and feedback. On track for re-signing 2024/25. Completing methodology of AHP PE landscape review which will commence in Q1. Whilst there is progress in some areas of AHP the lack of an AHP QMS is the reason this target is Red for AHP.		

NES 2023/24 Annual Delivery Plan - Quarter 1, Quarter 2, Quarter 3 and Quarter 4 Update Position

Recovery Driver	SG AOP Action Reference	NHS Board Deliverable Reference	NES Directorate	Deliverable Summary	Q1 Milestones	Q2 Milestones	Q3 Milestones	Q4 Milestones	Q1 RAG Status	Progress in Q1	Q2 RAG Status	Progress in Q2	Q3 RAG Status	Progress in Q3	Q4 RAG Status	Progress in Q4									
8. Workforce	8.1	5511	NMAHP	We will continue to progress the recommendations from the Scottish Government Healthcare Support Worker (HCWS) commission in respect of career pathways, articulation routes and education preparation for Healthcare Support Worker roles and deliver Support Workforce Virtual Learning Week, in conjunction with colleagues in the NES workforce directorate.	Confirm HCWS Commission workplan with Scottish Government and complete HCWS Medicines Administration Framework and supporting education resources	Continuing to implement HCWS Development and Education Framework and introduce and support Scottish Government regarding career pathways and education routes.	Deliver HCWS Virtual Learning Week (2-4 October 2023) and continue to progress recommendations from Scottish Government regarding career pathways and education routes.	Delivering achievable outcomes from the HCWS Commission to report to Scottish Government.	Green	HCWS commission workplan has been confirmed with Scottish Government and will include the development of a knowledge and skills framework for healthcare scientists at career levels 2-4. The HCWS Medicines Administration Framework was published on 21st June and supporting education resources are under development.	Green	Medicines administration framework online launch event held on 23 August 2023. Educational modules and support materials developed and will be available late autumn. Initial discussions have taken place to how to take forward phase three of the HCWS commission focusing on healthcare science level 2-4 roles. Three new specialist leads (one full time and 2 part time) now in post on commencement end of March 2024, funded by SG to progress commission activities.	Green	Support Workforce Online Learning Week delivered 2-6 October 2023. All session recordings and career stories available on NES YouTube. Education programme to support the Medicines Administration Framework is available on Turas Learn and was officially launched at an online event on 14 December 2023. Review of extant policy documents including Healthcare Support Worker (HCWS) Code of Conduct, Code of Practice and Induction Standards is progressing via working groups. Reference Group established and met to take forward work in respect of the Development and Education Framework for healthcare science level 2-4 roles. Scoping work continues around career pathway and education routes with options paper being produced for Scottish Government.	Green	The Development and Education Framework for Healthcare Science level 2-4 Support Workers has been published following period of consultation with stakeholders. An options appraisal of career pathways and education to support the assistant practitioner role (nursing) and articulation into the nursing undergraduate degree programme has been completed and the paper submitted to Scottish Government for consideration. Review of extant policy documents including HCWS Code of Conduct, Code of Practice and Induction Standards has been completed and report with recommendations submitted to Scottish Government.									
8. Workforce	8.1	5512	NMAHP	Develop and host career and development resources targeting perioperative, acute and trauma career pathways to promote such pathways, workforce pipelines for recruitment and retention, responding to national acute services and workforce needs: recruit and allocate targeted "topcoast" education places for 16 learners and offer national educational events; publish a revised perioperative educational and development framework; collaborate and develop a graduate apprenticeship Operating Department Practitioner programme; evaluation of major trauma educational framework.	Non-medical gastrointestinal (GI) endoscopy - Confirm and award GI endoscopy non-medical places. Commence evaluation of GI endoscopy programme. Commence update of Non-medical endoscopy career development framework. Non-medical endoscopy - To award Non-medical endoscopy places based on national waiting times and service needs. To agree extension of existing contract for delivery of academic and skills programme. To open recruitment for identification of learners. Perioperative - To commence planning and stakeholder engagement for career and development framework. General Anaesthetist (GA) Operating Department Practitioner (ODP) - To escalate priority need for GA ODP roles, informing the current review of apprenticeship requests.	Non-medical GI endoscopy - Confirm and award GI endoscopy non-medical places. Commence evaluation of GI endoscopy programme. Commence update of Non-medical endoscopy career development framework. Non-medical endoscopy - To award Non-medical endoscopy places based on national waiting times and service needs. To agree extension of existing contract for delivery of academic and skills programme. To open recruitment for identification of learners. Perioperative - To commence planning and stakeholder engagement for career and development framework. General Anaesthetist (GA) Operating Department Practitioner (ODP) - To escalate priority need for GA ODP roles, informing the current review of apprenticeship requests.	Non-medical GI endoscopy - Close stakeholder engagement for update of non-medical endoscopy career development framework and move to resite for final publication. To plan, promote and deliver a national audience for GI endoscopy non-medical event. To liaise with Boards supporting current learners and evaluate progress so far of diverse learner entry. Perioperative - To deliver a national NMAHP perioperative event. GA ODP - To have completed tender requirements and awarded contract for delivery, to have consolidated findings from working group regarding work-based learning support and develop national resources required. Perioperative - To confirm final version of revised programme framework, for publication. To mobilise accompanying communications plan, liaising with MAPS workstream and NHS Scotland academy as required key players in diversification of the workforce and service support. GA ODP - To have external provider agreed with developed programme ready for go live and recruitment of a 2024 cohort. To have resources and systems in place to	Non-medical GI endoscopy - Complete and internal sharing, evaluation of GI endoscopy programme review. Publish updated endoscopy career pathway (formerly framework). Complete reporting on progression data/ GI endoscopy learners to programme board, alignment to national endoscopy recovery plan (2023). To summarise and report on findings. Non-medical endoscopy - To summarise and confirm learner progression. To seek early confirmation of ongoing service for next year learner cohort. Perioperative - To deliver a national NMAHP perioperative event. GA ODP - To have completed tender requirements and awarded contract for delivery, to have consolidated findings from working group regarding work-based learning support and develop national resources required. Perioperative - To confirm final version of revised programme framework, for publication. To mobilise accompanying communications plan, liaising with MAPS workstream and NHS Scotland academy as required key players in diversification of the workforce and service support. GA ODP - To have external provider agreed with developed programme ready for go live and recruitment of a 2024 cohort. To have resources and systems in place to	Increased demand for non-medical endoscopy course in 2023 with 9 places awarded. Awaiting funding confirmation for a potential 5 additional places to support service needs. Evaluation of endoscopy programme is underway. Questionnaires developed and distributed. Stakeholder interviews scheduled for Q2. Exploratory work into career development pathway reviews has begun. Funding has yet to be agreed for an additional endoscopy cohort impacting recruitment. A late funding offer has been made via CSD, however discussion required with NES finance. Provisional agreement with HES to deliver, if/when funding agreed. The Perioperative Education and Development Framework has been reviewed and superseded with comprehensive updates to our Periop Turas Careers pages and the publication of the Perioperative Workforce Guide. The ODP Graduate apprenticeship request is currently sitting with Scottish Government, following submission of the Skills for Health and Care Job Family template. Discussions are ongoing between Skills Development Scotland and Scottish Funding Council. NMAHP/HCWS development for major trauma published on Scottish Trauma Network (STN) website. STN held at clinical governance event around awareness and use of registrars' framework.	Non-medical GI endoscopy - The additional funding agreement has been confirmed for GI non-medical endoscopy. Final recruitment closed with a total of 13 places. All learners are attached to the GCI module and have commenced study. Evaluation of endoscopy programme is ongoing. Good response rates and engagement noted from questionnaire results and stakeholder interviews. All required data gathered, transcribed, coded, and currently undergoing thematic analysis. Career development pathway reviews work has begun. Short Life Working Group Terms of Reference are in development. Agreement from key stakeholder volunteers secured during evaluation process. Transferable data on role interpretation will help structure pathway reviews. Non-medical endoscopy - The additional funding agreement has been confirmed for GI non-medical endoscopy. Applications closed under-recruited (5/8 places filled). The places allocated are all from regions with high service/ waiting list needs. Confirmation agreed with the Centre for Sustainable Delivery (CSD) that they are prepared to fund the cohort in an under-recruited state. Confirmation agreed with HES and clinical skills centre that they can deliver with a smaller cohort. Liaison with regions to explore any further recruitment requirements ongoing. Perioperative - Perioperative event successfully held on 14 September 2023 - currently collating an evaluation report. Review of the Perioperative Career Framework underway - next steps to be confirmed. Future educational model for ODP (stated currently as ODP GA) is under consideration with strategic partners. NES NMAHP Acute and NHS Academy, Learning & Innovation directorate working in collaboration.	Non-medical GI endoscopy - Framework - Stakeholder group established. Includes key representatives from service, clinical and education. First of three meetings held. Draft revisions in progress. Event - "Save the date" flyer distributed to mailing list. Provisional programme developed. Agreement secured from external and internal speakers. Evaluation - No new applicants to non-medical endoscopy current cohort. Ongoing monitoring and engagement of existing mixed discipline learner cohorts. Draft of wider non-medical endoscopy theory programme evaluation complete. Perioperative National Perioperative Event "Progressing and Delivering more - recovering forward" successfully delivered on 14 September 2023. Graduate Apprenticeship (GA) Operating Department Practitioners (ODP) Agreement has been reached to develop a Graduate Apprenticeship ODP model as a pilot / test of change for a year in first instance. Provision beyond a start date of Autumn 2024 is subject to change. NES is in a position of supporting and facilitating this development however Skills Development Scotland (SDS) and Scottish Funding Council (SFC) are leading. NES will not have a role in contracting or procurement for this pilot (this is a change arising in December 2023, subsequent to original 2023/24 Annual Delivery Plan (ADP) submission). Instead, procurement for the pilot will be led by SFC and others. It is the intention to have the GA route approved for delivery commencing Autumn 2024. There is recognition that this is a challenging timeline. Scottish Trauma Network - Support for peer review process and gathering of evidence for West of Scotland Trauma Network - findings will inform next steps. Peer review of other regions begins February, collated findings in Quarter 4 will inform strategic decision making for year 2024-25.	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Evaluation of the non-medical endoscopy education programme is complete. This was used in Q3 to inform the retendering of the educational contract and as a foundation for the career development framework revision. The updated endoscopy career development framework/pathway has been published, announced at the annual endoscopy education event 7/3/24 and distributed via internal and external comms networks. The endoscopy data monitoring and progression reporting process is now well established, up to date and continues to inform strategic decisions/stakeholder needs ongoing. Learner progression summaries for non-medical endoscopy are now complete. Initial pilot of the endoscopy programme has concluded. No further funding currently agreed for a future cohort. Questionnaire distributed to key regional network/Service managers and training leads to map service/workforce needs for any future cohorts. Publication of the revised Perioperative Framework will be delayed into Q1 24/25 to enable alignment with the publication of the overarching NMAHP Development Framework. Pilot Graduate Apprenticeship for Operating Department Practitioners - Skills Development Scotland (SDS) is leading development group (inclusive of NES and service representatives) - qualification design/apprenticeship standard in progress, aim for delivery readiness September 24. NES facilitating supporting SDS / Scottish Funding Council job commission this pilot. Potential risks for Boards regarding SDCs to required timeline.
8. Workforce	8.1	5515	NMAHP	Deliver a minimum of 300 Scottish Multiprofessional Maternity Development Programme (SMMDP) courses for approximately 3600 maternity and relevant pre-hospital health and care staff by March 2026. Year 1: a minimum of 300 courses for approximately 3200 staff, with 40% of course provision prioritised for neonatal resuscitation and obstetric emergencies (core mandatory training).	Deliver a minimum of 25 courses for approximately 600 staff, with 40% of course provision prioritised for neonatal resuscitation and obstetric emergencies (core mandatory training).	Deliver a minimum of 50 courses for approximately 600 staff, with 40% of course provision prioritised for neonatal resuscitation and obstetric emergencies (core mandatory training).	Deliver a minimum of 75 courses for approximately 900 staff, with 40% of course provision prioritised for neonatal resuscitation and obstetric emergencies (core mandatory training).	Deliver a minimum of 100 courses for approximately 1200 staff, with 40% of course provision prioritised for neonatal resuscitation and obstetric emergencies (core mandatory training).	Green	Q1 delivered 46 Scottish Multiprofessional Maternity Development Programme (SMMDP) courses for 475 maternity and relevant pre-hospital care staff, with 83% course provision prioritised for neonatal resuscitation and obstetric emergencies (core mandatory training).	Green	Quarter 2 delivered 51 (total so far is 77) Scottish Multiprofessional Maternity Development Programme (SMMDP) courses for 316 (total so far is 791) maternity and relevant pre-hospital care staff, with 89% course provision prioritised for neonatal resuscitation and obstetric emergencies (core mandatory training).	Green	Quarter 3 delivered 35 (total so far is 112) Scottish Multiprofessional Maternity Development Programme (SMMDP) courses for 312 (total so far is 1103) maternity and relevant pre-hospital care staff, with 89% course provision prioritised for neonatal resuscitation and obstetric emergencies (core mandatory training).	Green	Quarter 4 delivered 39 (total so far is 151) exceeding the target of 300) Scottish Multiprofessional Maternity Development Programme (SMMDP) courses for 427 (total for this year is 1536), exceeding the target of 1200) maternity and relevant pre-hospital care staff, with 77% course provision prioritised for neonatal resuscitation and obstetric emergencies (core mandatory training).	Green	Q4 delivered 39 (total for this year is 151) exceeding the target of 300) Scottish Multiprofessional Maternity Development Programme (SMMDP) courses for 427 (total for this year is 1536), exceeding the target of 1200) maternity and relevant pre-hospital care staff, with 77% course provision prioritised for neonatal resuscitation and obstetric emergencies (core mandatory training).							
8. Workforce	8.1	5517	NMAHP	Provide educational activities, training and/or resources to support the continuing professional development of the health and care workforce who work with children and young people in Scotland. This provision will recognise, respect and promote children's rights. Year 1 - a minimum of 8 activities, sessions or resources will be provided.	Have provided 2 activities, sessions or resources for the children and young people workforce by quarter 1.	Have provided 4 activities, sessions or resources for the children and young people workforce by quarter 2.	Have provided 6 activities, sessions or resources for the children and young people workforce by quarter 3.	Provide educational activities, training and/or resources to support the continuing professional development of the health and care workforce who work with children and young people in Scotland. This provision will recognise, respect and promote children's rights. By quarter 4, a minimum of 8 activities, sessions or resources will have been provided.	Green	During quarter 1, two webinars were delivered "Perinatal and Infant Mental Health - Suicide" (59 attendees) and "Bonding Before Birth" (237 attendees). A third webinar "Breast Feeding and Medication" (187 Registered) is scheduled for Wednesday 28th June. Webinar feedback is positive and is informing plans for educational activities during quarter 2. In addition, planning is in progress to deliver four regional learning events for the health visiting and school nursing workforce.	Green	During Quarter 2, two webinars were provided (the total so far is five webinars) for the maternal, children & young people's workforce, one focused on trauma informed practice when working with children and young people (805 attendees) and the second on paediatric palliative care, bereavement and loss (259 attendees). Feedback from attendees remain positive with evaluations continuing to inform future plans.	Green	Four online regional learning events were designed and delivered during Quarter 3 for health visitors and school nurses across Scotland. There were 514 participants in total and feedback will be used to inform next years learning activities. The webinar series, designed for those working with women, children, young people and families, continues to receive high level interest. During Quarter 3, four webinars were provided to 1,888 attendees. There have been nine webinars so far this year with attendee numbers totalling 3,764, which exceeds our target. We receive an average of 218 evaluation responses.	Green	Four online regional learning events were designed and delivered during Quarter 3 for health visitors and school nurses across Scotland. There were 514 participants in total and feedback will be used to inform next years learning activities. The webinar series, designed for those working with women, children, young people and families, continues to receive high level interest. During Quarter 3, four webinars were provided to 1,888 attendees. There have been nine webinars so far this year with attendee numbers totalling 3,764, which exceeds our target. We receive an average of 218 evaluation responses.	Green	A range of activities and resources have been completed this year to support the continuing professional development of the health and care workforce who work with children and young people in Scotland. The webinar series was widely communicated with high level interest across professions and sectors throughout the year, most activity during the first three quarters. A total of 3764 colleagues engaged through 4 webinars which evaluated positively. Online regional learning events for health visitors and school nurses were delivered during quarter 3 to 514 participants. In addition, a community of practice for allied health professions has been active this year and now has 650 members. Specific children's rights awareness sessions and webinars were led by the women, children, young people and families team and are reported through the corporate target (Ref 5538).							
8. Workforce	8.1	5503	NMAHP	Year 1 Subject to funding, we will refresh the Mental Health Improvement & Suicide Prevention (SP) Knowledge and Skills Framework, review at least 4 of our informed/skilled level resources (based on the recommendation from the review conducted in 2022/23). We will also ensure the resources support inclusion of the 'at risk' population. We will also ensure the resources support inclusion of the 'at risk' population. We will develop and provide a maximum of 4 masterclasses to the mental health, social care and wider public sector workforce.	Deliver masterclass 1. Review recommendation from the evaluation of the knowledge and skills framework and produce an action plan in response by end of quarter 1.	Plan masterclasses 2/3/4. Progress against agreed actions. Continue work to refresh informed/skilled learning bytes.	Deliver masterclass 2/3. Deliver refreshed/revised learning resource focused on needs of at risk groups.	Deliver masterclass 4. Deliver refreshed/revised learning resource focused on needs of at risk groups.	Green	1st Masterclass delivered as planned in Q1.	Green	Masterclasses planning progressing as per plan. Refresh of the KSF framework commenced. Review of health inequalities learning resource to commenced with a focus upon/inclusion 'at risk' populations.	Green	Second Masterclass delivered. Third Masterclass planned in Quarter 3 for delivery in Quarter 4. Work ongoing and progressing in relation to the Knowledge and Skills Framework refresh. Health inequalities review and development of learning resources supported by a co-production approach progressing well.	Blue	Final masterclasses has been delivered which focused on public health/inequalities. A series of short resources have been developed which aim to support people to use the knowledge and skills framework through sharing examples/stories of how it has been used in different situations. A co-production approach has been used to develop materials focused on social determinants and inequalities. These will be embedded into new, or existing, education resources in 2024/2025.	Blue	Final masterclasses has been delivered which focused on public health/inequalities. A series of short resources have been developed which aim to support people to use the knowledge and skills framework through sharing examples/stories of how it has been used in different situations. A co-production approach has been used to develop materials focused on social determinants and inequalities. These will be embedded into new, or existing, education resources in 2024/2025.							
8. Workforce	8.1	5507	NMAHP	Undertake an impact evaluation of the Dementia Specialist Improvement Lead (DSL) and Dementia Champion programme upon the health and social care workforce.	Pausing of the DSL and Dementia Champion programmes will occur to support an impact evaluation. Prepare for impact evaluation.	Commence engagement of the impact evaluation and wider dementia education workforce resources. Wider delivery of workforce education from DSL programme depending upon workforce need/availability will be supported.	Ongoing engagement and collation of impact evaluation results. Wider delivery of workforce education from DSL programme depending upon workforce need/availability will be supported.	Prepare final impact evaluation report out. Ongoing delivery of workforce education from DSL programme depending upon workforce need/availability will be supported.	Green	DSL programme paused. Dementia Champion programme contract not extended. Programme paused. Impact Evaluation development in progress. Education sessions planned to support workforce need in Q2.	Green	External evaluation has been commissioned. Anticipated that this starts week commencing 1 October. Initial discussions and refining of survey questions underway.	Green	Initial survey phase of evaluation complete and interim report produced. Interviews and focus groups commenced. Meeting arranged for end of January 2024 with NES stakeholders for feedback of final results/findings ahead of final report and recommendations.	Blue	Final draft of the evaluation report has been received from the supplier along with two short summaries (one for the Dementia Champions programme and one for the Dementia Specialist Improvement Leads programme). The report highlights the main findings as indicated by the participants and it outlines the conditions necessary for the programme to achieve intended outcomes. This will inform decisions re dementia education offered in 2024/2025.									
8. Workforce	8.1	5508	NMAHP	We will design, develop, and deliver a learning resource for in-person or digital face-to-face facilitation to further extend engagement with, and reach of, education and training to support health and social services workforce to achieve the Skilled Level of the Promoting Excellence Framework. Year one - develop a facilitated skilled level resource which combines Improving Practice: Skilled Level and Essentials of Psychological Care to respond to workforce service and learning needs, and to any educational gaps and priorities arising from the upcoming Dementia Strategy and Dementia SIG (Scottish Intercollegiate Guidelines Network) guidance	Analyse current skilled level workforce questionnaire currently distributed to advise on design/development phase of skilled level resource. Awaiting development of Dementia Strategy/SIG guidance being launched to support additional content delivery.	Ongoing design and development of resource.	Ongoing design and development of skilled level resource, engagement with stakeholder and approaching some beta testing.	Design and development phase complete with potential to approach year 2 for testing.	Green	Positive return to skilled level workforce questionnaire. Dementia Strategy now launched 31st May 2023. Progress continuing as planned around the design and development of the skilled level resource. No further update received around additional funding proposal at this time.	Green	Feedback from workforce has been sought via survey and focus groups (370-people) to help inform resource development and associated implementation. Feedback from attendees remain positive with evaluations continuing to inform future plans.	Green	Content finalised for training package and 3 pilot sites identified with DSL (Dementia Specialist Improvement Leads) network - testing will commence in January 2024 and be evaluated by March 2024.	Green	The first iteration of the "New to Skilled" dementia education programme has been developed and has been tested in a small number of test sites. This has generated very helpful/feedback and data about both the content and method of delivery. This data will be used to inform a second iteration of the materials in 2024/2025 and to continue to gain a better understanding of what support, infrastructures and/or conditions are required to support the delivery of the materials and to achieve intended outcomes.									
8. Workforce	8.1	5509	NMAHP	Develop a minimum of one education resource on neurodiversity at the informed level of practice for the wider AHP workforce and undertake 1 scope of learning needs of the specialist neurodevelopment (ND) AHP workforce.	Engage with stakeholders to initiate Scoping AHP ND workforce. Review existing relevant education resources	Final draft of informed level resource produced. Scoping AHP ND workforce	Report on learning needs of specialist ND AHP workforce	Deliver informed level ND education resource for AHPs	Green	In Q1 the Psychology Directorate has done a learning needs analysis across the whole workforce therefore the AHP specific data is being extracted from that rather than repeating survey. One AHP event has been delivered to sense check this data and to support learning.	Green	Feedback has been received from key AHP partners regarding learning resource(s). This is in the process of being incorporated to allow resource(s) and further resources to be brought to completion.	Green	National webinar delivered and updated on TURAS Learn. National Neurodiversity leads group in progress with plans to meet in Quarter 4. Final draft of informed learning resources complete.	Green	Final checks to resources being made before uploading to Turas. Further webinars also in the process of being uploaded for public viewing on Turas (planned in conjunction with NES Psychology colleagues).									
8. Workforce	8.1	5506	Dental	Provide access for up to 8 dental care professionals (DCPs) to upskill and be registered as an Orthodontic Therapist and support high quality frontline care.	Commence recruitment process for next programme	Undertake practice inspection visits and interview process	Recruit trainees to the programme and agree programme	8 Registered DCPs meet requirements of the GDC, towards eligibility to register with GDC in a new professional category as an Orthodontic Therapist.	Green	8 trainees currently undertaking programme and progressing well towards preparing for RCSEd summative assessment in Q3.	Green	8 trainees currently undertaking programme, progressing well. Passed gateway examination for RCSEd summative assessment in Quarter 3.	Green	100% of the 2022-23 cohort successfully passed the Royal College of Surgeons (RCSEd) summative assessment in Quarter 3 and have therefore achieved the RCSEd Diploma in Orthodontic Therapy (OT). They will now progress to change their registration category with the General Dental Council (GDC) to practice as an Orthodontic Therapist. 37 applications received for the 2024-25 OT programme. 15 candidates shortlisted.	Green	100% success rate with 2022-23 cohort and from the 15 shortlisted 11 participants will commence on the next programme due to start in May 2024.									
8. Workforce	8.1	5890	NHS Scotland Academy, Learning & Innovation	Further develop the NHSSA learning environment to meet the needs of mixed model educational delivery for inclusive technology enabled learning (TEL) both in situ and at distance. Includes an environment supporting simulation based education for mixed discipline staff with varied levels of development need. The physical environment within GI includes the creation of a skills and simulation centre, ultrasound training rooms and an endoscopy training room. The digital environment within NES includes the use of systems that support user-centred design and integrate with other parts of the skills and education system in Scotland.	Contractors for ultrasound rooms and skills and simulation centre to be appointed and start work in Q1. Continued development and use of digital systems to support user centred design within NES. Eportfolio to support Assistant Practitioners in perioperative practice launched.	Activity delivered from the ultrasound rooms and skills and simulation centre by the end of this quarter. Continued development and use of digital systems to support user centred design within NES. Eportfolio to support Assistant Practitioners in perioperative practice launched.	First access to the new endoscopy training room will be this quarter. Continued development and use of digital systems to support user centred design within NES. Eportfolio to support Assistant Practitioners in perioperative practice launched.	Troubleshooting/ragging of new spaces will be complete. Continued development and use of digital systems to support user centred design within NES.	Amber	Work began on skills and simulation centre. The Ultrasound rooms are progressing well and should be in use by the end of July 2023.	Amber	Activity is being delivered from the ultrasound rooms by the end of this quarter as planned, but delivery of the skills and simulation centre is delayed into Quarter 3. Continued development and use of digital systems are supporting user centred design within NES. Eportfolio to support Assistant Practitioners in perioperative practice is in use.	Green	The milestone to complete the skills and simulation centre has been met. The work on the endoscopy rooms is scheduled, with the revised entry date to the Training Room on the end of March 2024. Digital learning solutions within NES continue to be used by learners and educators, and we remain engaged in improvement work on user centred design.	Green	The skills and simulation centre is now in use. The work on the endoscopy rooms is scheduled, with the revised entry date to the Training Room now likely to be July 2024. Digital learning solutions within NES continue to be used by learners and educators, and we remain engaged in improvement work on user centred design.									
8. Workforce	8.1	5891	NHS Scotland Academy, Learning & Innovation	Deliver much of the National Clinical Skills Programme for Pharmacists (Independent Prescribing for Community Pharmacists) Act as delivery partner of Dundee Institute for Healthcare Simulation to ensure adequate numbers of places are provided in Scotland. Ensure course materials and resources for National Clinical Skills Programme for Pharmacists are available and relevant. Recruit and replenish faculty to deliver programme within NHS Scotland Academy at NHS Golden Jubilee site to share the workload of delivery. Deliver around four days of clinical skills training days for 11 months, with 12-15 learners a day, creating 528-560 learner places.	Deliver around 132-165 learner-places each quarter, over 4 days most months with 12-15 places each day.	Deliver around 132-165 learner-places each quarter, over 4 days most months with 12-15 places each day.	Deliver around 132-165 learner-places each quarter, over 4 days most months with 12-15 places each day.	Deliver around 132-165 learner-places each quarter, over 4 days most months with 12-15 places each day.	Green	On track with delivery as planned in Q1.	Green	On track with delivery as planned in Quarter 2.	Green	On track with delivery as planned in Quarter 3.	Green	On track with delivery as planned in Quarter 4.	Green	On track with delivery as planned in Q4.							
8. Workforce	8.1	5666	NES Technology Service	NES will consolidate its position as a national centre for evidence on the health and social care workforce. To provide an evidence base to support workforce planning in health and social care through the acquisition, linkage, analysis and reporting of data. This includes quarterly publication of Official Statistics for the NHS Scotland Workforce.	Publish quarterly statistics in Q1 for the NHS Scotland Workforce.	Publish quarterly statistics in Q2 for the NHS Scotland Workforce.	Publish quarterly statistics in Q3 for the NHS Scotland Workforce.	Publish quarterly statistics in Q4 for the NHS Scotland Workforce.	Green	Published NTC employment data as MI	Green	Announced publication of National Treatment Centre (NTC) employment data as experimental statistics.	Green	Three GP publications published.	Green	Publication of Official Statistics									
8. Workforce	8.1	5404	Medicine	Distribution of agreed Additional Costs of Teaching (ACT) funding (€76m p.a.) to 19 NHS Boards across Scotland performance managed Board in the use of Medical ACT funding to secure efficient and effective use of funds in the clinical training of medical Undergraduates (approx 5500 over 7 Medical Programmes) within health care settings in Scotland.	Allocation Letter should be issued to Health Boards outlining their recurrent costs for the current additional allocation for the year.	First round of Medical ACT proposals should be received by Boards. NES to respond to proposals and provide approval if appropriate. Manage national slippage to ensure all allocations are bid for and distributed.	Second round of Medical ACT proposals should be received by Boards. NES to respond to proposals and provide approval if appropriate. Manage national slippage to ensure all allocations are bid for and distributed.	Distribute Medical ACT to 19 Boards across Scotland.	Green	The Additional Allocation letters were issued to Boards in April, earlier than in previous years.	Green	NES Medical ACT representatives attended RAWGs (Regional ACT Working Groups) for all regions and ScotGEM. Bids were submitted by most Boards and reviewed and responded to by the Medical ACT team. All POBs have been issued in a timely manner to provide agreed funding to Boards.	Green	NES Medical ACT (Additional Costs of Teaching) representatives attended RAWGs (Regional ACT Working Groups) for all regions and ScotGEM (Scottish Graduate Entry Medicines). Additional regional bids were submitted by Boards. Bids for national slippage have been received by some Boards. All bids were reviewed and responded to by the Medical ACT team. All POBs have been issued in a timely manner to provide agreed funding to Boards.	Blue	As per request from Scottish Government remaining Medical ACT funding as Jan was returned to SG due to the current financial climate. Stakeholders were informed. All bids and responses were submitted to NES. All bids were reviewed and money sent to Boards as appropriate. This closes the cycle for 23/24 Medical ACT funding.									

