



Workforce Plan

2013/14

NHS Education for Scotland

Quality Education for  
a Healthier Scotland

**NHS Education for Scotland**

**August 2013**

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## Executive Summary

Planning year 2013-14 is the final year of our strategic framework <sup>1</sup>*Quality Education for a Healthier Scotland*. We are in the process of developing a revised Strategic Framework 2014-2017 and this workforce plan builds on the principles and progress made in our 2012-13 Plan as we prepare to support our revised Framework and continue to support implementation of the NHSScotland 2020 Vision, Quality Strategy and 2020 Workforce Vision.

NES is in a good position to not only support safe, effective and patient-centred care through well trained staff, but also to provide a significant contribution to the systematic and co-ordinated approach to workforce development across our public sector called for by the Christie Commission.

This Workforce Plan 2013/14 supports the delivery of the objectives contained within the Corporate Plan<sup>2</sup> which represents our emerging response to public service reform and describes the detailed education and training activities that we provide to support care provided to the highest standards of quality and safety by well trained staff, who are in the right place at the right time. This is our core business which fundamentally underpins the three quality ambitions of safe, effective and person-centred care.

In the course of 2012/13 we have been undertaking a comprehensive review- in partnership in many instances- of key supporting strategies such as personal review and planning/performance management and leadership and management development and beginning the process of implementation. Our People and Organisational Development Strategy 2011/14 will be reviewed in the light of the new NES Strategic Framework 2014-2017.

NES's key challenge continues to be the development of an integrated and efficient organisation and to drive forward with the organisational change and workforce development challenges this presents. We have a demanding operating context requiring NES to be more efficient with resources while developing new and improved ways of working i.e. improve the organisation's effectiveness while reducing costs.

In workforce terms this means we have to focus on enhancing skills and maximising the potential of our staff. A key priority for 2013/14 will be to review and quality assure new processes- agreed in partnership- to support personal review and planning.

A further key priority for 2013-14 is to introduce our Manager's Passport to support managers in their role of maximising employee contribution and meeting the future needs of the organisation. This Passport is a reflective self assessment that employees will undertake against a set of defined Practice Standards.

Additionally, NES within the context of low staff turnover, will continue to:-

- ❖ identify skills, maximise talent and encourage and support collaborative team working.

<sup>1</sup> <http://www.nes.scot.nhs.uk/publications-and-resources/corporate-publications/nhs-education-for-scotland-strategic-framework-2011-2014.aspx>

<sup>2</sup> <http://www.nes.scot.nhs.uk/publications-and-resources/corporate-publications/nhs-education-for-scotland-corporate-plan-2013-2014.aspx>

- ❖ maximise the potential and contribution of our current workforce and aligning and embedding the requirements of the revised NHS Scotland Staff Governance Standard with particular emphasis of enhancing employee experience.
- ❖ grow our leadership and management capability to manage change and performance
- ❖ provide learning and career development plans that are aligned with corporate and operational plans
- ❖ support the development of enhanced collaborative working
- ❖ deliver enhanced productivity and efficiency
- ❖ Further enhance management reporting on the NES staffing establishment supporting integrated workforce planning decisions
- ❖ create drivers for and support organisational re-design and change to ensure that we have the right people, with the right skills, in the right place at the right time.
- ❖ create clearer alignment between NES corporate and operational plans and individual staff objectives
- ❖ Introduce Key Performance Indicators (KPI's) to measure the support provided towards the development of people, services and management information to measure the impact of HR&OD service across NES

# 1. Introduction

National Health Education Scotland (NES) is a special health board responsible for supporting NHS frontline services delivered to the people of Scotland by developing and delivering education, training and workforce development for those who work in NHSScotland. Our business covers the undergraduate, postgraduate and continuing professional development continuum supported by effective research.

In January 2011 we launched our 2011-2014 Strategic Framework. (<http://nes.scot.nhs.uk/publications-and-resources/corporate-publications/nhs-education-for-scotland-strategic-framework-2011-2014.aspx>). This workforce plan is aligned with our vision- '*Quality Education for a Healthier Scotland*' and our mission '*to provide educational solutions that support excellence in healthcare for the people of Scotland*'. Our Strategic Framework takes full account of Scottish Government Health Policies and represents our commitment to the NHSScotland Quality Strategy. After over a decade delivering training, education and workforce development, we have expanded our core business from individual professional groups, to the whole healthcare workforce and this final year of our current strategy will include a strong focus on change programmes designed to make our services more efficient, streamlined and consistent.

A significant proportion of our core business focuses on training the frontline clinical workforce, with the majority of our funding used to pay for doctors and dentists in postgraduate training. We also prepare professionals for practice in clinical psychology, pharmacy, optometry and health care science and provide education for the largest staff group of NHS staff within the nursing, midwifery and allied health professions and for administrative staff clerical and support staff.

The work of NES is aligned around six broad strategic themes:

- ❖ Education to create an excellent workforce
- ❖ Improving quality
- ❖ Reshaping the NHS workforce
- ❖ Responding to new patient pathways;
- ❖ Developing innovative educational infrastructure; and
- ❖ Delivering our aims through a connected organisation

In support of these themes NES is continuing to develop the organisation to reflect the ways of working outlined in the Strategic Framework including the on-going development of flexible, team based approaches to respond to the needs of our partners. Having completed comprehensive performance reviews across all of NES, the focus in 2013/14 is on the implementation of action plans and benefits realisation.

Our strategic themes, strategic objectives and the national outcomes we support are as follows:-

## 2. Strategic Objectives

### NATIONAL STRATEGIC OBJECTIVES WE SUPPORT

**Wealthier and Fairer**

**Smarter**

**Healthier**

### NATIONAL OUTCOMES WE SUPPORT

<p><b>Full economic potential</b></p> <p>Education for careers in healthcare at all levels</p> <p>THEME LINK</p> <p>1 3</p>	<p><b>Strong, fair and inclusive</b></p> <p>Equality and diversity education</p> <p>THEME LINK</p> <p>2 5</p>	<p><b>High quality public services</b></p> <p>Practice education and support for new patient pathways</p> <p>THEME LINK</p> <p>1 4</p>	<p><b>Better educated</b></p> <p>Flexible role development for workforce modernisation</p> <p>THEME LINK</p> <p>1 3 4</p>	<p><b>Longer, healthier lives</b></p> <p>Education to improve safety and experience of services</p> <p>THEME LINK</p> <p>1 2</p>	<p><b>Giving children the best start</b></p> <p>Maternity services education and 'getting it right for every child'</p> <p>THEME LINK</p> <p>1 3</p>	<p><b>Tackling inequalities</b></p> <p>Education for staff who work with people at risk</p> <p>THEME LINK</p> <p>1 4 5</p>	<p><b>Improving life chances</b></p> <p>Developing staff who work with children and young people</p> <p>THEME LINK</p> <p>3 4 5</p>
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**VISION** 'Quality education for a healthier Scotland'

**MISSION** 'to provide educational solutions that support excellence in healthcare for the people of Scotland'

<b>STRATEGIC THEMES</b>	1. Education to create an excellent workforce	2. Improving Quality	3. Reshaping the NHS workforce	4. Responding to new patient pathways	5. Developing innovative educational infrastructure	6. Delivering our aims through a connected organisation
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### STRATEGIC OBJECTIVES

### BUSINESS OUTCOMES

SO1 Delivering evidence based excellence in education for improved care.	Consistent education which meets regulatory standards and supports revalidation.
SO2 Ensuring best use of the Additional Costs of Teaching (ACT) funding.	Effective performance management of undergraduate medical and dental education..
SO3 Building co-ordinated joint working and engagement with our partners.	Consistent recruitment, selection, assessment and supervision for clinical training.
SO4 Providing education in quality improvement for enhanced safety.	Quality improvement education supported by quality leads and practitioners.
SO5 Developing our support for workforce redesign.	Integrated education for role development and support for workforce planning.
SO6 Providing education for care which is closer to people in their communities.	Education for practitioners and teams who deliver care in the community.
SO7 Supporting education that maximises shared knowledge and understanding.	A 'common core' of education for a range of staff which supports independent learning.
SO8 Developing flexible, connected and responsive educational infrastructure.	Integrated e-learning resources supported by a consistent approach to learner support.
SO9 Establishing systems which connect individual performance to our objectives.	Personal objectives which align with strategy supported by personal development.
SO10 Improving the sharing of knowledge across our organisation.	New systems and structures which embed integrated working and knowledge sharing.



Educational Governance

Corporate Governance

Staff Governance



The NES Strategic Framework identifies a number of strategic drivers for change and the likely consequences of our working practices articulated in our People & Organisational Development Strategy are as follows:-

<b>Key driver for change</b>	<b>As a result we need</b>
Financial constraints	Greater efficiency through improved planning, process design, productivity and performance management
Focus on collaborative working in the public sector	More joined-up, team based approaches to work and effective partnership arrangements
Policies driving towards a fairer, healthier, better educated Scotland NHS Scotland Quality strategy	Maximum public value to be obtained from available resources Collaboration and communication to develop integrated and innovative working practices that are efficient and effectively meet stakeholder needs
Increasing diversity in our workforce	Flexible but consistent and fair working practices in the way we deliver our services
Changes in the way patients receive their healthcare	A skilled workforce that is able to maximise use of technology, supported by robust systems and flexible processes that are responsive to change.

NES recognises that these challenges and requirements demonstrate a need for change in order to ensure as an organisation we can continue to deliver on our strategic objectives. They also represent an opportunity for everyone across the organisation to reappraise what we do, how we do it and the way in which the services we provide can be developed to deliver maximum benefit to our internal and external stakeholders.

The amount of organisational change across NES is significant and we are working to ensure we support effective management of this internal change working in partnership at all times. Our Workforce Plan therefore reflects and supports a rolling programme of organisational change across NES informed by performance improvement action plans.

Our People and Organisational Development Strategy 2011-14 'Delivering Through People' describes *Enabling the right people, with the right skills in the right place at the right time*. Developing and maximising the potential talent of our workforce is a key driver of success for NES and in support our People and Organisational Development Strategy we are in the final year of implementation of our 3 year Organisational Development Plan (2011-14 ) and a Corporate Learning & Development Plan which inform this Workforce Plan.

### 3. NES Initiatives, Priorities and Key Challenge for 2013/14

A number of initiatives to support the strategic themes were completed in 2012/13 and are being rolled forward in 2013/14 i.e.

- ❖ **Enhanced Efficiency & Productivity:** Continue the work of the Performance Improvement Board in coordinating across NES performance improvement plans, implementation and benefits realisation. Continuing the work of our Change Management Programme Board which oversees organisational change across NES. There will continue to be a significant amount of organisational change in 2013/14 as Directorates implement improvement plans, including the implementation of new technology.
- ❖ **Aligned Individual Objective Setting & Corporate and Operational Planning:** A full review of the effectiveness of our individual performance management arrangements was completed in 2012/13 and a new framework is being implemented in 2013/14 and will be quality assured.
- ❖ **Defining Our Workforce Pressures and Seeking Solutions:** Our Operational Planning process is focussing upon the people costs of operational processes and seeking to determine how NES can provide a more efficient service to the NHS Scotland. The objective of 'Once for Scotland' has been embraced by NES as we identify ways in which we can deliver shared services in support of more efficient and productive ways of working
- ❖ **Organisational Re-design and Change:** NES seeks to remain at the forefront of educational solutions for the workforce of the NHS in Scotland and contributing to the reshaping of the NHSScotland Workforce continues to be a key priority. NES seeks to manage the impact of change on our workforce, supporting Directorates with change programmes from initial planning and design through to implementation.

In the course of 2012/13 an Organisational Change Toolkit was developed and training provided to support front line operational managers in implementing organisational change policies and procedures. In 2013/14 we will continue to provide opportunities for this training as well as rolling out programmes to support first line managers in their role in leading and managing change.

- ❖ **Leadership & Management Development:** in 2013-14 we are rolling out our new and aligned Leadership and Management Development framework, developed in the course of 2012/13. The development of managers- particularly first line managers with a focus on our Managers Passport is a key priority for us in 2013-14. The development work in partnership in relation to the Managers Passport was instigated in 2012/13.
- ❖ **Development of enhanced collaborative working:** continuing to develop the work of our Educational Leaders Group and a Senior Operations Group to enhance collaboration in the development of our education and training provision and engage a wider group of operational managers in planning and developing support services in line with educational requirements.



- ❖ **Maximising the contribution and potential of our staff:** NES has set performance targets in relation to our new personal review and planning arrangements and for completion of our Manager's Passport. Core to both developments is maximising the potential of eKSF and integrating KSF with our personal review and planning/leadership and management development frameworks.
- ❖ **Skills Development:** for 2013-14 we have developed an integrated OD & Learning & Development Plan. NES will continue to embed our new procedures for supporting staff with continuing education and the provision of learning and development support for personal review and development planning the roll out of which began late in 2012-13 and is continuing into 2013/14.

NES's key workforce challenge is in supporting change and in addressing the workforce implications of the implementation of new technology and revised processes, procedures and new ways of working. In the course of 2013-14 we will be working to support the Medical Directorate in a full realignment of all their work activities across the post graduate deaneries, to enable a full streamlining of service delivery and reallocation of staff supported by new systems development.

In terms of the implications for the NES Workforce this is a continuation of the implementation of current organisational change programmes with a particular focus on aligning staff with cross cutting work streams rather than deanery based systems. All of this work is being taken forward in partnership and overseen by the Change Management Programme Board.

In the course of 2013/14 we will also be continuing to support the realisation of the benefits of organisational change programmes. The nature of organisational change across NES is very varied- some programmes are discreet and focussed on a particular function. Others e.g. our Procurement transformation project which took place in 2012/13, impacted across the whole organisation and had to be managed accordingly. One of our key workforce challenges is to identify and realise capacity and redeploy this resources to new and emerging areas of work e.g. quality assurance and enhanced regulation.

We are fortunate to have a talented and stable workforce and providing appropriate training and development and redeployment opportunities continues to be one of our key workforce challenges for 2013/14.

Workforce planning is an integrated and on-going activity and this workforce plan is reviewed annually. We will fully review the Workforce Plan at 31 March 2014 in order to ensure alignment with revisions to the NES Strategic Framework.

We have taken account of the priorities under the People and Organisational Development Strategy and the outcome of our strategic reviews in developing this Workforce Plan.

