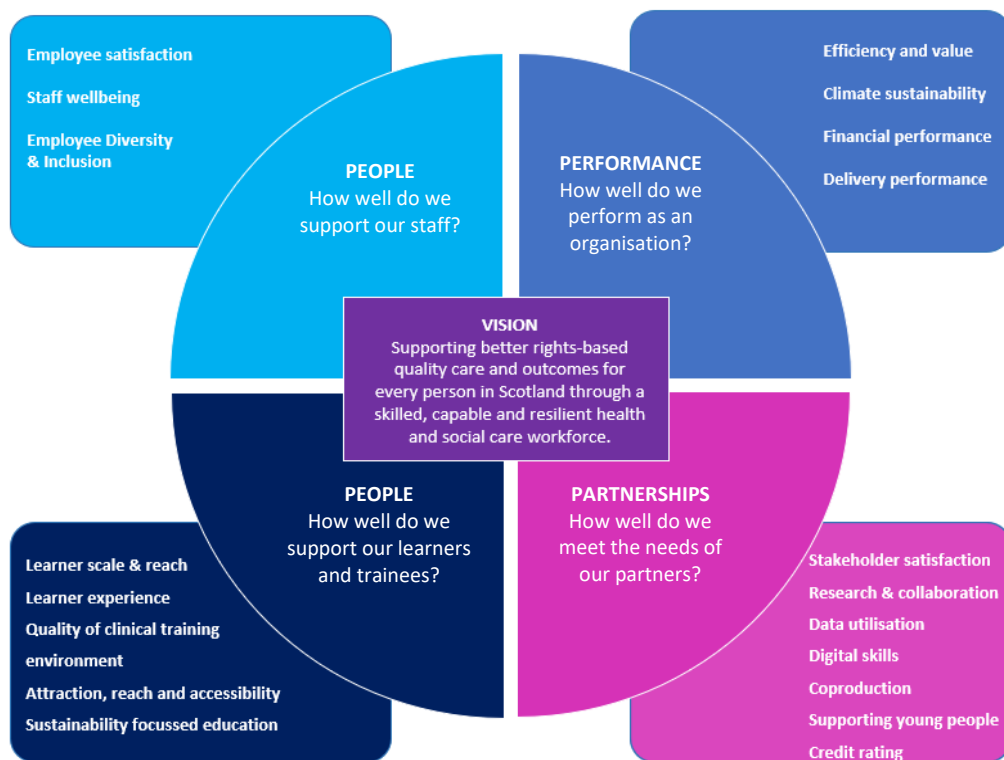


# NHS EDUCATION FOR SCOTLAND - BALANCED BUSINESS SCORECARD



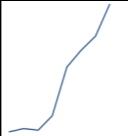
Quarterly Progress		
Highlights	Key challenges	Actions for next quarter
<p>* More KPIs have been reported for the first time in Q4.</p> <p>* A review of the KPI process and the KPIs themselves has been carried out (see separate report) and the results are positive.</p> <p>* A Board development session 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			
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			
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			
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			
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			
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 <sup>rd</sup> 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			

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"> <li>• Innovation partnership activity (eg ANIA/CSO/CEP)</li> </ul>	
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"> <li>• The decomposition of turnover in the Official Statistics;</li> <li>• The workforce planning tool; the dental workforce report and Dental Student Intake Reference Group;</li> <li>• An assessment of the impact of TERS (Targeted Enhanced Recruitment Scheme);</li> <li>• Responding to Fols (Freedom of Information requests), IRS (Information requests) and PQs (Parliamentary Questions);</li> <li>• The Nursing and Midwifery Student Intake Reference Group; the performance management of pre-registration nursing and midwifery providers;</li> <li>• The allocation of Allied Health Professional students between NHS Boards;</li> <li>• The number of International Recruits and their retention in NHS Scotland.</li> </ul>	
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