NES 2023/24 Annual Delivery Plan - Quarter 1, Quarter 2, Quarter 3 and Quarter 4 Update Position

Recovery Driver	SG AOP Action Reference	NHS Board Deliverable Reference	NES Director	Deliverable Summary	Q1 Milestones	Q2 Milestones	Q3 Milestones	Q4 Milestones	Q1 RAG Status	Progress in Q1	Q2 RAG Status	Progress in Q2	Q3 RAG Status	Progress in Q3	Q4 RAG Status	Progress in Q4
B. Workforce	8.1	5576	Dental	Dental Additional Costs of Teaching (ACT) funding provided to 3 Health Boards: NHS GG&C, NHS Grampian, NHS Tayside. Undergraduate dental training provision also funded for Aberdeen Dental School.	Periodic Performance Reporting to ensure delivery of requirements and within budget	Periodic Performance Reporting to ensure delivery of requirements and within budget	Periodic Performance Reporting to ensure delivery of requirements and within budget	Distribute Dental ACT to 3 health boards.	Green	Revised ACT Reporting proforma templates being developed	Green	New proposed reporting templates developed and cascaded, meetings held with regional NHS Board and Dental School staff.	Amber	Awaiting receipt of internal audit report on NES's ACT and Outreach funding process. Initial verbal feedback suggests that current processes are deemed to be in need of revision and improvement which may take time to implement.	Green	Auditor report formally received by NES and being evaluated for required actions. Early assessment indicates that although progress has been made with reporting processes these require further work. This work will continue in 2024-25.
B. Workforce	8.1	5539	Workforce	Deliver HR Proposition and Model, employment status project, recruitment, and new ways of working (NWoW) programme to ensure HR delivery is efficient, accurate, reliable and customer focused.	Delivery of first Phase HR Proposition activities - Contingent workers - data gathering and cost analysis review - Recruitment - transfer of in-scope work to East Region Recruitment Service (ERS) - NWoW - data gathering approach identified and linked to property requirements	Plan next phase of HR proposition Contingent worker - identify and agree approach to new framework NWoW - delivery of any relevant HR activities for line managers and wellbeing	Implement next phase activities Contingent worker - implement new framework NWoW - refer to PID	Plan next phase of activities Contingent worker - embed new framework NWoW - refer to PID	Amber	Recruitment and NWoW are green. HR Proposition amber. Proposal communicated to HR and progressing through delivery of the changes cannot be confirmed. Steering group scoping and planning revised delivery date. Contingent Workers amber. Governance structures and data systems set up to provide financial data. Data gathering has taken longer due to data not being centralised and the complexity of the data.	Amber	HR Proposition amber. Key deliverables on process and workload review completed and will feed structure review. Until that is complete the timeline for delivery of the changes cannot be confirmed. The HR Service Model changes need to be implemented before focus can move to Phase 18 of the HR Proposition.	Amber	Progress with Q3 proposals and People Impact Assessment continues. Until that is complete the timeline for delivery of the changes cannot be confirmed. NWoW Green - Wellbeing Framework recommendations presented to Project Board in Dec 23 for consideration and approval. Property - 2Q staff consultation process commenced 11/12/24 to run until 22/2/24. Communications activities implemented in December 23 and feedback mechanisms for staff and trade unions/professional organisations established. Contingent Worker Green - data gathered and report prepared for Feb 24 Board approval recommending a way forward for management of contingent workers commencing April 24	Amber	HR Proposition: Following rebaseline of delivery plan Phase 1 actions are underway to populate interim structure at senior leadership level to include a Senior Specialist Lead post for ER, Policy and Reward, for a 12 month period to provide a centre of expertise. Interim proposal endorsed by NES Joint Consultative Forum on 14/12/24 and Change Management Programme Board on 18/3/24. Engagement with Workforce directorate senior leadership team (SLT) re roles and responsibilities ongoing since Jan 24 and updates to wider team provided during Mar 24. NES Quality Improvement (QI) team providing support in identifying areas for process improvement with workshop held with SLT on 12/2/24 and follow up sessions scheduled to end Mar 24. Timescale for confirming SLT in the interim structure on track for Apr 24. NWoW Green - Wellbeing Framework Wellbeing hub launched March 24. Property - 2Q staff consultation process concluded 22/2/24 with overall positive feedback. Updates to ET on design plan scheduled for 23/4/24. Contingent Worker Green - Recommendations for Contingent Workers Project agreed by ET and Board. Plan for the management of contingent workers agreed and scheduled to commence from April 24.
B. Workforce	8.1	5544	Workforce	Produce education and training resources, working with partners, for health and social care staff on equality, diversity, inclusion and human rights, whilst internally enabling NES to embed equality and human rights across its functions.	Learning Needs priorities agreed and being progressed	Resources in development, training being delivered, Turas Site improved. Employment E&D monitoring actions in progress. Review of NES Equality Outcomes to align with strategy	Stakeholder testing of resources. Cultural humility resource launched.	Launch of new essential learning module; Statutory requirements met and progressed.	Green	SLWG in place for essential learning module and draft learning outcomes developed to inform content planned in Q2. Sessions offered in May and June to support staff consider learning activities to meet corporate objective. Speaker commissioned to deliver a session on anti-racism for NES Board Development Session in June. Session for LM Network in June on anti-racism. Two sessions delivered for GP Trainers on inequalities in medical education and one session for NES Lay Advisors.	Green	First draft of E&D Essential Module circulated to working group for comment. Review of Turas content planned. NES Equality outcomes reviewed with leads and plans for any revisions in place via Committees. E&D Employment monitoring being taken to Staff Governance Committee in November 2023. Plans underway for anti-racism training for line managers. Content contributed to Cultural Humility digital resource and direction provided via working group (Chaired by Academy). Working with NHS GG&C on joint work for a learning resource on LGBT+.	Green	Cultural Humility module developed by the NHS Scotland Academy and a new 'Dive for Scotland' Introduction to Equality, Diversity and Human Rights module launched. Antiracism training has been delivered to over 100 line managers in November and December and will continue into Q4. Mid Year report approved by Committees and the Board in November, including our annual workforce equality statistics which are now published on our website. New content on equality and inclusion published on NES website. Work in hand to transfer Close the Gap's sexual harassment e-learning modules onto Turas Learn. Reviews undertaken on content on E&D zone on Turas to inform a refresh by March 2024. In contact with NHS GG&C about joint work in Q4 on LGBT e-learning resource. Progressing work to develop staff survey to measure inclusion for new IP. Staff network continuing to meet.	Green	Anti-racism training now provided to approx 200 line managers in NES and this training has been developed for a digital learning resource that will be available to all health and social care staff on Turas Learn by Q1 in new financial year. Sexual Harassment for line managers completed for Turas Learn and out for review at end of March for launch in April 2024. A new network on E&D for trainers has been established, facilitated by the team to share practice, avoid duplication and collaborate on priorities for learning. Staff survey on inclusion has been developed and DPA underway. This will be issued in April 2024. Equality and Human Rights Steering Group had final meeting for current financial year and work under way for end of year reports to Committees and the Board. End of Year Report to the Partnership Forum discussed in March 2024 and agreed to propose to retain the staff corporate objective on anti-racism, equality, diversity and inclusion.
B. Workforce	8.1	5551	Workforce	Deliver the NES workforce plan focusing on workforce capability, training, wellbeing and development for the NES workforce.	Establish progress with projected workforce per Directorate. Secure approval of Succession Planning approach and commence roll out of process	Launch Succession Planning process. Develop guidance to support PR&P process	Launch PR&P guidance to capture skills gaps to inform workforce development plan and fund	Develop draft succession plan. Develop initial themes to inform workforce development fund and plan	Amber	ET commenced a succession planning exercise identifying roles in scope. This action is underway and 50% complete. ODIL have already identified and are working with a clear group of staff in scope for succession planning. A draft succession plan will be available at end of July with a final version ready early August.	Green	PR&P Guidance has been released to the organisation and a Workforce Development Fund with a total staff spend £1.6M concluded.	Green	Launch of PR&P Guidance milestone identified for Q3 achieved by Q2. Any returned funds from the Workforce Development Fund are being redistributed among the applicants who did not receive funding in the first round. Succession Planning continues to progress with update provided to the NES Executive Team (ET) on 21/2/23 on current status relating to succession planning for Executive Team roles (plus a small number of other senior leader roles identified together as the 'Executive Plus' cohort) and a proposed list of additional business critical roles to form part of a second cohort for succession planning.	Green	Launch of PR&P Guidance milestone identified for Quarter 3 achieved by Quarter 2. Any returned funds from the Workforce Development Fund are being redistributed among the applicants who did not receive funding in the first round. Succession Planning continues to progress with update provided to the NES Executive Team (ET) on 21/2/23 on current status relating to succession planning for ET roles (plus a small number of other senior leader roles identified together as the 'Executive Plus' cohort) and a proposed list of additional business critical roles to form part of a second cohort for succession planning.
B. Workforce	8.1	5616	Workforce	Develop & implement a governance structure for all prioritised Programme Management Office (PMO) projects & programmes and the Corporate Improvement Plan; deliver and report progress on Corporate Improvement Plan (CIP) and prioritised PMO projects and programmes; increase engagement within the Quality Improvement Network with staff; delivery of an annual showcase event with a quality and improvement focus; establish bi-monthly meeting of a Project Manager Community of Practice.	Governance structure for all prioritised projects in place and operational. Reporting on CIP on monthly basis in place; development work on Q1 hub; plan structure of annual showcase event; begin development of PMO resources and engage with directorates on Project Management (PM) practice.	Promote the Quality Improvement Network through Q1 hub and other comms; design content of showcase event on Q1 network; understanding of organisational need for PM resources; promote PMO through other networks and gauge interest in PM community of practice	Plan and promote the showcase annual event in place. Link PM practice to annual showcase events with a new launching	Delivery of annual online showcase event highlighting areas of work through the Q1 and community of practice networks across the organisation	Green	Governance in place and operational. Monthly reporting on CIP to Transformation Group in place. Q1 hub development work ongoing; planning for annual showcase event commenced. Linked with ODIL colleagues on this, development of PMO resources commenced, basic set of documentation templates developed, project roles and responsibilities descriptor developed; engagement commenced with directorates on PM practice (NMA&P, Medical, Dental, Workforce, Finance and Psychology completed so far).	Green	Promoted the Quality Improvement Network through Q1 Hub and other comms; designed outline content of showcase event with Q1 network; have linked with directorates and group of newly qualified PMs to gain understanding of organisational need for PM resources, demand exists; Used directorate meetings to promote PMO and gauged interest in PM community of practice - demand exists, collating information on range of PM resources and took across organisation	Green	Promoted the Quality Improvement Network through Q1 Hub and other comms; agreed outline content of showcase event for Q1 and PM which will take place during Learning at Work Week 2024 (May). Commenced gathering information on staff with PM skills and qualifications. Used directorate meetings to promote PMO and gauged interest in PM community of practice - demand exists, collating information on range of PM resources and took across organisation	Green	Governance structure for PMO and CIP in place and working robustly. Showcase event to coincide with Learning at Work Week in May 2024. Project Management (PM) suite of resources will be launched alongside a PM community of practice - this will complete activity and allow closure of deliverable.
B. Workforce	8.1	5615	Workforce	Support the healthcare workforce to practice Realistic Medicine (RM) and deliver Value Based Health & Care (VBHC) through the coordination of a RM programme manager network and the development and dissemination of educational resources.	Script development for VBHC module 1 learning module	Development of VBHC: train the trainer pack; Completion of VBHC Module 1; script for VBHC module 2	Review and update of Shared Decision Making (SDM) e-learning module; completion VBHC module 2; Script writing for VBHC module 3; development of VBHC implementation toolkit	Completion of VBHC module 3	Green	Script for VBHC e-learning Module 1 drafted and with TEL for comment. Learning outcomes identified for Modules 2 & 3. Learner profiles developed	Green	VBHC module 1 in build stage. Additional learning resources being developed using Microsoft Sway.	Green	Introduction to Value Based Learning module launched. Supporting Sways in final draft and ready for testing (replacing the need for learning modules 2 & 3)	Blue	Launch of SWay educational resources: Introduction to Shared decision making. What is unwarranted variation, VBHC and Social care, How to measure Shared decision making. Outcomes that matter to people.
B. Workforce	8.1	5402	Medicine	Delivery of the NES (Scotland Deans) Quality Management Quality Improvement Framework to manage and improve postgraduate medical education in Scotland to ensure all training posts meet GMC's standards.	First quarterly update for Annual Deans Report (ADR) to GMC. Visit schedule for GMC Priority visits finalised	second quarterly ADR update, visits and reports according to plan; data plan for medicine to Medical Directorate Senior Team (MDST)	annual report to Educational Governance Group. Third ADR update; visits and reports to schedule	Delivery of NES Scotland Deans quality management Framework to GMC standards.	Green	First quarterly update delivered	Green	Second quarterly update delivered. Data plan for medicine underway with a project plan in place, actions assigned and meetings scheduled for the coming months	Green	Third quarterly update delivered. Data plan for medicine underway with a project plan in place, actions assigned and meetings scheduled for the coming months. New models of quality visit reviewed at calibration day for consultation	Green	Fourth quarterly update delivered. Data plan for medicine underway with a project plan in place, actions assigned and meetings scheduled for the coming months. New structure for quality workstream approved and actions taken to have structure in place for August 2024. Proposed new models of review for agreed quality education activities in discussion with relevant stakeholders.
B. Workforce	8.1	5549	Workforce	A foundation development owned and prioritised by SG and Scottish Workforce & Staff Governance (SWAG) Committee. The 'Once for Scotland' Workforce Policies Programme began 2018/19 and an integral component of the Cabinet Secretary's single system employment programme. The Programme was paused in March 2020 as efforts focused on the response to the coronavirus (COVID-19) pandemic. A focused piece of work started in 2021 on the Homeworking Policy; however, the programme did not formally restart until June 2022. The programme of work continues into 2023/24 with the remaining component expected to be delivered in 2024/25. It is regarded as an outstanding example of partnership working. Once for Scotland Policies Programme Board commission - to design and deliver the digital infrastructure, content and user experience to support the policies delivering a publicly accessible national digital platform to deliver the vision for the 'Once for Scotland' Workforce Policies Programme.	•Digital infrastructure, content and user experience for the programme •Review of all policies and supporting documents (readability) and rewriting the content to meet the programme vision/readability/accessibility requirements, designed and delivered the digital resource and platform •Conducted research on and delivered against accessibility guidelines/public sector accessibility legislation •Developed multiple prototypes based on feedback from key user group undertaking digital development •Content style guide •Migrate content into the content management system, including document uploading, adding metadata and writing microcontent for on-page support/call to action and document descriptions to enhance content discoverability.	•Advise on best practice content development and join the policy development group; •Continue to provide ongoing digital development of the platform, content and user experience advice support; •Structural development of the digital platform to align with the staged release of policies in Phase 2, including test sites for 'soft launch' with NHS Boards and Staffside; •Migrate content into the content management system; •Review user feedback and analytical data to report on performance and make refinements to the platform; •Prepare awareness responses to user content feedback; •Ensure content development/edits are consistent with best practices, and the style guide and continue to meet the accessibility success criterion •Re-send amended draft policies and guides to Central Legal Office (CLO) for review •Continue to build the EQA Record for each policy and Fairer Scotland Duty Assessment	Phase 2 project plan - 10 Partnership Information Network (PIN) policies (to be turned into 27 workforce policies), and 6 supporting documents per policy which results in circa 162 documents to be developed and hosted on the platform, as per base assumptions (see Appendix 1). New calculator functionality will be developed to support the Supporting Work Life Balance suite of policies. Initially this will focus on 3 calculators - annual leave entitlement, maternity leave entitlement and change in hours.	All elements of Q2 milestones for phase 3 policies	Green	Manager Guides drafted for 14 of 10 policies together with associated application forms. First draft of process flowcharts created. Annual leave calculator built, tested and demonstrated to payroll and PDG representatives. Now complete, awaiting internal testing for May year accuracy. Maternity leave calculator prototype demonstrated to payroll and PDG representatives, who gave feedback. Minor design amendments made and the calculator is now complete. Usability testing will be carried out in the next few weeks. Changing hours calculator developed and demonstrated to payroll and PDG representatives. Move to testing. Design changes based on feedback from current site interviews 90% complete. Design changes based on usability study of phase 2 prototype complete. First draft of all policy flowchart PDGs completed.	Green	Test cohort of Operational Managers programme commenced in September 2023, on schedule.	Green	Communication issued to HR Directors and Employee Directors detailing amendments made as a result of the 'soft launch'. This was followed up with an individual response to NHS Board on the specific queries raised. 19 amended amendments made to the NHS Scotland Workforce Policies website 15 supporting work life balance policies effective from 1 November 2023. 360 8 policy drafts in Phase 2.2 in progress	Green	Phase 2 delivered - 10 Partnership Information Network (PIN) policies (to be turned into 27 workforce policies), and 6 supporting documents per policy which results in circa 162 documents to be developed and hosted on the platform, as per base assumptions. New calculator functionality will be developed to support the Supporting Work Life Balance suite of policies. Initially this will focus on 3 calculators - annual leave entitlement, maternity leave entitlement and change in hours. Work has begun on Phase 2.1
B. Workforce	8.1	5538	Planning & Corporate Resources	Across NES, we will demonstrate how educational solutions are meeting the legislative requirements of the UN Convention on the Rights of the Child (UNCRC); Getting it Right for Every Child; and The Promise.	A NES children's rights subgroup will be convened by quarter 1, reporting to the Women, Children, Young People and Families NES group. Children's Rights reports, covering the periods 2017-2020 and 2020-2023, will be published in response to the Children and Young People (Scotland) Act 2014.	The children's rights subgroup will have agreed activities through an action plan which addresses stakeholder engagement plan by quarter 2.	An interim update report from the children's rights subgroup will be available by quarter 3.	NES education will meet the legislative requirements of the UN Convention on the Rights of the Child; Getting it Right for Every Child; and The Promise.	Green	The Children's Rights subgroup was established during quarter 1 with representation across NES Education for Scotland (NES) Directorates. This group will be a leading driver in progressing and promoting children's rights in our work at NES and in addressing the commitments made in our Children's Rights report 2020-2023. This report is complete and was published focused on quarter 1, providing evidence of our work on children's rights. ET updated.	Green	The children's rights subgroup has agreed terms of reference and provided update to the NES Women, Children, Young People and Families Group. The Children's Rights Report for period 2017-2020 is now available on the NES website and the group are supporting and contributing to the commitments made. In previous years, NES will be designing a delivering a range of short learning sessions during 'Care Experienced Week' in October 2023 with planning currently underway. In addition, a webinar during Quarter 3 will focus on rights based participation for infants, children and young people.	Green	Hosted a webinar with 497 attendees on rights-based participation in relation to infants, children and young people. Two projects were commenced, the first focused on developing a Learning for Getting it Right for Every Child (GIRFEC) which will be developed for a cross-sector and inter-professional audience. The second project is providing support to health and care organisations to implement the UNCRC implementation. Both projects have received funding from Scottish Government in terms of staffing resource.	Green	Considerable progress during this year to progress and further children's rights. During quarter 4, the United Nations Convention on the Rights of the Child (UNCRC) project has supported NHS Boards in their readiness for incorporation of the new Act. This has included establishing and facilitating a leads network, providing 7 awareness raising sessions to 111 colleagues, design and delivery of 4 webinars focused on taking a children's rights approach (171 participants) and voice and participation (278 participants). The children's rights subgroup remains active with an established action plan, acknowledging our responsibilities as a public authority. Draft content for informed and skilled level e-learning modules on Getting it Right for Every Child (GIRFEC) is being reviewed by partners across contributing sectors (Police, Education, Social Work) to support the delivery of these multi-professional cross-sector resources.
B. Workforce	8.1	5874	Psychology	In line with the six legal commitments for Corporate Parenting, we will support workforce development activities to meet the needs of the care-experienced children, young people and adults. A three-year high-level action plan has been developed. We will develop annual plans for our corporate parenting work. We will review relevant publications, evidence and the research literature to keep up to date with the work.	Demonstrate how our legal commitments in Corporate Parenting have been met.	Demonstrate how our legal commitments in Corporate Parenting have been met.	Demonstrate how our legal commitments in Corporate Parenting have been met.	Demonstrate how our legal commitments in Corporate Parenting have been met.	Green	Engagement with Equality and Human Rights Steering Group (April 2023 and earlier in January 2023)) and the NES Women, Children, Young People and Families Group (June 2023). We are continuing to collate our activities into a report. In May 2023, we delivered a presentation to stakeholders on our Corporate Parenting activities via the Remote and Rural Healthcare Educational Alliance series of learning events; Our new NES Strategy 2023-2024 was approved at the NES Board meeting in May 2023. Corporate Parenting is featured within our new NES Strategy 2023-2024, outlining our commitments as an organisation to supporting care-experienced children and young people; from June 2023 (following on from an earlier update in January 2023), we are now using a new Committee meeting template which outlines a section for Corporate Parenting. This exercise commits all committee meeting authors to reflect upon our organisational corporate parenting commitments; Corporate Parenting activities are now embedded within our three year and annual operational planning cycle.	Green	Progress reports along with draft action plans have been developed and shared with internal groups with a paper for the NES Executive Team to follow shortly.	Green	EQA template now finalised in quarter three 2023-2024 (and as per previous pilot in 2022-2023) with information on Corporate Parenting. Annual work plan has been completed and shared with the NES Women, Children, Young People and Families group. The progress report continues to be updated with activities - for onward updating to the Executive Team and beyond. (The corporate parenting e-learning module will now progress in quarter four - it is likely that text updates will be provided instead of videos. However, will still scope the potential for videos. There is also the potential to use transcripts as other forms of learning.)	Blue	There has been continued engagement with the Equality and Human Rights Steering Group. At the March 2024 meeting, a reporting template was shared to collate information on work progressed.
B. Workforce	8.1	5394	Finance	Develop a robust, balanced 3 year financial plan from 2024/25 (value c £600m pa) as part of the Medium Term Operational Plan working closely with planning and directorates to ensure budgets are realistic, required savings are identified and activities demonstrate value for money. This enables the organisation to fulfil its strategic and national objectives within agreed funding envelopes.	n/a	Work with Planning to develop and distribute guidance for Op planning process to all Directorates.	All Op plan meetings held and Directorates plans reviewed and consolidated and compared to anticipated SG funding.	Draft 3 year Financial Plan approved by Board and meet SG submission deadlines by the end of Q4.	Green	We have begun an internal review of the finance processes within operational planning to increase efficiency and ensure we are adding value to the overall process.	Green	2023/24 MTracker has been rolled forward and known changes have been made. 2024/25 Reports will be issued as agreed on 2 October 2023 ready for Directorate review in Quarter 3.	Green	Ongoing engagement with key data networks across NHS Boards and within the Scottish Government, including a new Short Life Working Group for enhancements to workforce data. Maintenance SLAs is now in place with NHS/PHS to ensure ongoing access and updates to NES databases housed within NHS/PHS are made as required. We informed OSG (Office of Statistics Regulation), Scottish Government, and key stakeholders at the time and have a permanent note on the trends data that the March 2020 data was not of the usual standard due to the impact of Covid on our data providers in the Boards.	Green	Funding has been agreed with Scottish Government and the NES Board and NES Executive team.
B. Workforce	8.1	5396	Finance	Improve and optimised procurement to ensure we receive goods and services at the best price, quality and on time, and deliver savings target of 3.25% on addressable spend (average £22m p.a.)				Deliver savings of 3.25% on addressable spend.	Green	This target is not a linear calculation as it depends on the relative timing of tender activities and hence when we are able to claim savings. There are also timing issues around data collection at quarter end which make it difficult to be precise, but all indications are that we remain on track to achieve this target	Green	Latest data indicates that we are ahead of our target savings. 5.01% versus 3.25% target.	Green	Latest data indicates that we are ahead of our target savings. 5.50% versus 3.25% target.	Green	Q4 data unavailable at date of publication however previous data indicates that NES will remain ahead of our target savings. (Q3 5.50% versus 3.25% target).
B. Workforce	8.1	5400	Finance	Secure annual accounts and supplementary returns for 2022/23 are signed and delivered to deadline and in line with SG reporting requirements as stated within the Scottish Public Finance Manual and NHS Annual Report and Accounts Manual.	Annual Report and Accounts for 2022/23 approved by the Board and submitted to Scottish Government by 30th June 2023		Deliver Annual Accounts timetable by end of Feb 2024.	Deliver Annual Accounts timetable by end of Feb 2024.	Blue	The annual accounts were approved at the Board Meeting dated 29th June 2023 and delivered within SG Reporting requirements.	N/A	N/A - Deliverable completed in Q1	N/A	N/A - Deliverable completed in Q1	Blue	2023/24 Annual Accounts timetable confirmed and circulated to directorates / stakeholders.