## 4. NES Staffing Establishment

The NES workforce profile is complex and we have implemented a new approach to defining our staffing establishment and expanded the reporting mechanisms to enable management information to be available for all posts funded by the Board. In 2011/12 we completed a systems review and agreed amendments and in 2012/13 captured data based on agreed organisational structures. This increased transparency is beginning to enable us to identify posts directly contributing to educational support/service delivery/patient care in Health Boards or contributing to the development of education in the Higher and Further Education sectors. This work is continuing into 2013/14.

Particularly within our Medical and Dental Directorates core services are delivered through senior clinical staff in the service providing sessions to support our post graduate medical and dental responsibilities. NES works in partnership with Territorial Boards in particular to ensure this highly skilled and key staff group are supported and developed in their role.

For example in 2012/13 work was undertaken with the Medical and Dental Directorates to ensure the principles of our performance management and personal review and planning policies applied to all staff including clinicians.

A number of time limited programmes continue to be requested by Scottish Government for delivery by the NMAHP Directorate. The Director of NMAHP is working with SG to secure a revised funding model for NMAHP education. It is anticipated that this will assist NES with the objective of reducing the number of fixed term contracts that routinely need to be appointed to service various time limited projects. The NMAHP Directorate has also established a NES section in the NHS Lothian staff bank as a further resource to enable increased flexibility/agility when recruiting and/or commissioning NMAHP specialists skills resources.

In order to provide specialist expertise, NES has resourced projects through secondments from Territorial Boards. As flexibility within Territorial Boards continues to decrease we continue to plan the workforce carefully in order to ensure the necessary expertise is available to NES on a flexible and financially sustainable basis.

In the course of 2012-13 we have continued to develop our clinical and staff governance arrangements for the GPStR staff group and in the course of 2013-14 we will be working in partnership with key stakeholders to review and implement a shared service approach to the management of certain immigration requirements for this staff group and all medical trainees.

To enable more efficient and robust management and reporting on our staffing establishment in the course of 2012/13 NES implemented online employee services facility which now enables staff to take ownership of their core employee data and update their online record.

NES is also aware of the imperative to work collaboratively across NHSScotland and the wider public sector in the delivery of services including support services. NES will continue to build on our expertise in the delivery of national services e.g. in SMT and Vocational Trainee recruitment and work to add value and enhance efficiencies as a full partner in this strategic national priority. We are fully participating and supporting

the NHSScotland HR Shared Services Programme and NES is scheduled to implement e:ESS in October 2014.

The NES workforce is predominately female (69%) and we continue as part of our equality and diversity action plans to review issues such as gender occupational segregation and develop initiatives and policies as required. In the course of 2012/13 we developed a new Equality and Diversity Strategy Strategic Action Plan 2013-17 which in relation to the NES workforce has actions in relation to:-

- ❖ Continuing to improve access to learning and continuing professional development opportunities for female and part time staff
- ❖ Working to achieve the Healthy Working Lives Mental Health Commendation Award by October 2013
- ❖ Through the Change Management Programme Board ensure all organisational change plans are subject to equality impact assessment
- ❖ Integration of equality and diversity into our Leadership and Management Framework and Performance Management/Personal Review and Planning policies

These and other actions as outlined above will continue to be taken forward in 2013-14.

NES is actively implementing processes and systems that use the findings of the Equality and Diversity Workforce Data to enhance overall staff experience in accordance with the Staff Governance Standard. For example in the course of 2012/13 NES instigated more effective use of workforce data to capture information which tracks the improvements and amendments that occur following the Equality Impact Assessment of our staff policies. This provides us with a before and after record and will in the future enable more effective reporting of the impact of changes in our equality and diversity practice.

## 5. Planning Context within NES

NES workforce plan is driven by our 2011-2014 Strategic Framework, Operational Plan and Local Delivery Plan including Heat Targets. This context includes the following:-

- ❖ NES has delivered over £19.5 million pounds of savings over the last three years
- ❖ For 2013/14, NES received a net uplift in resources of £1.4 million which represents an increase of 0.34%. From our allocation we have met the 1% pay uplift including applying in full to Training Grade Salaries.
- ❖ Directorates have had to identify funds to cover this pay cost inflation as part of efficiency savings.
- ❖ Beyond 2013/14 we are planning for a further reduction of £2.5 million in 2014/15
- ❖ Based on published planning guidance NES will be required to return further funds to government in 2015-16 and meet the costs of further pay inflation.

These reductions in funding continue to put further pressure on the level of our core staffing establishment which we have stated will reduce over time. Realising efficiency and cash savings from our performance improvement programme workstreams and implementing new ways of working is therefore essential if we are going to meet budget reduction targets.

We continue to make use of agency and fixed term contracts in order to create redeployment opportunities for staff affected by organisational change and to resource workstreams supported by fixed term funding. All vacancies, contract extensions and any proposed changes to the staffing establishment are subject to a robust business case, reviewed in partnership and agreed by the Executive Team. In 2012/13 we have continued to develop our on line establishment control system extending its use to other HR processes and the development of further reporting.

This plan has also been developed within the context of a no compulsory redundancy policy and the requirement to deliver a 25% reduction in executive posts by 2014/15. NES has extended the scope of its baseline group for this purpose beyond the Executive Cohort to include Agenda for Change Band 9 posts. As at 31 March 2013, NES has reported that it has met this reduction target.

NES does not limit its savings to staff on Executive and Agenda for Change contracts and is identifying and has delivered savings in 2010/11, 2011/12 and 2012/13 in sessional commitments across staff on consultant and other medical and dental contracts. The process of making savings is on-going.

NES relocated its three main Edinburgh office locations to one city centre site in November 2013 and will have consolidated our two central office sites in Glasgow into 2 Central Quay by May 2014. Working in partnership, we are continuing to roll out our Workplace Strategy which is based on flexible working spaces and an open plan environment. We have updated what is already a very comprehensive Agile Working Toolkit and based on the learning from our Edinburgh move in 2012/13 have further developed our organisational development and change programme to support staff in adapting to what is a further significant cultural change.

During 2012/13, we have implemented in partnership new policies, systems and approaches to performance management/personal development planning to deliver NES' strategic aim of establishing systems which better connect individual performance with organisational aims and the outputs. Commencing in April 2013, this Personal Review & Planning process sees all individual objective setting, development planning and annual review activity happening in line with the annual operational planning cycle.

Annual review and planning meetings, incorporating the Joint Development Review (JDR) for staff on Agenda for Change must now take place between 1st April and 30th June each year. This is intended to ensure a clearer flow of Directorate and corporate priorities from the annual operational planning process, and allow time for teams to consider the implications of these for their own work area. It is hoped that the quality of objectives and personal development plans (PDP's) will improve as a result of individuals across the organisation participating in this activity simultaneously.

As previously, progress will be tracked on the basis of activity recorded on the relevant online system: e-KSF for staff on Agenda for Change and Domino for other groups. We will be measuring the proportion of staff with objectives, PDP's and annual reviews each year. At 30th June 2013, 77% of eligible staff had objectives for 2013/14 recorded online, with 60% having signed off PDP's for the same period, the latter figure reflecting difficulties some staff experienced in ensuring agreed PDP's were properly signed off on one of the systems.

A full quality assurance review process will take place in partnership in 2013/14 of the effectiveness of these updated arrangements. We will continue to provide support for staff during 2013 /14 on completion of this activity as we seek to embed these new arrangements.

All organisational change in NES is managed through the Change Management Board (management and staff side), Partnership Forum and the application in partnership of agreed policy. The Property Strategy and work on performance improvement workstreams is informing organisational change projects across NES and the Change Management Board –chaired by the Chief Executive- is playing a key role in ensuring a consistent approach and in taking forward policy guidance in support of a much more significant programme of organisational change across NES.

In 2012/13 NES ran in partnership a Voluntary Severance and Early Retirement Scheme and 19 staff left service under the terms of this Scheme as at 31 March 2013. NES will give consideration to offering a further round of Voluntary Severance and Early Retirement in 2013/14 in support of organisational change subject to funding and approval.

## 6. Approach to Workforce Planning in NES

Workforce Planning in NES is integrated with strategic and annual operational and financial planning processes. Our Strategic Framework, annual Corporate Plan and Local Delivery Plan are aligned with the Quality Strategy, HEAT targets and regulatory and key stakeholder requirements. Our People & Organisational Development Strategy which informs our Workforce Plan is aligned with our Strategic Framework.

To support workforce planning, NES has a Workforce Planning cohort trained in the 'Six Steps Planning Methodology'. This cohort comprises of Directorate Business Managers who play a pivotal role in coordinating annual operational and financial planning. Their role is to provide workforce planning expertise in their Directorates supported by the HR & OD, Finance and Corporate Planning functions. The aims and objectives of the plan are to complement the Corporate Plan and support the NES Strategic Framework i.e.:-

- ❖ Continue to embed Workforce Planning as an integral part of day to day business
- ❖ Workforce plans are developed in partnership across the organisation
- ❖ Increased awareness of the financial position, age profile and workforce risks
- ❖ Developing a more efficient workforce
- ❖ Standardised and regular consideration of workforce planning by the Executive Team, Staff Governance Committee and Partnership Forum
- ❖ Integration and ownership of workforce planning across Directorates.

The HR & OD Directorate produces a comprehensive set of quarterly workforce management metrics. This report is reviewed quarterly by the Executive Team, Staff Governance Committee and Partnership Forum and enables us to monitor performance against the Workforce Plan and inform decision making. The metrics are also published on the Staff Intranet and are available to all Directors and Business Managers to support workforce planning.

NES also develops and agrees in Partnership an annual Self Assessment Audit Tool Action Plan (SAAT) including our response to the NHSS Staff Survey. This includes our staff Equality & Diversity Action Plan aligned with our new Equality and Diversity Strategic Action Plan 2013-17. NES also published in April 2013 an updated Statement which includes our commitment to equal pay and provides an analysis of pay equity at NES<sup>3</sup>.

Performance against Staff Governance Standards through these reports is monitored quarterly by the Staff Governance Committee and the Partnership Forum. NES refreshed the Staff Governance Standard in 2012/13 and aligned the standard to the components identified by from the Staff Experience Project. NES is planning to be an early implementer of the Staff Experience Project in 2013/14.

Staff Governance and the experience that prospective and current staff have of NES continues to be very important to us and we have engaged fully with the NHSScotland Staff Experience Project and successfully retained in 2012/13 our Healthy Working Lives Gold Award assessment. Under our Wellness Strategy our focus in 2013/14 is on mental health and we are seeking to achieve the Mental Health Commendation Award in 2013/14.

NES recognises the context within which we are engaging with Boards, regulators and professional bodies in delivering our services. We recognise that pressure on territorial boards in particular in relation to workforce redesign and capacity to invest time and financial resources in education and training requires NES to be flexible and wherever possible to add value through 'delivering once for Scotland' as agreed with our key stakeholders. We are therefore focussing much more on how we can maximise the expertise across NES to deliver collaboratively across professional groups. NES is continuing to embed changes to its senior management structures to enable greater focus on collaboration on educational developments.

## 7. Plan Purpose and Strategic Workforce Planning Objectives

The Workforce Plan is approved by the Executive Team, Partnership Forum and Staff Governance Committee and is used along with other plans to monitor and review progress against workforce objectives. Our strategic people objectives aligned to the Strategic Framework and corporate plan are set out in our People & Organisational Development Strategy. In summary they are as follows:

- ❖ Strategic Objective 3-Building coordinated joint working and engagement with our partners:- *To ensure that NES is aligned with the wider health service and able to play an active and visible role in supporting the delivery of safe and effective patient care through the recruitment, selection and in some cases employment of trainees.*
- ❖ Strategic Objective 5- Developing our support for Workforce re-design:- *To facilitate the internal role development and succession planning necessary to provide a flexible and multi-skilled workforce, support for external role development, and develop an integrated, multi-professional approach to workforce planning in NHS Scotland.*

<sup>3</sup> Equal Pay Statement - <http://www.nes.scot.nhs.uk/media/16768/Equal-Pay-Statment-April-2013.pdf>

- ❖ Strategic Objective 8- Developing flexible, connected and responsive educational infrastructure *to support the development of the talents of our people so that they benefit through maximising their contribution to organisational effectiveness, and to ensure that we meet and exceed all statutory and mandatory training requirements.*
- ❖ Strategic Objective 9- Establishing systems which connect individual performance to our objectives *to enable a performance culture where a person-centred approach to performance review and development planning also serves organisational interests, supporting continuous improvement in ways of working and quality of outputs.*
- ❖ Strategic Objective 10 – Improving the sharing of knowledge across our organisation *to support the design, development and adoption of new systems and structures which embed integrated working and knowledge sharing across the organisation in order to avoid duplication and waste whilst improving consistency and quality.*

In 2013/14 NES continues to focus on Strategic Objective 9 to implement our agreed Performance Management Strategy which aims to enhance the quality, alignment and effectiveness of our objective setting and personal development planning processes. This builds on the detailed review undertaken in 2011/12 and we have engaged managers and staff across NES in this development.

In 2011/12 NES conducted an impact assessment on the outputs from of our staff leadership and management development programmes. Based on a strategic decision to move away from standardised development programmes that that only offer one style of learning, we developed in the course of 2012/13 an approach that is personal to the individual line manager. As referred to earlier in the plan, our Manager's Passport enables managers to self assessment against agreed performance standards at core, intermediate and advanced level. NES has an agreed target of 60% of managers having completed a self assessment with the passport by 31<sup>st</sup> December 2013.

As part of the roll out of our 2013/14 operational plan the Chief Executive has led a reaffirmation of our commitment to lead and manage the organisation in line with NES values. We recognise that at a time of significant organisational change personal governance and the support for the management of change is essential to ensure all the workforce are treated in the manner set out in the Staff Governance Standard and in line with our espoused ways of working.

## 8. Key Workforce Challenges

NES's key challenge is in enhancing efficiency through standardisation of core processes and the elimination of duplication of activity across NES. The focus over the lifetime of this plan is therefore in support of being more efficient and flexible and in managing the organisational change and workforce development challenges that this presents. In workforce terms this means we are focussed on managing programmes of organisational change to realign roles particularly enhancing the use of generic job descriptions and in matching and developing staff to take on changing roles. We are providing support for enhancing skills in change management, and in supporting collaborative and team working. Within the context of a low staff turnover rate our strategic workforce planning objectives are to:-

- ❖ maximise the potential of our current workforce

- ❖ continue to enhance management reporting on the NES staffing establishment supporting integrated workforce planning decisions
- ❖ implement our Performance Management Strategy to more effectively align objective setting and personal development planning with corporate and operational plan requirements
- ❖ support the development of enhanced collaborative working particularly through our new Educational Forum and other existing collaborative workstreams
- ❖ enhance productivity and efficiency building on through implementation and benefits realisation through performance improvement plans and investment in enhanced technology particularly around core systems
- ❖ more flexible use of resources through better redeployment of staff

A number of initiatives to support these objectives are underway with the key actions set out below:-

- ❖ Enhanced Efficiency & Productivity:-delivering against efficiency plan objectives and benefits realisation
- ❖ Continuing to implement our Performance Management Strategy
- ❖ Maximising the Potential of Our Staff: embed the use of core development systems particularly eKSF (see earlier in this Plan)
- ❖ Skills Development: -continue to implement our corporate OD & Learning plans

NES continues to analyse the content of all Personal Development Plans on eKSF and this analysis together with an analysis of operational plans is used to inform the provision of corporate learning and training opportunities. NES has agreed the following actions:-

- ❖ To quality assure the content of objectives and personal development plans in partnership in 2013/14
- ❖ Evaluate and improve on the effectiveness of our various approaches to providing learning & development support for objectives setting and personal development planning provided in 2012/13, including the use of eKSF
- ❖ Realise the benefits of our full Lean Review of personal review and planning
- ❖ Continue to raise the awareness and accessibility of non-formal learning & development activity as effective mechanisms for staff development.

Workforce Planning Activity across NES will continue to focus on the following activity:-

- ❖ Ensuring mechanisms are in place to inform and capture any future organisational change
- ❖ Supporting redesign issues with Directorates to enable organisational change.
- ❖ Improved analysis of drivers for change in order to assess the implications on staff numbers and future projections
- ❖ Closer links with Boards in order to consider the educational requirements as the financial constraints impact on staff numbers across the NHSS.
- ❖ Continue to provide high quality workforce data
- ❖ Ensure the Workforce Plan develops in sophistication and continues to be published annually.
- ❖ Support the development of extended roles, identify gaps and address these with appropriate learning as required.



- ❖ Implementing our 'Managers Passport' as part of our leadership and management framework
- ❖ Ensure close alignment of the Workforce Plan to all other internal planning documents and in particular the strategic framework and Corporate Plan and People & Organisational Development Strategy

## **9. Recruitment, Retention & Talent Management**

NES has a highly skilled and professionally qualified workforce and has been successful in attracting talented staff to the organisation. In addition to monitoring turnover we also measure a stability index which measures the retention rate of employees with over one years' service. Our stability index was consistently over 90% throughout the course of 2012/13. Recruitment and retention are not therefore significant issues for us. The workforce challenge for NES is therefore to continue to develop our understanding of our staff skills base and to plan future development and succession planning.

The on-going implementation of the People and Development Strategy will enable us to assess the current skills, knowledge, ability and talent across the organisation to ensure that human capital is developed to optimum levels as well as enable to effect a more flexible deployment of our resources. We need to maximise the potential of our people in order to develop a flexible and financially sustainable workforce for the future.

## **10. Affordability/Availability and Adaptability**

The integration of workforce, operational and financial planning has ensured that the NES workforce is affordable. NES is also satisfied that our workforce projections are based on realistic assumptions regarding future supply. We recognise the workforce challenges set out in this plan and are planning the interventions to develop and manage our talent in a more flexible way.

## **11. Risk Management**

Through our regular monitoring of all workforce, financial and operational plans NES is able to assess and manage workforce risks. NES recognises that more a more formal approach to succession planning is required for roles beyond the senior management team and has plan to develop a wider Talent Management Strategy in 2013/14.

## **12. Workforce Supply**

This Workforce Plan has been developed based on the guidance set out in CEL 32 (2011) and workforce projections developed as an integral part of this plan are submitted to SGHSCD in accordance with their requirements. See Appendix 1 for information on Workforce Supply.

## 13. Equality and Diversity Profile

See Appendix 2 for a full NES Equality and Diversity Profile.

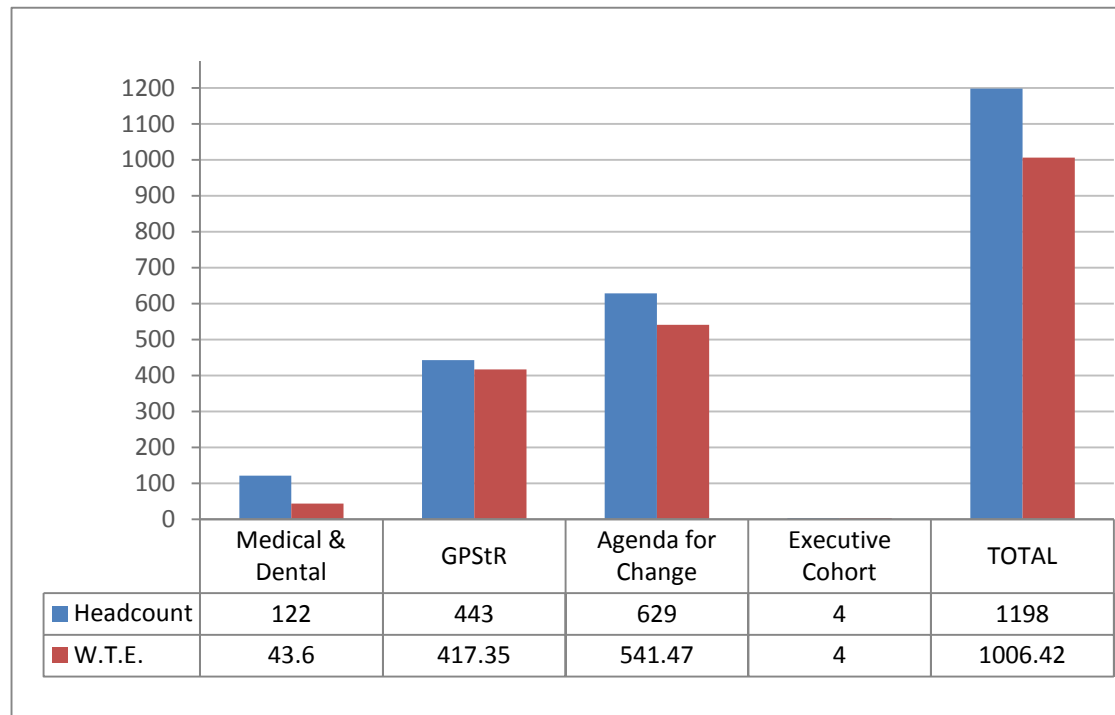
## APPENDIX 1

### 1. WORKFORCE SUPPLY: CURRENT WORKFORCE

NHS Education for Scotland (NES) directly employed 1198 (Headcount) staff at 31st March 2013, a decrease of 10 staff over the last 12 months. This is known as the headcount (HC). As some of these staff work part time, the whole time equivalent (WTE) figure is 1006.47<sup>1</sup>, a decrease of 15 over the year.

#### Staff categorisation by pay scale 31.03.2013

**TABLE 1: Breakdown of Pay Scale Categories**



<b>Executive Managers Cohort</b>
<b>Medical &amp; Dental</b>
<b>Associate Advisers</b>
<b>Consultant</b>
<b>CRUMP</b>
<b>GP and GDP Educators</b>
<b>Admin &amp; Clerical</b>
<b>Agenda for Change</b>

<sup>1</sup> These figures exclude non-executive board members and various classes of staff not employed by NES whom we are invoiced for. These include secondments, university employees, bank lecturer's, sessional staff and agency workers.

## 2. NES RECURRING ESTABLISHED POSTS

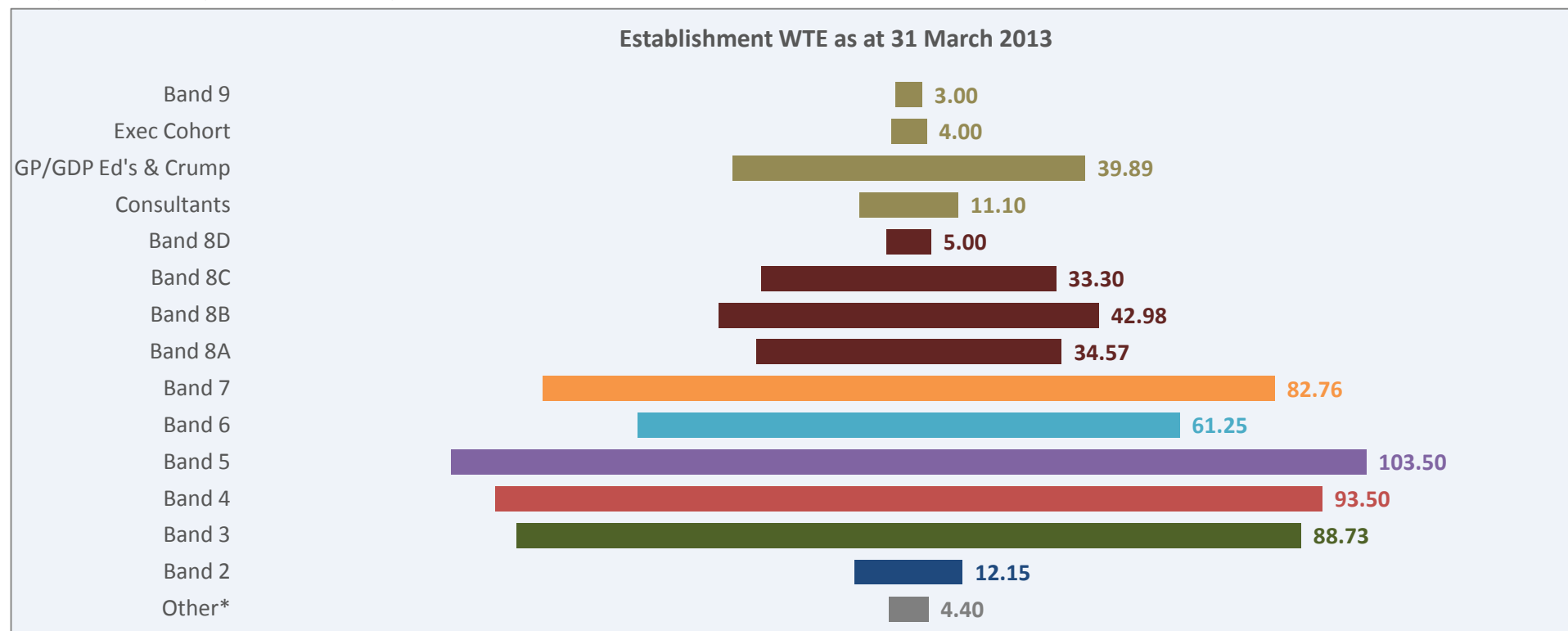
A breakdown of recurring posts by Band is shown below for all Agenda for Change staff, Medical and Dental Grades and Executive Cohort bands. This model shows the proportion of staff on each grade to provide a baseline for managers to use when planning for service redesign. This model does not include GP Specialty Training Registrar's (GPStR's).

**Table 1: WTE Summary by Grade as at 31.03.13**

	1	2	3	4	5	6	7	8				9			NES Total**	
	Other*	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8A	Band 8B	Band 8C	Band 8D	Band 9	Exec Cohort	GP/GD P Ed's & Crump		Consultants
Total	4.4	12.2	88.7	93.5	103.5	61.3	82.8	34.6	43.0	33.3	5.0	3.0	4.0	39.9	11.1	<b>620.1</b>
								115.9				58				

\*Includes some staff on university contracts and Service Level Agreements

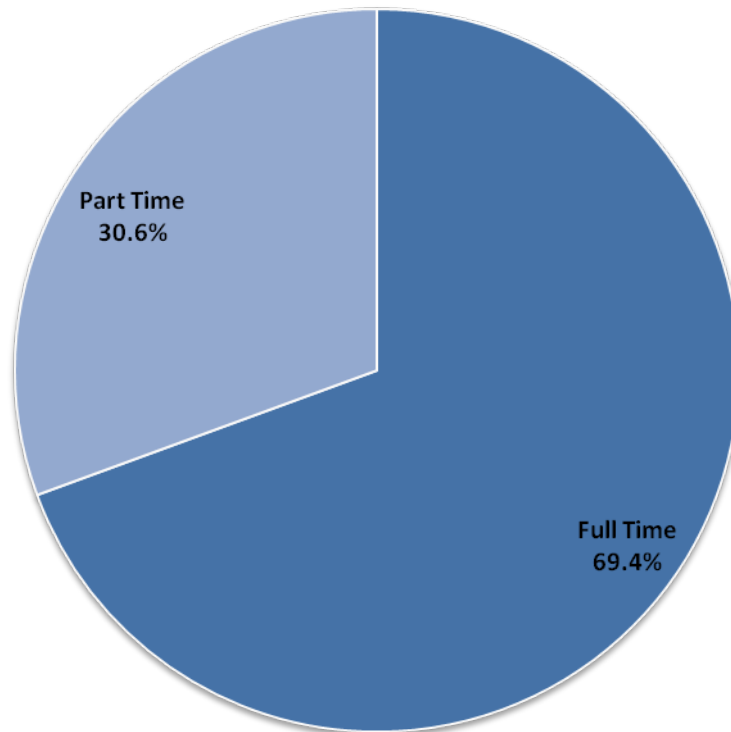
\*\*This figure includes recurring established posts including vacancies.