NES 2023/24 Annual Delivery Plan - Quarter 1, Quarter 2, Quarter 3 and Quarter 4 Update Position

Recovery Driver	SG AOP Action Reference	NHS Board Deliverable	NES Directorate	Deliverable Summary	Q1 Milestones	Q2 Milestones	Q3 Milestones	Q4 Milestones	Q1 RAG Status	Progress in Q1	Q2 RAG Status	Progress in Q2	Q3 RAG Status	Progress in Q3	Q4 RAG Status	Progress in Q4
8. Workforce	8.1	557	Healthcare Science	Provide 25-35 training grants (bursary) to specialist Healthcare Science practitioners, Clinical Scientists and Higher Specialist Practitioners to ensure the ongoing supply of postgraduate Healthcare Science staff.	Completion of Assessment process for awards	Finalise and issue of awards / grants. Incorporate new trainees into our postgraduate scientist community and quality monitor progress	Ongoing monitoring / engagement with our wider CPD support for these new postgraduates.	Provide 25-35 training grants to healthcare scientists.	Green	Bursary scheme launched, assessed and closed off. 27 Award made. No problems. Additional support for clinical scientist equivalence applications support in planning, launched Quarter 2. Interviewing candidates to ensure fully committed. Request to CEO to apply existing fund to Support Worker RPL to align with directly commissioned development framework. Completed Higher specialist training plan reviews and reported to Finance. No issues.	Green	Bursary scheme launched, assessed and closed off. 27 Awards made. Additional ongoing support for clinical scientist equivalence applications support in planning, launched Quarter 2. Interviewing candidates to ensure fully committed. Request to CEO to apply existing fund to Support Worker RPL (Recognition of Prior Learning) to align with directly commissioned development framework. Completed Higher specialist training plan reviews and reported to Finance. No issues.	Green	As per Quarter 2 update, bursary scheme launched, assessed and closed off. 27 Awards made. No problems.	Blue	BLUE As per Q3, bursary holders 2023 progressing as planned. Clinical scientist equivalence - 19 candidates supported and biomedical science support worker - degree transcript assessment, 25 applicants supported.
8. Workforce	8.1	556	Medicine	Lead, develop, evaluate and review medical simulation programmes for: Core Surgical Training (CST) [100% of trainees - approx No. 100]; Internal Medicine Training (IMT) [100% of trainees - approx No. 320 trainees]; Higher Specialty Training (HST) [70% of trainees - approx No. 125]; and Core Psychiatry [60% of trainees (approx No. 120) to provide the highest quality of care.	Delivery skills and simulation training to approx. 100 CST trainees (CT 1 and CT2) according to the CST strategy; a minimum of 50 IMT 1 and IMT 2 trainees; up to 18 HST trainees; up to 24 CT1 Core Psych trainees	Delivery skills and simulation training to approx. 100 CST trainees (CT 1 and CT2) according to the CST strategy; a minimum of 50 IMT 1 and IMT 2 trainees; up to 18 HST trainees; up to 24 CT1 Core Psych trainees	Delivery skills and simulation training to approx. 100 CST trainees (CT 1 and CT2) according to the CST strategy; a minimum of 50 IMT 1 and IMT 2 trainees; up to 18 HST trainees; up to 24 CT1 Core Psych trainees	Deliver medical simulation programmes for: CST; IMT; HST and Core Psychiatry to provide the highest quality of care.	Green	All courses running as planned 8 out of 8 CST courses; 1 out 1 HST course; 3 out 3 IMT courses; 1 out of 1 Core Psych course.	Green	CST - 3 induction; 2 out of 3 Bootcamps; 3 Bootcamps; 1 Lip skills course; 1 CRSP course, 1 out of 6 Anatomy courses delivered (150 training spaces) IMT - 2 out of 8 Bootcamps, 2 out of 6 Skills days delivered (65 training spaces in total) HST - Bootcamp for 30 trainees delivered Core Psych - 2 PES courses delivered (12 trainees) In addition we have also delivered 1 ICM Skills, Drills & simulation day (ACCS trainees); 1 learning lab for 20 EM faculty; Microbiology Bootcamp - inter-regional induction to Ophthalmology; Arterial MDT and 2 Multi-disciplinary training courses - Trauma Team training (Surgery, Emergency medicine, Anaesthetics) and Endovascular Aneurysm Repair workshop (IR, radiology)	Green	CST - 8 commissioned courses and 9 monthly training day (279 training spaces) IMT - 3 Bootcamps, 4 Skills days delivered (113 training spaces in total) HST - 2 commissioned courses (25 training spaces) Core Psych - 5 PES courses delivered (24 trainees) In addition we have also delivered 1 ACCS Skills day (11 ACCS trainees); 2 Anaesthetics SHFT courses (24 trainees); 2 ICM courses - organ donation & cardiovascular (28 trainees); 1 EM T&O course (14 trainees) -	Blue	Delivery skills and simulation training to 70 CST trainees (CT 1 - 33 and CT 2 - 37); 116 IMT trainees (IMT 1 - 54, IMT 2 - 33, IMT 3 - 29) trainees; 17 HST trainees on an ASCS course and 13 CT1 Core Psych trainees. In addition we have also delivered for ACCM - ACCS Skills day (11 ACCS trainees); 2 Anaesthetics SHFT courses (24 trainees); 2 ICM courses - organ donation & cardiovascular (28 trainees); 1 EM T&O course (14 trainees) -
8. Workforce	8.1	559	Dental	Provide up to 100 places for trainee dental nurses to undertake a pre-registration programme to achieve the Modern Apprenticeship (MA) in Dental Nursing and up to 130 places for trainee dental nurses for the NES Dental nurse induction blended learning course.	provide educational resources to support new trainee dental nurses through access to an online Dental nurse induction learning programme to inform safe working practices.	provide educational resources to support new trainee dental nurses through access to an online Dental nurse induction learning programme to inform safe working practices.	provide educational resources to support new trainee dental nurses through access to an online Dental nurse induction learning programme to inform safe working practices.	Provide 100 Modern Apprenticeship places for trainee dental nurses. New Trainee dental nurses have access to educational resources to support safe working practices on Turas.	Green	71 trainee dental nurses currently undertaking modern apprenticeship in dental nursing, due to complete Q2. 92 places made available across five sites for next cohort commencing in Q2.	Green	2022-23 MA in Dental Nursing cohort due to complete during Quarter 2 (68). 74 trainee dental nurses will commence 2023-24 MA in Dental Nursing cohort in September 2023.	Green	41 trainee Dental Nurses have accessed and commenced the New TURAS Dental Nurse induction online learning programme during Quarter 3, of which 34 have completed.	Green	74 dental nurse trainees on the modern apprentice programme. Our bid for 24-25 has just been approved with an offer of 65 MA places.
8. Workforce	8.1	569	Workforce	Provide a national programme to develop NHS Board Chairs and Non-executives fulfill the Blueprint for Good Governance by delivering: Visible ladder of development from pre appointment through to Aspire Board Chair; Deliver an Aspiring Chairs programme and national induction; Facilitate peer to peer learning through Board Chair Action Learning Sets, Cross Board Mentoring, Networking events; Design education and training to address individual and whole Board development training needs; Develop and deliver recommendations in the Blueprint for Good Governance as commissioned by Scottish Government.	Launch of Aspiring Chair programme. Plan for revised Board development approach in place.	Delivery of board development programmes in line with Board Development Plan	Delivery of board development programmes in line with Board Development Plan.	Conclusion of Aspiring Chairs Programme. Delivery of board development programmes in line with Board Development Plan, proposal for next year's Programme.	Green	Aspiring Chairs programme launched, and whole programme planned and managed. Planning for whole programme complete with dates across the year booked with contributors. Communication about whole programme developed and issued. Improvements planned for whole programme and wider connections across other NES programmes, other organisations in Scotland and UK made and links developed. Induction sessions for Board members delivered. Blueprint module completed.	Green	Aspiring Chairs Programme Delivered. Blueprint Module 1 published. Mentoring sessions delivered. New mentors and mentees supported. UB Board development session delivered. Routine performance reports started for NHS Boards. Proposal for Aspiring Chairs 2024 Programme and Board Apprenticeship Scheme to SG. Blueprint Module 2 and Succession Planning Module in development. Action Learning Set guidance produced and published and new ones planned.	Green	Delivery of Aspiring Chairs Programme; Launch of 2024 Aspiring Chairs Programme; planning for facilitation of sessions with 9 NHS boards on their Self Assessment against the Blueprint for Good Governance; new mentoring partnerships supported; online content reviewed; bursar modules nearing completion.	Green	2024 Aspiring Chairs Programme underway; successfully delivered self assessment sessions against the Blueprint for Good Governance with 9 NHS Boards; increased uptake of online modules by non-executive directors; support to Board Secretaries and board member networks; building induction resources for Chair's, Board Secretaries and stakeholder board members; Action Learning Sets (ALS) supported; mentoring scheme take-up increased.
8. Workforce	8.1	568	Optometry	Support clinical placements by having 100 Optometrists per annum attend at least one teach and treat session at one of the three centres by end of Q4 for the next three financial years. Sessions support independent prescribing placement (24 session requirement).				100 optometrists to attend at least one teach and treat session.	Green	No risks identified around under delivery against SLA requirements, so green on target currently for by Q4 delivery.	Green	Optometrists engaged in teach and treat clinics across all four sites.	Green	Optometrists continue to engage in teach and treat clinics across all 4 sites.	Green	Optometrists continue to engage in teach and treat clinics across all 4 sites.
8. Workforce	8.1	570	Medicine	Improve knowledge and skills around human factors and ergonomic principles by delivering: GP specific introductory QI training workshops (12 x 30 participants initially); enhanced Significant Event Analysis (SEA) training to GP teams and GP trainees (6 x 30 participants); design, test and evaluate resources to aid GP team members completing Quality Improvement Activities as part of GP specialty training and for appraisal; Design, test and evaluate a Workload Analysis method for GP trainees and GP team members; and analyse data and design workshops using systems thinking methods.	Delivery of 4 QI training workshops; Development of enhanced SEA training programme; complete design of Quality Improvement Activity (QIA) resources for GP teams; feasibility testing of GP workload analysis tool; complete 2 Acute Kidney Injury (AKI) system thinking workshops.	Delivery of 8 QI training workshops; testing of enhanced SEA learning programme with at least 2 groups of GPs; publication of GP team QIA resources; analyse AKI qualitative data to refine and delivery of further AKI system thinking workshop.	Delivery of 12 QI training workshops; Deliver enhanced SEA training to 2 groups of GPs; commence evaluation of GP team QIA resources. Commence pilot of GP workload analysis tool. Delivery of further AKI system thinking workshop.	Deliver: GP specific introductory QI training workshops (12 x 30 participants initially); enhanced SEA training to GP teams and GP trainees (6 x 30 participants); design, test and evaluate resources to aid GP team members completing Quality Improvement Activities as part of GP specialty training and for appraisal; Design, test and evaluate a Workload Analysis method for GP trainees and GP team members; and analyse data and design workshops using systems thinking methods.	Green	Delivered 7 QI workshops; SEA training programme design being finalised; GP appraisal QI activity content complete - awaiting completion of web design; workload tool feasibility testing results being analysed; 2 AKI workshops delivered.	Green	Delivered 15 QI workshops; delivered further QI workshop with HS to GP cluster leads - using this to create online/remote QI educational resource; GP appraisal QI website complete - undergoing peer review; GP team QI activities for protected team have been tested and online resources are being developed; AKI data being analysed; seeking new recruits for piloting of GP workload analysis project.	Green	Further 8 QI workshops planned for Feb/March (will bring total to 23). QI leadership course for GPSTAs delivered - evaluation positive and further dates planned. GP appraisal module have received limited feedback but positive. Online resources will be completed by end Feb for GP team QI activities. AKI - ongoing analysis of data and planning of future workshops.	Green	All 8 QI workshops planned for delivery in Feb/March have now been delivered. Dates still to be agreed for next year. GP appraisal website now live. Online resources for GP team QI activities have been tested with good feedback. Now ready for publication. Online QI resource for GP clusters and QI teams in design phase. AKI - ongoing analysis of data and planning of future workshops.
8. Workforce	8.1	581	Workforce	Delivery of eLearning Project within NES.	- Initiation Call - Operational Practice Workshop - Signed PID - Benefits Realisation workshop - Data collection - Impact Assessment	- Kick Off Meeting - Data Gathering Complete - Inform Comms and present back to RLD - HealthRoster Build Complete - Roster Bulk Sign Off - Organisational Readiness Review Sign Off	- End User Training Handover - Training Sign Off - Inform Stakeholders of Go Live timeline - Deployment Sign Off - Go live timeline sign-off - Configuration sign-off - Benefits Realisation - Adoption Sign Off - Project Sign Off and Handover To Support & Co.	- Preparation for go live	Green	Finance workshop completed this week. Onsite visit scheduled for 16th June for Role Task Analysis, Customer Data Gathering and Process Mapping. Workshops scheduled: Once for Scotland (MCT) Workshop. Work to get the following scheduled: Data Gathering 2 & 3.	Green	1. System build complete 2. Comms Plan - work in progress 3. Queries Log to be completed 4. System familiarisation and Configuration training started.	Green	1. Champions training date scheduled for 16th & 18th Jan 2024 2. Go Live confirmed for W/C 22nd January for Pilot Units 3. Suggested W/C 19th Feb for BAU on Site 3 4. Line Manager User Accounts have been created by RLD	Green	The eLearning system has been implemented for staff and managers. Currently annual leave functionality is being used. Through the course of 2024 we will deliver: - reduced working week configuration - sickness absence self service timesheets - overtime and excess hours
9. Digital	9.1	586	NES Technology Service	Support Health and Social Care workers care for individuals by providing the ability to view a persons care summary information, digital dermatology referrals and related images.	Deliver the ability search for and view Emergency Care Summary data as part of an individuals Care Summary	Identify user needs to best support viewing an individuals Digital Dermatology referrals and related images through Care Summary as part of the Accelerated National Innovation Adoption (ANIA) programme	Deliver the ability search for and view digital dermatology referrals and related images as part of an individuals Care Summary	Identify other datasets to include as part of an individuals Care Summary	Amber	Discovery work on this project has led to the need for clarification of use and value cases; development has commenced but additional User Research required in order to ensure maximum benefits are obtained.	Amber	Work has been done to make use of the NES Care Summary Api and demographic service for retrieving emergency care summary data. Discovery work around use cases still ongoing with regards to the digital dermatology use case.	Amber	Roadmap of product dependent on steer from Scottish Government Digital Health & Care Directorate (DHAC) and Digital Front Door (DFD) project. Development paused.	Amber	Roadmap of product dependent on steer from Scottish Government Digital Health & Care Directorate (DHAC) and Digital Front Door (DFD) project. Development paused.
9. Digital	9.1	587	NES Technology Service	By the end of March 2024 integrate OpenEyes with the National Digital Platform (NDP) (Enterprise Master Patient Index) service for demographics search and validation and to post and retrieve a summary dataset from the NDP Clinical Data Repository.	Rollout of v8 to NHS GGCs, the EMPH will be integrated with the application.	As part of the consolidation work, EMPH will be integrated with the application.	As part of the consolidation work, EMPH will be integrated with the application.	The EMPH work will have been completed by Q4.	Green	Work is on track and scheduled for Q2.	Green	Work is now scheduled for the end of Quarter 3.	Amber	Impact of delays within the Community Health Index (CHI) programme on dependent team availabilities has delayed this work. This was then compounded by a production issue, work to be completed in Q3 FY24/25.	Amber	Impact of delays within the Community Health Index (CHI) programme on dependent team availabilities has delayed this work. This was then compounded by a production issue, work to be completed in Q3 FY24/25.
9. Digital	9.1	589	NES Technology Service	Support of the Vaccination Improvement Programme through the support and maintenance of the Turas Vaccination Management tool which currently enables the capture of structured vaccination data across Scotland and the National Clinical Database which is the single source of truth for vaccinations in Scotland allowing this data to be shared for reporting, analysis and operational use by other systems	The programme is in a transition phase and as such the development team are focussing on addressing technical debt within the application. Uncertainty around future funding, clinical safety as well as the transition of programme from Scottish Government to Public Health Scotland is impacting the team's ability to extend the tool to support further vaccine types.	Work with the Care Summary team to bring the vaccination payload into the API (Application Programming Interface) and application. Additional goals will be determined by the wider programme.	Will be determined by the wider programme.	Will be determined by the wider programme.	Amber	Marked as amber as while BAU work is ongoing, clarity re: future direction and governance of wider vaccination programme is still uncertain, this makes the development of a meaningful product roadmap challenging.	Amber	Marked as amber as while Business As Usual work is ongoing, clarity re: future direction and governance of wider vaccination programme is still uncertain, this makes the development of a meaningful product roadmap challenging.	Amber	Marked as amber as while Business As Usual work is ongoing, clarity re: future direction and governance of wider vaccination programme is still uncertain, this makes the development of a meaningful product roadmap challenging.	Amber	Marked as Amber as while Business As Usual work is ongoing, clarity re: future direction and governance of wider vaccination programme is still uncertain, this makes the development of a meaningful product roadmap challenging. New governance arrangements have been confirmed for FY24/25 and it is expected that agreed priorities will be confirmed Q3 FY24/25. NTS continue to actively engage with the programme and advise on technical solutions.
9. Digital	9.1	587	NES Technology Service	Support and continually improve, in line with the commercial agreement, the Turas Family Nurse Partnership (FNPF) product for use in NHS England to ensure FNP nurses and supervisors have the ability to capture and track visit information	Safeguarding reports will be delivered by mid-May 2023 then, in line with contractual commitments, development will pause on FNPF until Q1. The Delivery Manager will liaise with customer during this time.	No Q2 milestones are planned for FNPF.	Will be determined by feedback from Q1/2.	Will be determined by feedback from Q1/2/3.	Amber	As the project has evolved there is an increasing need for a different skillset (business intelligence/data engineering) which does not exist within NES in sufficient capacity to meet demands on a growing number of projects.	Amber	As the project has evolved there is an increasing need for a different skillset (business intelligence/data engineering) which does not exist within NES in sufficient capacity to meet demands on a growing number of projects.	Green	As per contract, no work undertaken in Quarter 3.	Amber	Minor amendments delivered in line with contractual arrangements. Two of the three person team resigned during Q4, recruitment activity underway, skilled of staff sought being reviewed.
9. Digital	9.1	588	NES Technology Service	Provide user support and maintenance for Turas Care Management (safety huddle tool) which is used by all Older People and Adult care homes across Scotland to capture information about the dependency and complexity along with staffing information which provides Health & Social Partnerships and Scottish Government with information in order to provide support to care homes and inform policy decisions in this area.	Work with Project Management Office (PMO) to determine deliverables in respect of the Online Education Change Programme. Undertake user research to build on existing research already done	Based on the priorities determined by the change programme and user research start determining delivery road map	Start delivery of identified priorities based on the agreed delivery roadmap	Continue to work towards delivering to the agreed roadmap	Amber	This work aligns with the Turas Refresh corporate improvement programme. NTS are working with PMO to identify plan and deliverables	Amber	Undertaking work with SG for the tactical winter planning solution. Short term funding for this tactical piece of work was received from SG. Long term future discussion still on pace.	Amber	Tactical solution deployed in November 2023. There is not a dedicated team on this application and the application carries a bit of technical debt. The future of this product will need to be reviewed in Quarter 4.	Red	This deliverable has been categorised as Red at the end of 2023/24 as there have been ongoing discussions with Scottish Government in relation to the longer term future of this work and there is no dedicated NTS team resource for this product. As of 2023/24 Q4, funding has not yet been agreed. NES has delivered the majority of the work requested as a result of some short-term funding received from SG and assistance from other NTS teams however this is not a sustainable long-term position.
9. Digital	9.1	5713	NHS Scotland Academy, Learning & Innovation	Deliver TEL alignment with: learning & education strategy; various corporate QI projects; and NES work as dictated by strategic priorities, including engagement and needs assessment with other stakeholders.	Full & complete suite of TEL design modules.	Identify and deliver TEL actions arising from the learning & education strategy	Develop a clear TEL support plan which is agreed with all NHS boards.	N/A	Deliverable added after 2023-24 Q1.	Green	Full & complete suite of TEL design modules now published on Turas Learn on Technology Enhanced Learning Design and Facilitation paper - https://learn.nhs.uk/scot/62866	Amber	Active participation and TEL input in Learning and Education Quality System (LEQS) Corporate Improvement Projects - key contributions to Educator Quality and Competence workstream and just Workstream Lead for Learning Design and Practice. Awaiting publication of Learning and Education Strategy to fully align actions as per Q3 target.	Amber	TEL Design and Facilitation modules accessible to staff in all Boards, and promoted via NHS Scotland & LD leads channels. TEL CPD sessions arranged for NHS Scotland Learning Builders Network in 2024, covering Evaluation and Storyboarding. Pilot of TEL sessions in collaboration with Greater Glasgow and Clyde Learning and Education Team - monthly sessions from September 2023 to March 2024, covering key TEL topics. Evaluation report being prepared by GSG& colleagues for publication in April 2024.	
9. Digital	9.1	582	NES Technology Service	Support and continually improve the Turas Family Nurse Partnership (FNPF) product to ensure FNP nurses and supervisors across Scotland have the ability to capture and track visit information and enhanced reporting.	Work with 16 stakeholders to confirm the requirements of reporting suite.	Deliver reporting suite as per specification agreed in Q1	Refine reporting offering and develop visit tracking.	Refine reporting offering and develop visit tracking.	Amber	As the project has evolved there is an increasing need for a different skillset (business intelligence/data engineering) which does not exist within NES in sufficient capacity to meet demands on a growing number of projects.	Amber	As the project has evolved there is an increasing need for a different skillset (business intelligence/data engineering) which does not exist within NES in sufficient capacity to meet demands on a growing number of projects.	Green	First full topic area for SG reporting delivered, major project milestone.	Amber	Minor amendments delivered in line with contractual arrangements. Two of the three person team resigned during Q4, recruitment activity underway, skilled of staff sought being reviewed.
9. Digital	9.1	583	NES Technology Service	By end of March 2024 provide a technology solution that enables people to assign learning content to other staff members, suggests learning content based on a persons job role and/or interests and allows people to share and recommend learning content.	Work with Project Management Office (PMO) to determine deliverables in respect of the Online Education Change Programme. Undertake user research to build on existing research already done	Based on the priorities determined by the change programme and user research start determining delivery road map	Start delivery of identified priorities based on the agreed delivery roadmap	Continue to work towards delivering to the agreed roadmap	Amber	This work aligns with the Turas Refresh corporate improvement programme. NTS are working with PMO to identify plan and deliverables	Green	Now falls under the Turas Refresh Corporate Improvement programme and deliverables identified and monitored via PMO. Further detail available in Quarter 3 update for deliverable 5905 (row 133).	Green	Now falls under the Turas Refresh Corporate Improvement programme and deliverables identified and monitored via PMO. Further detail available in Quarter 3 update for deliverable 5905 (row 133).	Green	Now falls under the Turas Refresh Corporate Improvement Programme and deliverables identified and monitored via PMO. Further detail available in Quarter 4 update for deliverable 5905 (row 133).
9. Digital	9.1	584	NES Technology Service	By end of March 2024 provide a technology solution that enables the recording of people who are in training or employment across Health and Social Care in Scotland and their related user, employment, learning, education (including placement) records and other attributes that will help support workforce planning, personalisation of learning, improved employment experience, progression and compliance reporting.	Work with Project Management Office (PMO) to determine deliverables in respect of the Accrediting Body Change Programme.	Based on the deliverables identified work with NES Directories to identify process/requirements for recording those in training or employment	Start delivery of identified priorities based on the agreed delivery roadmap	Continue to work towards delivering to the agreed delivery roadmap	Amber	This work aligns with the Turas Refresh corporate improvement programme. NTS are working with PMO to identify plan and deliverables	Green	Now falls under the Turas Refresh Corporate Improvement programme and deliverables identified and monitored via PMO.	Green	Now falls under the Turas Refresh Corporate Improvement programme and deliverables identified and monitored via PMO. Further detail available in Quarter 3 update for deliverable 5905 (row 133).	Green	Now falls under the Turas Refresh Corporate Improvement Programme and deliverables identified and monitored via PMO. Further detail available in Quarter 4 update for deliverable 5905 (row 133).

NHS Education for Scotland

NES/24/38

NES Public Board

Agenda Item: 10a

Meeting Date: 23 May 2024

1. Title of Paper

1.1. Whistleblowing Executive Lead Annual Whistleblowing Report 2023/24

2. Author(s) of Paper

2.1. Nancy El-Faragy, Planning and Corporate Governance

3. Lead Director(s)

3.1. Christina Bichan, Director of Planning and Performance

4. Situation/Purpose of Paper

4.1. The National Whistleblowing Standards (the Standards)¹ set out how the Independent National Whistleblowing Officer (INWO) expects all NHS Scotland service providers to handle any whistleblowing concerns.

4.2. Whistleblowing is defined as “when a person who delivers services or used to deliver services on behalf of a health service body, family health service provider or independent provider (as defined in section 23 of the Scottish Public Services Ombudsman Act 2002) raises a concern that relates to speaking up, in the public interest, about an NHS service, where an act or omission has created, or may create, a risk of harm or wrong doing”².

4.3. In line with the Standards, all NHS Scotland Boards are required to publish an Annual Whistleblowing Report. The attached report at Appendix 1 is the third annual report and presents our whistleblowing performance for the period 01 April 2023 to 31 March 2024.

¹ Independent National Whistleblowing Officer (2021) ‘The National Whistleblowing Standards - April 2021’. Edinburgh: Scottish Public Services Ombudsman. Available at: <https://inwo.spsso.org.uk/sites/inwo/files/Standards/NationalWhistleblowingStandards-AllParts.pdf> (Accessed: 24 January 2022).

² Crown Copyright (2020) ‘Scottish Statutory Instruments. 2020 No. 5. The Public Services Reform (The Scottish Public Services Ombudsman) (Healthcare Whistleblowing) Order 2020’. Available at: <https://www.legislation.gov.uk/ssi/2020/5/made> (Accessed: 22 October 2020).

5. Background and Governance Route to Meeting

- 5.1. The attached Annual Whistleblowing Report (Appendix 1) builds on the quarterly whistleblowing reports that were submitted to the Staff Governance Committee.
- 5.2. The Executive Team received the Annual Whistleblowing Report at their meeting on Tuesday 23 April 2024.
- 5.3. The Staff Governance Committee received the Annual Whistleblowing Report at their meeting on Monday 29 April 2024.

6. Assessment/Key Issues

- 6.1. Appendix 1 - Annual Whistleblowing Report 2023-2024 outlines:
 - A brief 'at-a-glance' summary of key highlights during 2023-2024.
 - An introduction, context and the legal frameworks behind the work.
 - A chronological summary of our activities during 2023-2024.
 - The whistleblowing annual return and key performance indicators.
 - A conclusion to the report.
- 6.2. Some key highlights include:
 - During 2023-2024, two whistleblowing concerns were received: one at stage one and the other at stage two.
 - Two additional Confidential Contacts were recruited, bringing our pool to four.
 - Two of the Confidential Contacts introduced themselves in a recorded video message.
 - Eighty-seven percent of line managers (308/354) completed the required training on "Turas Learn".
 - From all NHS Scotland boards, we achieved the highest 'iMatter' survey scores on the two whistleblowing questions.
- 6.3. Chaired by Christina Bichan, Director of Planning and Performance, the Whistleblowing Steering Group continued to meet to review and discuss the work.
- 6.4. This is the third Annual Whistleblowing Report and we have welcomed the opportunity to reflect on our activities throughout 2023-2024, and on our experiences and learning to date.
- 6.5. We continue to encourage all staff to raise any concerns and continue to ensure that everyone feels supported in doing so.

7. Recommendations

- 7.1. The attached Annual Whistleblowing Report 2023-2024 (Appendix 1) is for review and approval.

Author to complete **checklist**.

Author to include any narrative by exception in Section 6 of the cover paper.