### 3. STAFF WORKING PATTERN & CONTRACT TYPE

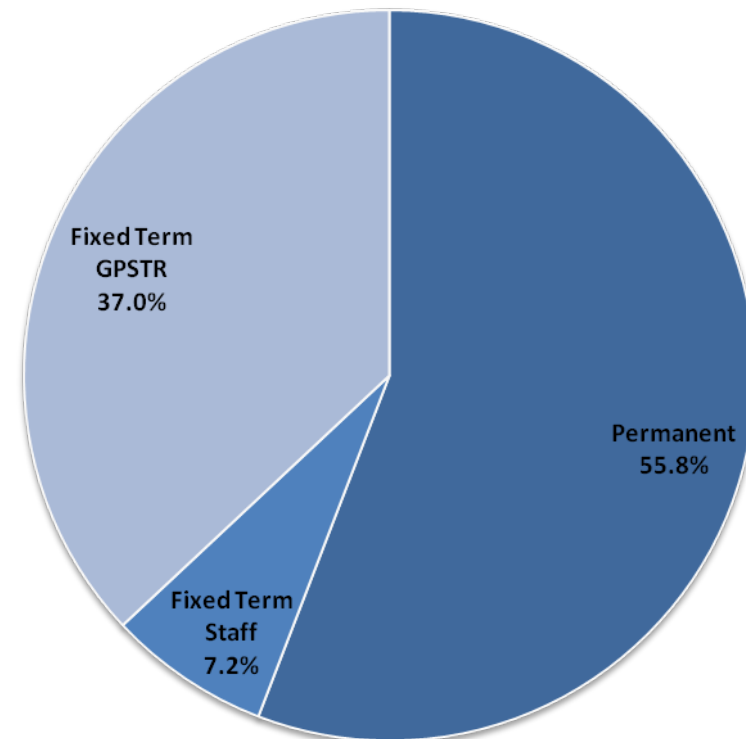
#### Extent of flexible working as 31.03.2013

A total of 30.6% of staff in NES<sup>2</sup> work part-time (see figure 3 below) compared with 33.3% in NHSS<sup>3</sup> and 31.9% within similar small public sector organisations<sup>4</sup>. Compared to last year our workforce data shows a small increase in the percentage of staff working part time. As at 31.03.2013, 12.6% of NES staff either work compressed hours or have a flexible working pattern. This is an increase of 3% on last years figures and reflects the application of fair access to flexible working practices for all NES employees. These principles are embedded in NES Human Resources (HR) policies and job sharing is also supported by an official HR policy based on PIN (Partnership Information Network) guidelines.



#### Contract Type as at 31.03.2013

Fixed term contracts are used, where appropriate, to support circumstances such as time-limited project work, where staff may have visa restrictions, or where as a result of organisational change posts are kept available for redeployment. A total of 7.2% staff are on fixed term contracts up from 6.5% in the previous year. The rest are on permanent contracts (see figure 4 below). All GPStR's are on fixed term contracts as NES only employ these trainees whilst they are in the GP component of their training programme.



<sup>2</sup> Including GP Specialty Registrars

<sup>3</sup> National comparator figures from previous year (ISD), figures as at 31.03.2013

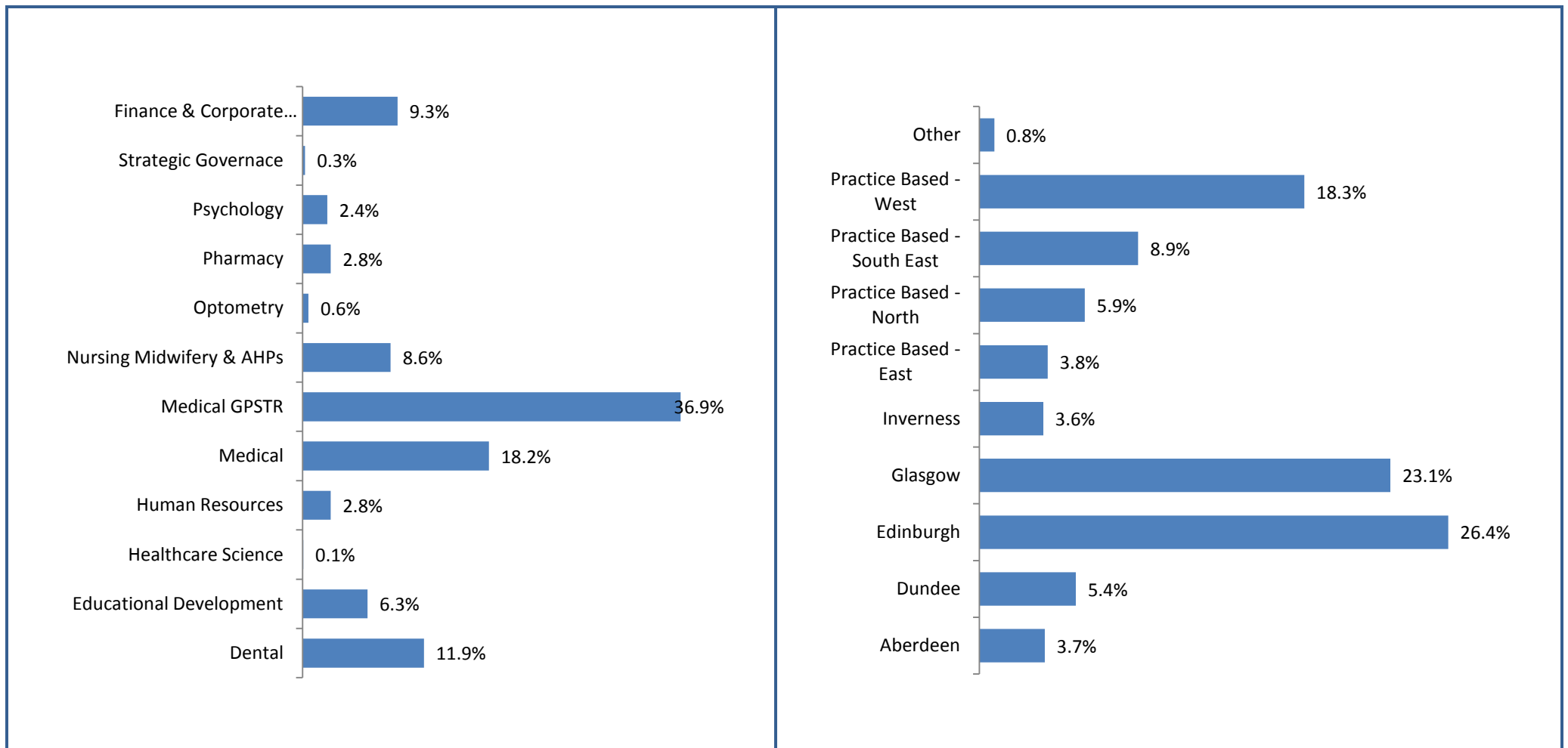
<sup>4</sup> HR Benchmarker 2012 – Workforce Performance Indicators Report, DLA Piper

## 4. STAFF LOCATION AND FUNCTION

NES Central Offices are located in Edinburgh and Glasgow, with regional offices located throughout Scotland. The main regional centres are in Dundee, Inverness, Aberdeen and Edinburgh. The majority of staff are employed in the regional Deaneries / Dental which cover the whole of Scotland and report into the central office via the Directors of Medicine and Dentistry (see Figure 4). The central offices based in Edinburgh and Glasgow host a range of core support services, together with the Nursing, Midwifery and Allied Health Professions (NMAHP), Educational Development, Psychology and Pharmacy Directorates. GP Specialty Training Registrar's (GPStR's) are based all over the country with majority based in the west of Scotland. On 20 November 2013 NES relocated the three Edinburgh offices into one new Edinburgh based location, at 102 West Port.

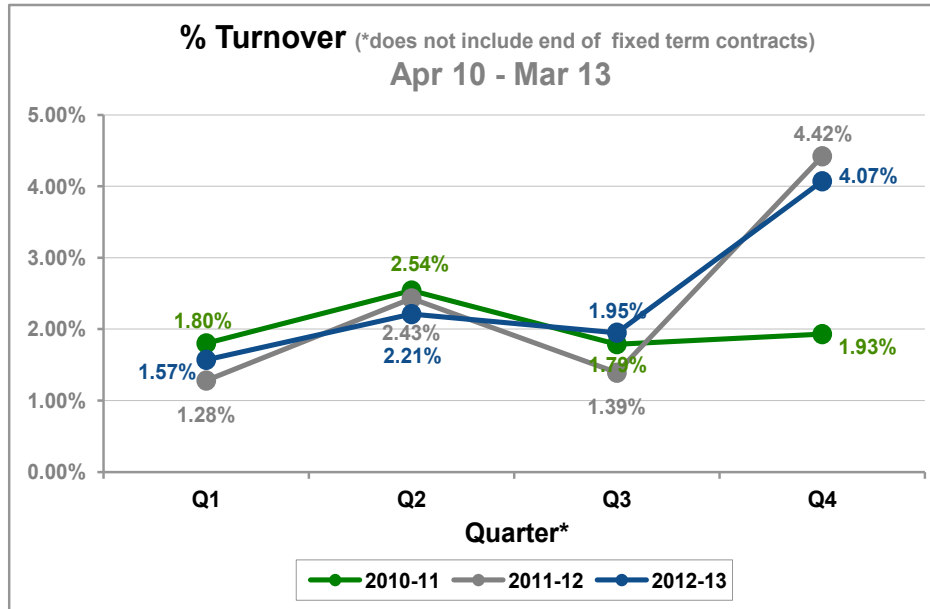
### FUNCTIONAL ANALYSIS, Headcount

### REGIONAL ANALYSIS, Headcount



## 5. ABSENCE & TURNOVER

### Turnover at 31.03.13

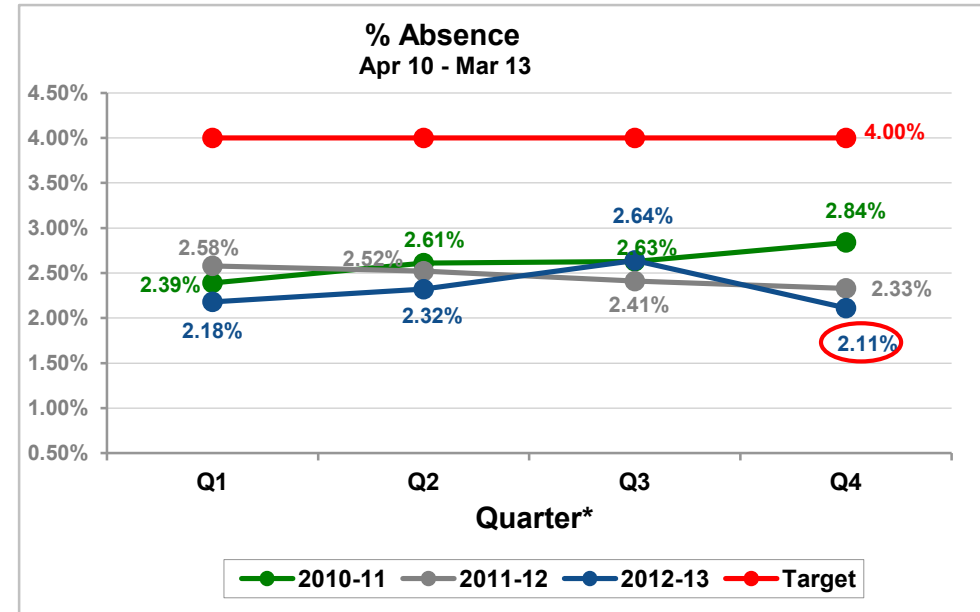


NHS Scotland's overall average turnover as at 31/03/2013 was 6.1% compared to NES' 2.45% for the same period\*. NES average staff turnover for the year (Apr 11 – Mar 13) was 2.45%. Turnover increased in Q4 to 4.07%, second highest in over eleven quarters, the main reason being 19 staff leaving as a part of the voluntary severance scheme. Through 2012-13 NES has further developed establishment control systems which has improved management information and allowed for tighter vacancy management.

Commitment to strict vacancy controls and redeployment have become a vehicle to deliver sustainable service redesign. This will continue in 2013/14. The stability index (staff in post for over one year) as at 31.03.2013 was 91.63% which is higher than the 81.5% in other similar small public organisations.

\*Based on ISD methodology, data does not include GPSTR's

### Absence at 31.03.13



Through the year sickness absence averaged at 2.31%. This compares favourably with reported sickness absence figures across NHSS which were reported at 4.8%<sup>5</sup>. NES is one of five Special Health Boards that have reduced their sickness absence rates. NES continues to improve on absence reporting rules and actively manages individual cases of absenteeism which give cause for concern.

The average absence rate compared to the last reporting period is down by 0.22%. Highest numbers of hours lost are due to stress/anxiety. Closely followed by Chest/Broch/Pneumonia. NES' long term absence rate is 0.65% compared 1.46% for short term absence.

NES has continued the Wellness strategy to support all aspects of staff wellbeing which will continue to be embedded

<sup>5</sup> National comparator figures from previous year (ISD), figures as at 31.03.2013

## NES EQUALITY AND DIVERSITY PROFILE

## APPENDIX 2

Equal opportunities monitoring information lets us identify how people experience their employment journey with NHS Education for Scotland (NES) based on their protected characteristics. This report contains high level observations, context and potential actions for each protected characteristic. This report will identify NES's performance in relation to aiming to achieve its objective of ensuring fair recruitment and employment practices. The data relates only to employees who are directly employed by NES. It excludes those who work with us but are engaged on other arrangements. This report is the starting point for further investigation and a more sophisticated intelligence led approach to management, engagement and development based on the protected characteristics.

The report draws on our obligation to meet our Equality Information Publishing Duty under the new Equality Act 2010 to publish information annually relating to employees who share a protected characteristic. This report will consider the impact of equality and diversity in relation to various criteria as shown below.

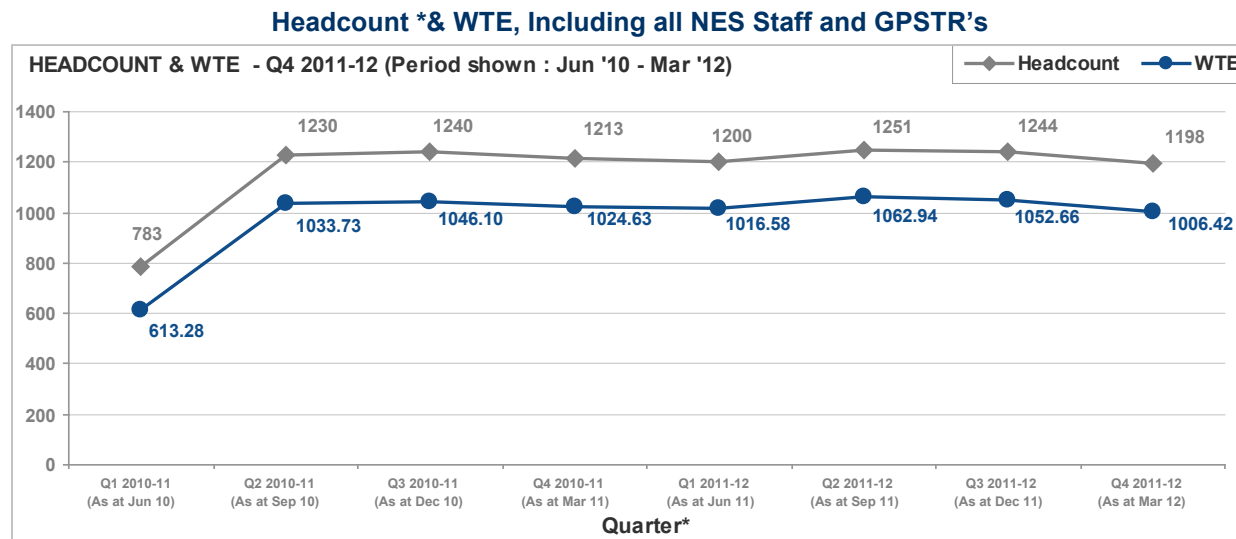
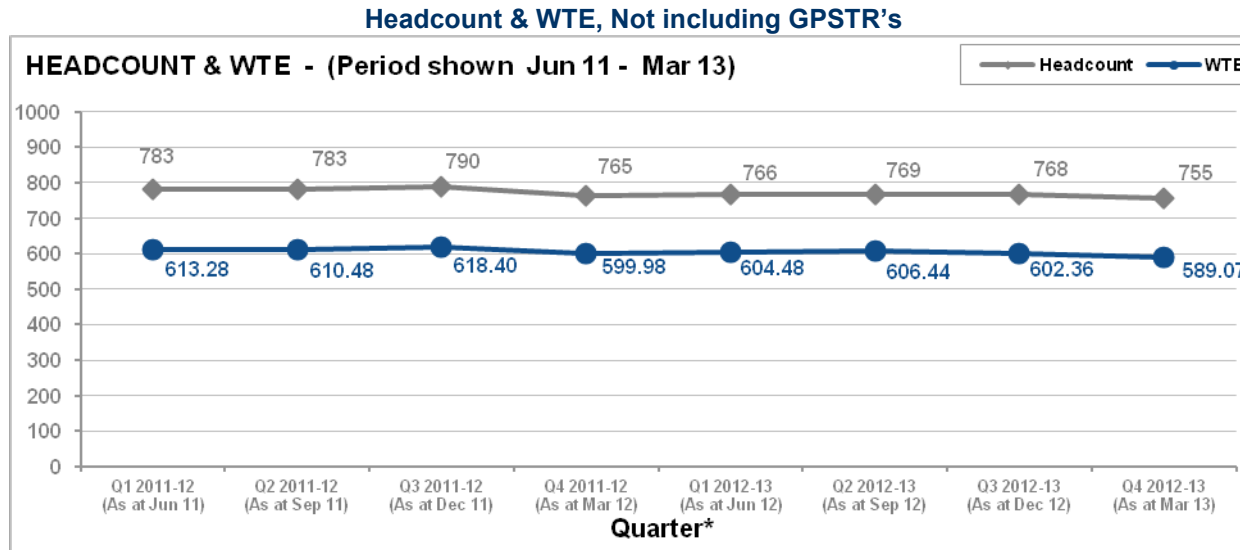




## STAFF IN POST

### 1.1 Workforce Profile

The reporting period is 1st April 2012 to 31st March 2013. As at the March 2012 the headcount (not including GPSTR's) in NES was 765 (604.48 WTE), by March 2013 this has decreased to 755 (589.07 WTE). The size of the core NES workforce has been reducing and was the lowest at 755 in 8 quarters, this is a reduction of 3.5% in two years.



## 1.2 Gender

The NES workforce is predominantly female and make up 69.0% of the total workforce.

As shown in our in 2012/13 report in non medical and dental remunerated roles the female workforce is most prevalent in Agenda for Change Band 8 at 8.7% and Band 5 at 8.2%, whereas the non medical/ dental male workforce is most prevalent in Agenda for Change Band 8 at 3%. This trend prevailed across all quarters.

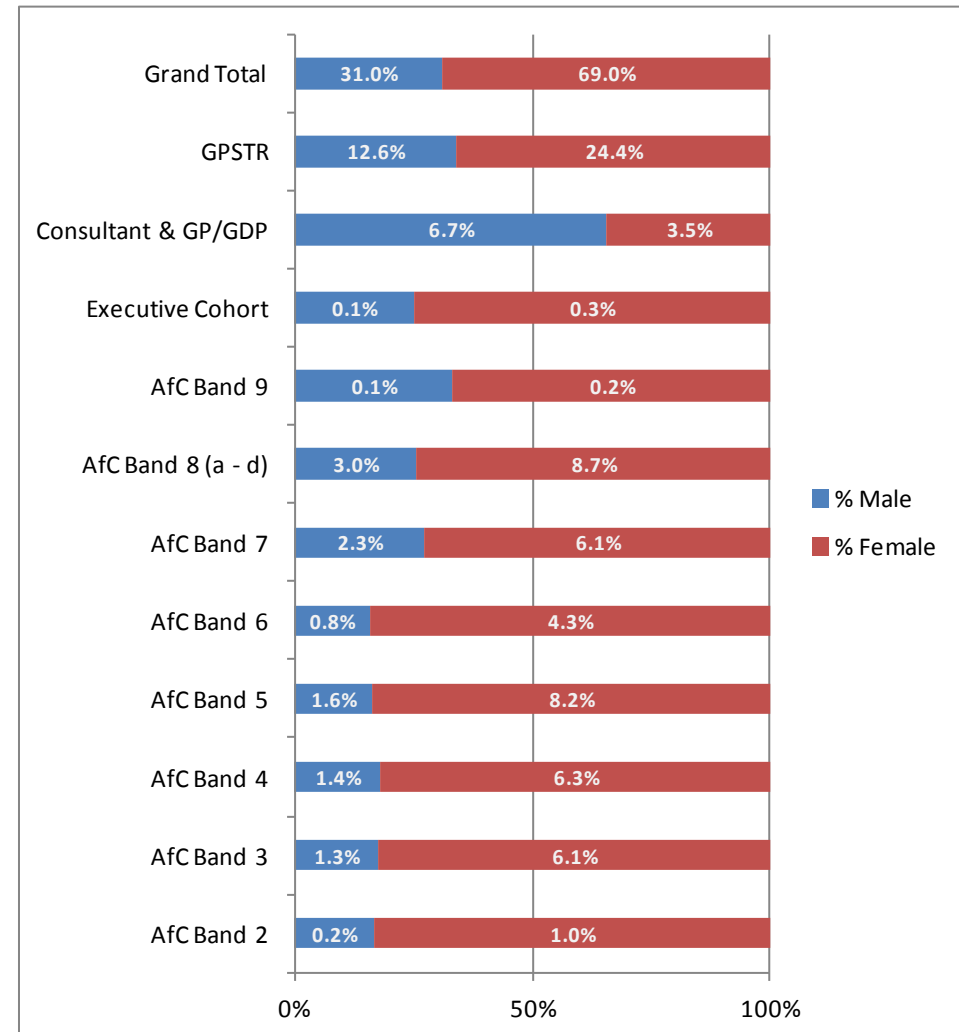
It was also noted in that the majority of employees in NES on medical and dental terms and conditions are male (6.7% as at 31.03.2013). This does not include the GP Specialty Training Registrar's (GPStR's), who are on training grades, where over half are female. This figure reflects the changing gender composition of the GP Workforce.<sup>6</sup>

Females are well represented in Band 8, 9 and the Executive cohort within NES (9.2 % as at 31.03.2013).

The HR & OD Directorate has undertaken a more detailed analysis of the pay differences by grade and gender across all Agenda for Change grades. This has been further analysed with reference to full and part time staff.

There is no inequality evidence that would cause the organisation any concern with regards to the levels of pay within each band by gender. In relation to certain grades there are some minor differences in gender and pay; however they are very small to be statistically significant to draw any definitive conclusions.

NES also published in April 2013 an updated Statement which includes our commitment to equal pay and provides an analysis of pay equity at NES<sup>7</sup>.



<sup>6</sup> See [http://www.gmc-uk.org/state\\_of\\_medicine\\_Final\\_web.pdf\\_44213427.pdf](http://www.gmc-uk.org/state_of_medicine_Final_web.pdf_44213427.pdf)

<sup>7</sup> Equal Pay Statement - <http://www.nes.scot.nhs.uk/media/16768/Equal-Pay-Statment-April-2013.pdf>

### 1.3 Religion and Belief

The disclosure of religion and belief by NES staff in 2012/13 is 87.9% as at 31.03.2013 and has not changed significantly from the last reporting period. Staff not wishing to disclose this information as at 31.03.2013 was 12.1% in comparison to 10.8% as at 31.03.2012. This is a positive step however it is interesting that this figure remains relatively high compared to disclosure relating to other equality strands.

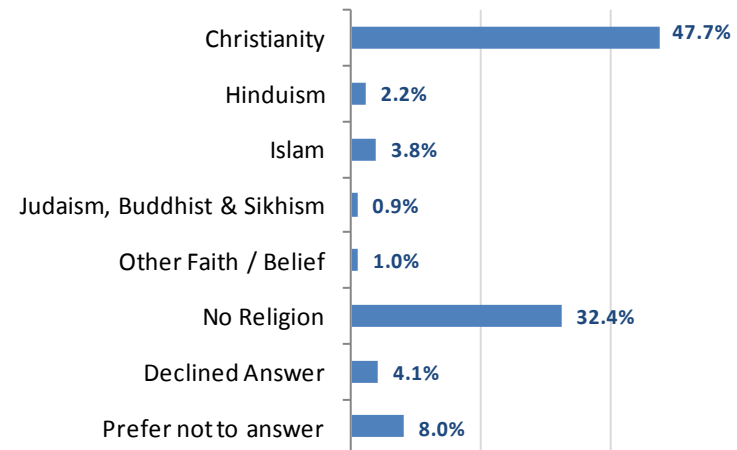
Going forward, it will be important to continue to reassure staff as to the reasons for collating and reporting this data. Evidence based promotional material will continue to be placed on the intranet to encourage staff to disclose this information. The 'Your NES' pages on the intranet, which aim to provide a forum for staff to find information relevant to their personal circumstances, combined with articles in NES Express will be a useful tool in communicating this type of message to staff. In addition, the ability for staff to update their own personnel records on the HR System since March 2013 and staff are able to maintain this information on an ongoing basis, eliminating the need to undertake a data collection exercise annually.

### 1.4 Ethnicity

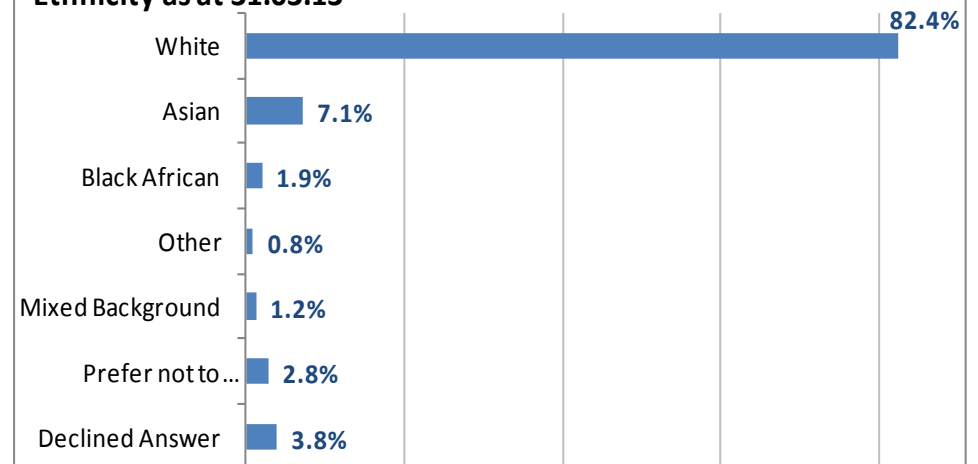
There continues to be has been an increase in the disclosure of ethnicity. The NES workforce is predominantly white (82.4% compared **to 91.9% in other small public** organisations); the remaining staff are split between the other ethnic groups. NES will continue to monitor the attraction and retention of staff from minority ethnic groups.

The size of the ethnic minority population in Scotland in 2011 was 192,900 or 3.7% of the total population of Scotland. Asian or Asian Scottish/British were the largest ethnic minority group at 2.1% of the population of Scotland, followed by Mixed/Multiple ethnic groups (0.5%), Other ethnic group (0.5%), African (0.4%), Arab (0.1%) and those of Caribbean or Black (0.1%) ethnicity<sup>8</sup>.

Religion and Belief as at 31.03.13



Ethnicity as at 31.03.13



<sup>8</sup> <http://www.scotland.gov.uk/Topics/People/Equality/Equalities/DataGrid/Ethnicity>

## 1.5 Disability

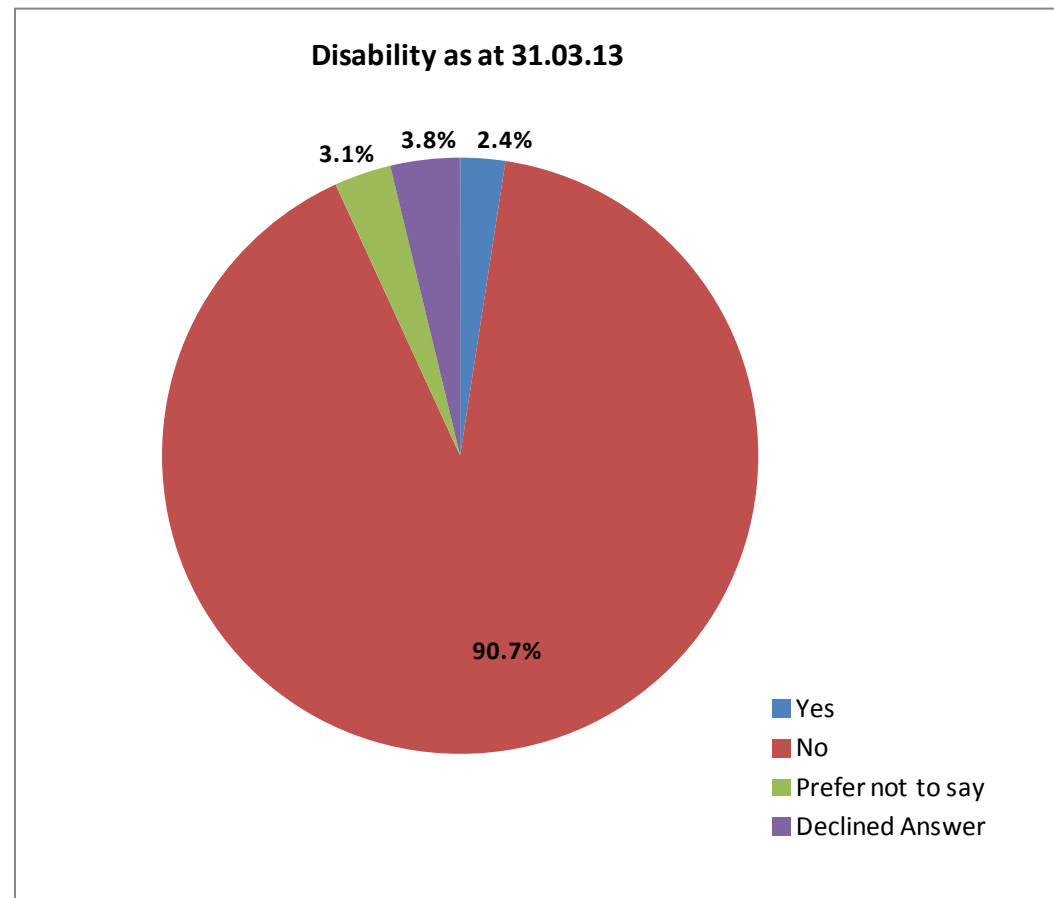
The disclosure of disability status of NES employees is an area we continue to work on to enhance disclosure rates. As at 31.03.2013 disability status was known for 93.1% of staff with 3.1% preferring not to say and 3.8% declined to answer by not responding to the question at all. The disclosure level amongst the GPStR staff group is lower than that of other staff groups. Work is ongoing with these groups of staff to increase the disclosure rate. We also continue to collate data on the type of disability/impairment.