- a)** Have educational implications been considered?
- Yes
- No
- b)** Is there a budget allocated for this work?
- Yes
- No
- c)** Alignment with [Our Strategy 2023-2026 People, Partnerships and Performance](#)
1. People objectives and outcomes
2. Partnership objectives and outcomes
3. Performance objectives and outcomes
- d)** Have key strategic risks and mitigation measures been identified?
- Yes
- No
- e)** Have equality, diversity, human rights and health inequality issues been considered as per [Fairer Scotland Duty: Guidance for Public Bodies](#) and Corporate Parenting as per the [Children and Young People \(Scotland\) Act 2014](#)?
- Yes
- No
- f)** Has an Equality Impact Assessment (EQIA) been completed or in progress for this piece of work?
- Yes
- No
- g)** Have you considered emergency climate change and sustainability implications as per [DL \(2021\) 38](#)?
- Yes
- No
- h)** Have you considered a staff and external stakeholder engagement plan?
- Yes
- No

Author: Nancy El-Farargy

Date: 03 May 2024

NHS Education for Scotland (NES)



Annual Whistleblowing Report 2023-2024

NHS Education for Scotland

03 May 2024

Contents

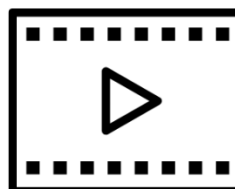
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1. Whistleblowing 2023-2024: At-a-glance

NHS Education for Scotland Whistleblowing 2023-2024 At-a-glance

Two additional Confidential Contacts were recruited, bringing our available pool to four.

Two Confidential Contacts introduced themselves in a recorded video message. They highlighted their role and their willingness to provide advice and support to colleagues.



87% of line managers completed the required training.

Concerns	Stage one	Stage two
Upheld	-	1
Partially upheld	-	-
Not upheld	1	-

2

CONCERNS RECEIVED

In the national 2023 'iMatter' survey, we achieved the **highest score** (in NHS Scotland) on the whistleblowing statements:

- Confident to safely raise concerns about issues in the workplace.
- Confident that concerns will be followed up and responded to.



Figure 1: Whistleblowing 2023-2024 'at a glance' summary.

2. Introduction

- 2.1. This is the third NHS Education for Scotland (NES) Annual Whistleblowing Report, which presents our whistleblowing performance during 01 April 2023 to 31 March 2024 inclusive.
- 2.2. The Public Services Reform (The Scottish Public Services Ombudsman) (Healthcare Whistleblowing) Order 2020¹ created a new route for whistle-blowers in the healthcare sector to bring escalated complaints to the Scottish Public Services Ombudsman (SPSO) (via the Independent National Whistleblowing Officer). Subsequently, the April 2021 National Whistleblowing Standards² (the Standards) set out a national procedure for all NHS Scotland boards to handle any whistleblowing concerns.
- 2.3. Since the launch of the Standards, we continued to build on experiences and learning to date, and to promote a culture where everyone is confident to raise any concerns in the public interest. We continued to engage with our staff to foster a more open, honest and inclusive working culture, and to give assurances that any issues will be investigated fully and impartially.
- 2.4. In line with the Standards, all NHS Scotland boards are required to publicly report on any whistleblowing concerns on a quarterly basis and to publish an annual report. Throughout 2023-2024 the Staff Governance Committee received a whistleblowing performance report on a quarterly basis.
- 2.5. This report is presented as follows:
- A summary of the context and legal frameworks (p. 5).
 - An overview of the whistleblowing procedure (p. 8).
 - A chronological summary of our activities during 2023-2024 (p. 11).
 - The whistleblowing annual return and key performance indicators (p. 15).
 - A conclusion to the report (p. 18).

¹ Crown Copyright (2020) 'Scottish Statutory Instruments. 2020 No. 5. The Public Services Reform (The Scottish Public Services Ombudsman) (Healthcare Whistleblowing) Order 2020'. Available at: <https://www.legislation.gov.uk/ssi/2020/5/made> (Accessed: 22 October 2020).

² Independent National Whistleblowing Officer (2021) 'The National Whistleblowing Standards - April 2021'. Edinburgh: Scottish Public Services Ombudsman. Available at: <https://inwo.spsso.org.uk/sites/inwo/files/Standards/NationalWhistleblowingStandards-AllParts.pdf> (Accessed: 24 January 2022).

3. Context and legal frameworks

- 3.1. To understand the background behind current whistleblowing arrangements in NHS Scotland, several reports merit a mention.
- 3.2. Firstly, the NHS Scotland Staff Governance Standard³ outlines the responsibility of employers to ensure that staff feel safe to speak up about any wrongdoing. It also places a responsibility on staff to speak up on issues that may cause upset and alarm, in line with the whistleblowing policy.
- 3.3. The Mid Staffordshire NHS Foundation Trust Public Inquiry report⁴ highlighted the need for a common patient-centred culture, clear standards and measures of compliance, and openness, transparency and candour throughout ‘the system’. The resulting 290 recommendations aimed to put patients and their safety first, with cultural change required at all levels. The recommendations included patient, public and local scrutiny, performance management and clear metrics on quality.
- 3.4. Leading on from the above Public Inquiry report, the February 2015 ‘Freedom to speak up’ review⁵ highlighted the need for additional measures to ensure that all NHS staff can freely raise any patient safety concerns. The report was related to NHS England, however, the Scottish Government welcomed it and used its findings to further support, encourage and promote whistleblowing in NHS Scotland. The findings were also considered in relation to the whistleblowing policy in place at the time and the potential change to NHS Scotland’s whistleblowing approach.
- 3.5. The 2019 report by John Sturrock QC investigated allegations of bullying and harassment in NHS Highland. This was commissioned by the Scottish Government and was submitted to the then Cabinet Secretary for Health and Sport, Jeane Freeman. Proposals for improvement included an independent whistleblowing process and the provision of an independent “guardian” for anyone wishing to report inappropriate behaviour, and for those whom such behaviour is alleged.

³ Scottish Government (2012) ‘Staff Governance Standard: A Framework for NHS Scotland Organisations and Employees’. 4th edition. Edinburgh: Scottish Government. Available at: <https://www.staffgovernance.scot.nhs.uk/media/1342/staff-governance-standard-edition-4.pdf> (Accessed: 28 June 2019).

⁴ Crown Copyright (2013) ‘Report of the Mid Staffordshire NHS Foundation Trust Public Inquiry, Chaired by Robert Francis QC: Executive Summary’. London: The Stationery Office. Available at: [http://webarchive.nationalarchives.gov.uk/20150407084003/http://www.midstaffpublicinquiry.com/sites/default/files/report/Executive summary.pdf](http://webarchive.nationalarchives.gov.uk/20150407084003/http://www.midstaffpublicinquiry.com/sites/default/files/report/Executive%20summary.pdf) (Accessed: 3 August 2015).

⁵ Francis, R. (2015) ‘Freedom to speak up. An independent review into creating an open and honest reporting culture in the NHS.’ Available at: https://webarchive.nationalarchives.gov.uk/20150218150953/https://freedomtospeakup.org.uk/wp-content/uploads/2014/07/F2SU_web.pdf (Accessed: 11 November 2019).

- 3.6. In response to the Sturrock review, the Scottish Government published their report in May 2019⁶. It highlighted the required learning and reflection for all NHS Scotland boards and committed to building a more open, honest and inclusive culture. Several initiatives were subsequently put in place across NHS Scotland, and these included:
- The establishment of an Independent National Whistleblowing Officer for NHS Scotland, to investigate the handling of any whistleblowing complaints.
 - The appointment of dedicated Whistleblowing Champions (as Non-Executive Directors) for each NHS Scotland board.
 - A review of the ‘Once for Scotland’ workforce policies⁷.
 - A standardised ‘Once for Scotland’ procedure for handling any whistleblowing concerns.
- 3.7. The Public Services Reform (The Scottish Public Services Ombudsman (Healthcare Whistleblowing) Order 2020⁸ allowed the Scottish Public Services Ombudsman to take on the Independent National Whistleblowing Officer role. This gives whistleblowers the opportunity to seek independent external review of their concern raised. The Independent National Whistleblowing Officer also has a national leadership role in providing direction, support and guidance to NHS Scotland boards regarding the National Whistleblowing Standards⁹. These Standards were launched in April 2021 and outline the NHS Scotland-wide procedure for handling any whistleblowing concerns.
- 3.8. The Public Interest Disclosure Act 1998¹⁰ is to protect employees who make disclosures in the public interest and allows them to bring action with respect to victimisation. The qualifying disclosures for protection are:
- A criminal offence.
 - Failing to comply with a legal obligation.
 - A miscarriage of justice.
 - A risk to health and safety.
 - A risk to the environment.
 - Concealment of any of the above.

⁶ Scottish Government (2019) ‘The Scottish Government Response to the Sturrock Review: into cultural issues related to allegations of bullying and harassment in NHS Highland’. Edinburgh: Scottish Government. Available at: <https://www.gov.scot/publications/scottish-government-response-report-bullying-harassment-nhs-highland/> (Accessed: 30 June 2019).

⁷ Crown copyright (NHS Scotland) (2024) ‘Workforce policies’. Available at: <https://workforce.nhs.scot/policies/> (Accessed: 11 April 2024).

⁸ Crown Copyright (2020) ‘Scottish Statutory Instruments. 2020 No. 5. The Public Services Reform (The Scottish Public Services Ombudsman) (Healthcare Whistleblowing) Order 2020’. Available at: <https://www.legislation.gov.uk/ssi/2020/5/made> (Accessed: 22 October 2020).

⁹ Independent National Whistleblowing Officer (2021) ‘The National Whistleblowing Standards - April 2021’. Edinburgh: Scottish Public Services Ombudsman. Available at: <https://inwo.spsos.org.uk/sites/inwo/files/Standards/NationalWhistleblowingStandards-AllParts.pdf> (Accessed: 24 January 2022).

¹⁰ Crown Copyright (1998) ‘Public Interest Disclosure Act 1998. Chapter 23’. Available at: <http://www.legislation.gov.uk/ukpga/1998/23/data.pdf> (Accessed: 29 October 2019).

- 3.9. In summary, the overall aim is to ensure that all NHS Scotland staff (and others working alongside NHS Scotland):
- Have the confidence to speak up about any public interest concerns.
 - Feel safeguarded against any potential victimisation and detriment.
 - Know that any issues will be investigated thoroughly and timeously.

4. The whistleblowing procedure

- 4.1. The National Whistleblowing Standards came into force for all NHS Scotland boards on 01 April 2021, and replaced any local whistleblowing policies.
- 4.2. The Standards consist of:
- The whistleblowing principles (which underpin the approach to handling any concerns), and the definitions of “whistleblowing” and “whistle-blower”.
 - An overview of the procedure, including the definitions of what is a whistleblowing concern, who can raise a concern and a brief description of the procedure for handling these concerns.
 - The required governance arrangements.
 - Arrangements for Health and Social Care Partnerships, organisations providing student and trainee placements, and volunteers.
- 4.3. The initial process is to ensure that any issues are dealt with early, via business-as-usual procedures. All staff are encouraged to raise any concerns locally and to have the confidence that they will be positively dealt with professionally and promptly. Although business-as-usual concerns are not part of the formal whistleblowing procedure, they can be an important precursor. If business-as-usual processes are not suitable (for example, for serious high-risk cases), or if all previous means have been exhausted, then a whistleblowing concern can be raised. Whistleblowing should normally be seen as a last resort.
- 4.4. “Whistleblowing” is defined as¹¹:
- “...when a person who delivers services or used to deliver services on behalf of a health service body, family health service provider or independent provider (as defined in section 23 of the Scottish Public Services Ombudsman Act 2002) raises a concern that relates to speaking up, in the public interest, about an NHS service, where an act or omission has created, or may create, a risk of harm or wrongdoing.”*
- 4.5. Under the Standards, all whistle-blowers are afforded support, legal protections, and confidentiality. A formal whistleblowing concern can be raised when:
- It is not related to a Human Resources issue.
 - It is in the public interest (for example, patient safety).
 - It is raised within six months (this being the normally accepted time-limit).
 - The business-as-usual process has already run its course (where applicable).

¹¹ Crown Copyright (2020) ‘Scottish Statutory Instruments: 2020 No. 5. Public Services Reform: Scottish Public Services Ombudsman. Public Health. National Health Service. The Public Services Reform (The Scottish Public Services Ombudsman) (Healthcare Whistleblowing) Order 2020’. The Stationery Office. Available at: https://www.legislation.gov.uk/ssi/2020/5/pdfs/ssi_20200005_en.pdf (Accessed: 21 April 2022).

- 4.6. If a whistle-blower does not wish to use the Standards for a whistleblowing concern, then the organisation will decide on how to proceed. It is indeed 'good practice' to investigate any issues raised regardless of whether they are raised under the Standards or not.
- 4.7. Anonymous and "unnamed concerns" cannot be formally investigated under the Standards. An anonymous concern is where no-one knows the identity of the whistle-blower. An unnamed concern is where the person raising the concern does not want his/her details recorded within the whistleblowing systems. Both these types of concerns limit the protections available to the whistle-blower and cannot be referred to the Independent National Whistleblowing Officer. However, once again it is recommended practice to investigate any issues, whether they are raised under the Standards or not.
- 4.8. The Standards note a three-stage procedure. At the end of stage two, whistle-blowers are signposted to the Independent National Whistleblowing Officer (Figure 2).

4.9.

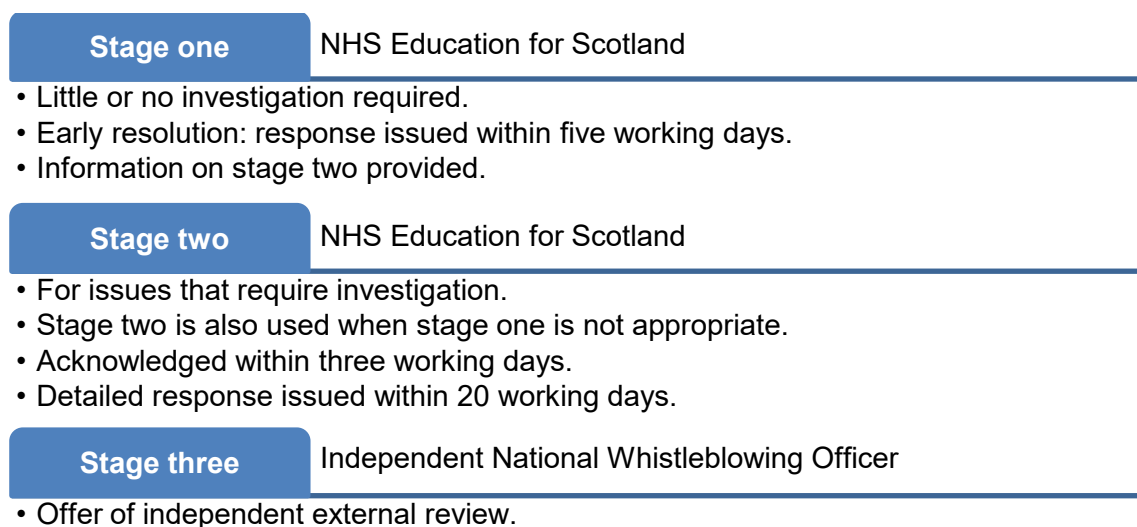


Figure 2: Summary of stages.

- 4.10. To support the Standards, all NHS Scotland boards are required to have a dedicated Whistleblowing Champion as a Non-Executive Director of the board. The role is to provide independent oversight of the whistleblowing agenda and to provide assurance to the board on the organisation's compliance with the Standards. There is no operational function in relation to the application of the whistleblowing policy or in any investigation of concerns. This dedicated role replaced the previous nominated Non-Executive Director with additional whistleblowing responsibilities¹².

¹² Gray, P. (2015) 'Non-Executive Whistleblowing Champion. Letter to NHS Scotland Health Board Chairs (29 September 2015)'. Edinburgh: Scottish Government.

- 4.11. Board members are required to monitor the number of concerns on a quarterly basis at their public board meetings. An annual report that sets out whistleblowing performance is also required.
- 4.12. Confidential Contacts are appointed in each NHS Scotland board to provide support and advice to a whistle-blower (or potential whistle-blower). They offer a safe and supportive environment to discuss any issues of concern and can signpost individuals to support required. Confidential Contacts are not involved in any operational investigation or management of a concern. They support speaking up and help build trust in the process.
- 4.13. The National Whistleblowing Standards are part of the 'Once for Scotland' Workforce Policies programme¹³. These are single, standardised policies that apply to all NHS Scotland employees. There are currently 18 policies under this banner, and include Bullying and Harassment, Grievance, Whistleblowing and the workforce policies investigation process.

¹³ Crown copyright (NHS Scotland) (2024) 'Workforce policies'. Available at: <https://workforce.nhs.scot/policies/> (Accessed: 11 April 2024).

5. Our activities during 2023-2024

- 5.1. During 2023-2024 we continued to promote the Standards and to encourage colleagues to speak up on any public interest concern.
- 5.2. In April 2023, we continued to provide progress updates on an informal (unnamed) concern.
- 5.3. Throughout 2023-2024 quarterly whistleblowing performance updates were provided to the Staff Governance Committee. We also provided the Independent National Whistleblowing Officer with updates on our performance and attended some of their webinars.
- 5.4. The second Annual Whistleblowing Report (2022-2023) was tabled at the Executive Team meeting (on 20 April 2023), the Staff Governance Committee (on 04 May 2023) and the public NES Board meeting (on 25 May 2023). Following approval by the NES Board, it was published on 26 May 2023.
- 5.5. Gillian Mawdsley, Non-Executive Director and Whistleblowing Champion provided the NES Board with an assurance report at the NES Board meeting on 25 May 2023.
- 5.6. In May 2023, we published our corporate Strategy 2023-2026, further outlining our commitment to using whistleblowing (and feedback in general) to measure and monitor our performance as an organisation.
- 5.7. In May 2023, Nancy El-Faragy developed a short whistleblowing presentation, to support the induction of newly appointed NHS Education for Scotland Non-Executive Directors.
- 5.8. In May 2023, the Confidential Contacts – Karen Wilson, Director of NMAHP and Deputy Chief Executive and Graham Paxton, Principal Lead – further introduced themselves in a recorded video presentation. They highlighted their role and their willingness to provide a ‘safe space’ for information, advice and assistance to potential whistle-blowers and to anyone seeking advice about whistleblowing (and related issues). They reiterated their independence from investigating any whistleblowing concerns and provided a summary of the October 2022 all-staff survey responses. In addition, the definition of business-as-usual concerns and some fictional examples were provided. Other existing processes for resolving business-as-usual concerns were highlighted. A reminder of the “TURAS Learn” line manager training offer was also provided. This video communication was a result of the responses from the all-staff survey that was distributed during the first NHS Scotland speak up week. Analysis highlighted that staff wished to find out more about business-as-usual concerns and the Confidential Contacts. The video will serve as an ongoing and useful education and training resource for interested parties.

- 5.9. In May 2023 and August 2023, we contributed to the Staff Governance Standard Monitoring return by providing information on our 2022-2023 whistleblowing performance.
- 5.10. On 12 June 2023, the national “iMatter” health and social care staff experience survey opened to NHS Education for Scotland staff. The questionnaire gave all our staff the opportunity to reflect upon, and feed-back on their experiences at team and organisational levels. Two additional non-mandatory statements on raising concerns, were included in the 2023 survey¹⁴:
- “Thinking of your experience in the last 12 months please tell us if you agree or disagree with the following statements.”
 - “I am confident that I can safely raise concerns about issues in my workplace.” (Six-point Likert scale.)
 - “I am confident that my concerns will be followed up and responded to.” (Six-point Likert scale.)
- 5.11. To build data and yearly comparisons, it is expected that the same two whistleblowing statements will be used in the 2024 iMatter survey.
- 5.12. In August 2023, NHS Scotland boards were invited to review a guidance and information document on the role of whistleblowing champions.
- 5.13. On 24 August 2023, the Scottish Government announced the reappointment of Gillian Mawdsley as Non-Executive Director and Whistleblowing Champion for NHS Education for Scotland (from 01 February 2024)¹⁵.
- 5.14. In August 2023, Michael Matheson, the then Cabinet Secretary for NHS Recovery, Health and Social Care, Scottish Government, issued a letter regarding patient safety (in the wake of the ‘Lucy Letby’ verdict) to all NHS Scotland Board Chairs and Chief Executives. It sought assurance from NHS Scotland boards on existing processes and systems for the early identification, reporting and robust timely investigation of any patient safety concerns. This included any concerns that may have been raised through the whistleblowing procedure. The Scottish Government reiterated the seriousness and importance of speaking up, and the policy in place to address any concerns at the earliest possible stage. It also outlined matters related to corporate governance and noted the results of the iMatter survey questions, which included two statements on raising concerns. In response to that letter, we highlighted our responsibilities associated with the Staff Governance Standard and our engagement with the annual iMatter survey. We also noted our work on ‘Leading to Change’, and work on board development in developing senior leaders.

¹⁴ Scottish Government (2023) ‘Health & Social Care Staff Experience Report 2023’. Edinburgh: Scottish Government. Available at: <https://www.imatter.scot/media/2112/health-and-social-care-staff-experience-survey-2023.pdf> (Accessed: 30 January 2024).

¹⁵ Scottish Government (2023) ‘Non-executive Whistleblowing Champion Board Members reappointed to NHS Scotland Boards’. Available at: <https://www.gov.scot/publications/non-executive-whistleblowing-champion-board-members-reappointed-to-nhs-scotland-board>

- 5.15. On 05 September 2023, several staff attended the Scottish Speak Up conference¹⁶. This event was independently organised by a group of speak up ambassadors and was supported by several speakers from organisations, which included the Independent National Whistleblowing Officer and the Scottish Government. The day concluded with reflections from the Independent National Whistleblowing Officer on the National Whistleblowing Standards since their launch in April 2021.
- 5.16. In September 2023, a concern was received and was investigated as a stage two whistleblowing concern (this is discussed in the next section).
- 5.17. On 15 September 2023, Christina Bichan, Director of Planning and Performance, and Professor Lindsay Donaldson, Deputy Medical Director met with colleagues from the Independent National Whistleblowing Officer office to support them in developing their understanding around how the Standards have been implemented with respect to doctors in training. This was a positive meeting which raised awareness of our work and supported the further development of relationships with the Independent National Whistleblowing Officer colleagues.
- 5.18. In September 2023, the Whistleblowing Steering Group (chaired by Christina Bichan, Director of Planning and Performance) met and discussed current arrangements, the Confidential Contacts, and preparations for speak up week (02-06 October 2023).
- 5.19. On 19 September 2023, Pamela Renwick, General Manager, Workforce, was appointed as an additional (third) Confidential Contact.
- 5.20. Hosted by the Independent National Whistleblowing Officer, the second national speak up week took place between 02 October 2023 and 06 October 2023. This was an opportunity for all health boards to highlight the benefits of speaking up and to demonstrate that speaking up is welcomed and valued. The theme was “learning from concerns”. Our activities involved two intranet news-feed articles:
- “Speak up week: Nancy El-Farargy reflects on the Whistleblowing Standards.”
 - “Speak up week is for everyone.”
- 5.21. The Independent National Whistleblowing Officer advised that the next speak up week will be held on 30 September 2024 to 04 October 2024.
- 5.22. In October 2023, a stage one concern was concluded (this is discussed in the next section).
- 5.23. On 23 November 2023 at the public Board meeting, the NHS Education for Scotland iMatter report was made available. This included information on two new (non-mandatory) whistleblowing statements (as per the next paragraph).

¹⁶ Scottish Speak up conference Tuesday 5th September 2023 (2023). Available at: <https://www.speakup.scot/programme> (Accessed: 7 July 2023).

- 5.24. On 28 November 2023, the NHS Scotland-wide iMatter Health and Social Care staff experience report was published¹⁷. With respect to the two new (non-mandatory) whistleblowing statements for 2023, our board had the highest scores in NHS Scotland for both measures. It is also worthy to note that the difference between the two scores is three points (and is the lowest in NHS Scotland):
- “I am confident that I can safely raise concerns about issues in my workplace.” Score = 86¹⁸.
 - I am confident that my concerns will be followed up and responded to.” Score = 83¹⁹.
- 5.25. In December 2023, the Whistleblowing Steering Group convened, and discussions included the peer network for Confidential Contacts, future promotional communications/articles on the Confidential Contacts and line manager whistleblowing training.
- 5.26. On 20 December 2023, Professor Lindsay Donaldson, Deputy Medical Director, was appointed as an additional Confidential Contact. This brought our pool of Confidential Contacts to four (Karen Wilson, Graham Paxton, Pamela Renwick and Lindsay Donaldson).
- 5.27. In early 2024, we contributed to the request from the NHS Scotland Human Resources’ Directors group for some reflective and evaluative information on the work of the National Whistleblowing Standards. This stemmed from a meeting request from the Independent National Whistleblowing Officer to the Human Resources’ Directors group.
- 5.28. On 01 February 2024, a reminder on “essential learning” was issued to all staff, via the “NES Matters!” newsletter.

¹⁷ Health and social care staff experience report (2023). Available at: <https://www.staffgovernance.scot.nhs.uk/monitoring-employee-experience/health-and-social-care-staff-experience-report/>.

¹⁸ This score is “based on the number of responses for each point on the scale (Strongly Agree to Strongly Disagree) multiplied by its number value (6 to 1). These scores are added together and divided by the overall number of responses to give the score to show level of engagement.” The NHS Education for Scotland overall response rate to the survey was 88%. Responses to these two statements were not mandatory (and the sample counts are currently not accessible).

¹⁹ Ditto.

6. Whistleblowing annual return and key performance indicators

- 6.1. This section of the report outlines our whistleblowing annual return and the ten key performance indicators (KPIs). Each KPI is annotated within the relevant paragraph and summarised in Appendix A.
- 6.2. To support staff learning, two of the Confidential Contacts delivered a video presentation (in May 2023) on their role. This work was a result of the all-staff survey that was distributed during the first NHS Scotland speak up week (KPI 3).
- 6.3. During 2023-2024, two whistleblowing concerns were received (KPI 4). A set of stage two concerns was received during quarter two and a stage one concern was received during quarter three.
- 6.4. The first set of concerns was received on 07 September 2023 and was acknowledged on 11 September 2023, meeting the three working day timescale. Given the complexity of the issues raised, the concerns were investigated at stage two, under the leadership of Professor David Felix, Postgraduate Dental Dean and Director of Dentistry. The concerns were related to patient safety policy, education and practice. The investigation was concluded on 01 November 2023 and the concerns were fully upheld (KPI 6). This stage two investigation took 40 working days (KPI 7) and comprised of half of all concerns closed during 2023-2024 (KPI 5). The investigation resulted in four main findings designed to support improvement and implement learning within NHS Education for Scotland and the broader health and social care system (KPI 1). It is expected that the impact of these recommendations will be seen in the longer term through changes in how we approach education and training in respect of patient safety (KPI 1). The actions will be revisited in quarter one 2024-2025 to assess early progress. As well as the recommendations arising from the investigation, there was learning for the corporate team in respect of the value of a 'safe space' for confidential discussion and consideration of concerns (KPI 2). Positive feedback regarding the recommendations was received from the whistleblower (KPI 2).
- 6.5. The Executive Medical Director and the Chief Executive's office received the stage one concern on 20 October 2023. It was acknowledged upon receipt (on the same day). It was related to patient safety issues, bullying, and supervision of education and training of doctors in training at a territorial health board. The concerns relating to staffing levels (and subsequent trainee education and training supervision and patient safety) were reviewed at stage one and were not upheld (KPI 6). Following consideration by the Deputy Medical Director and the Chief Executive, the response was issued on 25 October 2023 and closed in under five working days (KPI 7). This concern comprised of 50% of all cases closed (KPI 5). Discussion with the territorial health board gave sufficient assurance, alongside business-as-usual quality management arrangements, which ensure that there is ongoing monitoring. It was agreed to keep a watching brief to ensure that trainee doctors are properly supported and supervised (KPI 1).

6.6. A summary of concerns received in 2023-2024 (KPIs 4-10) can be seen in Table 1.

6.7. **Table 1:** Summary of cases in 2023-2024 (KPIs 4-10).

		Stage one				Stage two (direct)			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
KPI 4	The total number of concerns received = 2.	0	0	1	0	0	1 ²⁰	0	0
KPI 5	Concerns closed as a percentage of all concerns closed.	-	-	(1) 50%	-	-	-	(1) 50%	-
	Percentage of stage one concerns closed.	-	-	100%	-	-	-	-	-
	Percentage of stage one concerns closed within five working days.	-	-	100%	-	-	-	-	-
	Percentage of stage two concerns closed.	-	-	-	-	-	-	100%	-
	Percentage of stage two concerns closed within 20 working days.	-	-	-	-	-	-	Nil	-
KPI 6	Number of concerns upheld as a percentage of all concerns closed at each stage.	-	-	-	-	-	-	(1) 100%	-
	Number of concerns partially upheld as a percentage of all concerns closed at each stage.	-	-	-	-	-	-	-	-
	Number of concerns not upheld as a percentage of all concerns closed at each stage.	-	-	(1) 100%	-	-	-	-	-
KPI 7	Average time in working days for response.	-	-	4	-	-	-	40	-
KPI 8	Number and percentage of concerns closed within five working days (stage one).	-	-	(1) 100%	-	-	-	-	-
	Number of stage one cases extended.	-	-	Nil	-	-	-	-	-
	Number and percentage of concerns closed within 20 working days (stage two).	-	-	-	-	-	-	Nil	-
	Number of stage two cases extended.	-	-	-	-	-	-	1 (100%)	-
KPI 9	The number of concerns at stage one where an extension was authorised as a percentage of all concerns at stage one.	-	-	0	-	-	-	-	-
KPI 10	The number of concerns at stage two where an extension was authorised as a percentage of all concerns at stage two.	-	-	-	-	-	-	100% (1)	-

²⁰ This stage two concern was received in quarter two and closed in quarter three.

- 6.8. Within NES, all line managers are required to complete the line manager level whistleblowing training on TURAS Learn. As of 31 March 2024, the overall compliance was 87%, with 308 line managers having completed the required e-Learning, and 46 yet to complete (13%) (KPI 3). This is a slightly improved position and targeted approaches to address gaps in compliance are being taken forward across directorates to further improve performance. Compliance with essential learning modules was included in the personal objectives of all staff in 2023-2024 with the intent of improving overall organisational performance. The Workforce Directorate has continued to promote the required essential learning modules and monitor their levels of compliance (KPI 3).
- 6.9. We continue to listen to our staff (and others) to address any concerns raised and to make any required improvements. We have also welcomed the opportunity to reflect on the work delivered to date, to foster a more open, honest and inclusive working culture.

7. Conclusion

- 7.1. This is our third Annual Whistleblowing Report and we have welcomed the opportunity to reflect on our activities throughout 2023-2024, and on our experiences and learning to date.
- 7.2. Throughout 2023-2024, we continued to engage with our staff, the Whistleblowing Steering Group, the Staff Governance Committee and the NES Board regarding our whistleblowing arrangements. The appointment of two additional Confidential Contacts (bringing our pool to four) has been welcomed and reiterates our commitment to supporting everyone to speak up at the earliest appropriate opportunity.
- 7.3. In conclusion, we recognise the important role in setting the tone and culture that values the contributions of all our staff to have the confidence to speak up in the public interest. We continue to encourage all staff to raise any concerns and continue to ensure that everyone feels supported in doing so.

Nancy El-Faragy
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03 May 2024

A skilled and sustainable workforce for a healthier Scotland.

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8. Appendix A: Key Performance Indicators

Table 2: Overview of the Key Performance Indicators (KPIs) reported.

Key Performance Indicators (KPIs)		Location
KPI 1	A statement outlining learning, changes or improvements to services or procedures as a result of consideration of whistleblowing concerns.	Paragraphs 6.4 and 6.5.
KPI 2	A statement to report the experiences of all those involved in the whistleblowing procedure (where this can be provided without compromising confidentiality).	Paragraph 6.4.
KPI 3	A statement to report on levels of staff perception, awareness and training.	Paragraphs 6.2 and 6.8.
KPI 4	The total number of concerns received.	Paragraph 6.3 and Table 1.
KPI 5	Concerns closed at stage one and stage two of the whistleblowing procedure as a percentage of all concerns closed.	Paragraphs 6.4 and 6.5, and Table 1.
KPI 6	Concerns upheld, partially upheld, and not upheld at each stage of the whistleblowing procedure as a percentage of all concerns closed in full at each stage.	Paragraphs 6.4 and 6.5, and Table 1.
KPI 7	The average time in working days for a full response to concerns at each stage of the whistleblowing procedure.	Paragraphs 6.4 and 6.5, and Table 1.
KPI 8	The number and percentage of concerns at each stage which were closed in full within the set timescales of 5 and 20 working days.	Table 1.
KPI 9	The number of concerns at stage one where an extension was authorised as a percentage of all concerns at stage one.	Table 1.
KPI 10	The number of concerns at stage two where an extension was authorised as a percentage of all concerns at stage two.	Table 1.

NHS Education for Scotland

Agenda Item: 10b

Date: 23 May 2024

Public Board Meeting

1. Title of Paper

1.1 Non-Executive Director Whistleblowing Champion Report 2023/24

2. Author of Paper

2.1 Gillian Mawdsley, Non-Executive Director and Whistleblowing Champion

3. Lead Director(s)

3.1 N/A

4. Situation/Purpose of paper

4.1 This paper brings the Non-Executive Director and Whistleblowing Champion 2023/24 Annual Report to the Board for assurance.

5. Background and Route to Meeting

5.1 The Whistleblowing Champion role has specific responsibilities including that an annual report is prepared and delivered to the Staff Governance Committee as the delegated Committee for whistleblowing governance and scrutiny by the Board.

5.2 This report was delivered verbally and reviewed by the Staff Governance Committee at its meeting held on 29 April 2024. It followed the delivery of the 2023/2024 Annual Whistleblowing Repor. The Committee confirmed that the report provided satisfactory assurance.

5.3 For information, in the past few years, the whistleblowing champions of each of the NHS Boards had been required to provide an annual update on whistleblowing to the Cabinet Secretary for Health and Social Care. Its purpose was to provide an update on the assurance role from each of the NHS whistleblowing champions. No such letter was required this year though separately assurance as outlined below was supplied by each Board.

- 5.4 Attention is drawn to paragraph 5.14 of the 2023/2024 Annual Whistleblowing Report – this is included on this Agenda at Appendix 1 of Item 10a - that in August 2023 Michael Matheson, the then Cabinet Secretary for NHS Recovery, Health and Social Care, Scottish Government, sought assurance from NHS Scotland boards on processes relating to patient safety concerns in light of the ‘Lucy Letby’ verdict. Attention is drawn to the response sent by NES as outlined in this paragraph which included aspects of assurance and specific reference to the role of whistleblowing.
- 5.5 Mention should be acknowledged more widely of the importance of the Letby case. It provides a stark warning as to what can happen when systems do not work effectively. It is important to understand that this case also offers opportunities as well as stressing the importance of seeking out learning lessons where systems have failed. It is encouraging that NES has and continues to consider how learning from this case may impact on NES with its extensive role on education and training and to ensure that any similar issues arising in Scotland can be effectively identified and processed appropriately.

6. Assessment/Key Issues

- 6.1 This is the third report since the National Whistleblowing Standards came into effect. It is important to acknowledge that it inevitably took some time for all systems originally in place in NES at the outset to be reviewed and for all relevant and appropriate governance arrangement to be secured. This was a complex process as the need and responsibility to ensure knowledge and compliance with whistleblowing processes extended beyond just NES’s staff but to others with whom NES interacts including trainees and independent contractors by example. The fact that such systems are being seen to operate efficiently and effectively as outlined below is commendable and represents the input of a considerable volume of work.
- 6.2 Progress has been made by the Team to ensure that these effective systems are in place and have been seen to withstand robust examination to ensure that they are operating effectively.
- 6.3 Though NES does not seek out the incidence of whistleblowing events, there have been two recorded over the year as outlined by their report (Agenda 10a). Numbers remain very low. The complexity of one of these whistleblowing concerns is outlined at paragraph 6.4 (of Appendix 1 included on this Agenda with Item 10a) that brought forward recommendations to be made in the approach to education and training in respect of patient safety, and corporate team learning in relation to the value of a ‘safe space’ for confidential discussion, The implications arising from these recommendations require to continue to be monitored. What is also important is that the system was seen to work with positive feedback received from the whistle-blower themselves.

- 6.4 That outcome to the whistleblowing event should be noted in conjunction with the iMatters survey results which are included at paragraph 5.24 (of Appendix 1 included on this Agenda with Item 10a). NES were recorded as having the highest scores within any of the NHS Boards. That is helpful as it indicates the effectiveness of the whistleblowing processes and it provides a measure of assurance. However, it should not foster complacency. It is therefore pleasing to note progress including the appointment of two new confidential contacts especially now on the medical front. This spans all manner of NES's work and reflect differing levels of seniority which is important. The work and time commitment of the four confidential contacts is much appreciated, as is their obvious interest and engagement apparent in the internal meetings.
- 6.5 Encouragement of training on whistleblowing by line managers does remain an area of ongoing concern though the trend should be noted as continuing upwards on its completion. Initiatives from the Executive team are to be much welcomed to continue that progress to active engagement which will increase the compliance with the mandatory training available on TURAS. Regular reports to Committee and Board address these issues and continues to be a topic on which attention must remain fully focused.
- 6.6 The work of the whistleblowing steering group is proactive and well engaged and committed. The annual Speak Up Week is an important opportunity to be involved and engage bilaterally. It provided this year a valuable opportunity for a number of NES staff to meet face to face and to hear from various experts and be involved in engaged discussion on a range of topics. This group continues to provide a base for planning of awareness raising for the future. Already plans are underway for the identification and commitment to Speak Up Week to be held from 30 September to 4 October 2024.
- 6.7 Appropriate governance routes clearly exist to provide the necessary assurances and are embedded at the various Committee and Board levels. Reporting quarterly to the Staff Governance Committee, is working well even where there may be a quarterly nil return, it keeps attention focused on the need to ensure incidents of whistleblowing are being regularly monitored. With whistleblowing concerns arising being recognised as discussed above, the systems in place are working effectively providing a regular route of reporting. This allows the necessary assurance to be provided and promote confidence to the Board.
- 6.8 The overall aim with whistleblowing continues as highlighted before to be in the development of a more holistic environment within all NHS Boards, and to provide an evolving culture in promoting whistleblowing and supporting whistle-blowers. NES plays an important role which has been embraced in the work outlined in supporting specifically medical training of the further development of relationships with the Independent National Whistleblowing Officer colleagues.
- 6.9 Assurance can therefore be provided regarding whistleblowing that there are clear signposts/systems in place supporting NES's work in relation to

whistleblowing along with the provision of resources at all levels. There is a clear commitment to achieving the necessary awareness of whistleblowing and access to advice as and when required.

7. Recommendations

- 7.1 The Board is invited to review this report and confirm if provides satisfactory assurance.

Author to complete **checklist**.

a) Have Educational implications been considered?

Yes

No

b) Is there a budget allocated for this work?

Yes

No

c) Alignment with [NES Strategy 2019-2024](#)

1. A high-quality learning and employment environment

2. National infrastructure to improve attraction, recruitment, training and retention

3. Education and training for a skilled, adaptable and compassionate workforce

4. A national digital platform, analysis, intelligence and modelling

5. A high performing organisation (NES)

d) Have key strategic risks and mitigation measures been identified?

Yes

No

e) Have Equality, Diversity, Human Rights and health inequality issues been considered as per [Fairer Scotland Duty: Guidance for Public Bodies](#) and Corporate Parenting as per the [Children and Young People \(Scotland\) Act 2014](#)?

Yes

No

f) Have you considered Emergency Climate Change and Sustainability implications as per [DL \(2021\) 38](#)?

Yes

No

g) Have you considered a staff and external stakeholder engagement plan?

Yes

No

Author: Gillian Mawdsley

Date: May 2024

NES

NHS Education for Scotland

NES/24/40

NES Public Board Meeting

Agenda Item: 10c

Date of meeting 23 May 2024

1. Title of Paper

1.1. 2023-24 Equality and Diversity Annual Report

2. Author(s) of Paper

2.1. Katy Hetherington, Principal Lead – Equality, Diversity and Human Rights

3. Lead Director(s)

3.1. Tracey Ashworth-Davies, Director of Workforce and Deputy Chief Executive (Corporate) and Karen Wilson, Director of Nursing and Deputy Chief Executive (Clinical)

4. Situation/Purpose of paper

4.1. The Board is asked to note and approve this end of year report for the period April 2023-March 2024. This includes progress on NES's Equality Outcomes since the mid-year report in November 2023 and activities in NES to progress equality, diversity and inclusion. Plans for activities in 2024-2025 are highlighted for the Board to note as well as an update on recent policy and legislative developments (Appendix 1).

5. Background and Governance Route to Meeting

5.1. The paper has been informed by end of year reports, approved by the Staff Governance Committee on 29th April 2024, Education and Quality Committee on 9th May 2023, and Technology and Information Committee on 13th May 2024. Each Committee has responsibility for scrutiny of aspects related to the Committee's business.

6. Assessment/Key Issues

(Include narrative relating to a-h checklist by exception)

- 6.1. Equality, diversity and inclusion are central to achieving our purpose to be a collaborative, innovative and inclusive learning organisation.
- 6.2. There has been a specific focus this year on anti-racism, including a corporate objective for all staff to increase their learning on anti-racism, equality, diversity and inclusion and a performance objective for the Executive Team. A development session for the Board took place in June 2023 and training for line managers on anti-racism is being rolled out with 200 line managers now having taken part in training.
- 6.3. The Scottish Government issued guidance in March 2024 to Chairs and Chief Executives that NHS Boards will develop and deliver against an anti-racism plan. The plan is to cover both workforce and racialised health inequalities. Further information is provided as part of our plans for 2024/2025.
- 6.4. The Partnership Forum and the Executive Team have approved an all staff objective for the new financial year for 2024-2025. This supports a continuous approach to learning on equality, diversity and inclusion.
- 6.5. Further information is set out in Appendix 1 on progress with NES's equality outcomes since the Board's mid-year report in November 2023. Staff Governance, Education and Quality and the Technology and Information Committees have approved end of year updates on the outcomes relevant to each Committee's business. It was noted by the Education and Quality Committee that progress is on activity rather than outcomes but it is recognised that this is the nature of how the outcomes have been drafted and will be addressed as NES identifies new equality outcomes for 2025-2029.
- 6.6. The Technology and Information Committee noted that Fairer Scotland Impact Assessments should be considered at the earliest stages of strategic areas of work. The Staff Governance Committee noted the plans for work with other national health boards on the anti-racism plan and to incorporate NES's Anchors Plan activities within an overall equality, diversity and inclusion plan.
- 6.7. There are legislative requirements under the Public Sector Equality Duty that NES is required to meet, including developing a fresh set of equality outcomes. This is an opportunity for NES to set out its equality, diversity and inclusion plan to deliver NES's strategy and meet legislative and policy requirements. The specific requirements and proposed plans are set out in Appendix 1.
- 6.8. NES will continue to support its staff to learn and act on equality, diversity and inclusion to deliver NES's strategy. This will include providing learning and development opportunities for staff, progressing work on educator

competency, supporting a vibrant staff network infrastructure, carrying out Equality, Fairer Scotland and Children's Rights Impact assessments and supporting the health and social care workforce through the development of learning products for the Equality and Diversity Turas Learn Zone.

7. Recommendations

7.1. The Board is asked to:

- Note the key activities progressed over 2023-24
- Note progress on NES's Equality Outcomes at Appendix 1
- Note the priorities for 2024-2025, including to meet statutory requirements by April 2025 set out in Appendix 1
- Approve this end of year report covering April 2023-March 2024.

Author to complete **checklist**.

Author to include any narrative by exception in Section 6 of the cover paper.

Have Educational implications been considered?

- Yes
 No

Is there a budget allocated for this work?

- Yes
 No

Alignment with [Our Strategy 2023 – 26 People, Partnerships and Performance](#)

1. People Objectives and Outcomes
 2. Partnership Objectives and Outcomes
 3. Performance Objectives and Outcomes

Have key strategic risks and mitigation measures been identified?

- Yes
 No

Have Equality, Diversity, Human Rights and health inequality issues been considered as per [Fairer Scotland Duty: Guidance for Public Bodies](#) and Corporate Parenting as per the [Children and Young People \(Scotland\) Act 2014](#)?

- Yes
 No

Has an Equality Impact Assessment (EQIA) been completed or in progress for this piece of work?

- Yes
 No

Have you considered Emergency Climate Change and Sustainability implications as per [DL \(2021\) 38](#)?

- Yes
 No

Have you considered a staff and external stakeholder engagement plan?

- Yes
 No

Author name: Katy Hetherington

Date: May 2024

NES

Appendix 1: End of Year Report – Equality and Diversity

1. Progress towards NES’s Equality Outcomes

The Committee is provided with an update on progress (since the mid-year report) with the Equality Outcomes relevant to the Committee’s business.

Outcome 1:

Our support for youth employment with a particular focus on engagement and supporting transitions from school, college and university for those further from the labour market or more likely to experience barriers to full employment: young people who are care-experienced, disabled, or from Black and minority ethnic or socio-economically disadvantaged communities.

This outcome covers a range of work in NES and predates the establishment of the NHS Scotland Academy, our Widening Access Framework and our Anchors Action Plan.

The Youth Academy’s work is continuing to address the challenges around supporting young people to progress into careers in health and care. The Pathway Pilot qualification is now reaching completion (June 2024) and a full evaluation report will be produced by Skills Development Scotland, with input from Youth Academy staff, in Autumn. The Academy is currently recruiting for three additional posts - funded via the Medical ACT-budget – to help address the continuing fall in Scottish-domiciled young people applying for Medicine degree courses. These posts will include a substantial element of working on widening access/participation work, understanding the barriers to Medicine for some young people and working collaboratively with universities, local authorities and other partners to address these. An Equality Impact Assessment on the Youth Academy’s work is in development and incorporates this work.

The NES Widening Access Framework was approved by the Executive Team in August 2023. NES submitted its Anchor Plan to the Scottish Government in November 2023. This summarises NES’s dual role in the NHS Scotland Anchor Strategy, as an individual health board and as a national board supporting a “once for Scotland” approach to workforce development issues. It is anticipated that the Widening Access Framework and Anchor Plan cover similar activities and a review has been undertaken to consider how best to progress, with the proposal that the Anchors Action Plan becomes the primary document.

Outcome 2:

The proportion of refugee health professionals achieving professional registration and the number of international recruits attracted and supported into NHS Scotland is increased.

The Centre for Workforce Supply (Health) continues to work with Scottish Government funded International Recruitment (IR) Leads at Boards to centrally coordinate and accelerate international recruitment in line with Scottish Government targets and associated funding. The Centre for Workforce Supply does this via managing a monthly community of practice for International Recruitment Leads, troubleshooting challenges, identifying, developing and sharing best practice guidance. The Centre for Workforce Supply also collects data on the progress of recruitment of IRs; over the previous three financial years, the number of internationally educated nurses, midwives and Allied Health Professionals joining NHS Scotland has grown.

NHS Scotland Academy continues to support internationally educated nurses and midwives newly recruited to NHS Scotland through the delivery of NMC OSCE Preparation digital resources, developed to support international recruits pass a Nursing and Midwifery Council (NMC) Examination as part of the registration process to work independently in the UK. Six hundred and eighty-three (683) learners from NHS Boards across Scotland have used the NHS Scotland Academy resources for OSCE preparation in the last twelve months. Two-hundred and sixty-three (263) existing NHS staff have used the Educators' resources designed to help them support their recruits through the process.

NES continues to work with the Scottish Refugee Council and partners (SSSC, NHS Scotland Academy, College Development Network, Open University, Skills Development Scotland, Princes Trust, Public Health Scotland, Improvement Service and DWP) to look at 'Employment and Education Opportunities for Refugees and Asylum Seekers'. The group is sharing information and resources, coordinating existing activity and support and has been asked to present to the Anchors Workforce Workstream with a view to becoming a sub-group of that programme.

Outcome 3:

NES contributes towards reducing the UK-wide attainment gap for medical trainees from Black and Minority Ethnic backgrounds and International Medical Graduates by designing and monitoring evidence-informed activities.

The Advancing Equity in Medical Education Steering Group continues to meet regularly to plan and deliver specific interventions that aim to address differential attainment that exists in postgraduate medical education and training. The core group is currently considering the 2024 General Medical Council annual submission, following positive feedback about the 2023 report.

The attainment gap remains a significant issue, especially for doctors from ethnic minority backgrounds. It is known that the factors that cause the attainment gap are complex and operate at the individual, institutional and policy levels. Addressing it will therefore require action at all these levels. The Advancing Equity Group is also linked with the Trainee Development and Wellbeing service around neurodiversity and how to ensure our training pathways and processes are flexible and accommodate diversity in our trainee population.

An action plan for the next 12 months is now being progressed and will be updated upon during 2024-2025 to the Board.

Outcome 4:

We will continue to enhance the inclusivity of education and training programmes for disabled learners in NHS Scotland through:

- a. Expanding the availability of technology enhanced learning which reflects best practice in accessibility and increases flexibility in learning opportunities.

The Technology Enhanced Learning (TEL) Team was established in 2021 to provide support to our staff in adjusting to delivering learning remotely. The team continues to support all NES educators and corresponding business support staff, through the development of resources and guidance, bespoke support and through the facilitation of a NES TEL community of educators. It has now been confirmed that the team will be continue through NES baseline funding from April 2024.

An Equality Impact Assessment was undertaken as part of NES's Learning and Education Strategy and is now published on the NES website.

- b. Establishing arrangements for reasonable adjustments passports for trainees under the Lead Employer programme.

Work is underway nationally through the Once for Scotland Workforce Policies programme to develop a guide on reasonable adjustment for NHS Scotland staff, based on existing good practice. Passporting functionality has been included in the development plans for the Turas platform, subject to funding. NES is also contributing to a working group set up by SG Health Workforce Equality to share practice and identify gaps to support disabled staff. NES continues to support our staff and NES Doctors and Dentists in Training with reasonable adjustment and individual learning plans. There is high demand for the support provided by the Specialist Lead for Disability and the Training Wellbeing and Development Service.

- c. Providing holistic careers advice and person-centred support for disabled trainees through the Training, Wellbeing and Development Service.

The Senior Specialist Lead for Disability continues to deliver one-to-one support and case management for our staff and NES employed doctors and dentists in training (DDiT).

The Training Wellbeing and Development Service has continued to support trainees progress with their learning and empower them to make appropriate career choices. This includes tailored person-centred services such as advice on wellbeing, careers and signposting to specialist services. There is a particular need to support educators and trainers to support neurodivergent trainees and work is underway to contact relevant local NHS support mechanisms. A seminar to raise awareness about neurodiversity and to share the findings from a recent survey with medical

trainees on neurodivergence and mental health was held on 16th April 2024 (over 230 attendees). The NES Equality Team is also developing a new training resource on neurodiversity in 2024 with input from different disciplines in NES.

Outcome 5:

We support and develop the knowledge and skills required by our educators and designers to support accessible and inclusive learning. This will focus on accessibility and inclusion, digital solutions to support learning, culture and anti-racism knowledge and skills.

The knowledge and skills of our educators is a key part of NES's Learning and Education Strategy. An Educator Capabilities Framework has been developed and this will include a self-assessment for staff to consider as part of the personal development and review process. One of the 'core competencies' within the framework is in relation to Equality, Diversity and Inclusion. This has the aim of ensuring all NES educators have the knowledge and support to: "Ensure all elements of learning from design through to improvement, learner admissions to feedback are inclusive, provide equality and value diversity."

Our Learning and Education Strategy highlights the importance of inclusive practices and products across NES. It is reflected in one of NES's Principles for Learning and Education, which will be embedded in our learning and education policies as they are developed within our Learning and Education Quality System (a Corporate Improvement Programme). This will drive awareness and provide assurance of a consistent approach to developing and delivering education in an accessible and inclusive way across NES.

A new digital learning resource on 'Cultural Humility' was launched in November 2023 and over 700 learners across health and social care have completed the training, including 139 learners in NES. A new Equality, Diversity and Human Rights Module was launched in December 2023, providing an updated learning resource for NES staff and the wider health and social care workforce.

The corporate objective to increase understanding and self-reflection on anti-racism, equality, diversity and inclusion will continue in 2024/25.

As referenced under Outcome 4, the Technology Enhanced Learning Team provide ongoing support to NES Educators to support accessible and inclusive learning.

Outcome 6:

Our approach to digital design enables and facilitates equality and equity of access using digital and technology through the pillars of accessibility, accommodation, acceptability, availability, and affordability.

Key and Intermediate Measures towards this outcome provide a framework to track progress towards this outcome.

Design systems

Feedback from users with dyslexia and people using screen readers has been central to making improvements. Enhancing the Turas design system to improve the translation of design elements into accessible web components for use by people navigating by keyboard and people with disabilities (ARIA specification). Work is underway across the Experience, Developer, and Testing teams to finalise this guidance. The Turas 'roadmap to accessibility' outlines the planned developments.

Websites

The WCAG (Web Content Accessibility Guidelines) were updated to version 2.2 in July 2023. The MTS (Management training scheme) and Periodontal websites are due to launch with fixes and redesigns to the new standard. In anticipation of the Public Sector standard for web and mobile browsers updates, a programme of work is underway to update audits and publish accessibility statements across the portfolio.

Turas appraisal

Feedback from people using screen readers about difficulty accessing the Personal Development and Planning element of the Appraisal application has prompted fixes to the application to enhance the application experience and effectiveness.

Platform services. The NDP Integration Service is a platform service enabling health service extension where unwarranted variation in access, inequality in outcomes, and service redesign have identified a need to enhance care quality and report key outcomes. The following NHS Health Boards are supported with one or more service integrations:

- NHS Greater Glasgow and Clyde
- NHS Forth Valley
- NHS Grampian
- NHS Highland

Examples of services supported include COPD (Chronic Obstructive Pulmonary Disease), Heart Failure and Appointments.

Digital Front Door (DFD)

Prototyping with members of the EQIA network tested methods of identity verification for NDP DFD Programme. People with varying levels of comfort using technology, including those who support people with hearing and sight loss have been included.

Testing framework

The Testing function works to an approach which tests for key NHS Scotland requirements in business / productivity applications and technology infrastructure and management. The standards aim to ensure ease of integration, usability, and ready availability of technology and devices across NHS Health Boards and related health services and organisations.

General

Equality scoping prompts have been developed to inform key technology considerations, mitigations, reasonable adjustments, differential attainment, and equality impacts for NES Technology Service to consider in our research design and delivery. An integrated project initiation form has been designed to collate outcomes of key impact assessments and information required to support technology design and delivery. The form includes areas including Children's Rights Action Plan and emerging technology like Artificial Intelligence.

NES Technology Service has met the duty to publish Accessibility statements. A programme of work is underway to update audits and publish statements to reflect the WCAG (Web Content Accessibility Guidelines) to the WCAG 2.2 standards which came into effect in late 2023.

Artificial Intelligence guidance from the Equality and Human Rights commission to ensure compliance with the Public Sector Equality Duty is being applied to the scoping work. This aims to identify areas in our work using emerging technology and to consider the impacts on our general and specific duties. Additional key areas include review of the service, decision-making, procuring goods and services, and partner and supplier relationships.

Outcome 7:

We contribute to the development of an inclusive and diverse workplace culture through our national leadership and management programmes for health and social care managers and leaders.