Of the NES workforce, as at 31.03.13, 2.4% (compared to 3.6% in other small public organisations<sup>9</sup>) have disclosed a disability and the most common description of their disability is a long standing illness or physical impairment. Due to the small numbers involved in each category of disability it is not possible to provide a full breakdown of disability by impairment in this report, however this is analysed and reviewed on a regular basis by the HR & OD Directorate.

A disability policy promotes the social model approach to disability and recognises that there is an organisational responsibility to take positive action in the removal of barriers faced by people with disabilities. In 2012/13 the Disability policy has been reviewed and revised to reflect the Equality Act 2010 and the provisions therein for the disabled community. It continues to reflect the organisation's positive commitment to promoting disability equality across our organisation.

NES has been taking steps to take account of disabled people's disabilities by:

- Implementing reasonable adjustments in the workplace to support employment by disabled people enhanced by our Edinburgh relocation
- Embedding an inclusive education and learning policy which takes account of the specific needs of disabled people
- Operating a guaranteed interview scheme for disabled applicants to NES corporate posts and to vocational and preregistration training posts
- Reviewing and updating our disability policy to provide greater clarity about reasonable adjustments
- Developing educational resources and support for NHSScotland to improve the cultural competence of NHSScotland staff, including specific resources to support improvements to the care delivered to people with sensory impairments and learning disabilities.



<sup>9</sup> HR Benchmarker 2012 – Workforce performance Indicators Report, DLA Piper

## 1.6 Age

The largest proportion of the NES workforce is in the 25-34 age range at 40.2%. This figure is significantly larger than the 30.4% within similar small public sector organisations<sup>10</sup> and 19% within the rest of NHS Scotland<sup>11</sup>.

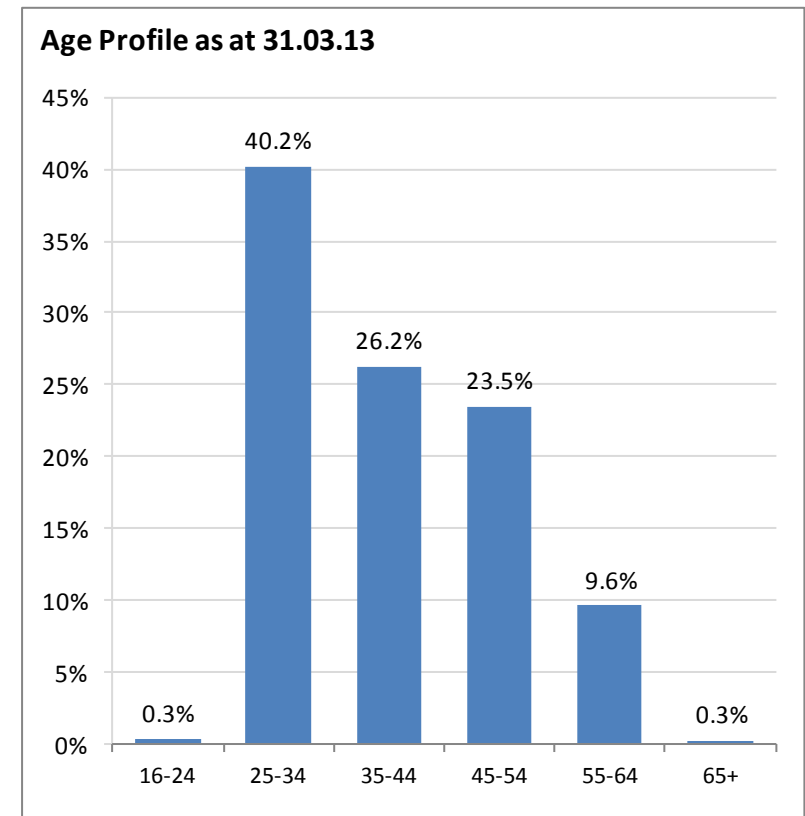
Previously the NES workforce has predominantly fallen into the 45-54 age groups (33.9% of the workforce as at 30.09.2010). The under 24 and 65+ age groups continue to be the most underrepresented groups within NES which is in line with the overall NHSS data (3.8% and 0.9% respectively, ISD 2013). In comparison to previous year's 9.6 % of NES staff were over the age of 55, a decrease from previous years (22.4 % in 2012). Some of the longest serving and most experienced employees are over 55 years old; there is the potential for NES to lose more experienced members of staff in the forthcoming years. Succession planning remains key to ensure sustainability of services over the next decade.

Although the age demographic of NES can in part be attributed to the clinical experience gained by a number of staff prior to moving into education, training and project roles, close monitoring of the age demographic will continue and feed into the annual review of the HR & OD priorities in the Equality and Diversity Strategic Action Plan 2013/17.

À

NES will continue to seek opportunities to promote NES to all ages of potential workforce and plan to review job descriptions to ensure that any experiential requirements are valid. Succession Planning will be taken forward as a part of the People & OD Strategy.

NES is currently in the process of supporting a Scottish Government initiative to provide work placements for young people aged 16-24. Modern Apprenticeships are focussed on young people who face barriers to entering the training and workplace, providing them with essential employability skills as well as creating specialist skills in a given field. They last for one year and apprentices attend college one day per week and complete a recognised qualification in their chosen area. The other four days are spent in the workplace learning the job and gathering evidence to support their qualification.



<sup>10</sup> HR Benchmarker 2012 – Workforce Performance Indicators Report, DLA Piper

<sup>11</sup> National comparator figures from previous year (ISD), figures as at 31.03.2013

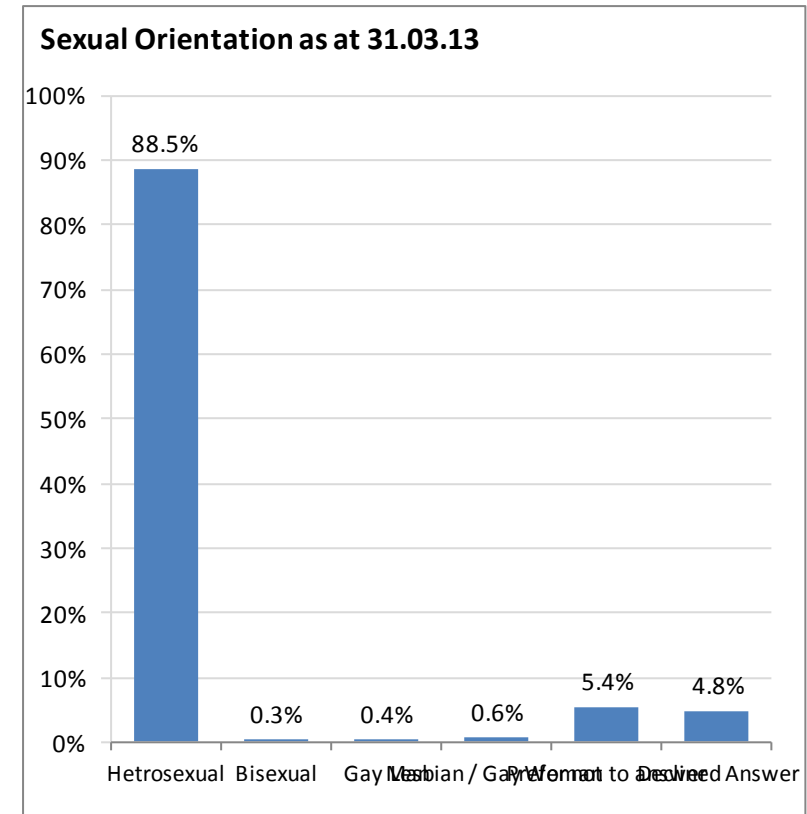
## 1.7 Sexual Orientation

As with disclosure of other equalities data, we continue to promote the disclosure of information as 10.2% of employees stated that they would prefer not to declare this information (compared to 9% in the previous reporting period at 30.09.2012). This suggests that staff may still have concerns over why NES would collect this data and how it would be used.

Stonewall research suggests that staff may become more willing to disclose this type of information when they feel safe to do so and the increase shown above would seem to indicate that this is the case. Therefore, the continual updating of equalities data by staff, combined with work being undertaken to explain why NES collects this data, may lead to a longitudinal increase in disclosure of sexual orientation by employees.

In addition to this NES participated in the Good Practice Programme in 2012/13 which was designed to provide expert advice and guidance around sexual orientation and gender identity issues to public sector organisations. It is noted that from April 2011, a new public duty has been introduced, which means that the public sector will have to proactively consider the needs of their LGBT staff and service users and make sure that no part of their service is discriminatory.

Following the Workforce Equality Index benchmarking exercise of 2011/2012, actions were identified and included in the 2012/13 Single Equality Scheme to enable NES to make real progress in its commitment to achieving equality and diversity in relation to sexual orientation. Progress to date includes making specific reference to same sex couples in our family friendly policies. The review of Dignity at Work Policy during 2012 has resulted in specific reference to homophobic bullying. In addition to this the Director and HR & OD has become the organisational figurehead to raise the profile of the LGBT agenda.

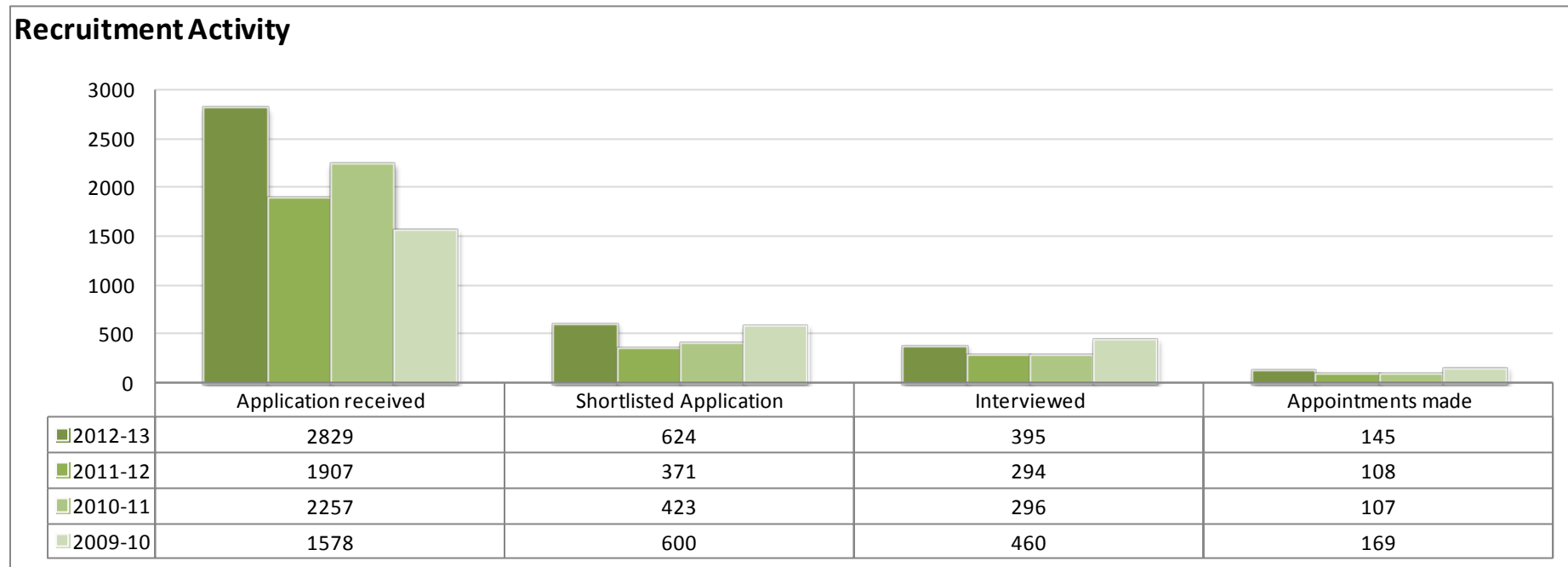


## 1.8 Marital Status

According to the best practice guidance on monitoring equality and diversity in employment ,marital/civil partnership status should included be included as this is included in section 8 of the Equality Act 2010 and part of the Public Sector Equality Duty in respect of the requirement to have due regard to the need to eliminate discrimination. 58.04% of NES staff are married / civil partnership. 7.68% of staff preferred not to disclose this equality information (including all those who had either selected declined to answer, prefer not to answer or left the question blank).

## 2.0 RECRUITMENT

In the reporting period April 2012 to March 2013, 180 posts were advertised<sup>12</sup>. A total of 2829 applications were received for these posts and 624 of these were subsequently shortlisted for interview, which resulted in all advertised posts being filled. Compared to 2011/12 this represents a 48% decrease in applications received. It is noted that fewer percentage were shortlisted however this does not necessarily mean we received a lower quality of applications as there are only a finite number of interview slots available. The overall conversion rate from application to appointment for this reporting period is 6.4% up from 5.7% in 2011/12 and 4.7% 2010/11 in the previous reporting period.