NES builds in equality, diversity and inclusion into the design and delivery of management and leadership programmes. An EQIA for the National Leadership and Management Programmes and Resources has been developed by the OD & Leadership team and has been approved, subject to the programmes being progressed.

The Leading to Change team have developed a [Leading to Change Allyship Hub](#) to host learning resources and share best-practice guidance and stories from across the sectors about how to be a good ally in the workplace. This aims to develop a network of active allies across health, social care and social work in Scotland. This Hub is part of an ongoing Allyship Programme and an EQIA has been published. Leading to Change continues to run a blog series to highlight diverse voices across the sectors, with an accompanying "Diversity Coffee Connect" event series to offer the opportunity for discussion and reflection around topics connected to inclusion and diversity. A Diverse Leaders Programme is in development, with an aim to enable and encourage diverse leaders at all levels to be identified and supported into more senior roles across health, social care and social work.

NES was commissioned by the Scottish Government to develop a Transgender Care Knowledge and Skills Framework for the NHS workforce and this is due for publication at the end of May 2024. Work continues to explore resources and training

to support best care of trans people. This includes staff working at all levels in NHS Scotland.

There has been interest from other Boards in NES's anti-racism training that has been delivered to over 200 line managers in NES. The material is being translated into a digital resource for the Equality and Diversity Turas Learn Zone to support the wider health and social care sector. This should be available in June 2024.

The Scotland Deanery has an updated section on the Training Development and Wellbeing Service on [sexual misconduct](#). This includes guidance for trainees and a pledge to eradicate sexual misconduct and contribute to a culture that does not tolerate inappropriate behaviours, improve reporting mechanisms and ensure training is in place. NES's equality team has worked with Close the Gap and Equally Safe at Work to tailor an [e-learning module](#) on sexual harassment for line managers for the health and social care workforce. This was published on 26th April 2024.

Outcome 8:

NES is an inclusive employer, with:

- a. Effective employee voice, including staff networks with effective influence on policy.

Progress

A short survey has been designed to measure perceptions of NES as an inclusive organisation. This was issued in May 2024 and will be repeated every 6 months. It will be reported to the Board as part of the set of Strategic KPIs. Staff will be asked to complete equality and diversity monitoring to allow analysis by protected characteristic and to understand if there are differences in perceptions of inclusion and to inform actions.

NES's staff networks continue to meet and are supported by our Learning Content & Staff Network Officer and the Staff Network Chairs. The Committee was updated on a range of activities that had taken place as part of the mid-year report, including achieving the 'Established' Level for the Carer Positive Award and renewing our Disability Confident Award. The Under-represented Minority Ethnic Staff Network and the LGBTQ+ networks are both looking for new Chairs and work is underway to promote this opportunity across the organisation. A new peer network on neurodiversity for NES Doctors and Dentists in Training was established to provide a support mechanism. However, low numbers attended and further work is now underway to address this with a positive response so far to proposals. NES will explore whether a staff network event can take place in 2024/5 to bring all networks together to share and learn from each other.

- b. Improved recruitment outcomes for young candidates, minority ethnic candidates and disabled candidates

We published our annual equality and diversity employment monitoring [report](#) following approval at the Board in November 2023. This shows for our 2022-23 report that 24% of applications were made from candidates from Black, Asian and Minority Ethnic backgrounds, which is an increase from 21% in 2021-22. The year before. This varies across Directorates with more diversity in applications for posts in Medical, Workforce and Technology Services Directorates. The data shows there is a difference in rates between White and Black, Asian and Minority Ethnic backgrounds from interview to appointment. It is important to monitor this as it can highlight the potential for bias in the process.

8% of applicants for all posts identified as disabled, which is below the working-age population in Scotland with a disability. 6.6% of candidates are between 16-24, which is largely the same as 2021/22 at 6.5%.

We continue to monitor our recruitment data by protected characteristics and promote e-learning on recruitment. We have also developed guidance on bias in recruitment and have been rolling out anti-racism training to line managers.

New equality and diversity monitoring questions have been updated in April 2024 on JobTrain and eESS and staff will be encouraged to update their details. A [blog](#) has been published on NHS Scotland Careers website about why this information is asked and will be used internally to improve NES workforce data. Our next annual workforce monitoring report will be produced early in 2024 to cover the period April 2023-March 2024.

An updated Apprenticeships approach has been developed and is scheduled to be presented to the Executive Team in May 2024. This builds on the existing Modern Apprentice (MA) employment offering within NES, extended to include Technical and Graduate Apprenticeships. This updated approach will support an appropriately integrated MA programme for NES, linking in directly with workforce planning and each Directorate's 2024-25 Operational Plan.

c. An adaptable and flexible workforce with positive support for staff wellbeing

NES continues to consider improving the provision of services for disabled staff and trainees, led by our Specialist Disability Advisor and [Training Development and Wellbeing Service](#). This will include assessment processes, reasonable adjustments, case management, ongoing support and trainer awareness. As referred to above, we also support a range of staff networks and peer support sessions and achieved the Carer Positive 'Established' Award in 2023.

Since the Board's last update, there have been a variety of activities to support staff wellbeing. This has included:

Inviting our Employee Assistance Programme, Optima Health, to the Line Manager Network in February.

NES Menopause meet ups continue and guidance for line managers, including on reasonable adjustments is available.

Positive feedback on a 6-week pilot on Mindful Self-Leadership has led to this now being part of the wider wellbeing offer for staff from May.

A new Wellbeing Matters hub was launched in March 2024. Wellbeing Matters will continue to grow over the coming months and key reporting indicators will be provided in the Committee's mid-year report in 2024.

2. Mainstreaming Outcomes

As well as specific outcomes, to focus efforts to mainstream the Equality Duty into day to day work, NES also set two mainstreaming outcomes in 2021:

- Improve our Equality Impact Assessment (EQIA) performance, ensuring a systematic approach to using EQIA to inform the development of new workstreams.

The NES Equality Team continue to offer regular EQIA drop-ins for staff to ask questions and learn from colleagues who are involved in EQIA. These have been popular sessions and will continue in 2024/5. The guidance and templates are also being continuously improved to support staff with EQIA, most recently learning from the approach taken by NHS Lothian to incorporate the UNCRC.

EQIA is a legal requirement and is an important way for us to mainstream equality into our work. NES publishes its EQIAs on its website and activity is reported to the Equality Team via Directorate representatives on the Equality and Human Rights Steering Group. There has been an increase in EQIAs undertaken this year and over 25 have been identified or are in progress as of March 2024. Work is underway to identify strategic plans for 2024/5 to support Fairer Scotland Impact Assessment.

- Build capacity – both technical and educational – to deliver accessible digital learning.

Progress in this area has been reported in relation to equality outcomes 4 and 5, reported above.

Part 2: Looking ahead to 2024/2025

As part of our legislative requirements under the Public Sector Equality Duty, by April 2025 we will publish a report on:

- progress with our current set of Equality Outcomes
- how we have mainstreamed equality into our work
- how we have used employee equality monitoring information
- a fresh set of Equality Outcomes for 2025-2029
- a new Equal Pay Statement.

This provides NES with the opportunity to set out its plan on equality, diversity and inclusion, specifically:

- how this will support delivery of the NES strategy.
- meet our legislative requirements on the Public Sector and Fairer Scotland Equality Duties.
- meet policy requirements, such as an anti-racism action plan.

Identifying new Equality Outcomes (a requirement of the Public Sector Equality Duty) will set out NES priorities to address inequality through its functions, including its role as an employer. Involving people with relevant protected characteristics will be an important part of developing evidence-informed outcomes.

NES will continue to support its staff to learn and act on equality, diversity and inclusion to achieve our ambition as an inclusive organisation. This will include:

- a programme of learning sessions during 2024-25.
- support to educators from the Technology Enhanced Learning Team.
- progress with delivering NES's Learning and Education Strategy.
- supporting and promoting our staff networks.
- carrying out equality, fairer Scotland and children's rights impact assessments.

A new biannual staff survey on inclusion will inform a new Strategic Key Performance Indicator for the Board and areas for improvement across the organisation. Analysis by protected characteristics will identify any differential staff experiences.

The Equality, Diversity and Human Rights team are developing new learning products for the health and social care sector on anti-racism, neurodiversity and LGBTQ+. An up to date module on sexual harassment, with a forward from the Scottish Government's Director-General, Health and Social Care, was launched at the end of April. The team is facilitating a learning network across health and social care to avoid duplication, share resources and support a Once for Scotland approach to training in equality, diversity and inclusion. Plans are underway to improve the Equality and Diversity Zone on Turas and improve links to other resources, for example Leading to Change resources such as the newly launched [Leading to Change Allyship Hub](#).

3. Policy and Legislative Updates

The Equality and Human Rights Commission (EHRC) published [guidance](#) for employers on menopause in the workplace. If menopause symptoms have a long term and substantial impact on a woman's ability to carry out normal day-to-day activities, these symptoms could be considered as a disability. This requires an employer to make reasonable adjustments and to not directly or indirectly discriminate because of the disability.

The EHRC published a report, [Is Scotland Fairer?](#) in November 2023 to provide a review of equality and human rights in Scotland. It provides a mixed picture of progress and highlights the continuing lower healthy life expectancy, poorer mental health for those living in the most deprived areas of Scotland.

The Worker Protection (Amendment of Equality Act 2010) Act 2023 will come into force from October 2024. Employers will need to take 'reasonable steps' to prevent sexual harassment of employees. Such steps could include training for staff, up to date policies and ensuring effective reporting procedures. If a tribunal finds an employer has breached this duty, it can increase compensation by up to 25%.

Scottish Government consulted in February 2024 on a suite of 'Once for Scotland' policies, including a refresh of NHS Scotland's Equality and Diversity and Gender-based violence policies. Work by Scottish Government is planned to develop a guide to address sexual harassment, led by two Scottish Clinical Leadership Fellows working in Scottish Government, for approval over summer 2024.

To help facilitate the incorporation of the United Nations Convention on the Rights of the Child (UNCRC) into the Scottish legal framework through the UNCRC (Incorporation) (Scotland) Bill, the Scottish Government commissioned NES to offer and provide support to NHS Boards in Scotland. This has included a UNCRC Implementation Leads Network and NES has delivered awareness sessions to over 1200 health and social care staff.

Katy Hetherington
Principal Lead – Equality, Diversity and Human Rights
23 May 2024

Approved 24 April 2024 ARC meeting

AUDIT AND RISK COMMITTEE

NES/AR/24/20

Minutes of the Fifteenth NES Audit and Risk Committee held on 18 January 2024

- Present:** Jean Ford, (JF) Non-Executive Director and Committee Chair
 Ally Boyle, (AB) Non-Executive Director
 Olga Clayton, (OC) Non-Executive Director
 Anne Currie, (AC) Non-Executive Director
- In attendance:** Jenn Allison, (JA) Committee Secretary
 Christina Bichan, (CB) Director of Planning and Performance (08b &14)
 Jim Boyle, (JB) Executive Director of Finance
 Nancy El-Faragy, (NEF) Specialist Research Lead (item 14)
 Annie Gunner-Logan, (AGL) Vice Chair of NES (in attendance on behalf of Board Chair)
 Laura Howard, (LH) Deputy Director of Finance
 Debbie Lewsley, (DL) Risk Manager (item 16)
 James Lucas, (JL) Internal Audit, KPMG (until 10:35)
 Kenny McLean, (KM) Procurement Manager (item 17)
 Christopher McClelland, (CM) External Audit, Audit Scotland
 Karen Reid, (KR) Chief Executive (until 11:45)
 Syed Shah, (SS) Internal Audit, KPMG (until 10:35)
 Della Thomas, (DT) Board Secretary and Corporate Governance Principal Lead
 Simon Williams, (SW) Principal Educator (item 15)

1. Chair's welcome and introduction

- 1.1 The Chair welcomed everyone to the Audit and Risk Committee (ARC), which is the first hybrid ARC meeting since Committee meetings have been held via MS Teams during the pandemic.

2. Apologies for absence

- 2.1 The Committee noted apologies from Gillian Mawdsley, Non-Executive Director, David Garbutt, Chair of NES and Helen Russell and Carol Grant, Audit Scotland.
- 2.2 James Lucas and Syed Shah, Internal Audit KPMG, would leave the meeting after Internal Audit items (item 08).

3. Declarations of interest

- 3.1 There were no declarations of interest in relation to the items of business.

4. Notification of any other business

- 4.1 There were no other business items identified.

5. Audit and Risk Committee Minutes 05 October 2023

(NES/AR/24/02)

- 5.1 The minutes were approved as a correct record, following a minor correction to names of External Auditors.

6. Action Status Report

(NES/AR/24/03)

- 6.1 The Committee noted that 14 of the 17 actions have been marked as complete or closed and that 3 remain in progress.
- 6.2 The Chair provided an update submitted by Kenny McLean, Head of Procurement, regarding the closure of action 12.8 from 05 October 2023 meeting to investigate how NES may be able to contribute to the Global Citizen Scheme, who donate medical equipment to third world countries:
- NES procures very little hardware, and this tends to be transferred to other Boards, who take on full ownership, support and maintenance. Information regarding the Global Citizen Scheme has been shared with Boards.
 - A child crisis manikin and some consumables have already been donated to Zambia.
 - Additionally, a former NES clinical lead has taken up a post in Kenya covering East Africa and they are exploring if there is an option to donate equipment and contribute to community projects.
- 6.3 The Committee were content to approve the completed actions and were satisfied with the progress updates for the open actions.

7. Matters arising from the Minutes

- 7.1 There were no matters arising from the previous minutes.

8. Internal Audit Reports

a) Core financial controls - Budget management

(NES/AR/24/04)

- 8.1 The Chair invited James Lucas to introduce the internal audit report which focussed on budget setting and management processes.
- 8.2 James Lucas informed the Committee that each year the Internal Audit Plan includes a review to assess an area of financial control in support of the annual internal audit opinion.
- 8.3 The Committee noted that the audit provided an overall assessment of 'significant

assurance with minor improvement opportunities'. The audit reported that there are effective controls in place which are underpinned by a detailed budgeting process to enable effective coordination between both internal and external stakeholders.

- 8.4 The Committee noted that 4 low risk findings were raised to establish thresholds and responsibilities: to investigate and address significant variances; increase compliance with Standing Financial Instructions (SFIs) with regards to virement approvals; improve documentation used within the Additional Cost of Teaching (ACT) budget for the Dental Directorate; and simplify guidance documents.
- 8.5 The Committee noted the management actions and were content with the report and the assurance provided.

b) Complaints Handling Process

(NES/AR/24/05)

- 8.6 The Chair welcomed Christina Bichan to the meeting, who was in attendance to answer any questions from the Committee.
- 8.7 The Chair invited James Lucas to introduce the report which assessed whether there are robust governance arrangements in place to ensure NES is compliant with the Complaints Handling Process (CHP) against the wider NHS Model CHP (NMCHP).
- 8.8 The Committee noted that the audit provided an overall assessment of 'significant assurance with minor improvements required', finding that NES has good controls in place and robust governance arrangements.
- 8.9 The Committee noted that 3 medium and 4 lower priority areas were raised for improvement regarding: improving the quality and frequency of reporting; improving tracking and reporting of lessons learned; arrangements for the Central Legal Office (CLO) to review any stage two level complaints.
- 8.10 Christina Bichan assured the Committee that the processes currently in place are compliant with the CHP, the CLO are involved at appropriate times, and that the recommendations will ensure these processes are formally documented.
- 8.11 The Committee raised a query regarding ongoing communication about complaints with the complainant. Christina Bichan assured the Committee that regular communication takes place, and that correspondence is tracked, however this process requires to be documented.
- 8.12 The Committee raised a query regarding general performance of complaints in NES. Christina Bichan informed the Committee that she expects the Key Performance Indicators (KPIs) will show that NES performs well in relation to handling complaints.

- 8.13 Discussion took place regarding the development opportunity for a Once for Scotland complaints process and complaints management system. James Lucas informed the Committee that the majority of NHS Scotland Boards use manual systems, such as spreadsheets, to manage complaints and that a system could help to remove potential errors. He added that internal auditors do not see this as a priority.
- 8.14 Christina Bichan informed the Committee that national work is ongoing to create a “Complaints Handling Framework”. She confirmed that it would not be a priority for NES to lead development of a Once for Scotland complaints system.
- 8.15 The Chair on behalf of the non-executive whistleblowing champion, asked why there had been no reference to whistleblowing in the report. Christina Bichan confirmed that the first step of the process is to identify which process is applicable, whistleblowing or complaints. An audit has already been conducted regarding the whistleblowing process and this audit reviews the complaints process.
- 8.16 The Committee noted the management actions and were content with the report and the assurance provided.
- 8.17 The Committee asked that the report is progressed to the Education and Quality Committee (EGC) for the EQC to receive progress updates on the process with the management actions. **Action JA/CBi**

c) Status update Progress Report

(NES/AR/24/06)

- 8.18 The Chair invited James Lucas to introduce the report.
- 8.19 James Lucas informed that Committee that the internal audit plan is on track, with 2 of 6 internal audits complete. Fieldwork for Additional Cost of Teaching (ACT) funding is complete, and the draft report is in progress. The Property Transaction Monitoring report is not required this year as there have been no applicable transactions. Planning for the remaining 2 internal audits is in progress.
- 8.20 The Committee noted that 5 management actions have been closed since the 05 October 2023 ARC meeting. Management has requested revisions to implementation dates of 4 of the 17 outstanding actions. The progress report now includes a short summary of all outstanding audit actions, including the actions not yet due.
- 8.21 The Committee noted their concern that due dates for the 2 remaining open actions from the 2022-23 Cloud Disaster Recover report had been extended again, this time to 28 June 2024. However, they were assured of the ongoing progress and were content with the explanation provided in the report.

8.22 The Committee were content with the progress against the internal audit plan and management actions and were content with the assurance the report provided.

d) Draft Summary Internal Audit Plan

(NES/AR/24/07)

8.23 The Chair invited James Lucas to introduce the Draft Summary Plan for Review and Comment.

8.24 James Lucas informed the Committee that a risk-based approach to planning audits is taken, starting with the overall strategy and key corporate risks facing NES as an organisation.

8.25 The Committee noted that 5 audits have been scheduled for 2024-25 which provide coverage on the key areas required to provide an Internal Audit opinion to inform NES' Annual Governance Statement at the end of 2024-25.

8.26 The Committee noted that there is 1 internal audit area that is yet to be agreed following removal of a potential audit regarding the NHS Scotland Academy which was deemed no longer necessary. The scope of the Climate Change audit, which was rolled forward from the 2023-24 plan, is yet to be fully agreed.

8.27 James Lucas informed the Committee that the Network Information Systems (NIS) audit, conducted annually by the Information Commissioners Office, sufficiently covers areas in relation to Cyber Security therefore further discussion will take place with the Director of NES Technology Services (NTS) to agree a suitable audit.

8.28 James Lucas informed the Committee that Internal Auditors will expand the indicative scopes further in discussions with the key stakeholders and provide the ARC with a final draft Internal Audit Plan in April 2024. This will also include the KPMG internal audit charter.

8.29 The Committee were content with the summary draft plan.

9. External Audit Planning Update

(NES/AR/24/08)

9.1 The Chair invited Christopher McClelland to introduce the paper to update the Committee on the progress of the external audit planning for the 2023-24 audit year.

9.2 Christopher McClelland informed the Committee that External Audit are in the process of meeting with NES staff and Internal Auditors to identify the significant audit risks which will become the focus of the 2023-24 audit work. It is anticipated planning will be complete by the end of January 2024.

- 9.3 The Committee noted that as part of the 2023-24 audit, External Auditors have confirmed they will be reviewing the best value theme of fairness and equality, to determine how well this is embedded.
- 9.4 The Committee were content to approve the update and noted that the draft Annual Audit Plan will be provided presented to the April 2024 ARC for approval.

10. Operational and Financial Planning 2024-25 (NES/AR/24/09)

- 10.1 The Chair invited Jim Boyle to update the Committee on development of the Operational and Financial Plans for 2024-25, including the impact of the Scottish Government (SG) funding for 2024-25, as announced on 19 December 2023.
- 10.2 Jim Boyle updated that Directorate Operational Planning meetings for 2024-25 had identified approximately £2m of new requests. The Committee noted that the internal planning meetings had taken place before NES had been made aware of the exceptionally tight fiscal environment and that it is unlikely that these could be funded.
- 10.3 Jim Boyle went on to update the Committee that SG have informed NES that they have applied a 3% saving of the entire NES baseline. This 3% reduction has also been applied to other non-patient facing Boards. Jim Boyle reported that he and the CEO had written to SG to outline the implications of this reduction and the associated risks. He went on to outline to the Committee some of the implications and impact for delivery.
- 10.4 Karen Reid outlined the measures that the Executive Team are putting in place to respond to the situation and assured the Committee that conversations are ongoing with SG. She advised that an update on the financial situation will be provided to the full Board at the meeting scheduled for 19 January 2024.
- 10.5 The Committee noted their confidence at the strong focus being taken by the Executive Team.
- 10.6 The Chair thanked Jim Boyle and his team for producing the report and noted that further reports will be presented to the NES Board on 19 January 2024, 28 February 2024 and 28 March 2024.
- 10.7 James Lucas and Syed Shah, KPMG Internal Auditors left the meeting.

11. Corporate Governance Package - Board Standing Orders, Board Code of Conduct, Board Scheme of Delegation, Board Standing Financial Instructions & Committee Terms of Reference (NES/AR/24/10)

- 11.1 The Chair invited Della Thomas to introduce the Corporate Governance Package for annual review and approval for submission to the Board on 08 February 2024.
- 11.2 Della Thomas outlined that the Board Corporate Governance Package comprised of the below items and any revisions were highlighted in the cover paper.
- Board Code of Conduct
 - Board Scheme of Delegation
 - Standing Financial Instructions (SFIs)
 - ARC Terms of Reference (ToRs)
 - Technology and Information Committee (TIC) ToRs
 - Staff Governance Committee (SGC) ToRs
 - Remuneration Committee ToRs
 - Education and Quality Committee (EQC) ToRs
- 11.3 The Committee commended to the quality of the Corporate Governance pack and the significant work that had gone into producing it.
- 11.4 The Committee requested a minor amendment to the Board Scheme of Delegation to include a delegated deputy in some of the columns that presently read as Not Applicable (N/A). **Action: DT/LH**
- 11.5 The Committee requested that information is included in the SFIs to specify who approves management consultant contracts. **Action: LH**
- 11.6 It was noted that the General Nursing Council are moving from being applicable for Internal Audits to Independent Verification. Laura Howard will liaise with Annie Gunner Logan for further information regarding this, so it can be considered if this relates to any changes required to the SFIs. **Action: LH**
- 11.7 The Committee reviewed each element of the Corporate Governance package and approved the item for onward progression to the 08 February 2024 Board, subject to the agreed changes.

12. ARC 2024/25 Schedule of Business

(NES/AR/24/11)

- 12.1 The Chair invited Della Thomas to present the 2024-25 draft Schedule of Business (SoB). Della Thomas thanked Jenn Allison for her assistance with this paper. She advised the Committee that the SoB has been prepared based on the rolling SoB for 2023-24 and that changes were highlighted in the cover paper.
- 12.2 The Chair of the Committee noted that she had some minor amendments and will raise these with the Committee Secretary. **Action: JF/JA**

12.3 The Committee approved the 2024-25 ARC SoB.

13. Draft Committee Annual Report template

(NES/AR/24/12)

13.1 The Chair invited Laura Howard to introduce the paper.

13.2 Laura Howard informed the Committee that the Board requested a review of the Committee Annual Reports format, to ensure these were proportionate, but still complied with guidance.

13.3 Laura Howard advised the Committee that the revised approach is consistent with other NHS Boards and includes the following sections:

- Introduction
- Governance Arrangements
- Membership and Meetings
- Administration and Communication
- Any issues/exceptions - such as delayed or deferred items
- Terms of Reference (Appendix 1)
- Business Transacted during the year
- Schedule of Business
- Outstanding Matters
- Future Developments
- Conclusion

13.4 The Committee noted that authors of the Committee Annual Reports will be instructed to keep these reports as focused and strategic as possible, avoiding unnecessary levels of detail, in order that Committees and the Board can focus on the key issues. Reporting by exception will be encouraged.

13.5 Laura Howard informed the Committee that it is recommended that the detailed Committee Discharge of Remit is removed, as this is summarised in the main report.

13.6 The Committee noted that 2 new sections have been included in the ARC report as part of the business transacted during the year covering Fraud and Climate Emergency and Sustainability. This will ensure the full remit of the Committee is covered.

13.7 A query was raised regarding inclusion of the Best Value Report for the Annual ARC report. Laura Howard informed the Committee that the Best Value Report will remain an element of the ARC annual report, however this particular report will also be reviewed for streamlining.

13.8 The Committee approved the proposed format changes of the Committee Annual Reports.

14. Draft NES Policy for controlled documents

(NES/AR/24/13)

14.1 The Chair welcomed Christina Bichan and Nancy El-Farargy to the meeting and invited them to present the Policy for approval.

14.2 Nancy El-Farargy informed the Committee the draft NES Policy for controlled documents have been developed in response to an audit by the Information Commissioner's Office.

14.3 The policy provides a governing approach to the development, approval and management of strategies, policies and Standard Operating Procedures (SOPs). This will enable the development of standardised controlled documents that will be subject to corporate level controls and administration.

14.4 The Committee agreed it was an excellent document and raised a query regarding communicating to staff and gathering feedback. Christina Bichan explained that feedback has already been gathered from various groups across NES and that the policy is currently being tested by two different Directorates. She added that the Senior Operational Leadership Group (SOLG) will play a key role in communicating to staff and collating feedback.

14.5 A query was raised regarding if there was an intention to document and monitor documents review dates, persons responsible, effectiveness and how compliance. Karen Reid agreed that this will be included in future development and links to work previously requested by the ARC, which due to workload pressures had been put on hold. The Chair advised that she would be happy to discuss requirements further. Christian Bichan thanked the Chair for this offer and agreed to explore this further.

Action: CBi/NEF

14.6 The Committee were content to recommend the Policy's approval by the NES Board at the February 2024 meeting.

15. ARC delegated Strategic Key Performance Indicator (SKPI) report

(NES/AR/24/14)

15.1 The Chair welcomed Simon Williams to the meeting and invited him to present the paper.

15.2 Simon Williams informed the Committee that the report provides an update on the 4 SKPIs relevant to the ARC for the period July 2023 to September 2023 (Q2 2023-24). Quarter 3 data is currently being collected and will be presented to the Board in February 2024.

- 15.3 Jim Boyle added that the savings target from vacancy lag and procurement will be exceeded. He informed the Committee that it is anticipated that the figures in relation to SKPIs will be further refined prior in the report to the Board on 08 February 2024.
- 15.4 A question was raised regarding the red, amber, green (RAG) status of the SKPIs. Simon Williams confirmed that RAG ratings will be discussed and agreed prior to the next ARC meeting. **Action: SW**
- 15.5 The Committee were content that the report provides them with adequate assurance.