The analysis of the recruitment data is undertaken on the basis of:

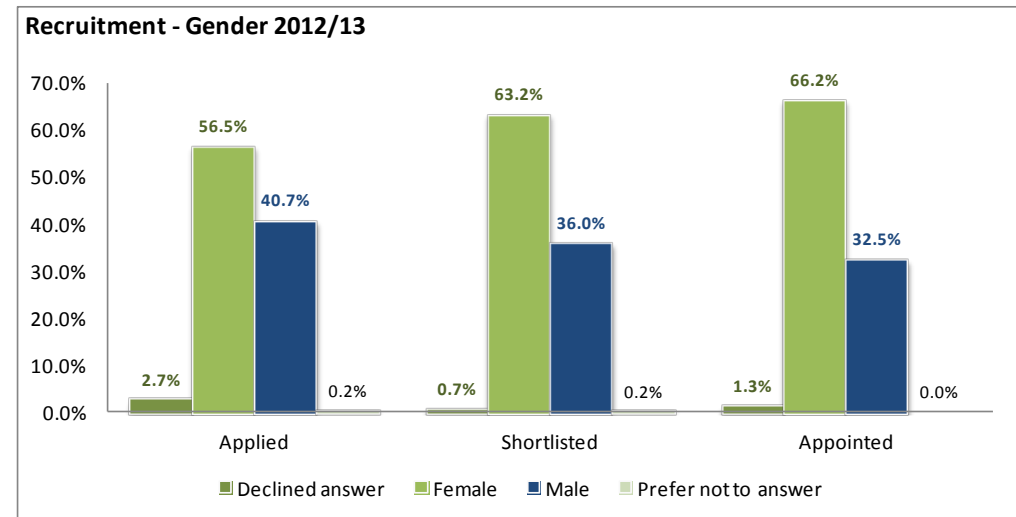
- number of applications received and equalities data disclosed
- number of these applications shortlisted
- number of those offered posts that are formally appointed

<sup>12</sup> This does not include any training posts that GPSTR's apply for. A separate E&D report is produced for Vocational Training posts

## 2.1 Recruitment - Gender

Recruitment data for the year shows that 56.5% of applicants to NES were female; this represents a decrease from 60% in 2009. This is significantly above the reported census population of 51.5%, as reported by the National Records of Scotland<sup>13</sup>. It should be noted that this trend of a disproportionate level of female applicants is seen across the public sector organisations. The workforce in Nursing, Midwifery and Allied Health Professionals and Psychology is predominantly female therefore we would expect to see this trend mirrored within our NES staff population.

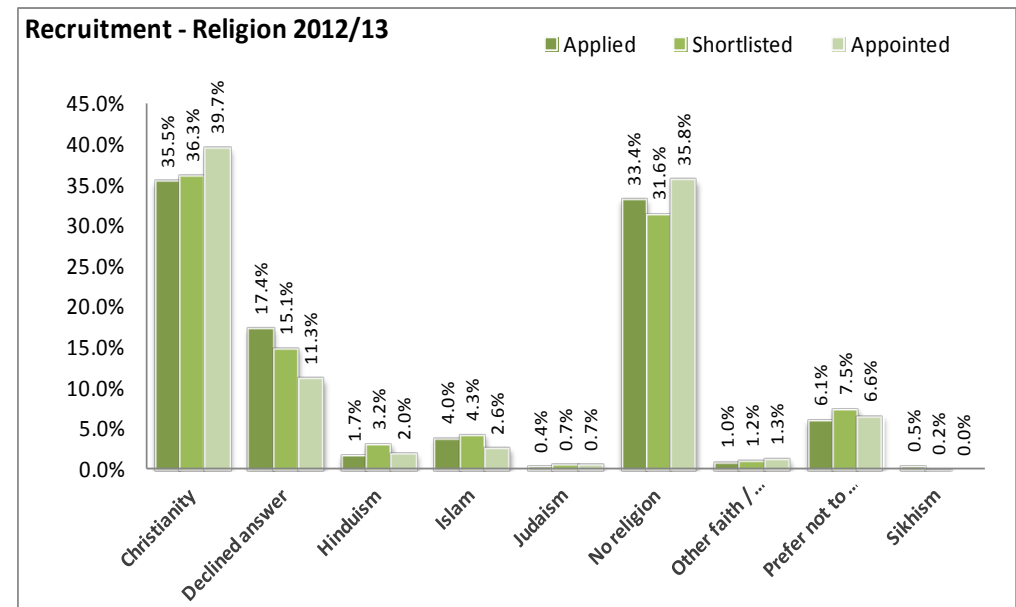
NES attracts more females than males and there is a slight difference in their success through the stages of recruitment, with 32.5% of males and 66.2% of females of short listed applicants being offered a role within NES in 2012/13.



## 2.2 Recruitment - Religion

For religion the largest applicant group was Christianity (35.5% per cent) followed by No religion (33.4% per cent), this is in line with the 2011 census data. NES would appear to be attracting a slightly more diverse pool of applicants compared to the census population. NES has been attracting more applications from the faiths of Hinduism, Islam, Judaism, Other faith / belief, Sikhism.

Compared to national census data<sup>13</sup> on the percentage of the population disclosing their religion/belief, NES appears to be attracting fewer applications from those disclosing their religion as being Church of Scotland and Roman Catholic. 35% of applications come from those classifying themselves to be of the Christian faith compared to 64% of the census population. 33.4% of applications classify themselves as having no religion, which is 15% higher than the census population. 23.5% of applicants either declined to answer or preferred not to say their religion compared to 18% of the census population. This group performed well with 34% of short listed applicants being offered a role. The success rate of applications is broadly similar for all the religions but the numbers are not statistically significant to draw a definitive conclusion, however these will be monitored going forward



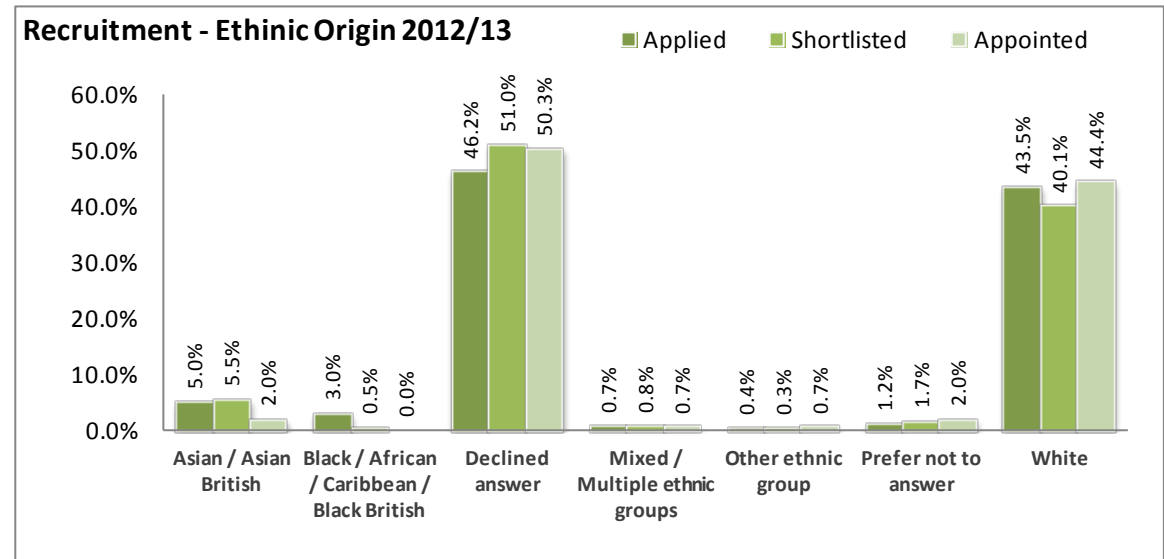
<sup>13</sup> <http://www.scotlandscensus.gov.uk>



to see if a trend emerges over time.

### 2.3 Recruitment – Ethnicity

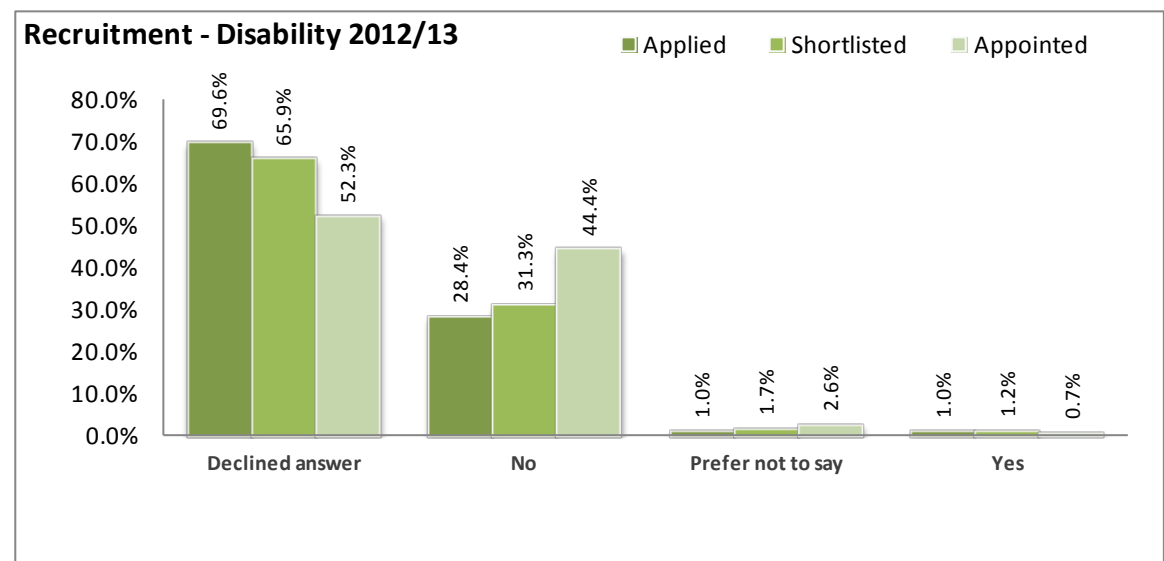
Drawing on information from the 2011 census<sup>14</sup>, the ethnic profile of the UK population comprised classifying themselves as white 92% with the remaining 8% classifying themselves as belonging to other ethnic groups. 46.2% did not respond to the question about their ethnic origin on the application form. Of those who did respond, the largest number of applications and appointments were made by people who classified themselves as White. The success rate of different ethnic groups at the short listing stages is varied. The collated data shows that certain ethnic groups have a higher success rate after being shortlisted for interview however the numbers are not statistically significant to draw a definitive conclusion. However, of the 5.5% of Asian / Asian British group that were interviewed 2% were appointed. NES continues to provide equality and diversity training to all staff including managers who shortlist and interview candidates. The HR & OD Directorate continue to follow immigration legislation and will simplify the application form to get a better response rate from candidates.



### 2.4 Recruitment - Disability

Of those who disclosed their disability status, only 1% of applicants disclosed as having a disability, this represents a decrease from 2011/12 when 4.2% disclosed as having a disability. This figure is lower than the census data which suggests that the disabled population in Scotland is 19%<sup>15</sup> however it must be noted that the census population also includes those who are not of working age. Candidates with a disability are able to request a “Job Interview Guarantee”. This means that they are guaranteed an interview providing they meet the minimum criteria as detailed in the person specification.

NES has maintained its double tick standard in 2012/13. It can be seen that more candidates who disclosed a disability were short listed



<sup>14</sup> Office for National Statistics - [www.ons.gov.uk](http://www.ons.gov.uk)

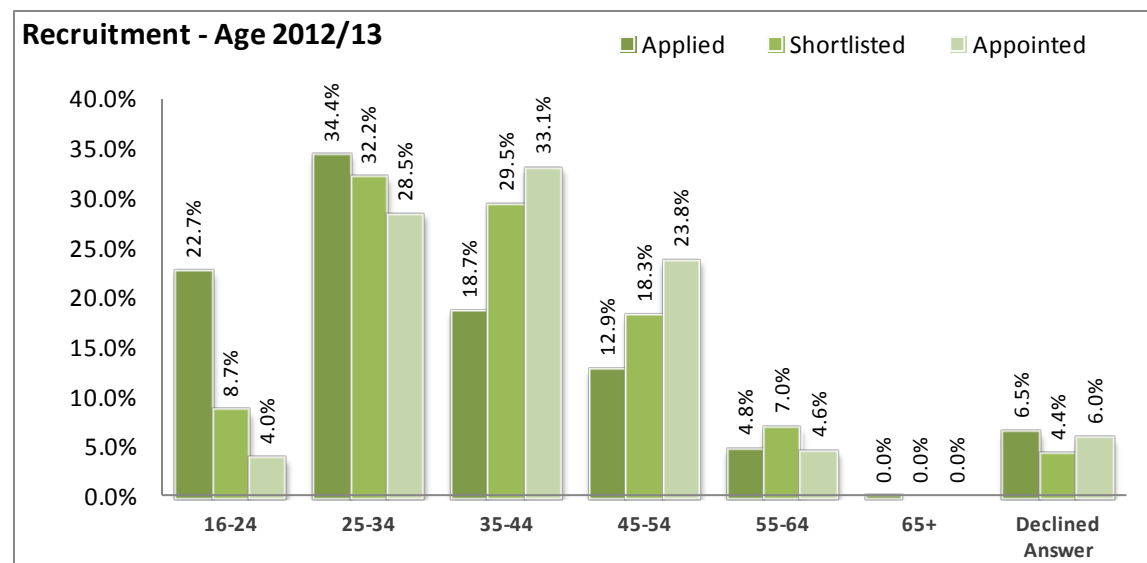
<sup>15</sup> <http://www.scotland.gov.uk/Topics/People/Equality/disability>

(25%) compared to those who had not (21%). This more favourable outcome for candidates disclosing a disability continues at offer stage with 26% disclosing a disability being offered compared to 20% who have classified themselves as not disabled. This suggests that we attract a high quality of applications from those disclosing a disability which could be partially attributed to our advertising all our posts with the two tick logo. However, a high number of applicants have chosen not to answer the question on disability in the application form. We will take measure to simplify the application form and provide more information to candidates about our commitment to equality for disabled people in our recruitment and employment practices.

## 2.5 Recruitment – Age

For the third year in a row majority of applications were received from the 25–34 age group (34.4%), this group have been proportionately more successful in previous years. In 2012/13, 33% of those in the 45–54 age group who were shortlisted were subsequently offered a role; this has increased slightly since 2011/12.

NES is currently in the process of supporting a Scottish Government initiative to provide work placements for young people aged 16-24<sup>16</sup>. Modern Apprenticeships are focussed on young people who face barriers to entering the training and workplace, providing them with essential employability skills as well as creating specialist skills in a given field. They last for one year and apprentices attend college one day per week and complete a recognised qualification in their chosen area. The other four days are spent in the workplace learning the job and gathering evidence to support their qualification.

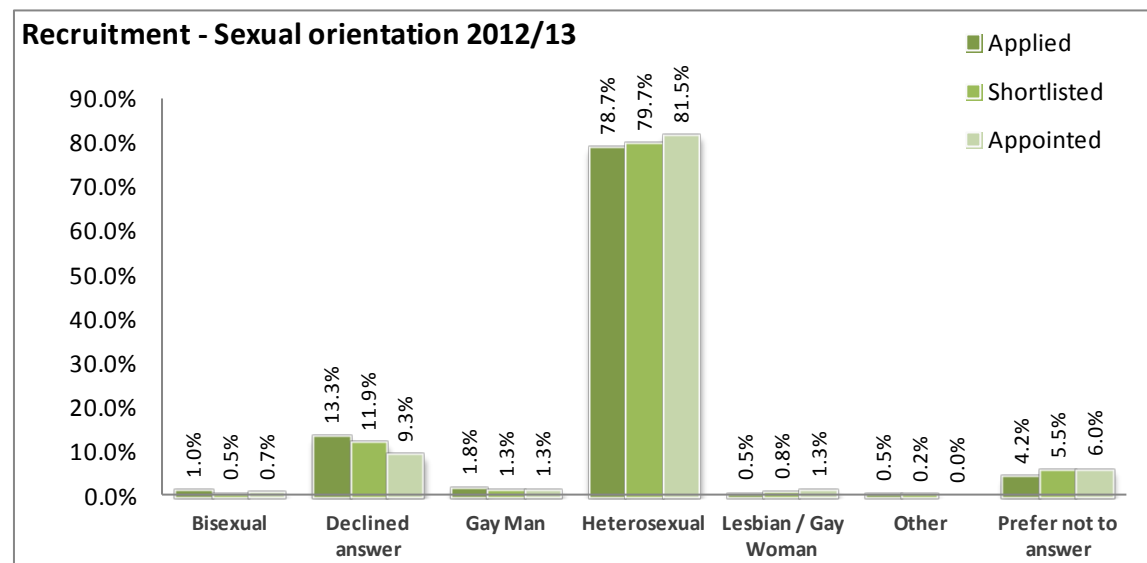


## 2.6 Recruitment – Sexual orientation

Of the applicants who disclosed their sexual orientation in 2012/13, 3.7% are Lesbian, Gay, Bisexual or Transgender (LGBT). This is below the Stonewall Scotland estimate that 6% of the Scottish population are LGBT.

Looking at success during recruitment stages 29% of the LGBT applicants who were shortlisted were appointed to the role. This is much higher than non LGBT candidates where 25.5% of the candidates were appointed to the role.

Even though the success rate of application to appointment is different, because of the small the numbers involved it is not statistically significant to draw a definitive conclusion, however these will be monitored going forward to see if a trend emerges over time.



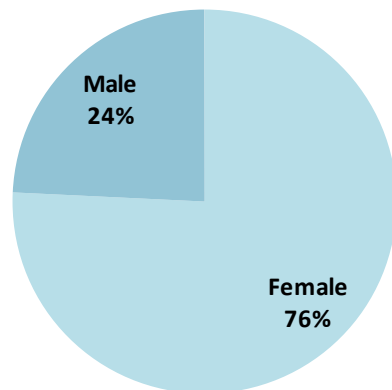
<sup>16</sup> <http://www.scotland.gov.uk/News/Releases/2010/03/17101341>

### 3. STAFF TURNOVER

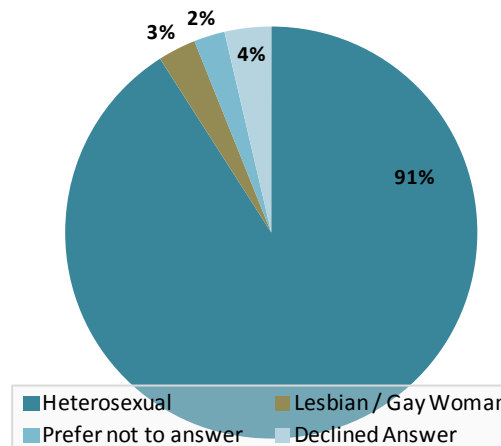
A total of 99 employees, not including GPSTR's<sup>17</sup>, left NES during the reporting period April 2012 to March 2013. NES now prepares an annual report on exit questionnaire data which provides an analysis of the impact of a wide variety of issues on the reasons for leaving and the respondents' views on a range of satisfaction and motivational factors.

#### EQUILITY AND DIVERSITY - STAFF TURNOVER 2012/13

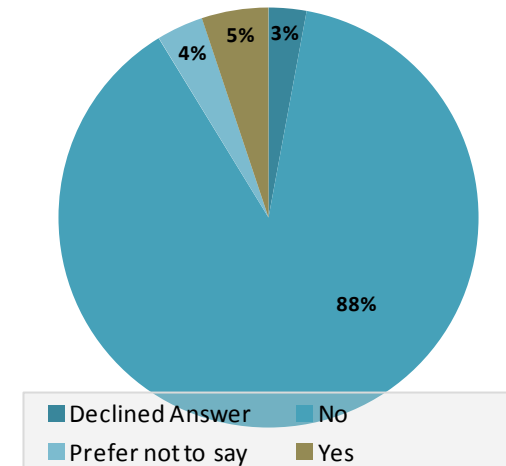
**GENDER**



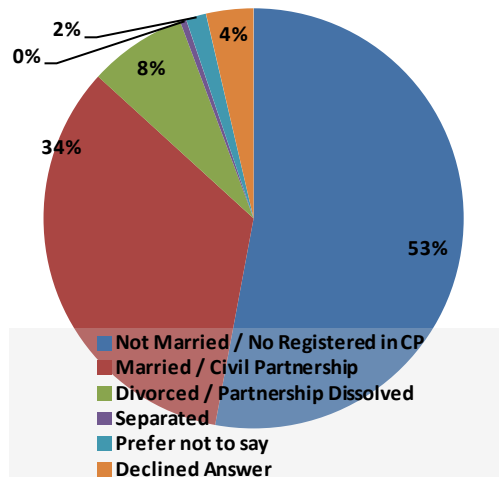
**SEXUAL ORIENTATION**



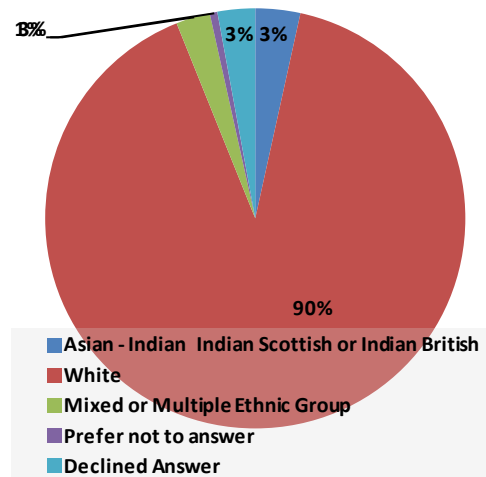
**DISABILITY**



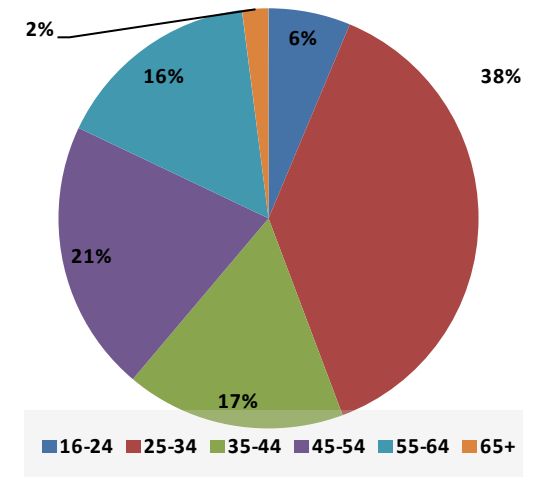
**MARITAL STATUS**



**ETHNIC ORIGIN**



**AGE**



<sup>17</sup> GPSTR's are employed for the duration of their training period on a fixed term basis.

There were 99 leavers (excluding GP Specialty Registrars) from NES in 2012/13 and 38 participated in the exit process facilitated by HR & OD. Given the small sample and that this is the second year that this report has been produced care needs to be taken in drawing any definite conclusions however trends will be monitored over time. Based on the analysis the following points are drawn to attention as follows:-

- The impact of the ending of fixed term contracts
- NES has continued to maintain reasonably a good satisfaction rate at the time of leaving employment and in relation to recommending NES as a place to work. This reflects our NHSS Staff Survey scores.
- Compared to the previous year higher number of leavers agreed that they were valued and recognised for the work that they did, were treated with fairness and respect and they were not disadvantaged on account of any of the equality strands
- Reasonably good scores on having the information required to do the job and development and training opportunities (again mirrors NHSS Staff Survey scores)
- Extensive change process potentially impacting on views of morale Some less positive views on career development opportunities for career development

Majority of the leavers were female (76%) compared to 28% of the leavers that were male. With a predominantly female workforce, it is unsurprising to note that the majority of leavers are female. This is consistent with organisational turnover during all quarters of the reporting period 2012/2013. 34% members of staff were married, 53% declared themselves as not married or in a registered civil partnership, 6% preferred not to say or declined to answer. 8 % members of staff confirmed that they were divorced or separated. As the numbers of married and unmarried leavers are similar are similar to the demographics of the staff in post this suggests that none of these groups were discriminated against.

Of the leavers who disclosed their race and ethnicity, the majority (90%) were White - Scottish , White - Other British, White - Other, with the remainder from other races/ethnicities. This data corresponds with the overall workforce demographic of NES, where over 82.4% of employees are White. Of the 90% leavers who declared information on religion & belief, the majority (38%) declared that they followed Christianity<sup>18</sup>. A significant proportion (39%) was declared that they followed no religion. A small proportion of staff declared that they held other religious beliefs. Again this is in line with employee demographic. 88% of the leavers confirmed that they had no disability. The disability status of 7% of leavers is unknown as they declined to answer. Measures are now in place to allow staff to update all their personal through the employee self service module called WorkForce Online on our HR System. 84.9% if the leavers declared themselves as heterosexual. The analysed data does not show any trend emerging in this area.

The majority of leavers were in the age group 55-64 (38%). Retaining and developing the workforce ("talent management") is an objective of NES People and OD strategy. NES continues to monitor the staff profile to meet our operational and strategic plans requirements.

Now that NES is committed to collecting exit questionnaire data in a systematic manner, the next step is to carefully analyse the information collected to determine what action we can take to address issues arising from the data. It is essential that we act on the results and use the information to gain insights into aspects of NES and what opportunities there may be retain our key staff. Creating an action plan based on this information may help reduce employee turnover within NES.

The data collected will also be used when impact assessing HR & OD policies and if we implement changes within NES because of employee exit questionnaire findings; we will inform employees why we are making these changes. Knowing that NES takes exit findings seriously will not only encourage future participation but will help promote the overall employee experience. This development will ensure that NES get lots of open and honest ideas, suggestions and critiques from our employee exit processes.

<sup>18</sup> Christianity includes the follow choices Christianity - Church of Scotland (22%), Christianity - Roman Catholic (8%) and Christianity – Other (8%)

## 4. Promotions

Currently a promotion within NES is any change in a post holder's grade/ band. This does not include the re-evaluations of posts.

During the reporting period there were 9 'promotions' within NES, all of which are Full Time positions. 2/3rds of staff who gained a promotion are female, work in the Edinburgh office and are aged between 30 and 40 years. The promotions were spread across all divisions in NES.

Data has been collated with regard to the WTE, gender, marital status, religion, ethnic origin, disability, age and sexual orientation of all promoted staff. Analysis of the data suggests that no groups have been disadvantaged; however in some cases numbers are very small and cannot be reported. As this is the case it is difficult to draw robust conclusions.

## 5. Performance Management

Performance management happens both at a corporate level, for NES as a whole, and at the individual level, for our employees. In NES, there are links between both these elements of performance management via the Operational Planning process. In NES, performance management is about delivering organisational effectiveness through leading, managing and developing our people and their contributions. Our performance management strategy and process focuses on the following key elements of our approach:

- Objective setting
- Performance review and appraisal
- Personal development planning
- Giving and receiving feedback
- Line management

These activities are features of good employment practice and Staff Governance, and are mandatory for all NES employees. Highly effective organisations typically use performance management and the activities associated with it to ensure that their people are clear on how they contribute to the organisation's strategy and that regular performance review/appraisal and development planning supports this.

This is recognised in the Strategic Framework by our commitment under objective 9 to 'Establish systems that better connect individual performance to our objectives'. We have developed a Strategy and Action Plan to support this objective. This Strategy was developed in response to the findings of a Corporate Review of Performance Management arrangements conducted in 2011. In implementing the Strategy, we are committed to ensuring that:

- All of our people are able to understand how they contribute to the organisation's strategy via the work that they do
- These contributions are recognised both as they happen and through formal performance review processes
- Appropriate development is provided to help people enhance their contribution through the acquisition of knowledge and skills

We need to be able to demonstrate our impact and use our resources effectively, which includes the funding we have available to support staff development. Effective performance management helps us to do this, ensuring that we are helped to perform well in our roles and are supported in developing our skills and experience, as appropriate.

## 6. Grievance and Disciplinary

During the reporting period April 2012 to March 2013 five formal grievance/disciplinary cases took place, no increase from last year's figure. Data has been collated with regard to the WTE, gender, marital status, religion, ethnic origin, disability, age and sexual orientation. Analysis of the data suggests that no groups have been disadvantaged; however, as numbers are very small it is difficult to draw robust conclusions. NES has launched an internal mediation service during 2011/12, 2 formal mediation sessions have been held for NES staff and a similar number for other NHS organisations. Further monitoring of the impact of this service on formal disciplinary and grievance cases will be carried out in 2013/14.