16. Q3 Strategic Risk Update and NES Scoring Definitions and Matrix Proposal

(NES/AR/24/15)

- 16.1 The Chair invite Jim Boyle and Debbie Lewsley to introduce the paper.
- 16.2 Debbie Lewsley informed the Committee that the Risk Register was recently reviewed by the Executive Team and individual risk owners. The Committee noted that within the last reporting period one new risk has been added to the Strategic Risk Register relating the importance of NES being an evidence-based data driven organisation.
- 16.3 The Committee were pleased with the new format of the report, which they agreed is concise and well presented.
- 16.4 The Committee raised a query regarding how ARC members can receive assurance that the other delegated risks are being scrutinised by the other NES Committees. Jim Boyle confirmed that these risks will be reported to the ARC within regular risk updates.
- 16.5 The Committee raised a query regarding how Internal and External Audit engage with the ongoing changes to the risk register. Jim Boyle explained that both Internal and External Auditors have sight of the developing risk register and, ensure their audits are adequately aligned to current risks.
- 16.6 The Committee noted the proposed scoring, and it was suggested that risks rated 1-5 and 5-1 should be rated as low rather than medium. It was agreed that this change will be recommend to the Executive Team for discussion. **Action: DL/JB**
- 16.7 The Committee requested that the scoring matrix is included as an appendix to each risk report. **Action: DL**
- 16.8 The Committee approved changes to the NES Strategic Risks, the NES Scoring Definitions and Matrix proposal, and additional categories, scoring definitions and risk updates.

17. NES Procurement Strategy 2024/27

(NES/AR/24/16)

- 17.1 The Chair welcomed Kenny McLean to the meeting to present the NES Procurement Strategy.
- 17.2 Kenny McLean informed the Committee that the Procurement Reform (Scotland) Act 2014 requires all public sector organisations with an annual spend of greater than £5m to publish a Procurement strategy.
- 17.3 The Committee noted that NES Procurement Strategy aligns with the Sustainable Procurement Duty, outlined in the Procurement Reform (Scotland) Act 2014, and recently published in the Scottish Government Public Procurement Strategy for Scotland.
- 17.4 Kenny McLean explained that the Procurement Strategy underpins the principal procurement objectives which supports our Equality, Diversity, Human Rights and Health Inequality issues as per 'Fairer Scotland Duty'. He added that careful consideration has been given to the importance of the Climate Change Emergency and our collective NHS Scotland drive towards reducing emissions.
- 17.5 The Committee raised a query regarding fair work elements of procurement in the event that an organisation may reverse previous living wage commitments due to the current financial climate. Kenny McLean assured the Committee that this is a key aspect of NES' procurement requirements and that this relates to a small number of our partners.
- 17.6 Karen Reid left the meeting.
- 17.7 The Committee asked a question regarding the capturing of overall impact. Kenny McLean informed the Committee that qualitative and quantitative data highlighting impact will be included in the half year report to the ARC.
- 17.8 The Committee asked a further question specifically in relation to compliance with the Fairer Scotland Duty and how this may impact on wider social inequalities. Kenny McLean agreed to meet with Ally Boyle to discuss this further. **Action: KM**
- 17.9 The Committee approved NES Procurement Strategy 2024-27 for publication. The Committee also noted plans to review policies, procedures and training to align with NES' Strategic Framework.

18. Counter Fraud Update

(NES/AR/24/17)

- 18.1 The Chair invited Laura Howard to present the paper.

- 18.2 Laura Howard informed the Committee that the new Counter Fraud Strategy 2023-26 was issued by Scottish Government and Counter Fraud Services (CFS) in November 2023.
- 18.3 The Committee noted that there have been no declarations of interest received since the previous report for staff or Board Members. An all-staff communication will be issued to remind staff of their responsibilities to declare any gifts and hospitality received.
- 18.4 The Committee noted that NES has not been involved in any cases of potential fraud reported to CFS since April 2023 and that NES are on track to complete actions related to 2022-23 bi-annual National Fraud Initiative exercise.
- 18.5 Laura Howard informed the Committee that NES are progressing well with the implementation of the NHS Scotland Counter Fraud Standard. The Committee noted that it expected NES will meet the standard for 10 of the 12 components by end of 2023-24.
- 18.6 CFS have issued the national fraud risk assessment log and the NES Fraud Annual Delivery Plan. NES' approach to the fraud risk assessment and fraud annual action plan are set out in appendices 1 and 3.
- 18.7 The NES Counter Fraud Policy approved by the Board in November 2022 has been reviewed and no updates are required at this stage. The next review will take place in 2025 when the new partnership agreement with CFS is in place.
- 18.8 The Committee ask a question in relation to the timescale for developing mitigations for theft. Laura Howard explained that this exercise is on track for completion by 31 March 2024.
- 18.9 The Committee raised a question regarding the Counter Fraud Action Plan and if actions are mandated or agreed. Laura Howard informed the Committee that this is agreed between NES and Counter Fraud Services during conversations throughout the year.
- 18.10 The Committee noted the details contained in the report provided and confirmed it provided assurance that NES is fulfilling its requirements to counter Fraud in the NHS.

19. Climate Emergency and Sustainability

(NES/AR/24/18)

- 19.1 The Chair invited Jim Boyle to present the paper.

- 19.2 Jim Boyle updated that following approval from ARC and the NES Board, the 2022-23 Annual Report on Climate Emergency and Sustainability and 2022-23 Public Bodies Climate Change Duties Report were to be submitted to the Scottish Government (SG) and the Sustainable Scotland Network (SSN) respectively. He reported that no substantial issues have been raised by SG or the SSN.
- 19.3 Jim Boyle advised that the non-executive director Champion for Climate Emergency and Sustainability, Gillian Mawdsley, presented on her experiences of attending COP 26 in Glasgow in November 2021 to the Climate Emergency and Sustainability Group meeting on 20 November 2023.
- 19.4 The Committee noted that a video presentation will be communicated to NES staff in early in 2024, to raise awareness of NES' role in addressing the impact of the climate emergency through our own activities, and in our role of supporting NHS Scotland.
- 19.5 The Committee also noted that a Clinical Subgroup met on 15 December 2023 to discuss how best practice can be developed for raising awareness through our education and training programmes.
- 19.6 The Committee were content with the update and confirmed it provided assurance that NES is progressing the Climate Emergency and Sustainability requirements.

20. Audit Scotland Reports

- 20.1 The Committee noted the following Audit Scotland Reports:
- Scottish Government's Workforce Challenges
 - Environment, Sustainability and Biodiversity Annual Report 2022-23
 - Audit Scotland Biodiversity Duty Report

21. Review of Meeting Effectiveness

- 21.1 The Chair invited the Committee to provide feedback regarding the effectiveness of the meeting.
- 21.2 The Committee agreed that the quality of information provided in reports has helped to provide assurance. The Committee particularly noted that the cover paper for item 14 Policy for Controlled Documents was an excellent example of what they expect from a cover paper.
- 21.3 Discussion took place regarding how successful the first hybrid meeting was, and it was agreed that it worked well, and that the sound and visual quality was good. For the future when attending from a meeting room, it would be helpful to position those in attendance nearer to the camera.

22. Date and time of next meeting

22.1 The next meeting of the Audit and Risk Committee will be held on Wednesday 24 April 2024 at 09:30am.

22.2 A private meeting with Auditors had been scheduled to take place after the meeting, however External Auditors were unable to attend, and the Committee agreed that this should be held after the meeting on 24 April 2024.

NES

January 2024

JA/DT/JB/JF

Approved Minute**NHS Education for Scotland****NES/SGC/24/15****Minutes of the Eighty Third Meeting of the Staff Governance Committee held on Thursday 22 February 2024, 10:15 - 11:25am**

***The meeting was held in hybrid format via Microsoft Teams and in-person at the NES Westport office in Edinburgh.

Present: Anne Currie (AC), Committee Chair
 Nigel Henderson (NH), Shadow Chair, Non-Executive Director
 Lynnette Grieve (LG), Non-Executive Director / Employee Director
 Gillian Mawdsley (GM), Non-Executive Director, Whistleblowing Champion
 James McCann (JMcC), Ex-Officio member, Staff Side (Unison)

In attendance: Tracey Ashworth-Davies (TAD), Deputy Chief Executive (Corporate)/ Workforce Director
 Ameet Bellad (AB), Senior Specialist Lead, Workforce (For item 08)
 Christina Bichan (CB), Director of Performance and Planning (For item 10)
 Rob Coward (RC), Principal Educator (For item 09)
 Ann Gallacher (AG), Senior Admin Officer / Committee Secretary (Minute-Taker)
 Janice Gibson (JG), Associate Director, Organisational Development, Leadership and Learning (ODLL)
 CarolAnne Keogh (CK), Head of Service, Human Resources (HR)
 Debbie Lewsley (DL) Planning & Corporate Governance Manager (For item 09)
 Karen Reid (KR), Chief Executive

1.	Chair's welcome and introduction
1.1	The Chair welcomed everyone to her last Staff Governance Committee (SGC) meeting before she retires on 29 February 2024. She particularly welcomed Nigel Henderson who is taking over as SGC Chair from 01 March 2024. Debbie Lewsley, Planning and Corporate Governance Manager was welcomed to her first SGC meeting for agenda item 09.
1.2	Karen Reid thanked Anne Currie on behalf of the Board Chair, Board members, Executive Team and staff for all her valuable work and the contribution she has made since joining NES in September 2018. She welcomed Nigel Henderson as the new SGC Chair. Anne Currie thanked

	Karen Reid, the Committee and all the staff for their hard work, support and kindness. She went on to say that she has had a wonderful experience working in NES.
2.	Apologies for absence
2.1	Apologies for absence were received from the following regular Committee meeting attendees: David Garbutt, NES Board Chair, Della Thomas, Board Secretary and Principal Lead (Corporate Governance) and Nancy El-Faragy (NE), Manager, Planning and Corporate Resources.
3.	Notification of any other business
3.1	There were no notifications of any other business.
4.	Declaration of interests
4.1	As per the new Model Code of Conduct, the Chair asked Committee members if there were any declarations of interest in relation to the business of today's meeting and if so, to clarify to which item this related.
4.2	Gillian Mawdsley reported that in relation to item 16, the Remuneration Committee minutes refer to the consultants' pay award, and she is a member of the Distinction Awards Committee. The Committee noted there was no conflict of interest.
5.	Draft minutes of the Staff Governance Committee meeting held on 02 November 2023 (NES/SGC/24/02)
5.1	The minutes of the SGC meeting held on 02 November 2023 were approved as an accurate record of the meeting.
6.	Action Status Report and other matters arising (NES/SGC/24/03)
6.1	The Committee noted that thirteen actions were marked as complete on the action list and one action was in progress.
6.2	CarolAnne Keogh is progressing Action 9.5 in relation to the SGC Ex-Officio member.
6.3	The Committee approved the completed actions and confirmed that the progress made with the open action provided satisfactory assurance.
6.4	There were no matters arising.
7.	Director of Workforce Report (NES/SGC/24/04)
7.1	The Chair invited Tracey Ashworth-Davies to introduce the Director of Workforce Report.

7.2	Tracey Ashworth-Davies introduced the report and highlighted the following key topics to the Committee: the Wellbeing Workstream of the Ways of Working and Property Programme, the training delivered to line managers on anti-racism, recruitment activity, National Trainee Services work and the communication work that has taken place.
7.3	She reported that the NES Digitally Enabled Workforce Team had been awarded the Digital Health & Care Team Award at the national Digital Health & Care Awards in February 2024, indicating their strengths as a team and their achievements in supporting the development of digital skills across the health, social care and housing sector.
7.4	The Committee welcomed the great achievement and thanked everyone for the work they had done to enable digital confidence and capability.
7.5	The Committee asked if there was an issue in relation to progressing Viva Engage. Tracey Ashworth-Davies said that the work had been paused pending future funding decisions on Microsoft 365 at a national level.
7.6	The Committee asked if the Wellbeing Hub supports individual resources and team resources. CarolAnne Keogh responded that the Wellbeing Framework supports individuals, teams, line managers and all NES staff. It is a preventative approach rather than a reactive approach.
7.7	The Committee asked if there was an increase in the number of Employee Relations Cases. CarolAnne Keogh responded that there has not been an increase in the number of cases.
7.8	The Committee noted the number of clinical negligence cases that were received in quarter 3 and queried if anything could be learned from them. Clinical negligence cases would entail a detailed learning event analysis which provides opportunity for associated learning to be shared with colleagues including trainees, educational supervisors, and training practices.
7.9	The Employee Director reported that staffside and Human Resources work in partnership on the employee relation cases. She added an observation that, since hybrid working, cases are coming to light further downstream than previously, requiring additional work to deescalate them.
7.10	The Committee asked if there were any themes from the escalated cases. The Employee Director will feedback on the themes. Action: LG
7.11	The Non-Executive Director Whistleblowing Champion asked for assurance that there were no whistleblowing concerns raised in relation to the employee relations cases. Christina Bichan confirmed there was no whistleblowing crossover.

7.12	The meeting noted it would be useful to have timescales against the intranet and resources refresh and the review of NES internal communications on climate change & sustainability.
7.13	In relation to the East Region Recruitment Service (ERRS), the Committee enquired about the evaluation and what our assessment is on the recruitment engagement arrangements. Tracey Ashworth-Davies responded that the evaluation will be looking at cost efficiency and if this is the best service for NES.
7.14	The Committee asked how the Glasgow change of office base consultation was received by stakeholders. CarolAnne Keogh reported that staff have responded positively to the change. Questions/feedback relating to parking, meeting room and desk space availability have been reported to the design team. There has been activity on Tomorrows NES page on the intranet and the online form. All queries and responses have been added to the FAQs.
7.15	The Employee Director added that these were the anticipated staff concerns. Work is taking place with the design and facilities teams and staff are positive overall about the proposed move to the new building.
7.16	The Chair thanked Tracey Ashworth-Davies and the team involved for the detailed report.
7.17	The Committee approved the Director of Workforce report and confirmed that it provided the Committee with satisfactory assurance.
7.18	CarolAnne Keogh left the meeting.
7.19	The Committee took the Whistleblowing agenda item next.
7.20	Ameet Bellad joined the meeting at 11.57am.
8.	Delegated SGC Strategic Key Performance Indicator (SKPIs) Report (NES/SGC/24/05)
8.1	The Chair welcomed Ameet Bellad to the meeting and asked him to introduce the Delegated SGC Strategic Key Performance Indicator (SKPIs) Report.
8.2	Ameet Bellad introduced the performance report on the data available from October to December 2023 in phase 2 of implementing the new SKPIs that assure the SGC the Staff Governance Standard is being applied in NES.
8.3	The Committee welcomed the report and noted the figures for staff absence from similar NHS national boards. The Committee asked if sickness absence was accurately recorded. Tracey Ashworth-Davies responded that line managers are encouraged to record sickness absence correctly. She went on to say that NES's sickness absence figures have

	<p>always been lower than the national average figures. The Committee asked that a form of words be added to the report to reflect this, as this will give further assurance.</p> <p style="text-align: right;">Action: AB</p>
8.4	The Committee enquired if there was a reason for the increase in the disabled staff pay gap figure. Ameet Bellad responded that the Annual Equality & Diversity End of Year performance report coming to SGC in April 2024 goes into detail for all the protected characteristics.
8.5	In relation to the RAG scores for SKPI05 and SKPI06, the Committee asked if target percentage figures would be added to these. Tracey Ashworth-Davies responded that this is in progress.
8.6	The Chair thanked everyone for the work done on the report and the Committee approved the report.
8.7	Ameet Bellad left the meeting. Rob Coward and Debbie Lewsley joined the meeting.
9.	Delegated SGC Strategic Risk Report (NES/SGC/24/06)
9.1	The Chair welcomed Rob Coward and Debbie Lewsley to the meeting and asked them to introduce the Delegated SGC Strategic Risk Report.
9.2	Debbie Lewsley introduced the report which sets out the strategic risks relating to the SGC remitted responsibilities.
9.3	Tracey Ashworth-Davies reported on the fiscal environment challenges and the work that has taken place with staff on Fixed Term Contracts.
9.4	The meeting noted that due to the current fiscal environment Risk 13 might become a higher risk.
9.5	In relation to Risk 4 the Committee suggested that the wellbeing hub is included as an action and asked for a form of words that state we have direct responsibility for trainees.
9.6	The meeting noted that the report was not correctly formatted when it was finalised.
9.7	The Chair thanked Rob Coward and Debbie Lewsley for the work they had done on the report. The Committee confirmed the report provided assurance and approved the report.
9.8	Rob Coward and Debbie Lewsley left the meeting.

10.	Quarter 3 Whistleblowing Report (NES/SGC/24/07)
10.1	The Chair invited Christina Bichan to introduce the Quarter 3 Whistleblowing report.
10.2	Christina Bichan introduced the report which provided an update on whistleblowing activities for the quarter 3 period from 01 October 2023 to 31 December 2023.
10.3	Christina Bichan reported that during this period NES received one whistleblowing concern. She apologised to the Committee for the missing word in line 13 of paragraph 6.2. She added that NES had received the highest iMatter scores in relation to whistleblowing related questions of all NHS Scotland Boards.
10.4	The Committee asked if the whistleblowing questions were mandatory in the iMatters survey and if a completion percentage was known. Christina Bichan responded that the questions were not mandatory, and a high percentage of NES staff completed them. Trends will be picked up going forward.
10.5	The Committee welcomed the improved compliance score for the whistleblowing E learning module for line managers on TURAS Learn.
10.6	The Chair thanked Christina Bichan and Nancy El-Faragy for the positive report and the Committee confirmed the report provided assurance.
10.7	The Chair asked the Non- Executive Director Whistleblowing Champion if she had any additional remarks to make.
11.	Non-Executive Whistleblowing Champion Remarks
11.1	The Non- Executive Director Whistleblowing Champion thanked Christina Bichan and Nancy El-Faragy for their hard work. She added that having a whistleblowing concern gives assurance that the process is working and asked if the compliance target is realistic. She welcomed the increase in the number of confidential contacts and the work taking place to continually improve the outcomes and learning.
11.2	The Chair thanked the Non- Executive Director Whistleblowing Champion for her comments.
11.3	The Committee confirmed that the report provided satisfactory assurance.
12.	2024-2025 Draft Committee Schedule of Business (NES/SGC/24/08)
12.1	Tracey Ashworth-Davies introduced the Draft Committee Schedule of Business (SoB) that is used as the basis to ensure all the items that require Committee governance and scrutiny are scheduled and sequenced effectively. This report was taken as read.

12.2	The Chair opened up the meeting for questions and there were none.
12.3	The Chair thanked all for their work done on the report and the Committee approved the report.
13.	Identification of any new risks raised at this meeting
13.1	The Committee noted there were no additional risks identified at the meeting.
14.	Employment Tribunals (NES/SGC/24/09)
14.1	The Committee noted the Employment Tribunals update.
15.	Policy/Scottish Government Director Letters as appropriate to Staff Governance Committee (NES/SGC/24/10)
15.1	The Committee noted the Director Letters update.
16.	Redacted Remuneration Committee minutes from meeting 06 December 2023 (NES/SGC/24/11)
16.1	The Committee noted the Remuneration Committee minutes.
17.	Change Management Programme Board minutes (NES/SGC/24/12)
17.1	The Committee noted that the 27 November 2023 Change Management Programme Board minute had the wrong next meeting date on it. Action: CD
18.	Health, Safety and Wellbeing Forum minutes (NES/SGC/24/13)
18.1	The Committee noted the Health, Safety and Wellbeing Forum minutes.
19.	Partnership Forum minutes
19.1	There were no Partnership Forum (PF) minutes for noting since the last PF meeting took place on 31 August 2023.
20.	Any other business
20.1	There were no other items of business discussed at the meeting.
21.	Review of Committee Effectiveness
21.1	The Chair asked, do reports to the Committee communicate relevant information at the right frequency, time, and in a format that is effective? Has the Committee benefited from the right level of attendance from Lead

	Executive or Directors/Authors/Board Secretary/Others? Are there any areas where the Committee could improve upon its current level of effectiveness?
21.2	The Committee confirmed they were content with the quality of reports and welcomed the level of detail contained within reports which allow them to fulfil their role efficiently.
21.3	The meeting closed at 11:25am.
22.	Date and time of next meeting
22.1	The next meeting of the Staff Governance Committee will be held on Monday 29 April 2024 at 10:15am.

AG/LS/NH/TAD

NES

March 2024

Approved

NES/EQC/24/12

NHS Education for Scotland

EDUCATION & QUALITY COMMITTEE

7 March 2024 from 10:15am to 12:20pm

Approved minutes of the fourteenth meeting of the Educational & Quality Committee (EQC) held on Thursday 07 March 2024 as a hybrid meeting, in person at the Westport Office, Edinburgh and via Microsoft Teams

Present: Annie Gunner Logan (AGL), Non-Executive Director (Chair)
Olga Clayton (OC), Non-Executive Director
Shona Cowan (SC), Non-Executive Director
Nigel Henderson (NH), Non-Executive Director

In Attendance: Rob Coward (RC), Principal Educator, Executive Secretary
Alan Dennison (AD), Dean of Postgraduate Medicine (item 14)
Janice Gibson (JG), Associate Director, Organisational Development
Leadership and Learning (ODLL)
Kevin Kelman (KK) Director of NHS Scotland Academy (NHSSA),
Learning & Innovation
Gordon Paterson (GP), Director of Social Care
Ryan Reed (RR), Head of Programme NHSSA, Learning and Innovation
Karen Reid (KR), Chief Executive and Accountable Officer
Lorraine Scott (LS), Associate Manager CEO & Chair Office (Minutes)
Simon Williams (SW), Principal Educator (Item 10b)
Karen Wilson (KW), Executive Director of Nursing, Midwifery and Allied
Health Professions (NMAHP), Deputy CEO (Clinical) and joint EQC
Executive Lead

1. Welcome and Introductions

1.1 The Committee Chair welcomed everyone to the meeting.

2. Apologies for absence

2.1 Apologies were received from Peter Donnelly, Co-opted Committee Member.

2.2 Apologies were also received from regular Committee attendees, Emma Watson, Executive Medical Director and joint EQC Executive Lead, David Garbutt, Board Chair and Della Thomas Board Secretary and Principal Lead for Corporate Governance.

3. Notification of any other business

3.1 There were no notifications of any other business.

4. Declarations of interest

4.1 There were no declarations of interest in relation to the items of business on the agenda.

5. Draft Minutes of the meeting held on 7 December 2023

5.1 The Chair invited the Committee to review the draft minutes from the 07 December 2023 EQC meeting.

5.2 The meeting noted that a correction was required to record Olga Clayton's apologies, as she was not present at the meeting. **Action: LS**

5.3 The Committee approved the draft minute, subject to the above amendment.

6. Action Status Report and other matters arising

6.1 The Chair invited the Committee to review the action status report and asked the Committee to note that it contained 6 completed actions and 1 action in progress.

6.2 Karen Wilson provided an update on the 'in-progress' action relating to the NHS Scotland Academy Annual Report. She reported that she had a meeting with the EQC Committee Chair, and the Board Chair and it had been agreed that the NHS Scotland Academy Annual Report scheduled to 09 May 2024 Committee meeting will provide assurance, particularly around evaluation and impact of each activity in relation to individual projects. This decision has been shared with Kevin Kelman.

6.3 The Committee agreed that this action could be marked as completed.

6.4 The Committee approved the action report.

7. Education & Quality Executive Leads Report

7.1 The Committee Chair remarked that this was an informative report, providing a breadth and depth of the activity within NES relating to the remit of the EQC. The Chair invited Karen Wilson to introduce the report.

- 7.2 Karen Wilson advised that the report is provided to Committee for assurance, and it highlights the key strategic issues and updates relating to education and quality. Karen Wilson asked the Committee to note that the format of the report had changed in line with the NES's Strategy areas of People, Partnerships and Performance.
- 7.3 The Chair invited the Committee to provide any comments on the redesigned format to Rob Coward who had supported the development of the new layout. No comments from the Committee were made at this stage.
- 7.4 The Committee Chair opened the report for comments and questions.
- 7.5 The Committee asked if the critical emerging issues outlined in the report posed any additional risks or impact to NES.
- 7.6 Rob Coward advised the Committee that these obstacles had already materialised, and therefore they are considered as issues rather than risks.
- 7.7 The Committee noted that funding for bespoke partnerships was mentioned in the report and asked if NHS Boards contributed funding towards the training.
- 7.8 Karen Wilson reported that there are no financial transactions in relation to this work across the NHS, however there are some projects that generate income. Karen Wilson remarked that the preference for NES is to offer "train the trainer" courses to allow territorial NHS Boards to become self-sufficient.
- 7.9 The Committee noted that nationwide issues can affect NES, for example recruitment progress can potentially be delayed on a UK wide basis, due to issues such as industrial action, which can impact even though there is no industrial action in Scotland.
- 7.10 Karen Reid advised that there have been occasions where industrial action has affected recruitment, which led to rescheduling. However, she confirmed that NES had proceeded with recruitment albeit later than planned.
- 7.11 The Committee discussed the modernisation of TURAS materials for practice supervisors, assessors and academic assessor preparation and noted that the relaunch had been enhanced through an evaluation process. The Committee requested some further background on this evaluation process and asked if there was potentially an evaluation process for other roles.
- 7.12 Karen Wilson reported that new standards had been established by the Nursing and Midwifery Council (NMC) at the onset of the pandemic leading to a less effective integration compared to the usual NES standards. She advised that feedback from staff and students indicated a lack of understanding regarding these new roles, prompted evaluation and subsequent adjustments.

- 7.13 The Committee noted that the Leading to Change community events were held as part of an initial campaign to raise awareness of the Leading to Change branding among Health and Social Care colleagues. The Committee asked for some further detail on these community events.
- 7.14 Janice Gibson reported that these events, which included visits to different workplaces, provided an opportunity to conduct a needs analysis and identify key challenges for the development of Leading to Change Programme. She went on to advise that after a year, strong relationships have been established with key stakeholders, and planning is underway for the next phase of the project now that these relationships have been formed.
- 7.15 The Committee asked if the cost efficiencies, and any cost savings, could be monitored in relation to the NES Technology Enhanced Learning (TEL) Knowledge Sharing Network.
- 7.16 Karen Reid reported that NES will, in the future, capture the use of online learning and the influence it has on reducing travel and other factors in cost savings. She asked the Committee to note that this has not been feasible to date due to budget restrictions, but there are expectations to obtain this information over the 2024-25 business period.
- 7.17 The Committee noted that the report refers to the National Centre for Remote and Rural Health and Care and queried when Social Care Services will also be included in this work.
- 7.18 Karen Reid reported that a recent paper has been presented to the Executive Team (ET) on the National Centre for Remote and Rural Health and Care. She advised that this report acknowledged the advantages of combining Primary and Social Care. Karen Reid remarked that due to recent Scottish Government (SG) budget constraints, it had been recommended to prioritise the initial stage with a Primary Care focus. Karen Reid went on to report that ET had discussed further proposals for Acute, Primary and Social Care for consideration by SG, whilst being mindful of the fiscal environment, with the aim to implement Primary Care by April 2024. Phase 1 of the National Centre with a focus on Primary Care was implemented and funded from October 2023.
- 7.19 The Committee noted that the National Centre for Remote and Rural Health and Care is multiprofessional and hosted within the Medical Directorate and led by Pam Nicoll (PN), as interim Director. The Committee agreed that it would be helpful to receive an update at a future EQC meeting, **Action: LS/PN**
- 7.20 The Committee noted the reference to Medical Education Reform in the paper and asked if there was any further update on this area of work.
- 7.21 Karen Reid reported that a comprehensive Medical Education Reform Route Map is under development, which holds significant strategic importance for NES. She advised that once this route map is finalised, the reporting governance will be through EQC. Karen Reid remarked that it will also be presented to the NES Board.

- 7.22 Karen Wilson added that a positive discussion had taken place with the 4 UK nations in relation to Medical Education Reform and that an update on this would be given to EQC. She noted that Medical Education Reform is being led by Emma Watson and Lindsay Donaldson (LD), Deputy Medical Director.
- 7.23 The Committee welcomed these developments and asked that the Medical Education Reform Route Map is scheduled to a forthcoming EQC for review and approval, once it is available, and noted that an update on the outcomes of the Medical Education Reform discussions, involving the 4 nations, would also be forthcoming. **Action: LS/EW/LD**
- 7.24 The Chair updated the Committee that she would be attending the Queen Elizabeth University Hospital to observe an enhanced monitoring visit and reminded members that this opportunity is open to them, for their own learning, training and orientation around the work that NES is part of.
- 7.25 The Committee referenced the update in the report in relation to the NHS Scotland Academy (NHSSA) and noted the positive impact on waiting times for patients that the national endoscopy training programme and national ultrasound training programme is having. The Committee asked how the impact is being reported.
- 7.26 Kevin Kelman advised the Committee that the annual review for each of the programmes listed will be included in the NHSSA Annual Report that is scheduled for the 09 May 2024 EQC meeting.
- 7.27 The Committee noted that the Widening Access pathway pilot is evolving. The Committee asked for some further information about why Skills Development Scotland (SDS) will not continue to contribute to this work.
- 7.28 Kevin Kelman reported that there have been financial constraints and NHSSA have been in contact with Colleges, with the aim to maintain the programme where they can cover the cost from existing budgets. He went on to advise that new localities are evolving, he mentioned that Fife & Fife College and NHS Lothian & Mid Lothian College have recently expressed interest in taking part in the programme.
- 7.29 The Chair noted the loss of SDS funding and the mitigating measures in place to address the loss.
- 7.30 The Committee noted the Lead Executive Report and confirmed that it provided satisfactory assurance with the quality, performance and management of education and training activities.
- 7.31 The Committee Chair thanked all those who had contributed to the report.

8. Annual Report on Externally Regulated Programmes

- 8.1 The Committee Chair invited Rob Coward to introduce this report.
- 8.2 Rob Coward advised the Committee that the report is a snapshot of key workstreams which NES delivers and are subject to external scrutiny by a regulatory body or other organisation. It aims to provide assurance to EQC that these relationships are managed effectively.
- 8.3 The Chair acknowledged the report provided members with comprehensive information regarding the extent of NES's engagement with external organisations and remarked that despite only capturing a portion of NES's portfolio, it reflects a noteworthy level of effort.
- 8.4 The Committee requested that future reports included the specific point in the cycle of events for scrutiny, for example, to determine the position within the 5-year cycle for Scottish Qualification Authority (SQA).
- 8.5 Rob Coward confirmed this will be added for future reports. Rob Coward asked the Committee to note that although scrutiny visits are 5-yearly there are interactions within this cycle (for example, external verification). **Action: RC**
- 8.6 The Committee requested summary details on the recommendations for improvements, made by the regulatory bodies, and asked if this could be provided within the narrative of future reports. The Committee commented that this information would strengthen governance and would provide further assurance that the recommendations made are linked to work plans.
- 8.7 Rob Coward advised that he would liaise with directors to ensure that this was captured for future reports. **Action: RC**
- 8.8 The Committee noted the recommendations and confirmed that the report provided the necessary assurance with the status of NES's education activities and programmes subject to external regulation and scrutiny.
- 8.9 The Committee Chair thanked everyone involved in preparing this report.

9. Outcome of Complaints Handling Audit and Implications for EQC

- 9.1 The Committee Chair invited Rob Coward to introduce the report.
- 9.2 Rob Coward advised that this report presents EQC with the findings from the recent internal audit of NES's complaints handling processes and a proposal for EQC in respect of future reporting. Rob Coward informed the Committee that it was proposed at the 18 January 2024 Audit and Risk Committee meeting that

quarterly reports would be prepared for the EQC to address the recommendations made. He advised that EQC and then the Board, will receive the annual report as per the usual sequencing. Rob Coward asked the Committee to note that as the Annual Report goes to the Board, it is made publicly available at that time and then published on the NES website.

- 9.3 The Committee expressed concerns regarding the potential identification of the complainant, particularly as NES receives few complaints. The Committee questioned the necessity of producing quarterly reports, considering the low number of complaints and the increased workload it may entail.
- 9.4 Rob Coward assured the Committee that all necessary measures are taken to maintain anonymity as the annual complaints report is already published externally.
- 9.5 The Committee agreed the recommendations and agreed to receive quarterly complaints reporting on a trial basis for a year and then review.
- 9.6 The Committee agreed that only new complaints will be reported to the EQC and if no complaints are received within the quarter a verbal update will be sufficient to record no complaints. A standing item will be added to the EQC agenda and the EQC rolling Schedule of business updated accordingly. **Action: LS**
- 9.7 The Committee noted the findings of the internal audit of NES's complaints handling processes and agreed that an update should be provided to ARC, notifying the 1-year trail period for quarterly complaints reports to EQC. **Action: RC**

10 (a) Presentation – Implementation of NES Education and Learning Strategy

- 10.1 The Committee Chair invited Ryan Reed to present an overview and proposal on how the role of EQC and the EQC Terms of Reference link with the Strategic Key Performance Indicators (SKPIs) and the NES Education and Learning Strategy.
- 10.2 The Committee Chair asked that a copy of the presentation should be shared with members of EQC after the meeting. **Action: LS**
- 10.3 The Chair remarked that the presentation established a clear connection between EQC's role in enhancing the quality of education provided by NES and how the SKPIs will help to assess the effectiveness and quality of the learning and education implemented.
- 10.4 The Chair invited questions from the Committee.
- 10.5 The Committee asked what role the Committee had in supporting the Board decision making in the current financial situation, as well as the process for determining new proposals, additionally what governance measures are in place to support these decisions.

- 10.6 Karen Reid reported that there are 2 processes in NES which provide robust executive level governance. She advised that the first is the Corporate Radar, which is a process for the review of new commissions. She reported that these are received monthly by ET for review and approval. Karen Reid reported that the projects and the budget must align with the Board approved NES 2023-26 Strategy and meet the required standards.
- 10.7 Karen Reid went on to outline a second process associated with the Annual Delivery Plan. She advised that this operationalises the NES 2023-26 Strategy. She reported that this will be approved by full Board in due course. Karen Reid advised that if any modifications are presented to the Board, then these would be sequenced through Committees as appropriate for any aspects of Board delegated governance, particularly in relation to Board delegated strategic risks and SKPIs.
- 10.9 The Committee asked what support was available to staff in relation to the new proposals for the implementation of the NES Education and Learning Strategy and what information might be available to assist them during the process.
- 10.10 Ryan Reed advised the Committee that a process to support staff was planned. He reported that this is still in the discovery stage, but measures will be taken to ensure that staff are supported with any decisions taken.
- 10.11 The Committee discussed the process that had been utilised to prepare and develop the original SKPIs and the process for the annual review of the SKPIs. The Committee noted that some of the EQC delegated SKPIs currently do not have data available.
- 10.12 Karen Reid advised the Committee that the Southern Academic Model, the Balanced Scorecard Approach and the European Foundation for Quality Management framework was used to assist with development of NES' SKPIs. She asked the Committee to note that during the developmental process NES engaged with various organisations across the UK to understand how they gather measurement information and NES also collaborated with Universities during the developmental process.
- 10.13 Karen Reid advised that for a few of the SKPIs that are delegated to the EQC, work is in its exploratory stage to identify how to collect the relevant data and confirm the strategies required to provide the information for future EQC reports. Karen Reid went on to advise that the development of the SKPIs during this first year has been an iterative process and assured the EQC that the provision of future data to the Committee will be sufficiently robust for the scrutiny required.
- 10.14 The Committee Chair asked if the holistic approach set out in the presentation will help improve understanding for those SKPIs where there are no existing metrics or datasets available for reporting.

- 10.15 Ryan Reed confirmed that the implementation of the NES Learning and Education Strategy and SKPIs are linked, and the aim is to have a core set of questions across NES which will provide consistency.
- 10.16 The Committee noted that within the presentation there is a recommendation for a dashboard to be developed. It was agreed that this would be presented to a future Committee meeting and also be linked with the SKPI report. **Action: LS/RR**
- 10.17 The Committee Chair thanked Ryan Reed for the presentation.

10(b) EQC Strategic Key Performance Indicators (SKPIs): Update

- 10.1 The Committee Chair welcomed Simon Williams to the meeting in support of this item and invited Ryan Reed to introduce the report.
- 10.2 Ryan Reed advised that the report invites the Committee to review the status of the EQC delegated SKPIs approved by the NES Board in May 2023.
- 10.3 The Committee Chair opened the item up to the Committee for questions.
- 10.4 The Committee acknowledged the level of detail provided and the candid evaluation of the current situation and noted some of the challenges in identifying suitable metrics and data sources.
- 10.5 The Committee raised a query whether gathering data for certain SKPIs may have an impact on user experience. The Committee commented that if the accessibility of TURAS was reduced then the parameter around the development of the SKPI should be considered to ensure accessibility is not affected for the user.
- 10.6 Simon Williams advised the Committee that the criteria used for reviewing the SKPIs shall incorporate all feedback received in relation to timescale, costs and impact assessment and user experience and this will also include the feedback offered by EQC at today's meeting.
- 10.7 The Committee discussed the further development and revisions of the SKPIs and asked when this was planned.
- 10.8 Simon Williams advised that all SKPIs will be reviewed by May 2024, which will include those presented to EQC today.
- 10.9 The Committee requested an opportunity to offer feedback and influence the further development of the SKPIs relevant to the EQC.
- 10.10 Karen Reid advised that she would discuss this with the Board Chair to agree how non-executives will be involved in the SKPI review. **Action: KR**
- 10.11 The Committee requested that additional detail be added noting any highlights or concerns in future SKPI reports to EQC. The Committee suggested that the 'insights and action' column could be expanded to include details that are relevant to Committee. **Action: SW/RR**

10.12 The Committee suggested that it would be helpful for the consistency and clarity throughout the SKPI report to be improved, for example a range of different types of sectors are noted as Health, Social Care, Local Authority, Private Sector, Voluntary Sector. The Committee advised that there are only 3 sectors - Public, Private and Third Sector and asked if future reports could be amended to reflect this. **Action SW/RR**

10.13 The Committee noted that there were inconsistencies between the Strategy, the Framework and the new SKPIs around lived experiences.

10.14 Ryan Reed acknowledged that each situation presents unique challenges which are relevant to the specific work context, and the Framework is designed to promote engagement and development. He went on to advise that it is anticipated that qualitative data will be able to demonstrate the impact of ongoing work.

10.15 The Committee agreed the recommendations that a sub-group is formed by the Education & Quality Executive Group (EQEG) which shall take forward the SKPI discovery activity and that the sub-group is empowered to progress the work reporting back to EQC.

10.16 The Committee Chair thanked Simon Williams and Ryan Reed for their paper, and they left the meeting.

11. EQC Strategic Risk Report and identification of any new risks emerging from this meeting

11.1 The Committee Chair invited Rob Coward to introduce the report.

11.2 Rob Coward advised that there are 2 strategic risks relevant to EQC and the details are provided in the report.

11.3 The report was opened to the Committee for questions.

11.4 No questions were raised, and the Committee noted the report and confirmed that the risks delegated to EQC are managed effectively.

12. Draft EQC Schedule of Business 2024-25

12.1 The Committee Chair invited Rob Coward to introduce this report.

12.2 Rob Coward noted that this report brings the Schedule of Business (SoB) for 2024-25 for Committees approval and advised that there are some revisions added to the report and detailed in section 6.2.

12.3 Karen Reid reported that a piece of due diligence work is currently in progress in relation to the reports that come through Board and the Board Committees. She advised that the Committee will be updated if this has any implications for the EQC SoB.

12.4 The Committee Chair opened the paper for questions.

12.5 No questions were raised, and the Committee approved the report.

12.6 The Chair thanked Rob Coward for presenting the paper and thanked the other authors involved in preparing the EQC SoB.

13. Consultations Log

13.1 The consultations log was noted.

14. Medical ACT Sharing of Information: Summary of Activities by NHS Board 2022-23

14.1 The Committee Chair welcomed Alan Denison to the meeting and invited him to introduce the report.

14.2 Alan Denison advised that the report provided a summary of Medical Additional Cost of Teaching (ACT) activities carried out by NHS Boards between April 2022 and March 2023. He reported that an aim of the paper is to share and showcase the learning, innovation and expertise that Medical ACT funding has supported in the NHS across Scotland. He advised that it also highlights the future challenges and opportunities that exist in the clinical education of medical students.

14.3 The Chair opened to the Committee for questions.

14.4 The Committee asked a question whether the expenditure for the ACT monies spent on training and resources is shared between professions.

14.5 Alan Denison advised that SG provide the ACT funding for medical student's education however there is flexibility around some ACT bids where it is multi-professional, and the funding is used to promote inter-professional working.

14.6 Karen Reid invited the Committee to note that there is an Internal Audit for ACT which is currently being reviewed to simplify guideline for Boards and how they will be improved and that this report will be presented to EQC at a future meeting.

14.7 The Committee noted that there were a lot of acronyms within in the report which were not explained. Alan Denison advised that a detailed glossary will be attached to the Annual Report. **Action: AD**

- 14.8 The Committee confirmed its assurance with the information of the Medical ACT funded activity supplied by Boards.
- 14.9 The Committee Chair thanked Alan Denison for the paper, and he left the meeting.

15. Scottish Government and NES Educational policies

- 15.1 The Committee noted that there were none for this meeting.

16. Committee Effectiveness

- 16.1 The Committee confirmed that reports to the Committee had communicated relevant information at the right frequency, time, and in a format that was effective. The Committee felt that they had benefited from the right level of attendance. The Committee discussed any aspects where effectiveness could be improved and noted the areas for improvement in relation to abbreviations in full for one of the reports.

17. Any other business

- 17.1 There was no other business to discuss.

18. Date and time of next meeting

- 18.1 The next meeting of the Education and Quality Committee will be held on 09 May 2024, 10:15am – 12:45pm as hybrid meeting.

NES
LS/DT/AGL/KW
April 2024

Approved – Annie Gunner Logan

Approved at TIC meeting 13 May 2024

TECHNOLOGY AND INFORMATION COMMITTEE (TIC)

NES/TI/24/11

Minutes of the Eleventh NES Technology and Information Committee held on Monday 13 February 2024 10:15 – 12:45 via Microsoft Teams.

Present: David Garbutt, Non-Executive Director and Chair of TIC
Ally Boyle, Non-Executive Director
Shona Cowan, Non-Executive Director
Jean Ford, Non-Executive Director
Angus McCann, Ex-Officio Member and Non-Executive Director, NHS Lothian

In attendance: Jenn Allison, Senior Officer, Board / CEO Office
Colin Brown, Head of Strategic Development
Paula Baird, Principal Lead, Workforce (item 09)
Jim Boyle, Executive Director of Finance
Debbie Lewsley, Risk Manager (item 10)
Jackie Sweeney, Senior Finance Manager
Christopher Wroath, Director of NTS

1. Welcome and introductions

- 1.1 David Garbutt welcomed everyone to the meeting.
- 1.2 The Chair informed the Committee that Paula Baird would be welcomed for item 09, Digital Skills and Leadership, Debbie Lewsley would join for item 10, Strategic Risk.

2. Apologies for absence

- 2.1 The Committee noted that apologies were received from Karen Reid, NES Chief Executive, Tracey Ashworth-Davies, Director of Workforce / Deputy Chief Executive (Corporate), David Felix, Director of Dental and Caldicott Guardian, and Della Thomas, Board Secretary & Principal Lead - Corporate Governance.

3. Declarations of interest

- 3.1 The Chair asked Committee members if there were any declarations of interest in relation to the business of today's meeting and if so, to clarify which item this related to.
- 3.2 The Committee confirmed there were no declarations of interest in relation to the business on the agenda of the meeting.

4. Notification of Any other Business

- 4.1 There was no other business raised for discussion.

5. Minutes of the meeting 30 October 2023 (NES/TI/24/02)

5.1 The minutes were approved as an accurate record.

6. Committee Rolling Action Log (NES/TI/24/03)

6.1 The Committee noted that of the 15 actions, 14 have been marked as completed or have been closed.

6.2 The Committee noted the action for the Chair of the TIC to write to the Network Information System (NIS) auditors regarding the redacted NIS audit report can also be marked as complete. The Chair updated that he has spoken to SG, who commissioned the NIS audit, to state that the TIC disagrees with elements of the NIS report being redacted. SG agreed that it would be preferable if management comments would be removed from the official report and unredacted versions of management comments issued to individual Boards separately.

6.3 The Committee approved the completed actions and noted the progress updates on the action list.

7. Executive Lead Officer's Report (NES/TI/24/04)

7.1 The Chair invited Christopher Wroath to make any introductory remarks in relation to the Executive Lead Officer's Report.

7.2 The report provided the Committee with an overview of progress on delivery since the last meeting in October 2023. This included an update on the status of Commissions from Scottish Government (SG), key areas of risk, a summary of expenditure to date and a current forecast of the end of year anticipated financial position, identifying significant over or under spends.

7.3 Christopher Wroath informed the Committee the key challenge facing the NTS Directorate at present relates to financial uncertainties for financial year 2024-25. Christopher informed the Committee that the NES Executive Team have been working to re-prioritise deliverables against NES' Strategic outcomes. As a result of this NTS will continue to engage with stakeholders in NES and Scottish Government (SG) Digital Health and Care (DHAC) to secure agreement on a consolidated delivery plan at the earliest opportunity.

7.4 Christopher Wroath informed the Committee that NTS SLT are modelling the best, medium and worst-case DHAC funding scenarios by the end of February. The Committee noted that NTS senior leadership team have met to commence scenario planning for potential impact to the NTS delivery and resourcing plan. NTS and DHAC revised delivery plans will be submitted to the next meeting for oversight. **Action: CW**

7.5 Christopher Wroath confirmed to the Committee that NTS are working closely with Finance and Workforce colleagues to retain temporary staff where possible, and he thanked Jim Boyle and Finance colleagues for their support. Jim Boyle added that conversations are taking place across NES regarding retention of short-term

staff and noted that the reliance on short term staff for delivery is more acute in NTS.

7.6 The Committee recognised the importance of the potential future benefits that the Turas Refresh Programme can have on improvement to services across Health and Care in Scotland.

7.7 Discussion took place regarding the Digital Maturity Assessment. A summary highlighted the results of the assessment, written by NES colleagues, had been reported to the previous TIC for noting. Christopher Wroath informed the Committee that the official report from SG will be submitted to the TIC when it has been received and a further update will be provided to the next meeting.

Action: CW

7.8 A query was raised regarding why NES was required to return £0.9m to SG for the Digital Front Door (DFD) work. Christopher Wroath explained that DHaC are yet to confirm where this work sits in their wider priorities. Christopher Wroath explained that NTS continue to progress work in relation to identity management which will contribute to preparatory work required for DFD but other work will be paused until SG confirm requirements. The Committee noted this may have wider implications for short term staff currently working on DFD.

7.9 During the course of the discussion the Committee underscored the importance of being able to make progress on key priority areas while recognising the current financial uncertainties. The ongoing discussions with SG will provide the basis for securing confirmation of SG expectations on funding. The Chair expressed concern about the apparent lack of a cohesive delivery plan as a result of the funding approach and confirmed that he would be discussing this with Karen Reid on her return.

Action: DG

7.10 The Committee asked about SG's plans for further roll-out of OpenEyes and SCI-Diabetes and Digital Prescribing programmes following their successful pilots. Christopher Wroath explained that the speed and control of the National roll out is out of NES's control as these are programmes led by SG. The Committee also noted that roll out will also depend on the local Boards' ability to engage with the project. Christopher added that it is hoped that the ANIA programme will help in terms of Board engagement.

7.11 The Committee noted the outstanding actions in relation to Internal Audits and asked if the Committee can be assured that actions will be complete by end June 2024. Christopher Wroath assured the Committee that work is progressing well to close outstanding actions and that it is expected actions will be complete by end March 2024.

7.12 The Committee noted that NES have been asked by SG to be the formal delivery partner for the Accelerated National Innovation Adoption programme (ANIA) and asked for more information regarding the requirements for NES. Christopher Wroath explained that NES have been invited as delivery partner due to NES' experience around cloud-based technology as well as NES' role regarding innovation.

7.13 The Committee noted that 3 posts, funded by ANIA, will be created in NES to support this work. Christopher Wroath added that he has fed back to SG that more funding would be required to achieve the full aspirations of the ANIA programme. It was agreed that a paper in relation to this area of work should be submitted to the next TIC meeting. **Action: CW**

7.14 The Chair thanked Christopher Wroath and his team for the report. He suggested that there was a need for more clarity about progress on individual projects and their related costs to enable the Committee to provide appropriate scrutiny.

8. Cyber Security (NES/TI/24/05)

8.1 The Chair invited Christopher Wroath to introduce the paper and highlight any key areas.

8.2 Christopher Wroath informed the Committee that he is confident that NES continue to have the best parameters in place with the resources available, in relation to cyber resilience. Christopher informed the Committee that NES has worked with the NHS Scotland Cyber Centre of Excellence (CCoE) to implement the Microsoft Defender for Cloud products, providing increased threat detection and monitoring capabilities of NES's internal hosted Windows infrastructure.

8.3 The Committee noted that NTS continue to develop monitoring and alerting capabilities to further deliver a comprehensive preventative cyber resilience position and that this will require further and extensive collaboration with Scotland CCoE as the service expands and matures.

8.4 The Committee agreed that it would be beneficial to increase staff training, awareness, and culture of Cyber Security in NES and asked if the Executive Team could review the cyber security top tips module to determine whether it should be made essential learning for staff. Christopher Wroath informed the Committee that the data handling module is part of the essential learning suite and noted that he will speak to Workforce colleagues regarding the cyber security top tips being included. **Action: CW**

8.5 The Committee noted the update on work relating to Cyber Security in NES and confirmed the report provided satisfactory assurance.

9. Digital Skills and Leadership Programme (NES/TI/24/06)

9.1 The Chair welcomed Paula Baird to the meeting and invited her to provide an update on progress of the Digital Skills and Leadership Programme.

9.2 Paula Baird informed the Committee that all areas of work are on track and on budget except for embedding Viva Engage into the M365 Skills Hub. The

Committee noted that any changes to the NHS Scotland Microsoft Office 365 National Tenancy must be agreed by all 22 Health Board.

- 9.3 A query was raised regarding how skills will be utilised of the participants of the masters programme. Paula Baird informed the Committee that each of the 48 participants have Executive Lead Sponsors who will discuss related areas of work for future involvement. Paula added that a number of participants are already involved in Digital improvement projects.
- 9.4 The Committee were pleased with the numbers of learners to date and asked if there was continued interest in the programmes and if e-learning was also available to third sector. Paula Baird explained that interest for courses and material remains high and that anyone can set up an account on Turas Learn and that a variety of digital learning material is open access.
- 9.5 The Committee felt that the programme for non-executives has had a positive impact on those who have taken the course and asked if this would also be available to other public bodies. Paula Baird explained that it is already available for non-executives in social care, social work and the housing sector and that more communications will go out to promote this.
- 9.6 A question was asked regarding identifying opportunities and gaps in relation to learner requirements for the digital leadership work. Paula Baird explained that subject matter experts have been trained across Boards and that they can help to identify gaps, she added that anyone can identify requirements via the skills hub.
- 9.7 Discussion took place regarding the Digital mindset programme and the potential value of bringing this into Board Development sessions.
- 9.8 Paula Baird informed the Committee that the Digital Enabled Workforce team have been nominated for team of the year at the Digital Health and Care awards. The Committee congratulated Paula and her team for the nomination.
- 9.9 The Committee noted the progress of Digital Skills and Leadership Programme in NES, including the new governance structures relating to delivery of the Digital Health and Care Delivery Plan. The Committee confirmed the report provided satisfactory assurance.
- 9.10 The Chair thanked Paula Baird for the report and she left the meeting.

10. TIC Delegated Strategic Risk Report (NES/TI/24/06)

- 10.1 The Chair welcomed Debbie Lewsley to the meeting and invited her to provide an update regarding the 5 strategic risks delegated by the Board to the TIC.
- 10.2 The Committee noted the five strategic risks considered relevant to TIC's remitted responsibilities, which have been subject to a recent review by individual risk owners.

- 10.3 Debbie Lewsley updated that the Executive Team have also recently reviewed the Strategic Risk Register and agreed to widen the scope of Strategic Risk 13 to cover recruitment within all Directorates not just specifically NES Technology. This resulted in the risk moving from the TIC Assurance Framework to the Staff Governance Assurance Framework. The Committee noted this and asked that risks in relation to recruitment continue to be reported to the TIC. **Action: CW/DL**
- 10.4 The Chair pointed out that that if executives wish to propose that another strategic risk is reported to another Committee, this should come to TIC for approval.
Action: CW/DL
- 10.5 The Committee noted that one new risk has been added to the Strategic Risk Register which sits within TIC's Assurance Framework. This risk relates to NES not being an evidence-based data driven organisation (SR15), the current net score is 6, which sits outwith the Board's risk appetite for risks categorised as 'Governance'. Actions have been identified to help mitigate the risk.
- 10.6 The Chair requested that risks identified in the Executive Lead officers Report are reviewed against the Directorate and Strategic risk registers to ensure relevant risks are covered.
Action: CW/DL
- 10.7 The Committee asked for more information on risks 6 and 7 regarding Business Continuity and Cyber Security. Christopher Wroath informed the Committee that a half day crisis response simulation session has been arranged for 06 March and results of this will be reported to the ET on 12 March as well as the next TIC. Christopher added that the ET will also be reviewing Strategic Risks on 12 March.
- 10.8 The Committee noted that there have been no changes to other risks aligned to TIC within this reporting period and agreed the report provided them with satisfactory assurance. The Committee noted the ongoing improvement plans for the Strategic Risk Register and reporting.
- 10.9 The Chair thanked Debbie Lewsley for the report, and she left the meeting.

11. TIC Delegated Strategic Key Performance Indicator (SKIPs) Report

(NES/TI/24/07)

- 11.1 The Chair invited Christopher Wroath to introduce the report, which shows progress against Strategic Key Performance Indicators (SKIPs) delegated to TIC as of Quarter 3 2023-24.
- 11.2 There are five strategic KPIs delegated to the TIC. Data for two of these are scheduled to be presented for the first time at the end of 2023-24 Quarter 4. The remaining three are rated Green.
- 11.3 The Committee noted the report and confirmed that it provided them with satisfactory assurance.

12. 2024-25 Draft TIC Schedule of Business

(NES/TI/24/09)

12.1 The Chair invited Christopher Wroath to present the 2024-25 TIC Schedule of Business which has been aligned with the TIC ToRs, approved at the 30 October 2023 TIC.

12.2 The Committee noted that the draft NES Innovation Strategy has been scheduled as a new item for comment and approval for onward sequencing to November 2024 Board for final approval.

12.3 The Committee also noted the following items which have been added as standing items:

- Strategic delegated Key Performance Indicator Report
- Strategic delegated Risk Report
- Turas Refresh Progress Report from the Director of NHS Scotland Academy, Learning and Innovation and Director of NTS
- Turas Refresh Programme Board update as a verbal update from the Chair of the Programme Board (TIC Co-opted member)
- Turas Refresh Programme Board Minutes (for noting)
- Turas Refresh Programme Board ToRs (for noting annually)

12.4 The Committee approved the 2024-25 TIC Schedule of Business.

13. Identification of any new risks emerging from this meeting

13.1 It was noted that risks identified in the Executive Lead officers Report would be reviewed against the Directorate and Strategic Risk Registers to ensure relevant risks are covered and identify if any Directorate risks should be escalated to the Strategic Risk Register.

14. Any Other Business

14.1 There was no other business for discussion.

15. Review of Effectiveness of Meeting

15.1 The Committee were satisfied with the effectiveness of the meeting but suggested some further work on project progress reports and the preparation of specific papers where this was merited.

16. Date and time of next meeting

16.1 The next meeting of the Technology and Information Committee will be held on Monday 13 May 2024 via Microsoft Teams at 10:15.

NES
February 2024
JA/DG/CW